

INNOVATIONS IN EVENT MANAGEMENT IN TOURISM IN CONDITIONS OF UNCERTAINTY

Pero B. Petrović

Institute of International Politics and Economics, Belgrade, Serbia
pbp954@gmail.com
ORCID: 0000-0002-8908-6431

Jelena P. Petrović

Singidunum University, Belgrade, Serbia
Jelena1902@gmail.com
ORCID: 0000-0002-8010-5210

Srbijanka Stojić

JP Srbijavode, Belgrade, Serbia
srbijanka.stojic59@gmail.com
ORCID: 0000-0002-7456-2079

Abstract: *The aim of this paper is to examine the role of innovation and digital tools in tourism event management under conditions of uncertainty, focusing on how technological, organizational, and sustainability-oriented changes enhance resilience, competitiveness, and adaptability in tourism destinations and entities. A qualitative and descriptive approach is applied, based on literature review, analysis of current tourism trends, and an illustrative case study of a hypothetical AI-supported tourism event model. The study combines theoretical insights with a simulated practical application rather than empirical research. Findings show that digital transformation, artificial intelligence, and sustainability concepts such as circular and regenerative tourism improve efficiency, personalization, visitor experience, and risk management in uncertain conditions. Hybrid event formats and digital tools further increase flexibility and responsiveness in event planning and execution. The paper concludes that integrating innovation with sustainability is essential for the long-term competitiveness and resilience of tourism event management in a dynamic environment.*

Key words: *tourism, entrepreneurship, event management, ICT;*

JEL classification: *D12, Z 32, E20*

1. INTRODUCTION

Tourism in a broader sense, and especially hotel management as an integral part of tourism, are sensitive to most changes (increasingly frequent and intense terrorist attacks, general economic crisis, political instability, as well as pandemics) shook this branch in a relatively short time interval. The peculiarity of the service system in tourism, and especially in the hotel industry, is reflected in low flexibility, which is a consequence of the inability to adapt the offer to demand and the necessity of the personal presence of the service user. In the tourist economy, business and management in the classic way, in conditions of uncertainty, proves to be unsustainable. It is necessary to introduce a new innovative management style based on technological and organizational management innovations. Successful adaptation is a necessity not only for increasing competitive power but also for survival in the unpredictable tourist market. Users of various services in the tourism industry are becoming more and more demanding because they are looking for a higher level of quality of tourist products and services. Within this context, the aim of this paper is to examine the importance of innovation and digital tools in the management of tourism events under conditions of uncertainty. The study further analyzes how technological, organizational, and sustainability-oriented

innovations influence contemporary event management practices, with particular emphasis on their role in enhancing operational efficiency, service personalization, resilience, and competitiveness of tourism destinations and event organizers. The research also explores the contribution of digital transformation and artificial intelligence to the adaptability of tourism systems in a rapidly changing environment. The main hypothesis of this paper states that the integration of digital tools, artificial intelligence, and sustainable/regenerative approaches in tourism event management increases efficiency, adaptability, and competitiveness under conditions of market uncertainty. The theoretical analysis indicates that digital transformation, artificial intelligence, and sustainability-oriented approaches significantly improve planning, personalization, operational efficiency, and risk management in tourism event management.

From the perspective of tourism development, special emphasis must be placed on the importance of environmental sustainability and the reduction of the ecological footprint, as contemporary tourism growth can no longer be considered independently from its long-term environmental consequences. Modern tourism systems are closely linked to intensive resource consumption, increased energy demand, waste generation, and greenhouse gas emissions, all of which place significant pressure on natural ecosystems, particularly in highly visited destinations.

Literature emphasizes that the expansion of global tourism activity contributes directly to environmental degradation unless it is managed through structured sustainability frameworks. In this regard, it is argued that tourism development must move beyond purely economic objectives and increasingly integrate environmental governance mechanisms that support long-term ecological balance. This includes the adoption of low-carbon strategies, efficient resource utilization, sustainable mobility solutions, and destination-level environmental planning.

Furthermore, research highlights that reducing the ecological footprint of tourism requires coordinated action among stakeholders, including policymakers, tourism enterprises, and local communities. The implementation of responsible tourism practices — such as reducing water and energy consumption, minimizing waste generation, and promoting environmentally friendly transport options — plays a crucial role in mitigating negative environmental impacts. In this context, effective sustainability in tourism depends on the integration of decarbonization principles, responsible resource management, and systemic changes in tourism demand and supply structures,

in order to ensure a long-term balance between economic development and environmental protection.

2. RESEARCH OBJECTIVE AND METHODOLOGY

The objective of this paper is to examine the role of innovation and digital tools in tourism event management under conditions of uncertainty. The paper focuses on the ways in which technological, organizational and sustainability-oriented innovations may improve the resilience, competitiveness and adaptability of tourism entities and destinations. In order to ensure scientific coherence and transparency between theoretical discussion, practical application, and final conclusions, the study is based on a clearly defined methodological framework. The research adopts a qualitative and descriptive approach. The methodological design includes a review of relevant academic literature, analysis of contemporary trends in tourism and event management, and an illustrative case study.

The theoretical part of the paper discusses innovation, smart tourism, circular tourism, regenerative tourism and sustainable event management, drawing on relevant academic sources and contemporary industry reports as secondary data foundations. These sources provide the basis for understanding current transformations in tourism under conditions of uncertainty and digitalisation. The applied part of the research presents a hypothetical business-plan simulation of a tourism-related event supported by digital and AI-based tools. The case study does not represent an empirical investigation of a real event, but an illustrative and conceptual model designed to demonstrate how software tools, artificial intelligence, digital promotion, sustainability principles, financial planning and risk management may be integrated into modern event management practice.

Within the methodological structure, the case study plays an explanatory and illustrative role. It serves as a bridge between theoretical concepts and their practical application, enabling a clearer understanding of how innovation can be operationalized in tourism event management under uncertain business conditions. In this sense, it contributes to strengthening the connection between theory and practice and enhances the interpretative value of the research findings. Artificial intelligence tools were used only as auxiliary support in structuring the illustrative scenario, generating possible planning elements and organizing the case study framework. They were not treated as bibliographic or empirical data sources, and the interpretation, selection of content

and conclusions remain the responsibility of the authors. This methodological approach enables a more transparent linkage between theoretical discussion, practical simulation and final conclusions, providing a clearer and more scientifically grounded understanding of the role of innovation in contemporary tourism event management.

3. INNOVATIONS AND NEW EVENTS IN TOURISM

3.1. DIGITAL TRANSFORMATION AND SMART TOURISM

The importance of innovations and the acceptance of modern trends in tourism is precisely that they are no longer just an "addition" to the offer, but the main condition for survival on the market. The tourism market, in modern conditions of uncertainty and the inevitable application of innovations, requires personalization, sustainability and seamless digital integration. Change management can be traditional or project-based. The main differences between the applied project methodology and traditional project management are related to the degree of risk, the number of stakeholders in the management model and the duration of projects (Lalić, Jovanović, Gajić, Kurucki, & Morača, 2013). The goal of society is also changing as it strives to integrate advanced technologies: artificial intelligence, robotics, high-speed internet and quality data. All this shapes the way of living in order to solve numerous challenges in society with a higher level of economic development and a sustainable environment. (Petrović, 2025). The key reasons to emphasize their importance and role are, mainly: Adaptation to the "new traveler" - hyper-personalization is required (the wishes of the user are predicted), and innovations enable the creation of packages, products/services, which correspond to the specific values of the individual, whether it is wellness tourism or adventures in nature and the so-called "wildlife". (1) Sustainability of the natural environment as a standard (not an option) - innovations in "green technologies" are crucial because travelers actively choose destinations with sustainability certificates offered by the GSTC (Global Sustainable Tourism Council), and trends such as regenerative travel (leaving places in a better state than they were found) have become the main criteria for attracting conscious tourists (Petrović, 2023). (2) Digital transformation and efficiency - a) contactless technology and biometric data; b) augmented reality – innovations in the AR domain, smart glasses or phone, before the actual visit to the site; (3) Competitiveness of destinations - necessary monitoring of trends and innovations in visa regimes and coworking spaces;

Safety and predictability - the use of Big data analytics allows destinations to manage mass tourism (overtourism), directing the flow of people in real time, preserving the quality of experience and local infrastructure. From the perspective of understanding key trends, it should be borne in mind that modern travelers are no longer looking for just an attractive destination, but experiences that are in line with their personal values and identity. For efficient and effective appreciation of innovations in event management used by tourism entities, it is necessary to keep in mind the latest trends in the tourism industry. Key features of smart destinations include strong connectivity through high-speed internet, the use of mobile applications to provide real-time information, and the implementation of environmental initiatives that support sustainable tourism practices (Cvijanović, 2025). The most important trends, from that aspect, of modern tourism are: Quiet Escapes and Slow Travel: The "quiet tourism" trend that promotes a return to self, quiet and a slower, more deliberate pace of travel in response to global uncertainty and stress.

- 1) "Pick 'n' Stay" personalization: hotels. allow guests to choose every detail of the room before arrival – from specific exercise equipment to the level of soundproofing, treating these extras as high-value offerings.
- 2) Coolcations: due to climate change, there is a growing demand for cooler destinations during the summer months, which is redefining traditional tourist seasons and profitability.
- 3) Travel inspired by fiction and health: there is increased interest in movie locations ("Set-Jetting") and arrangements focused on longevity and mental health.
- 4) Among the most important trends in tourism is an increasingly intense digital transformation and sustainable models of tourism (Bremner, C., 2023). Innovations, in the current conditions in which tourism operates, represent a response to uncertainty, and technological transformation enables the sector to become more resilient and flexible.

- Integration of Artificial Intelligence (AI): In the coming years, AI can be massively used to create dynamic packages and ultra-personalized travel plans tailored by algorithms according to the real needs of users of tourism products and services.
- Digital assistants and automation: The application of chatbots, contactless payments and facial recognition technology speeds up processes and increases security, which is crucial in unpredictable conditions.
- Smart Tourism: A concept that integrates physical and digital infrastructure to better manage resources and improve user experience.

Adaptation in Serbia and the countries of the Region boils down to the effort to follow these trends through strategic priorities and regional manifestations. In this sense, the business strategy in the tourism industry is defined by attention to:

- Development strategy: Business directions are on dominant digital transformation, green growth and strengthening the competitiveness of small and medium-sized enterprises.
- Promotion of innovations: Events such as the International Tourism Fair in Belgrade (February 2026) under the slogan "One trip, a thousand stories" serve as a platform for presenting new trends and sustainable solutions and treating certain events that attract tourists (e.g. Exit in Novi Sad).
- Adventure tourism: Due to the abundance of natural resources, Serbia and Republika Srpska are positioning themselves as destinations for small groups and staying in nature, which is considered a safer form of tourism in unstable times.

3.2. HYBRID AND PHYGITAL EVENT MODELS

Event Management in the coming years can be developed into a basic tool, i.e. a model for extending the tourist season and branding specific locations and entire destinations. In the modern conditions of business uncertainty, it is no longer enough to just organize a meeting; the focus is on creating a transformative experience with the application of cutting-edge technology, especially that related to the information and communication sector. Futurism is becoming an important trend in the tourism industry, and numerous authors critically observe current models of mass tourism and advocate "smarter" management of destinations (Lansky, 2023). Generally speaking, it is important to have a strategy for managing events in the tourism industry, and experts have singled out some of the main pillars that are the pivots of modern event management:

1. Hybrid models and "Phygital" experiences - all relevant events, especially those related to tourism, are no longer limited by physical space. It is the permeation or combination of physical presence and digital interaction (phygital) that enables global reach. The numerous possibilities of using "tools" like the Event platform allow the organizers of various events (manifestations, festivals, sports) to integrate numerous virtual components that are just as engaging as live ones, using the most modern models of VR transmission in real time.
2. Technological revolution in the organization

a) AI in logistics: artificial intelligence optimizes all factors and elements - from ticket sales to personalized scheduling for each participant of a specific event.

b) Biometrics: facial recognition and RFID wristbands, promoted by Eventbrite, speed up check-in and enable contactless payments at festivals and conferences.

c) Real-time analytics: monitoring the movement of visitors helps prevent congestion and better allocation of available resources

3. Sustainable management (Green Meetings) - in the future period, "zero-waste" policy is imposed as mandatory. Responsible tourism event organizers rely on standards set by the Events Industry Council (EIC) to reduce their carbon footprint. This includes the following activities:

a) complete elimination of paper - digital brochures

b) local food supply chains ("farm-to-table").

c) certificates on the energy efficiency of the premises.

4. Authenticity and local connection

Contemporary events must reflect the spirit of the destination. Instead of sterile hotel rooms, the trend is to use unconventional locations (abandoned factories, historic gardens, public squares). This encourages community-based tourism, where the local community directly benefits from the event.

5. Security and crisis management

Given the global challenges, security planning has been digitized. Emergency protocols are integrated into event mobile apps, providing attendees with information in seconds, a standard emphasized by the International Congress and Convention Association (ICCA).

3.3. GLAMPING AND EXPERIENCE-BASED TOURISM EVENTS

From the aspect of innovation, a relevant example within contemporary tourism event management is *glamping* (a combination of "glamorous" and "camping"), which represents a hybrid form of tourism that merges outdoor experiences with high levels of comfort and luxury. This innovative concept reflects the broader trend of experiential tourism, where visitors are no longer satisfied with passive observation but actively seek immersive and authentic experiences in unique natural environments.

One of the key advantages of glamping, particularly in the context of tourism events, is its strong connection with nature while simultaneously maintaining modern standards of

comfort. These tourist events often incorporate a nomadic or semi-nomadic experience, allowing visitors to engage with desert landscapes, sand-based environments, and culturally distinctive surroundings in a controlled yet authentic way. Tented settlements are typically established in desert areas, carefully designed to blend with the natural environment, often using white or neutral-colored structures positioned among dunes to minimize visual and ecological disruption. In many cases, such camps are equipped with multifunctional facilities that combine hospitality and event-related services. For example, one tent may serve as a restaurant offering local cuisine and themed dining experiences, while others are equipped with essential infrastructure such as electricity, charging stations for electronic devices, and modern sanitary facilities. This integration of luxury services within a natural setting significantly enhances the attractiveness of such destinations for contemporary travelers.

Desert glamping camps are becoming increasingly popular among tourists seeking authenticity, exclusivity, and escape from highly urbanized and noisy environments. For modern travelers, who are often motivated by experiential value and emotional engagement, desert-based tourism events provide a unique balance between adventure and comfort. Visitors are typically accommodated in highly comfortable tents that include private bathrooms, regulated water supply, electricity, and in some cases even climate control systems, ensuring a hotel-like experience in the middle of a natural desert environment. The most

attractive destinations for this type of tourism experience include desert regions near Dubai in the United Arab Emirates, Wadi Rum in Jordan, Morocco, and Saudi Arabia. These locations have become global hubs for desert-based experiential tourism, combining natural landscapes with well-developed tourism infrastructure and curated cultural experiences that enhance the overall value of the visit.

4. CIRCULAR TOURISM AND REGENERATIVE TOURISM

Circular tourism and regenerative tourism represent two contemporary approaches within sustainable tourism development that aim to transform traditional tourism practices towards more responsible and environmentally conscious models.

4.1 CIRCULAR TOURISM

In conditions of uncertainty imposed by modern relations on the market and unpredictable events, competition is becoming increasingly intense, both between tourist destinations and between service providers. The development of information and communication technologies has led, among other things, to the sharing economy and to increased competition among low-budget hotels. Therefore, service providers face market pressures, both on the demand side and on the supply side, and the result of these relationships is the necessity of increased value for users.

Table 1. Activities for the development of circular tourism at the local level

Special objective	Specific objective / Programme activities
1. Introduction of an innovative concept in the management of a tourist destination	1.1. Introducing innovative mechanisms for managing sustainable circular tourism, networking, education and empowerment of important actors in the pilot region. 1.2. Innovating the brand of the pilot region - creating European values. 1.3. Use of information technology and communication on the pilot heritage region. 1.4. Development of infrastructure to support sustainable tourism.
2. Development of new and improvement of existing value chains in the field of circular tourism	2.1. Rehabilitation of selected localities in the pilot heritage region in order to develop sustainable tourism. 2.2. Creation of innovative tourist content and new offers through reinterpretation of heritage. 2.3. Innovating tourist products with a focus on sensory experience 2.4. The hidden side of the destination - and other resources - flora, fauna, eco experience. 2.5. Development of conditions for rural coexistence in surrounding villages. 2.6. Innovative solution proposals for specific regions
3. An integrated pilot of the heritage region of specific places in the destination	3.1. Multiculturality - cultural diversity as a key tourism resource of the pilot heritage region. 3.2. Diversity of religious heritage in the pilot region - creating opportunities for a unique life experience. 3.3. Diversity of natural heritage in the pilot region - creating opportunities for a unique experience in nature.

Source: author

Circular tourism is such a model of tourism in which every entity in tourism (traveler, tour operator, supplier, and others) respects the ecological approach to business.

The growth of the number of tourists at the global level, in addition to the positive effects on development, also requires a paradigm shift from the linear "take - make - use - throw" economy to a more sustainable system in which the concepts of reuse, renewal and regeneration gain importance (Mirković, 2019).

All subjects are familiar with this circular economy model, information and communication technology instruments and have appropriate competencies for a circular approach and sustainability management in tourism (Krstić, Čupić & Krstić, 2024).

Innovatively oriented tourism workers develop their project ideas as innovative solutions for circular cultural tourism, which include a set of products and/or services whose goal is to create a unique experience, i.e. tourist services in accordance with the current tendencies of the cultural and creative industry, digitization, entrepreneurship and preservation of nature, tradition and heritage.

In the current business conditions, raising awareness of the importance of environmental protection has motivated numerous tourism business entities, including entire supply chains, to "green business" and contribute to obtaining certificates and confirming care for natural the middle.

This means that the concept of circular (circular) economy can significantly transform the tourism industry as an integral part of the overall circular economy and the principles of sustainable development. It is precisely the circular model of tourism that can be harmonized with the sustainable management of resources from the determination to maintain a healthy environment, according to which the behavior of tourists, as well as of staff who provide tourist services and create tourist products, should be directed.

Within this framework, the presented case study is directly aligned with circular tourism principles, as the hypothetical AI-supported tourism event model incorporates sustainable resource management, digital optimization of event logistics, and reduction of environmental footprint through technology-driven planning.

The simulated festival scenario demonstrates how circular economy principles can be operationalized in practice by integrating digital tools, renewable resource usage, and smart event management systems. In this way, the case study provides a

practical illustration of how circular tourism concepts can be translated into concrete event management solutions under conditions of uncertainty.

4.2. REGENERATIVE TOURISM

In the conditions of uncertainty, a special model of tourist activity comes to the fore, which is regenerative tourism that goes beyond the principle of sustainability "do no harm". This approach to tourism tends to "actively heal and rejuvenate" destinations. This is accomplished by positively addressing environmental and social challenges by creating resilient, thriving communities. Tourism of this type seeks to overcome conventional practices by restoring and protecting ecosystems. In this way, tourism supports nature's ability to sequester carbon, minimizing risk and improving biodiversity performance. The model is set to achieve a primary goal: to leave places better than they were found, encouraging interdependence and balance between nature, community and travelers. The only way to achieve a regenerative tourism system is to establish guidelines and encourage innovation, creating a framework for implementation. The basic and key though numerous principles of this type of characteristic tourism are the following :

- a) restoration of natural ecosystems - tourism initiatives improve ecosystems through actions (afforestation, marine conservation and biodiversity recovery);
- b) empowerment of local communities - priority is given to inclusivity and active involvement of the local population to profit from tourism activities;
- c) integration of cultural heritage - protection and celebration of local tradition and history enriches not only the community but also the experience of visitors;
- d) economic diversification - by promoting local supply chains and reducing economic outflows, this type of tourism helps build resilient economies;
- e) holistic impact assessment - measuring environmental, social and economic impacts is the basis for understanding and more sensitively maximizing the regenerative potential of tourism; Additional ecological benefits are represented by the planting of natural trees, and in addition to supporting biodiversity and sequestering carbon, indigenous trees provide additional ecological benefits that are key to ecosystem maintenance (decomposing organic matter, increasing water retention, promoting soil biodiversity and reducing erosion);
- f) improving the regulation of the water cycle - by capturing and releasing water, indigenous trees help regulate the water cycle, mitigate the effects of droughts and floods, and improve the

availability of water for plants, animals and human communities;

d) reduction of air and water pollution - indigenous forests filter pollutants from air and water acting as natural purifiers (local air quality and nearby water resources are protected).

h) restoring the ecosystem - preventing damage and encouraging the resilience of biodiversity;

i) empower communities - ensure that benefits from tourism are shared equally;

j) fight against climate change - support for carbon sequestration and climate adaptation efforts.

The development of this type of tourism has its own perspective and therefore it is necessary to implement these guidelines. Incorporating the above guidelines comes with a lot of traffic where infrastructure and resources may be limited.

Many tourism workers believe that regenerative tourism is higher than the trend. It is seen as a vital shift in the way we think about travel, community and the environment.

This model is conditioned by the correct understanding of the role of tourism - not as a means of consumption, but as a lever for renewal and connection, for sustainable travel, and the transformation of tourism in the preservation of nature and ecosystems.

The development of this type of tourism has its own perspective and therefore it is necessary to implement these guidelines. Incorporating the above guidelines comes with a lot of traffic where infrastructure and resources may be limited. The focus is not just on the music, but on the whole experience. In 2026, you "sell" digital detox, local gastronomy and interactive art.

This shift towards regenerative tourism creates a strong conceptual foundation for the practical application presented in the case study section of this paper. In particular, the AI-supported tourism event model is designed in accordance with the same principles of regeneration, sustainability, and community integration described above.

The hypothetical event scenario does not only focus on visitor experience, but also on minimizing environmental impact and actively contributing to local socio-economic development.

In this context, the case study operationalizes regenerative tourism principles through the integration of digital technologies and artificial intelligence.

For example, AI-based tools are used for optimizing resource consumption, reducing waste

through digital event management systems, and supporting local supply chains through data-driven planning.

At the same time, the event concept emphasizes experiences such as digital detox, local gastronomy, and cultural interaction, which directly correspond to the regenerative tourism logic of creating meaningful, low-impact, and value-oriented travel experiences

Therefore, the case study serves as a practical illustration of how regenerative tourism principles can be translated into an innovative event management framework under conditions of uncertainty, bridging the gap between theoretical sustainability concepts and their applied implementation in modern tourism practice.

- Target group: "Affluent" millennials and Gen Z who are looking for authenticity, not mass tourism.

2. Technological infrastructure

Instead of traditional tickets, it implements Smart NFT tickets through platforms like YellowHeart, which prevent resale and serve as a digital souvenir.

- Cashless system: full integration of payments through biometrics or smart bracelets.

3. Operational Plan and Sustainability

This is the item on which sponsors are won or lost today.

- Energy: using portable solar panels and batteries to power the stages.

- Waste management: partnering with recycling companies and using only compostable utensils, following Green Deal guidelines.

4. Marketing and Sales

- AI Influencer Marketing: Using virtual influencers for promotion on networks.

- VR Preview: Allow customers to virtually walk around the festival location through Meta Quest before purchasing a ticket.

5. Financial Plan

- Sources of income: ticket sales (tier-based), luxury "Glamping" accommodation, sponsorships of brands that promote sustainability and sales of exclusive digital content from the festival. An example of a more detailed budget projection can be the following:

Table 2. Expenses (Costs)

Category	Description	Percentage of budget
Production and technique	Stage, Smart LED lighting, solar generators, L-Acoustics sound system	25%
Booking (Artists)	Fees for DJs/bands, transportation (offsetting CO2 emissions), accommodation	30%
Operation and Logistic	Security, permits, "Eco-friendly" sanitary facilities, cleaning.	15%
Marketing and sales	eta Ads, AI influencers, ticketing platform commissions (Eventim)	10%
Innovation and IT	NFT ticketing system, application development, VR zone on site.	10%
Contingency	Contingency costs and crisis management	10%

Source: author

a specific type of event (such as a music festival or professional conference) or develop specific software tools for managers in the coming years. For example, in the year 2026 or the following years, it is possible to hold a music festival called "Attracting attention" in a specific, unconventional location (e.g., a historical fortress or an eco-resort). This format currently dominates because it combines tourism, exclusivity and sustainability.

5. CONCEPT AND VALUE PROPOSITION

From the aspect of adequate and flexible management of events in the tourism industry, it is possible to simulate or develop a business plan for a specific type of event (such as a music festival or professional conference) or develop specific software tools for managers in the coming years. For example, in the year 2026 or the following years, it is possible to hold a music festival called "Attracting attention" in a specific, unconventional location (e.g., a historical fortress or an eco-resort). This format currently dominates because it combines tourism, exclusivity and sustainability.

The structure of the case study is defined as a scenario-based model, which allows the simulation of decision-making processes in tourism event planning under conditions of uncertainty. The scenario approach is used in order to approximate real-world complexity while maintaining analytical clarity and controllability of variables.

The development of the model is based on a combination of secondary data sources and industry benchmarks, including publicly available reports on tourism event management, average spending patterns in festival tourism, and general market trends in experiential tourism. In addition, certain planning parameters are derived from standard assumptions commonly used in business-plan simulations within academic research.

The key elements of a business plan (as an applicable example) adapted to today's standards contain at least five interdependent units:

Table 3. Concept and Value

INCOME	(projection)	Key	calculation	(Example	for	2,000	people)

•	Average revenue per head (ARPU):	€250	(ticket + consumption + accommodation).				
•	Total projected income:	€500,000.					
•	Target profit margin:	20–25%	after	all	taxes	and	expenses.

Source: authors

The selection of this specific case study is based on its high relevance to the research objective, as it allows the practical illustration of how innovation, digital tools, and sustainability principles interact within tourism event management under conditions of uncertainty. The festival model was chosen because it represents a contemporary and fast-growing segment of tourism (experiential and hybrid events), which is highly sensitive to

technological innovation and environmental considerations.

The presented case study represents a hypothetical and illustrative business-plan simulation, developed strictly for academic and analytical purposes. It does not represent a real-life event, nor is it based on a specific existing organization, but rather on a conceptual model designed to demonstrate the application of digital tools,

artificial intelligence, and sustainability principles in tourism event management. The criteria used for analysis include financial feasibility (revenue and cost structure), operational efficiency (event management and logistics), technological integration (use of digital tools and AI-based systems), and sustainability performance (environmental and resource efficiency). These criteria enable a multidimensional evaluation of the proposed model within a realistic tourism context. Conclusions drawn from the case study are derived through comparative analysis of the simulated parameters and existing industry benchmarks. By examining the relationship between projected income, cost efficiency, technological implementation, and sustainability indicators, the study identifies key patterns and implications for modern tourism event management. This allows the transformation of the case study from a simple illustrative example into an analytical tool that directly supports the objectives of the paper. The theoretical analysis indicates that digital transformation, artificial intelligence, and sustainability-oriented approaches significantly improve planning, personalization, operational efficiency, and risk management in tourism event management. The illustrative AI-supported case study further demonstrates that the integration of these tools within a scenario-based event model enhances adaptability, resource efficiency, and sustainable performance under conditions of uncertainty.

5.2. TECHNOLOGICAL INFRASTRUCTURE

Optimization strategy: During 2026, the highest growth in costs is recorded in the domain of insurance and specialized logistics. In order to reduce expenses, Monday.com is used for Event Management to automate communication with suppliers and reduce the need for a large administrative team. In addition, for this budget it is necessary to create a risk analysis (what will be done if it rains or the contractor cancels), then it is important to create a promotion plan on social networks for 2026. Implementation of AI assistants for hyper-personalization: artificial intelligence is no longer an option, but a standard for efficiency.

- AI Itinerary: Use tools - like AmadeusTravel Mixology - to create itineraries in seconds based on vague guest queries (eg "I want peace, nature and workspace for next week").
- Agentic AI: Introduce systems that automatically track changes to flights or attraction hours and proactively offer solutions to the customer before they themselves notice a problem.

5.3. SUSTAINABILITY AND OPERATIONAL PLANNING

Focus on "Kulkations" and "Silent Escapes" Adapt the sales portfolio to the new psychological and climatic needs of travelers.

- Coolcations: Due to the summer heat, destinations with a more pleasant climate (Slovenia, Scandinavia, mountain centers of Serbia) are promoted as primary summer vacations.
- Silent Travel: Create packages that guarantee a digital detox, a stay in facilities with high sound insulation or a retreat in nature without mass tourism.

5.4. MARKETING AND SALES

Marketing and the sales process begins with the transformation into a "hybrid business model."

Transformation into a "Hybrid model" of business

Combine the speed of digital tools with human empathy (www.interwork):

- Unique digital system: Manage the entire agency through smart systems (ERP/CRM) that integrate administration, CIS application and communication with guests in one place.
- The human factor as a premium service: While AI handles logistics, your agents should focus on solving complex emotional situations and providing insider, "off-the-beaten-path" advice.

5.5. FINANCIAL PROJECTION AND RISK MANAGEMENT

Integral strategy "Risk Management" strategy - In uncertain times, security is sold, not just a ticket.

- Flexible "Add-ons": Offer packages with included "any-reason" cancellation insurance and 24/7 support via WhatsApp/Viber channels.
- Storytelling marketing: Instead of generic beach pictures, use content created by real travelers (UGC) and micro-influencers to build authentic credentials

CONCLUSION

Cooperation between startups and corporations is increasingly present, which has spawned a completely new chapter in business innovation. These two different worlds, each with its own unique characteristics and agility, are increasingly cooperating with the aim of transforming the way business is done. Within the context of this paper, this cooperation is particularly relevant in the field of tourism event management, where innovation is primarily driven through the application of digital

tools and artificial intelligence. Such collaborations enable faster experimentation, shorter innovation cycles, and more efficient implementation of technology-driven solutions, which are crucial in an industry exposed to market volatility and constant shifts in consumer behavior. Innovative forms of tourism, among others, are circular tourism and regenerative tourism. The basic principles on which the regenerative model of tourism is based are: (1) restoration of natural ecosystems – afforestation, preservation and recovery of biodiversity; (2) empowerment of local communities – inclusiveness and benefits, with active involvement of the local population; (3) integration of cultural heritage – protection of local traditions and experiences; (4) economic diversification – promotion of local supply chains, tourism in support of resilient economies; (5) holistic impact assessment – measuring environmental, social and economic impacts. These principles are directly reflected in the illustrative case study presented in this paper, where regenerative and sustainable approaches are integrated into an AI-supported tourism event model. The case study demonstrates that regenerative principles can be operationalized through concrete digital tools, enabling measurable improvements in resource allocation, community participation, and environmental performance. In 2026, traditional travel agencies must go from "package sellers" to "architects of trust and experience". In conditions of uncertainty, customers are looking for an agency that saves them time, reduces cognitive load and offers security that online platforms often cannot guarantee. In relation to the analysed model of tourism event management, this transformation is strongly supported by the use of artificial intelligence, digital platforms, and software-based solutions that enhance planning, personalization, and operational efficiency. The integration of these technologies not only increases efficiency but fundamentally reshapes the expectations of travelers, who increasingly demand personalized, flexible, and meaningful experiences. The basic research, the research approach, the sources used and the role of the case study in the paper represents the connection between the theoretical discussion, the practical example and the final conclusions, and made it more transparent and scientifically based. In particular, the illustrative case study served as a bridge between theoretical concepts of innovation, sustainability, and digital transformation and their practical application within tourism event scenarios under conditions of uncertainty. This alignment between empirical simulation and conceptual analysis strengthens the validity of the findings and illustrates the strategic

importance of innovation-driven management models for future tourism development.

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