EUROPEAN CONFERENCE

Conference Proceedings

XXIV International Scientific and Practical Conference
«Modern technologies and innovations as new tools for the development of science»

June 15–17, 2026
Munich, Germany

MODERN TECHNOLOGIES AND INNOVATIONS AS NEW TOOLS FOR THE DEVELOPMENT OF SCIENCE

Abstracts of XXIV International Scientific and Practical Conference

Munich, Germany
(June 15-17, 2026)

UDC 01.1

ISBN – 979-8-90214-559-2

The XXIV International scientific and practical conference «Modern technologies and innovations as new tools for the development of science», June 15-17, 2026, Munich, Germany, 304 p.

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The recommended citation for this publication is: Lisniak O., Oleshchenko L. Machine-learning-based telemetry-oriented controller for stateful stream processing systems. Abstracts of XXIV International Scientific and Practical Conference. Munich, Germany. Pp. 59-63.

URL: https://eu-conf.com/en/events/modern-technologies-and-innovations-as-new-tools-for-the-development-of-science/

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IMPROVING EVENT ORGANISATION IN HOTEL ENTERPRISES

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The modern hospitality market is increasingly dependent on the ability of hotel enterprises to provide not only accommodation and catering services, but also complex event products [1, 2]. Conferences, business meetings, banquets, corporate events, weddings and other event formats generate additional revenue, stimulate demand for restaurant services and room inventory, and strengthen the hotel brand. For business-oriented hotels, event organisation is also a tool for reducing the volatility of occupancy and maintaining the use of large public spaces during periods of lower transient demand.

The purpose of this study is to substantiate managerial decisions for improving the organisation of events at the hotel. The analysis of the current event portfolio shows that the hotel is strongly oriented towards business and corporate events. Business events account for approximately 60% of the event structure, corporate events for 20%, festive and private events for 15%, and cultural events for only 5%. This structure corresponds to the positioning of the hotel, but it also creates dependence on the dynamics of business tourism. Demand for conferences, forums and trainings is usually higher in spring and autumn, while summer months and the New Year period are more favourable for weddings, graduation parties, private celebrations and corporate holiday events [4].

The main organisational problem identified in the study is the absence of a separate unit responsible for the full-cycle organisation and coordination of event activities. At present, business events are mainly supported by the conference service, while festive and entertainment events are partly coordinated through the banquet department. Such distribution of responsibilities complicates communication between departments,

slows decision-making and restricts the development of personalised event products. In many cases, the hotel provides halls, technical support and guest service, but the conceptual design of the event, creative scenario, thematic decoration and entertainment programme remain insufficiently developed.

Contemporary event management in hotels is influenced by digitalisation, hybrid formats, artificial intelligence tools, modular transformation of spaces, environmental responsibility and a shift towards personalised guest experience [4, 5]. For the hotel, these trends are relevant because the hotel already has the physical infrastructure for large-scale events, but needs a more integrated managerial model to convert this infrastructure into differentiated products. Personalisation is especially important: the customer should receive not a standard package of services, but an individually designed event concept adapted to the occasion, number of guests, budget, style, menu expectations and desired emotional effect.

To improve the organisation of events, it is proposed to create a specialised Department of Event Organisation and Coordination. This unit should not duplicate the work of existing operational departments. Its functions should focus on planning, coordination, creative development and control of the event process. Operational service, technical support, catering and cleaning may continue to be performed by existing hotel units or external contractors.

The introduction of this department would allow the hotel to separate service functions from organisational and creative functions. This would improve internal communication, reduce the duplication of responsibilities, ensure a single centre of responsibility for the event product and make the preparation process more predictable for the client. The staffing model proposed in the study includes three positions: head of department, event organiser and creative manager (Table 1).

Table 1

Proposed structure of the Department of Event Organisation and Coordination

Position	Main functions
Head of department	Strategic planning of the event segment; budgeting; cost control and reporting; negotiations with corporate clients; cooperation with contractors and partners; approval of event concepts and estimates.
Event organiser	Full support of the event; coordination of banquet, technical and other hotel services; management of suppliers within a specific event; control of deadlines, quality and operational problem-solving on site.
Creative manager	Development of the event concept and scenario; formation of theme, style and atmosphere; selection of hosts, artists and entertainment; coordination of decorators, florists and other creative contractors; control of compliance with the approved concept.

Source: developed by the author based on the research results.

The second managerial decision is the development of personalised event products. The main elements of personalisation should include individual menu design, event concept, scenario, hall decoration and entertainment programme. The halls can be used for events where visual impression and the city view are important. External contractors may be involved for photography, video production, floristry, hosting, animation and artistic performances.

The third direction is the active development of festive and private events during periods of reduced business activity. Weddings, graduation parties, New Year corporate events and private celebrations may compensate for the seasonal decline in the business segment. Such diversification would increase the use of conference and banquet spaces, generate additional demand for restaurant services and stimulate room bookings by event participants.

The expected results of the proposed improvements include better coordination between hotel departments, a higher level of service personalisation, broader event-service assortment, more efficient use of the hotel's material and technical base and a reduction in the dependence on seasonal fluctuations in business tourism. The proposed model does not require the creation of a large operational staff; therefore, its feasibility is based on managerial reorganisation, creative coordination and more efficient use of the existing infrastructure.

The hotel has considerable potential for strengthening its position in the event services market. The hotel already possesses a strong conference and banquet infrastructure, but further development requires a more structured management system. Establishing a specialised event coordination department and implementing personalised event solutions would allow the hotel to transform event organisation from a supplementary service into a strategic revenue-generating direction.

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