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## **METHODOLOGICAL ASPECTS OF PROJECT MANAGEMENT IN THE CREATIVE INDUSTRY**

Before the war, Ukraine had a strong creative industry, including IT, architecture, engineering, information services, television, advertising, and marketing. These activities, based on intelligence, knowledge, creativity, innovation, and the creation of unique products, have high added value.

However, the creative industry suffered significantly during the war. According to the Ministry of Culture and Information Policy of Ukraine, compared to the first quarter of 2021, the declared income in the creative industry in January-March 2022 decreased by 41 %, and the number of taxpayers by 60 %. Architecture and cinema were the most affected sectors, with a 74 % drop in declared revenues, followed by advertising, design, and IT, where revenues fell by 66 %, 54 %, and 32 % respectively.

However, the IT sector was the least affected, accounting for the largest share of declared revenues in the first quarter of 2022 (84.5 %). Payoneer's report also shows that many tech companies continue to work with foreign clients (70 % fully and 22 % partially), and 38 % will find more staff even during the war.

During the war, the creative industry suffered a significant decline. The industry's revenues decreased by around 40 %, and 20 % of its staff

moved abroad. Many workers in this sector have lost their jobs or are underpaid. Creative businesses have also seen a decline in orders and sales, with turnover falling by more than 90 % in some cases. Despite these difficulties, Ukraine's recovery plan includes measures to support the creative economy, including increased funding for the Ukrainian Cultural Foundation, support for creative professionals, and the launch of the National Office for the Development of Creative Industries. In addition, the government plans to encourage foreign companies to enter Ukraine, such as Apple, Spotify, and YouTube, to promote Ukrainian creative content on these platforms. These steps are aimed at restoring and developing the creative industry and preserving jobs [1].

The creative industry provides an opportunity to create new creative and innovative solutions to preserve the presentation of historical and cultural heritage. For example, video tours, short films, or mobile applications can be created to demonstrate the uniqueness and beauty of cultural monuments and provide useful information about their history and significance. This will help increase interest in cultural heritage, particularly among the younger generation.

At the same time, it is important to balance the creative industry's development and heritage's historical and cultural preservation. For example, when restoring historic buildings, original architectural details and styles should be preserved rather than replaced with modern analogs. It is also important to preserve historical sites, traditions, and customs that reflect the cultural spirit of the nation. 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 [2].

Project management in the creative industries in a time of change and challenge is essential to success. The pace of change in this industry requires flexibility and quick 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 forces 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 [3].

The methodology for managing any project is to standardize its implementation. To date, certain templates for project implementation have already been created that will help avoid many current problems and result in a finished product [4]. It is worth noting that each project is unique, so the methodology is not a one-size-fits-all solution and requires flexibility.

The methodological aspects of project management in the creative industry include a number of features and factors that need to be considered when planning, executing, and controlling creative projects. Among them are the following:

- Flexibility of the methodology. Project management in the creative industry requires a flexible and adaptable methodology. Traditional methods, such as Waterfall, may not be sufficient, as creative projects often depend on rapid response to changing conditions and requirements .

- Collaboration and communication. Creative projects constantly require close collaboration between teams and stakeholders. The project management methodology should facilitate effective communication and collaboration between creative professionals, managers, and clients. [5, 6]

- Risk-orientation. Creative projects often involve significant risk, as they may include innovative ideas, experiments, and uncertain outcomes. The project management methodology should take risks into account and provide strategies for managing them [7, 8].

- Creative planning. Creative projects require a special approach to planning. Given the uncertainty and evolution of ideas, the project management methodology in the creative industry should provide flexibility and the ability to adapt the plan during project implementation.

- Creativity management. Project management in the creative industry should help stimulate and support the creative process. The methodology should enable professionals to express their ideas and promote their development.

- Success metrics. Defining success metrics is a stage of project management in the creative industry. Since success can be subjective, it is necessary to develop measurements that take into account the unique requirements of each project.

- Iterative approach. Creative projects are a sequence of iterations where ideas are developed from prototypes to refinement and final implementation.

Taking these methodological aspects into account, project management in the creative industry will be effective and contribute to the successful implementation of innovative and creative projects.

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