

**TRANSFORMATION OF EVENT MANAGEMENT IN THE CONTEXT OF
ARMED CONFLICT: NEW FORMATS AND SECURITY PRIORITIES**

Kyrylko Natalia Mykolaivna,

Candidate of Economic Sciences,

Senior Lecturer at the Department of Management and Smart Innovations,

Kyiv National University Technology and Design

Kyiv, Ukraine

The field of event management has undergone significant evolution over the past decades, transforming from the classic organization of festive or corporate events into a strategic tool for social, cultural, and economic communication. However, recent challenges, including the full-scale war in Ukraine, have fundamentally changed the approaches to planning, implementing, and evaluating the effectiveness of event initiatives. The war has made adjustments not only to the security context, but also to the very essence of events: now they are becoming a space for psychological support, charity, volunteerism, cultural resistance, and civic unity.

In such conditions, event management requires new approaches to organizing events, taking into account risk factors, travel restrictions, information security requirements, ethical aspects and sustainability. Instead of large-scale festivals and concerts, local initiatives, online formats, hybrid events, mobile exhibitions, as well as solidarity and support actions are coming to the fore. A new type of event culture is being formed, which focuses on content, values, and impact on the social state of society.

The purpose of this article is to analyze the transformation of event management in the context of military conflict, identify new formats for holding events, and outline security priorities that determine the modern practice of event organization in Ukraine. The focus of the study is the adaptability of the event industry to crisis conditions, the role of events in shaping national resilience and social cohesion, as well as practical cases from the Ukrainian wartime experience.

The relevance of the topic is due to the urgent need to rethink the role of events in crisis conditions and form new management models that take into account the specifics of war as a social and informational phenomenon. The article is based on an interdisciplinary approach, combining knowledge from management, sociology, communications, and security studies.

Keywords: Event management, military conflict, security, crisis management, new event formats, hybrid events, adaptation, social sustainability, cultural resistance, communication strategies.

In the context of a full-scale war in Ukraine, traditional approaches to event organization have lost their effectiveness and relevance. The need to adapt to new realities has led to a rapid transformation of event management forms and methods. One of the key trends has been the rise in popularity of hybrid and online events, which allow you to reach a wide audience without the need for a physical presence.

In particular, organizers of mass events are actively using digital platforms for broadcasting concerts, lectures, and forums. Along with this, mobile events have become popular: exhibitions, workshops, and performances that take place in variable locations with minimal technical support. This approach ensures operational mobility and flexibility in responding to security challenges.

It is worth noting that security has become a determining factor in planning any event during a military conflict. Organizers are required to take into account potential threats related to air raids, the risk of shelling, and mass evacuations. That is why significant attention is paid to developing emergency scenarios, creating evacuation plans, having medical personnel at the scene, and clearly informing participants about the rules of conduct during an alarm.

The availability of shelters, quick access to transportation routes, cooperation with military administrations and volunteer organizations have become mandatory components of safe events. Information security also becomes particularly important, in particular when collecting participant data and using online communication tools.

Regarding the adaptation of the event industry to crisis conditions, it is worth

noting that the event industry in Ukraine demonstrates high flexibility and ability to innovate. Organizers are not only adapting to new conditions, but also creating unique formats that combine cultural, educational and volunteer activities. A significant number of events are charitable or patriotic in nature, aimed at supporting the armed forces of Ukraine, assisting internally displaced persons, and providing psychological support to the population.

At the same time, adaptation requires rethinking the economic model of events: reducing budgets, reducing logistical costs, using local resources and partnerships with local communities. Such changes contribute to the formation of a new event ecosystem based on sustainability, mutual assistance and social responsibility.

Even in times of war, events remain an important tool for public communication, strengthening national identity, and supporting the morale of the population. Events are taking on a new function – as a platform for solidarity, resistance, and cultural resistance.

In particular, cultural events in bomb shelters, charity fairs, patriotic exhibitions, and online marathons contribute to a sense of cohesion, influence the psychological resilience of citizens, and increase participation in volunteer and humanitarian initiatives (Table 1).

Table 1

Holding cultural events during the war in Ukraine 2022-2024 year*

<i>Name of the event</i>	<i>Year</i>	<i>Venue</i>	<i>Subject</i>	<i>Purpose of the event</i>
Performance of "Aeneid" in a bomb shelter	2023	Ivano-Frankivsk Drama Theater	Theater, classics	Psycho-emotional support, cultural stability
Concerts of violinist Vera Litovchenko in shelters	2022-2023	Kharkiv, bomb shelters	Music	Maintaining morale
Documentary performance "Bomb Shelter: Is it Possible to Survive?"	2023	Odesa, bomb shelter under the Opera House	Theater, documentary	Understanding the experience of war
Exhibition "Shelter. Mariupol"	2023	Dnipro, museum shelter	Photography, documentary	Historical memory, testimony
"Voices of Peace" online marathon	2023-2024	Online (Rinat Akhmetov Foundation)	Social history	Collecting testimonies, preserving memory
Ukrainian screening "Return to the Ukrainian Language" in the underground space	2023	Kharkiv, YermilovCenter (basement)	Documentary	Linguistic self-identification
Charity fairs for Independence Day	2024	Vinnytsia, open urban spaces	Charity, master classes	Fundraising for the needs of the Armed Forces of Ukraine

Concert and theater events in the basements	2022-2024	Zaporizhia, Kharkiv – “ART AREA DK”, Yermilov Center	Art in shelters	Ensuring safe cultural participation
Online archive "War Diaries"	2023	Online (Museum of "Voices of Peace")	Testimony, digital exhibition	Documenting the civilian experience
Gogolfest – international festival of contemporary art	annually, from 2022 to today	various locations in Kyiv	theater, music, cinema, literature	Ensuring safe cultural participation
Kyiv Half Marathon Indestructibility	2025 (April 12–13)	VDNH (partially online - mixed format)	charity half marathon	Psycho-emotional and moral support. Maintaining morale
Photo exhibition «Last year»	2025 (May 21–25)	MacPaw Space	photo-document-list, charity	Fundraising for the needs of the Armed Forces of Ukraine
Exhibition of military drawings by O. Komya ...	2024 (August 23 – November 29)	Maidan Museum	documentary art	Psycho-emotional support
Exhibition “Days of Remembrance of the Heroes of Ilovaisk”	2024 (August 29 – September 22)	Mikhailivska Square	photo memories of Ilovaisk	Fundraising for the needs of the Armed Forces of Ukraine

* formed on the basis of [1-12]

Thus, the transformation of event management in wartime is not only a forced reaction to circumstances, but also a powerful tool for supporting society, developing new formats of interaction, and preserving the cultural life of the nation.

In the context of a full-scale war in Ukraine, traditional approaches to event organization have lost their effectiveness and relevance. The need to adapt to new realities has led to a rapid transformation of event management forms and methods. One of the key trends has been the rise in popularity of hybrid and online events, which allow you to reach a wide audience without the need for a physical presence.

Among the most common formats are:

Hybrid events that combine offline participation of a limited number of viewers with online broadcasting via digital platforms (Zoom, YouTube, Facebook Live). This format provides wider coverage, reduces risks for participants, and allows for rapid response to changing security situations.

Events in protected spaces (bomb shelters, bunkers, subways) that have become a new cultural location. Examples include chamber concerts, exhibitions or readings held in subways or fortified halls. They serve a dual function: they guarantee physical security and at the same time act as a symbol of the invincibility of cultural resistance.

Mobile pop-up events are events with minimal technical support that take place

in various temporary locations. They allow organizers to be mobile, quickly change the venue according to the security situation, and quickly engage the audience. So, in August 2023 in Kyiv, the Avangarden bar-gallery held the Avangarden Pop-up Fair where you could get acquainted with the charity market of ceramics, prints, and flowers; where part of the proceeds from the event went directly to the needs of the Armed Forces of Ukraine.

Online marathons and charity streams aimed at raising funds to support the Armed Forces of Ukraine, help victims, or conduct educational activities. Their feature is the use of interactive digital tools that allow them to engage a wide audience regardless of geographical location.

These formats demonstrate the high level of adaptability of the Ukrainian event industry and its ability to function in an extreme environment, forming new approaches to communication and interaction with the audience.

2. Security priorities in event management

Security has become a determining factor when planning any event during a military conflict. Organizers are required to take into account potential threats related to air raids, the risk of shelling, and mass evacuations. That is why significant attention is paid to developing emergency scenarios, creating evacuation plans, having medical personnel at the scene, and clearly informing participants about the rules of conduct during an alarm.

The availability of shelters, quick access to transportation routes, cooperation with military administrations and volunteer organizations have become mandatory components of safe events. Information security also becomes particularly important, in particular when collecting participant data and using online communication tools.

3. Adaptation of the event industry to crisis conditions

The event industry in Ukraine demonstrates high flexibility and ability to innovate. Organizers are not only adapting to new conditions, but also creating unique formats that combine cultural, educational and volunteer activities. A significant number of events are charitable or patriotic in nature, aimed at supporting the Armed Forces of Ukraine, assisting internally displaced persons, and providing

psychological support to the population. The volume of the Event Tickets market in Ukraine in 2024 is ~\$19.6 million, expected to grow to \$26.8 million by 2028 (CAGR $\approx$ 8.2%). Ukraine's GDP fell by 29–30% in 2022 due to the war. Inflation fell from a record 26.6% in 2022 to 5.1% in 2023. In 2023, real GDP growth was recorded by 5.3%, and nominal indicators were +24.8%. In 2024, GDP was -10.9%, and in 2025, Ukraine's GDP growth is expected to range from 2% to 3.5% [9].

It is worth noting that the event industry has not only survived, but also expanded: cultural, business, sports, charitable, educational, and official events are held. The following significant events have taken place:

- 1) Eurovision 2024 (diplomatic component, cultural diplomacy);
- 2) Kyiv hosted the Cannes Film Festival;
- 3) Screening of “20 Days in Mariupol” at NATO headquarters;
- 4) Sporting events (UFC, boxing matches, international tournaments) [10].

At the same time, adaptation requires rethinking the economic model of events: reducing budgets, reducing logistical costs, using local resources and partnerships with local communities. Such changes contribute to the formation of a new event ecosystem based on sustainability, mutual assistance and social responsibility.

4. Social and cultural impact of events during wartime

Even in conditions of hostilities, events remain an important tool for public communication, strengthening national identity and supporting the morale of the population. Events acquire a new function - to be a platform for solidarity, resistance, cultural opposition.

In particular, cultural events in bomb shelters, charity fairs, patriotic exhibitions and online marathons contribute to a sense of cohesion, influence the psychological resilience of citizens, and activate participation in volunteer and humanitarian initiatives. In particular, event agencies have adapted: new survival strategies, changing formats, mobile and online infrastructure.

Kyiv Metro has become an underground concert platform (concerts by Bono, Monatik, U2 + Antytila)

Despite the formal reduction in resources, the event industry has adapted: new

formats, flexible locations, diplomatic component. The market shows stable growth even in wartime. In the cultural sector, there is significant destruction, but also a huge need for recovery. Further growth requires: investment, energy stability, infrastructure reconstruction – which is necessary not only for culture, but also for the economy as a whole.

Thus, the transformation of event management in wartime is not only a forced reaction to circumstances, but also a powerful tool for supporting society, developing new formats of interaction, and preserving the cultural life of the nation.

REFERENCES

1. Mykolaichuk, M. M., & Lesyk, O. V. (2023). Instruments for the development and post-war recovery of Ukrainian territories: An analytical overview. *Problems of Modern Transformations, Series “Law, Public Administration and Governance”*, (7), 1–5. Retrieved from <https://reicst.com.ua/pmtl/article/view/2023-7-02-10/2023-7-02-10>
2. Lytvynenko, A. (2023). The impact of force majeure on the development and organisation of film festival activities in Ukraine (pp. 129–146).
3. Kusmenko, T., & Samagala, V. (2024). War in Ukraine in the context of Ukrainian event agencies' activities (2022–2023) (pp. 156–169). Retrieved from https://www.researchgate.net/publication/380328443_Vijna_v_Ukraini_v_konteksti_dialnosti_ukrainskih_ivent-agencij_2022-2023_rr
4. Opatska, S. (2023/2024). Business crisis management in wartime: Insights from Ukraine (pp. 1–10). Retrieved from https://www.researchgate.net/publication/375014076_Business_crisis_management_in_wartime_Insights_from_Ukraine
5. Koshelenko, K. (2024). Management in times of war: Leadership examples from Ukraine's government and private sector (p. 320).
6. Akimova, O., et al. (2025). Community resilience in conflict zones: Identifying key factors (pp. 101–117).
7. De Cordier, B. (2024). The occupied zones in Ukraine... Frozen conflict?

(pp. 1–19). Retrieved from https://www.ugent.be/ps/politiekewetenschappen/gies/en/research/publications/gies_papers/2024/the-occupied-zones-in-ukraine-in-the-event-of-a-frozen-conflict.pdf

8. National Platform Guide. (2022). How to work with conflicts in communities in the times of war. Retrieved from <https://national-platform.org/how-to-work-with-conflicts-in-communities-in-the-times-of-war-2/>

9. Official website of the Ministry of Finance of Ukraine URL: <https://mof.gov.ua/uk/>

10. Ukrainian State University of Chemical Technology. (n.d.). The event industry of Ukraine: Challenges and opportunities. Retrieved from <https://udhtu.edu.ua/en/the-event-industry-of-ukraine-challenges-and-opportunities?>

11. KNUTKiM Cultural Studies Issues. (n.d.). Retrieved from <http://issues-culture-knukim.pp.ua>

12. Zenodo. (2024). Digital record: Event industry and resilience. Retrieved from <https://zenodo.org/records/11120243?>