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## **PROJECT MANAGEMENT IN THE CREATIVE INDUSTRIES IN TIMES OF CHANGE AND CHALLENGES**

The impact of creativity on the economy of sustainable community development is at a new stage of scientific research. This is primarily due to Russia's full-scale invasion of Ukraine, the rapid pace of technology diffusion, geopolitical changes, the transformation of regional economies, the transition of modern society to sustainable, inclusive, and smart development, and the implementation of regional modernization strategies. At the same time, new forms of the spatial organization of the creative economy are being formed: the creative regions, creative clusters, creative spaces, and hubs. They are being developed on the basis of the experience of the European Union, the USA, Japan, and other developed countries.

Global evidence proves the great potential and contribution to the socio-economic development of regions of creative industries, which, according to experts, amounts to 4-12 % of GDP in European developed countries and has a growing trend, creates millions of jobs, improves the quality of life, etc. Creativity is an integral element of the post-industrial

economy and a new factor of social development. The creative industry is characterized not only by a certain set of economic activities that produce creative goods and services but also by an approach to the formation of a new economy based on the use of human creativity and the activation of human creativity in order to gain competitive advantages [1].

The programs and projects in cooperation with the European Union (Creative Europe, Culture and Creativity, EU-Eastern Partnership Programme) to support the creative economy play a significant role in boosting the creative industries in the Ukrainian economy.

In 2019, the United Nations General Assembly declared 2021 the International Year of the Creative Economy for Sustainable Development. This nomination recognizes the growing role of creative industries in the economic development of both developed and developing countries. The program of events for the International Year of the Creative Economy includes a series of forums, conferences, and intergovernmental meetings to draw attention to the challenges that hinder the development of creative industries and the opportunities that these sectors create. Exceptional growth in turnover and job creation, as well as resilience to the economic crisis, make creative industries an attractive area of investment at both the private and public levels [2].

Although the term creative industries are becoming more and more common, there is no single interpretation of it. For example, according to the Law of Ukraine "On Culture", creative industries are types of economic activity aimed at creating added value and jobs through cultural (artistic) and/or creative expression" [3]. The main types of economic activity that belong to the creative industries are defined by the CMU Resolution No. 265-r of 24.04.2019 "On Approval of Types of Economic Activity that Belong to the Creative Industries". They include 34 types of economic activity, which include such sectors as visual arts (painting, graphics, sculpture, photography, etc.); performing arts (live music, theatre, dance, opera, circus, puppet theatre, etc.); literature, publishing, and print media; audio arts; audiovisual arts (film, television, video, animation, animation, etc.) design; fashion; new media and information and communication technologies (software, video games, digital technologies in art (3D

printing; the virtual, augmented, mixed reality, etc.)); architecture and urbanism; advertising, marketing, public relations, and other creative services; libraries, archives, and museums; folk arts and crafts [4].

The use of the creative industry for the preservation of historical and cultural heritage can also contribute not only to increasing interest in cultural heritage but also to the development of tourism, which will help create new jobs and increase Ukraine's economic potential [5, 6, 7, 8].

At the same time, the creative industries can contribute to the revival of cultural heritage and its promotion on the global stage. For example, the development of museum exhibitions or tourist routes based on historical events and places, and the creation of cultural festivals and events. Thus, the preservation of cultural heritage and the development of the creative industry should be coordinated and balanced. This will help preserve national identity, promote the country's culture, and contribute to economic development [9, 10].

Project management in the creative industries in times of change and challenge is essential for success. The pace of change in this industry requires flexibility and rapid response to new ideas and trends. The complexity of projects in the creative industries requires organizing the work of teams, efficiently allocating resources, and monitoring the implementation of tasks. The competitive environment challenges creative companies to quickly introduce new products and innovations. The challenges of change require adaptability and flexibility in project planning and execution. Considering these aspects, effective project management becomes a key factor for success in the creative industry.

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