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**EVENT MANAGER IN THE CREATIVE INDUSTRIES:
FUNCTIONS, COMPETENCIES, AND TRAINING PATHWAYS**

The article examines the profile of an event manager in the creative industries, which are currently one of the most dynamic and sought-after. The research problem lies in identifying the key functions, competencies, and training pathways for specialists capable of working effectively in the context of rapid changes in the event market and emerging technologies. The purpose of the study is to systematize and analyze the main components of the professional activity of an event manager, as well as to define effective models for personnel training in this area. The main hypothesis is that successful professional activity of an event manager is based on the integration of a creative approach, organizational skills, communicative competence, and digital awareness. The research methodology includes analysis of scientific literature, comparative analysis of professional standards, and generalization of educational program experiences. The results of the study allowed the authors to highlight a functional model of event manager activity, which includes creative-design, organizational-managerial, communicative, informational-digital, and reflexive-analytical components. In addition, current formats for specialist training were explored: higher education institutions, professional courses, and learning through practice. The conclusions emphasize the need for a comprehensive approach to professional training that combines theoretical knowledge and practical experience, as well as the continuous updating of competencies in the context of digital and social transformations.

Keywords: communication; cultural management; arts education; event organization; professional development; competencies; technological innovation; creative management.

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**ІВЕНТ-МЕНЕДЖЕР У СФЕРІ КРЕАТИВНИХ ІНДУСТРІЙ: ФУНКЦІЇ,
КОМПЕТЕНТНОСТІ ТА ШЛЯХИ ПІДГОТОВКИ**

У статті розглядається профіль івент-менеджера у сфері креативних індустрій, який на сьогодні є одним із найдинамічніших і затребуваних. Постановка проблеми полягає у визначенні ключових функцій, компетентностей та шляхів підготовки фахівців, здатних ефективно працювати в умовах швидких змін ринку подій і новітніх технологій. Метою дослідження є систематизація та аналіз основних складових професійної діяльності івент-менеджера, а також визначення ефективних моделей підготовки кадрів у цій сфері. Основна гіпотеза полягає в тому, що успішна професійна діяльність івент-менеджера базується на інтеграції креативного підходу, організаційних навичок, комунікативної компетентності та цифрової обізнаності. Для дослідження були застосовані методи аналізу наукової літератури, порівняльного аналізу професійних стандартів, а також узагальнення досвіду освітніх програм. Результати дослідження дозволили видокремити функціональну модель діяльності івент-менеджера, що включає креативно-проектувальну, організаційно-управлінську, комунікативну, інформаційно-цифрову та рефлексивно-аналітичну складові. Крім того, досліджено сучасні формати підготовки фахівців: заклади вищої освіти, професійні курси та навчання через практику. Висновки підкреслюють необхідність комплексного підходу до професійної підготовки, що поєднує теоретичні знання та практичний досвід, а також постійне оновлення компетентностей у контексті цифрових і соціальних трансформацій.

***Ключові слова:** комунікації; культурний менеджмент; мистецька освіта; організація подій; професійний розвиток; компетентності; технологічні інновації; творчий менеджмент.*

Introduction and Purpose of the Study. Modern creative industries, encompassing culture, arts, media, design, show business, and other forms of intellectual activity, are dynamically developing and increasingly influencing the economy and social life. In this context, the demand for highly qualified professionals capable of effectively organizing, producing, and implementing cultural and commercial events of various scales is growing. The event manager acts not only as an organizer of events but also as a strategist, communicator, creator, and leader with a wide range of managerial, social, and creative competencies.

The relevance of the topic is driven by the need for professional understanding of the event manager's role within the structure of creative industries, identifying the specifics of their activities, and forming effective approaches to training such specialists in the context of transformations in arts education. Given the challenges of the modern labor market and integration processes in the European educational space, there is a growing need for a systematic analysis of the event manager's functions and competence profile, which could serve as a basis for improving educational programs in the field.

The purpose of the article is to investigate the key functions of the event manager in the creative industries and in the context of the modern event services market, to outline the professional competencies required for successful performance in this field, and to analyze effective ways of training such specialists in higher education institutions.

Materials and Methods. The research employed an interdisciplinary approach combining theoretical analysis of modern academic sources in management, cultural studies, and art pedagogy, as well as elements of comparative methodology to distinguish between the roles of event manager and producer, which are related but differ in operational logic. The main sources of information included scientific publications, educational standards, analytical reports from international organizations (UNESCO, EU Creative Europe), the regulatory framework of Ukraine in the field of higher education, analytical materials from educational platforms, practical cases from the event industry, and empirical descriptions of specialist functions based on observation and synthesis of industry practices.

The application of a set of methods made it possible to draw substantiated conclusions about the professional content of the event manager's activity, their place in the creative industries ecosystem, and the directions for improving professional training systems.

Results and Discussion. The research results confirm the increasing role of the event manager as an integrative figure in the ecosystem of creative industries. Ukrainian scholars (N. Hryshchenko, I. Zyazyun, N. Aldankova, O. Tadlia, Zh. Denysiuk) emphasizes the need to develop a comprehensive set of managerial, communicative, and creative skills in event management professionals to enable them to operate effectively in conditions of constant change and high competition.

Based on the analysis of works by N. Hryshchenko, A. Karnaukh, O.T. Yalokha, and A. Hrynkyv, and by synthesizing the approaches of various Ukrainian scholars and practitioners in creative industries, sociocultural management, and art education, we summarize a functional model of event manager activity in creative industries, including:

- ***Creative-design activity:*** idea generation, event concept creation, scenario thinking;
- ***Organizational and managerial activity:*** logistics planning, time management, budgeting;

- *Communicative and partnership interaction*: media work, collaboration with partners, clients, and teams;
- *Information-digital component*: use of digital platforms for planning, monitoring, and event promotion;
- *Reflexive-analytical work*: performance evaluation, feedback collection, strategic planning of future events.

The synthesized model represents a consolidation of insights from the cited researchers. According to generalized approaches by Ukrainian scholars (T. Yalokha, A. Hrynkyv, I. Lytvynova), the competence profile of an event manager in the creative industries should include:

- Creative competencies (Yalokha, 2023) [29];
- Innovative and communicative skills (Hrynkyv, 2022) [3];
- Digital competencies (Lytvynova, 2019) [15];
- Managerial and entrepreneurial skills (Uvarova, 2022) [27].

Comparative analysis of domestic and European training programs for event management specialists reveals several trends. In Europe, interdisciplinary, project-oriented training approaches prevail, with strong industry partnerships and incubation-style educational modules. In contrast, as S. Zubchenko (2020) notes, Ukrainian education in this area remains in a formative stage, characterized by fragmented content, weak industry integration, and underdeveloped mechanisms for dual education [8].

Based on current market needs and challenges, the authors propose the following directions for improving event manager training in higher education institutions:

- Introduction of practice-oriented modules (workshops, case studies, event labs);
- Creation of cross-disciplinary programs at the intersection of management, arts, and IT;
- Involvement of industry experts as mentors;
- Development of soft skills (emotional intelligence, stress resistance, adaptability);
- Support for student startups in the field of cultural events.

These approaches align with modern trends in the modernization of arts education in the context of European integration, as highlighted by researchers V. Kuznetsova [13], and V. Romanova [22], who emphasize that modern arts professionals should be not only performers but also producers and managers of their own creative activities.

In today's world, event organization has become both an art and a key component of communication, cultural, and business activities. Event management encompasses a broad range of practices – from conceptual thinking to operational implementation. The profession is one of the most dynamic in the creative industries, demanding a combination of strategic planning, creativity, communication skills, and technological literacy [4, 9].

One of the key questions in studying the profession is to define the role and characteristics of event managers. An event manager is a specialist responsible for planning, organizing, coordinating, and controlling events of various scales – from private parties to large-scale conferences, exhibitions, festivals, or branded events. Their primary goal is to create a coherent, meaningful, and logistically flawless event that meets the client's objectives [11, 22].

Unlike producers, who bear strategic responsibility for the creative product, finances, and team, event managers focus on the operational aspects of event execution – logistics, scheduling, partner coordination, and budget control approved by the producer or client [11].

The main responsibilities of event managers include:

- Developing event concepts (creative idea, theme, format, message);
- Planning and coordinating the work of the team (hosts, technicians, catering, security, etc.);
- Budgeting and financial planning;

- Selecting venues, equipment, services, and ensuring proper contracts;
- Managing risks, time, and contingencies;
- Coordinating marketing campaigns and audience engagement;
- Interaction with sponsors, media, and partners;
- Monitoring event effectiveness and preparing reports for clients [26, 27].

Key professional competencies of an event manager include:

- Strategic and operational planning;
- Event team management;
- Knowledge of marketing, PR, and SMM fundamentals;
- Document management;
- Basics of event design, logistics, and technical support;
- Public communication and conflict management;
- Knowledge of the current event market and analytics [15].

It is important to understand that the product in event management is the "event as an impression" – a complex emotional and informational experience for participants [19]. This product includes:

- Thematic content (semantic value);
- Scenario logic (event narrative);
- Atmosphere (design, sound, light, space);
- Practical value (contacts, experience, knowledge);
- Emotional impact (impression, memory, wow effect) [2].

An event is a unique communication tool that fulfills the client's reputational, commercial, educational, or entertainment goals.

Event manager training can take place in three main formats:

1. **Higher education institutions** offering programs such as "Management", "Advertising and PR", "Cultural Studies", "Sociocultural Management", "Performing Arts", "Marketing", or "Leisure Organization". The advantage is a systematic interdisciplinary education with an official diploma [18].

2. **Professional courses and online platforms** (e.g., Skillbox, Prometheus, Coursera, GeekBrains, Netology, Projector) offering practice-oriented programs lasting from 3 to 12 months with certification [18].

3. **Learning through practice**, including internships or assistant roles in event agencies, PR or production companies, cultural centers, or creative spaces. This format provides immersion into real-life cases and development of professional networks [13].

The ideal option combines formal education with practical experience and continuous professional development, including keeping up with new trends in the event market, technologies, and communication [20].

Thus, the study demonstrates that the event manager in the modern creative industries is an integrative figure combining a number of critically important competencies. This professional must possess creative design skills for idea generation and event concept development, organizational and managerial capabilities for effective planning, budgeting, and time management, and communication skills for working with media, partners, clients, and teams. Digital competencies are increasingly important for using information platforms for event monitoring and promotion, as are reflexive and analytical skills for evaluating performance and planning future activities.

Scientific analysis of the works of leading domestic researchers (Hryshchenko, Zubchenko, Tkachenko, Uvarova, Hrynkyv) allowed us to form a comprehensive functional portrait of an event manager, combining creativity, management, communication, and analytics. The competence

profile includes creative, innovative-communicative, digital, managerial, and entrepreneurial skills that meet the demands of the modern creative labor market.

Comparison of domestic and European educational programs revealed differences, particularly in favor of interdisciplinary, project-oriented European approaches, stronger industry involvement, and the introduction of incubation modules. Meanwhile, Ukraine's event management education sector is still developing and requires the elimination of content fragmentation and stronger practical integration.

Accordingly, we propose several directions for improving specialist training, including implementing practice-oriented modules (workshops, case studies, event labs), creating interdisciplinary curricula combining management, arts, and IT, active involvement of industry experts as mentors, development of soft skills, and support for student initiatives and startups in the cultural field.

These recommendations align with modern trends in the modernization of arts education in the context of European integration, emphasizing the need to form a professional who is simultaneously a performer, manager, and producer of their own creative activity. Overall, event management is seen as a multifaceted activity combining art and business, strategic planning and operational management, technology and communication, creating unique emotional and informational products – events that meet various sociocultural and commercial objectives.

Also, our task was to identify the specific competencies of the event manager in the current Ukrainian context. Modern Ukrainian realities – in particular, the ongoing state of war, the activation of the volunteer movement, and the need for cultural diplomacy – require a rethinking of the event manager's competence profile. In wartime conditions, a specialist must possess not only classical managerial, creative, and digital skills but also the ability to work in crisis situations, make quick decisions, manage the emotional state of the audience, and organize events with elements of psychological support. Social responsibility becomes an important competency – the ability to integrate volunteer, charitable, and patriotic aspects into the structure of events.

In addition, the event manager plays an increasingly important role as a subject of cultural diplomacy. Holding cultural events aimed at international audiences (online or offline) becomes a means of shaping Ukraine's image in the world, reinforcing the narrative of resilience, creativity, and humanism of Ukrainian culture. This requires the development of intercultural communication, knowledge of international standards, flexibility in event formats, and a high degree of reputational sensitivity.

Thus, the professional profile of an event manager in Ukrainian conditions expands to include crisis management, volunteer coordination, ethical leadership, and diplomatic sensitivity. This highlights the need to adapt educational programs that should consider not only technological trends but also the sociocultural challenges dictated by the current historical situation.

Conclusions. Thus, the study analyzes the profession of the event manager in the creative industries, defining its key functions, professional competencies, and main training pathways. Event management is presented as a multifaceted activity that combines creative design, organizational and managerial processes, communication, and the use of digital technologies. It has been determined that successful event implementation requires not only professional knowledge and skills but also the ability to think strategically and interact effectively with all project participants. Professional training of event managers should be based on a combination of formal education, practical experience, and continuous professional development, considering the current market challenges and industry trends.

Future research in event management should focus on:

- Developing comprehensive competency models incorporating emerging technologies such as AR/VR, artificial intelligence, and digital platforms for event organization;

- Studying the influence of cultural and social factors on the formation of event products and participants' emotional experiences;
- Analyzing the effectiveness of various forms of professional training to improve educational programs;
- Exploring innovative approaches to crisis and risk management in event operations;
- Studying the development trends of the event industry in Ukraine and integrating Ukrainian experience into the global context.

These directions will contribute to improving the quality of event services and the overall development of the creative industries.

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