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FEATURES OF PROJECT MANAGEMENT IN THE CREATIVE INDUSTRIES IN THE CONTEXT OF DIGITAL TRANSFORMATION

The purpose of the study is to identify the features of project management in the creative industries in the context of digital transformation. The research applies methods of systemic, structural-functional, and comparative analysis, as well as content analysis of relevant literature. The study characterizes the key features of creative projects, such as flexibility, creative autonomy, digital dependency, and multidisciplinary teams. It analyzes intersectoral differences in management within design, film, music, and IT-creative fields. The paper explores the challenges and opportunities arising from the implementation of digital tools, including artificial intelligence, cloud platforms, big data, and innovative monetization models. The study proposes recommendations for adapting agile methodologies, developing digital competencies, and optimizing team collaboration. The practical significance of the research lies in the applicability of its results in real-world conditions of creative project implementation.

Keywords: creative industries, project management, digital transformation, agile methodologies, digital platforms, digital technologies, content monetization, innovative management practices.

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ОСОБЛИВОСТІ УПРАВЛІННЯ ПРОЄКТАМИ В КРЕАТИВНИХ ІНДУСТРІЯХ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

У статті розглянуто особливості управління проєктами в креативних індустріях в умовах цифрової трансформації, що сьогодні набуває особливої актуальності у зв'язку з динамічними змінами в технологічному, економічному та культурному середовищі. Зростання ролі креативної економіки як чинника інноваційного розвитку вимагає глибшого розуміння процесів, які відбуваються на перетині управління, творчості та цифрових технологій. Метою статті є всебічне дослідження специфіки управління креативними проєктами в цифрову епоху з урахуванням характерних рис цієї діяльності, галузевих відмінностей, сучасних викликів і перспективних напрямів трансформації управлінських практик. У межах дослідження було застосовано низку якісних методів, зокрема системний аналіз, порівняльно-галузевий підхід, контент-аналіз наукових і практичних джерел. Така методична база дозволила виявити структурні закономірності управління проєктами в дизайні, кіноіндустрії, музичній сфері та IT-креативі, де реалізація творчих завдань поєднується з гнучким плануванням, використанням цифрових платформ і потребою в координації мультидисциплінарних команд. У статті розкрито трансформаційний вплив цифрових технологій на організацію командної взаємодії, розподіл ролей, планування, реалізацію та монетизацію результатів креативної діяльності. Особливу увагу зосереджено на таких тенденціях, як впровадження штучного інтелекту в креативні процеси, використання великих даних для прийняття рішень, цифровізація каналів дистрибуції творчого контенту, а також поява нових фінансових моделей – NFT, краудфандингу, підписки. Результатом дослідження стали практичні рекомендації щодо впровадження цифрових управлінських практик у сфері креативної економіки, що базуються на поєднанні технологічних інструментів із гнучким та адаптивним управлінським підходом. Практична цінність роботи полягає в її орієнтації на потреби фахівців, які займаються управлінням креативними проєктами у реальному цифровому середовищі, зокрема у сфері дизайну, цифрового мистецтва, музики, розробки медіа- ігрового контенту. Результати статті можуть бути використані як концептуальна база для формування управлінських стратегій, а також як інструмент підвищення ефективності реалізації творчих проєктів в умовах цифрової трансформації.

Ключові слова: креативні індустрії, управління проєктами, цифрова трансформація, гнучкі методології, цифрові платформи, цифрові технології, монетизація контенту, інноваційні управлінські практики.

Problem statement. In today's digital transformation, creative industries are one of the key drivers of economic growth, innovative development, and the formation of the value and cultural capital of society. Industries such as design, film, music, digital art, gaming, and IT creativity are increasingly integrating digital technologies into all stages of project creation, management, and distribution.

On the other hand, project management in the creative industries has a number of unique features: high dependence on human capital and creativity, flexible workflows, a significant share of non-standard solutions, and the need to constantly adapt to changes in the environment. These features significantly complicate the application of traditional project management approaches that focus on clear procedures, timelines, and budgets.

Digital transformation, on the one hand, opens up new opportunities for effective management of creative projects through the use of cloud services, artificial intelligence, virtual collaboration, NFT platforms, and digital distribution channels. On the other hand, it creates new challenges related to digital security, copyright protection, managing creative teams in a remote work environment, and the need to quickly adapt to new technological trends.

Despite the growing role of the creative sector, Ukrainian research has largely focused on the general aspects of the digital economy or traditional management models, without taking into account the specifics of creative processes and the impact of digital tools on the mechanisms for organizing, planning, and implementing projects in the creative environment.

Therefore, there is a need for a systematic analysis of the peculiarities of project management in the creative industries in the context of digital transformation, which determines the relevance of the chosen topic.

Analysis of recent research and publications. Modern scientific research is increasingly focusing on the digital transformation of management processes in the creative sector. In particular, Gvozdz M., Morozov M., Olynets A.-M. [1] analyze the peculiarities of implementing Agile approaches to management at enterprises in the context of digital transformation. The authors note that flexible management models facilitate adaptation to the highly dynamic environment inherent in the creative industries, but require additional adaptation to the specifics of creative projects.

Hlushenkova A. A. [2] explores the possibilities of using digital tools in the management of innovation projects, including risk, resource, and time management. The study focuses on the benefits of digitalization, in particular, increased planning accuracy, but also emphasizes a number of challenges related to digital security, copyright regulation, and preservation of creative autonomy.

Particular attention should be paid to publications that analyze the functioning of creative industries in the digital environment. For example, Mazur O., Kvitka S. and Myrhorodska M. [3] highlight the UK's experience in the field of public administration of creative industries and emphasize the importance of using digital technologies to stimulate local cultural production.

In this context, current research also draws attention to the challenges and opportunities of digitalizing the creative industries in difficult socio-economic conditions. Thus, the work of Dul'ska I. [4] emphasizes the need to update national definitions of creative industries, taking

into account the accelerated digital transformation that has intensified under the influence of the COVID-19 pandemic and military operations in Ukraine. The author notes the lack of proper statistical monitoring of digitalization in the creative sector, which makes it difficult to formulate effective management decisions. In addition, she emphasizes the problems of legal regulation, in particular, taxation and protection of intellectual property in the digital environment, which are becoming significant barriers to the development of the industry. Against this background, it is proposed to introduce comprehensive support mechanisms from the state, business and the public aimed at stimulating digital transformation and creating a favorable ecosystem environment for the creative industries.

Modern foreign literature also pays considerable attention to the role of artificial intelligence in the creative sector. Thus, Anantrasirichai N. and Bull D. [5] studied the use of artificial intelligence in the processes of creating visual and musical content. They emphasize that AI is a powerful assistant tool that expands creativity but does not replace human intelligence.

At the level of creative economy analytics, in the publications of the Financial Times, in particular, publications by Buffini D. [6] and Bazalgette P. [7] emphasize the high potential of the so-called "createch" sector (a combination of creativity and technology) as a driver of national development. It emphasizes the need for systemic support for innovation, educational programs and business infrastructure, which will allow for more active integration of digital technologies into the management models of creative industries.

Thus, the analysis shows that there is significant scientific and applied interest in the topic of digital transformation in project management. At the same time, the specifics of managing creative projects – in the fields of design, film, music, and IT creativity – using modern digital tools still need to be systematically studied. This forms the scientific niche within which this work is placed.

Formulating the purposes of the article. The goal of this research is to study the peculiarities of project management in the creative industries in the context of digital transformation, taking into account the specifics of such sectors as design, film, music, and IT creative.

Presentation of the main research material. Project management in the creative industries is a complex and dynamic process that differs from classical project management in its flexibility, creative nature of goals, and high dependence on the human factor. The creative industries cover a variety of areas, from design and audiovisual arts to digital media and IT creativity, which are based on creating a unique, intellectual product with added cultural or aesthetic value. In these sectors, the project outcome is often not quantifiable at the initial stages, which creates new challenges for managers and teams.

The modern creative economy operates in a fast-moving digital environment that constantly generates new technologies, platforms for interacting with the audience, and product distribution formats. This necessitates the formation of new models of project work, where classical management tools are combined with digital solutions – from the use of cloud technologies and digital whiteboards to the use of artificial intelligence to support creative processes.

In this context, there is a need to clearly define the main characteristics of creative projects as a prerequisite for

developing effective management solutions. Identifying these characteristics allows us to better understand the logic of creative teams, typical barriers to project implementation, and ways to improve management practices in the context of digital transformation.

Creative industries cover a wide range of activities based on intellectual property, innovation, and creativity. Project management in this area has a number of features that distinguish it from traditional project management in the manufacturing or technology sectors [8; 9].

First of all, projects in the creative industries are characterized by a high level of uncertainty about the outcome. This is due to the fact that the product or service created by the team is often open and unpredictable, depending on audience taste, cultural trends, and market changes [10]. The success of such projects is difficult to predict in advance based on standard performance indicators.

Another essential feature is the high degree of creative autonomy of project participants. Creative professionals (designers, directors, musicians, programmers, screenwriters, etc.) need space for experimentation and creative solutions, which makes it difficult to strictly plan and control [11]. This approach requires a manager to strike a delicate balance between managing and supporting creative freedom.

In addition, creative projects are extremely dependent on human capital. The quality of the final product is directly determined by the level of creativity, competence, and motivation of the team. Therefore, special attention should be paid to team building, internal communication, and leadership style [8].

Another characteristic is flexibility in planning and implementation. Due to the dynamics of ideas, changing customer requirements, and the innovative nature of work, creative projects require an adaptive approach to management – the use of iterative methods (Agile, Scrum, Kanban) that allow you to quickly respond to changes and ensure the gradual realization of goals [4].

These features indicate the need to transform management approaches in the creative industries. Traditional methods (such as cascading planning or detailed budgeting at the beginning of a project) may not be effective enough. Instead, models that combine creative flexibility with digital tools for monitoring, communication, and analysis are becoming relevant.

At the same time, it is important to understand that the creative industries are extremely diverse, and the specifics of project management vary significantly depending on the sector. To better understand these differences, it is advisable to consider the main characteristics and management approaches in the key areas of creative business – design, film, music, and IT creative.

Design projects typically have a short life cycle, from a few days to a few weeks, which necessitates quick planning, frequent task changes, and flexibility in working with clients. The main focus is on the visual component, which requires close cooperation between the designer, marketer, and customer. Accordingly, the project management process here is often based on Agile approaches, visual testing, and iterative feedback [12; 13].

Film projects involve high complexity, which is reflected in multi-level budgeting, an extensive production structure, and multi-team interaction (film crews, post-production, technical support, etc.). These projects have a longer life cycle, often more than a year, and a significant level of regulation. Film project management requires the use of traditional project management combined with creative freedom within production teams [14; 15].

Creative projects in the field of music are characterized by a high level of collaboration, especially between artists, producers, sound engineers and distributors. Digital platforms (Spotify, YouTube Music, SoundCloud) play a key role, not only serving as distribution channels, but also influencing the structure of the project itself (e.g. creating shorter tracks, adapting to algorithms) [16]. The management of such projects focuses on combining creativity, branding, and user preference analytics.

Projects that combine information technology with creativity (games, augmented/virtual reality applications, interactive platforms) are interactive in nature and often focus on user experience. They actively use XR technologies, gamification, and machine learning [17]. The management of such projects requires not only digital awareness but also the ability to coordinate multidisciplinary teams (programmers, game designers, artists, scriptwriters) in a flexible, rapidly changing environment.

Table 1 provides a summarized overview of such differences with relevant examples and scientific sources.

Thus, each sector of the creative industries has its own unique characteristics that affect project management approaches. Understanding these differences is key to

Table 1

Differences between creative industries sectors

Sector	Main characteristics of projects	Management features
Design	– Short life cycles (days–weeks) – Visual component	– Agile approaches – Iterative planning – Close cooperation with the client
Film industry	– Complex multi-level budgets – Multi-team interaction – Long life cycle	– Traditional planning and control – Coordination of large teams – Flexibility in the creative process
Music industry	– Collaborations between performers and producers – The impact of digital platforms (Spotify, YouTube) – Changing the product format	– Management through digital platforms – User data analytics – Flexibility in content and marketing
IT creative	– Interactivity and user experience – Using XR, gamification – Multidisciplinary teams	– Agile, Scrum, Kanban – Cross-functional teams – Innovative technologies and rapid iterations

Source: systematized by the authors based on [12–17]

developing effective strategies that take into account the specifics of creative activity, organizational structure, and the use of digital technologies in each industry. This ensures more flexible, adaptive, and effective management in the face of digital transformation.

Therefore, given the diversity of creative sectors and the specifics of their projects, it is worth considering the impact of digital transformation on project activities in this area. Modern technologies are radically changing not only management tools but also the organization of work, communication channels, and models of monetization of creative products.

Digital transformation opens up new opportunities for the formation of virtual teams and remote project management, which is especially relevant in the context of globalization and the spread of remote work [1; 2]. In addition, the widespread use of Artificial Intelligence, Big Data, and various digital platforms allows for optimization of planning, communication, and control processes, as well as improving the quality of creative products [5; 9; 10].

An important part of the transformation is the change in content distribution channels – platforms such as YouTube, Spotify, Behance, Steam, etc. provide new ways to engage audiences and promote creative projects [4; 16]. In this regard, new monetization models are actively developing, including NFT, donations, subscriptions, and crowdfunding, which provide additional sources of income and support for creative teams [4; 6].

Digital transformation not only changes the tools and channels of work, but also fundamentally affects the key processes of creative project management. In particular, digital technologies are transforming:

- project planning, making it more flexible and iterative through the use of Agile methodologies, digital platforms for sharing plans and resources, and tools for modeling development scenarios;
- communication in teams through the use of video conferencing, messengers, and shared digital spaces (e.g., Slack, Microsoft Teams, Trello), which ensures prompt exchange of information regardless of the geographical location of participants;
- interacting with consumers, as digital platforms allow for prompt feedback, analyzing audience behavior using Big Data, adapting products to market demands, and developing a community around the brand;
- monetizing creative products through the emergence of new models such as NFT (non-fungible tokens), donations, subscriptions, and crowdfunding, which expand the possibilities of financial support for projects and allow creators to interact directly with the audience.

Thus, digital technologies contribute to a more dynamic, adaptive, and client-oriented approach to creative project management, which is critical in today's rapidly changing digital environment.

Digital transformation is opening up new horizons for the creative industries, but it also poses a number of challenges for project management in the sector. One of the key challenges is balancing the creative autonomy of participants with the need for structured governance. Flexible methodologies such as Agile and Scrum allow for adaptation to change and support innovation, but their implementation is often complicated by the non-standard nature of creative processes and the lack of clear success metrics.

Another challenge is managing remote and virtual teams, which requires a high level of digital communication and trust between project participants. The use of digital collaboration platforms (e.g., Slack, Trello, Miro) is becoming a necessity, but it also requires the adaptation of corporate culture and new skills.

At the same time, digital technologies open up significant opportunities for optimizing management processes: the use of artificial intelligence and big data improves decision-making, automates routine tasks, and allows forecasting trends and risks. Digital distribution channels (YouTube, Spotify, Steam) and new monetization models (NFT, crowdfunding) expand the audience and provide additional sources of revenue.

Thus, given the challenges and opportunities faced by the creative industries in the context of digital transformation, it becomes apparent that modern, flexible, and adaptive project management methods are needed. Digital technologies, artificial intelligence, collaboration platforms, and new distribution channels create conditions for increasing the efficiency, flexibility, and innovation of management processes in creative projects.

Given this, it is important to formulate practical recommendations for implementing digital project management practices in the creative industries. They will help to strike a balance between freedom of creativity and a structured approach that will contribute to the sustainable development and competitiveness of enterprises in this area.

Effective implementation of digital project management practices in creative industries should encompass:

- implementation of flexible Agile approaches that allow for rapid response to changes and support the creative freedom of project participants;
- developing digital literacy and skills of managers and creative teams, stimulating a culture of digital transformation;
- use of modern digital tools for communication, remote management and collaboration;
- applying analytical tools and artificial intelligence to improve risk monitoring, planning and forecasting;
- using new monetization models, including NFTs, subscriptions, donations, and crowdfunding, which open up additional sources of income.

Implementation of these recommendations allows not only to overcome the key challenges of digital transformation in the management of creative projects, but also to create favorable conditions for their sustainable development and competitiveness. The introduction of innovative management practices opens up new prospects for the creative industries, ensuring a balance between creativity and efficiency.

Thus, summarizing the analysis, we can highlight the main conclusions that summarize the key trends and features of project management in the digital creative environment.

Conclusions. Project management in the creative industries is undergoing significant changes under the influence of digital transformation, which necessitates a rethinking of traditional management approaches. The study identified a number of specific features of creative projects, including a high level of uncertainty, creative autonomy of participants, flexible planning, and dependence on human capital. These characteristics necessitate adaptive, innovative management.

It has been confirmed that digital transformation is fundamentally changing the structure, processes, and tools for implementing creative projects. The development of virtual teams, the use of AI, Big Data, digital platforms, and new monetization models (NFT, crowdfunding, subscriptions, etc.) opens up new opportunities but also creates new management challenges.

The analysis highlights cross-sectoral differences in project management in the design, film, music, and IT creative sectors, which supports the use of agile methodologies (Agile, Scrum, Kanban) and digital practices tailored to the specific project environment.

The generalized recommendations indicate the need to develop new competencies for creative project managers, integrate digital management tools, strengthen interdisciplinary interaction, and strategically focus on innovation.

Thus, effective management of creative projects in the context of digital transformation requires a systematic approach that combines technological capabilities with a deep understanding of the creative nature of industries. This synergy is the key to the competitiveness and sustainable development of the creative sector in the face of global change.

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