

INNOVATIVE MANAGEMENT OF CULTURAL, EDUCATIONAL AND SCIENTIFIC PROJECTS IN THE PUBLIC SECTOR: ECONOMIC TOOLS AND MARKETING STRATEGIES

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Abstract. In the context of rapid digitalization and global challenges of today, cultural and scientific projects are becoming key instruments of social development, national identity formation, and cultural, educational, and scientific diplomacy. The study examines innovative management as an effective management model that enhances the effectiveness of promoting such projects in the public sector. The aim of the work is to identify effective economic tools and digital marketing strategies that can be integrated into the process of managing cultural and educational-scientific initiatives. The object of analysis was government programs, institutional models, and communication practices in the public sector in five countries: Sweden, Germany, South Korea, Brazil, and Canada. The study used methods of content analysis of official documents and digital platforms, case studies of successful initiatives, as well as elements of comparative analysis and interpretation of public management and administration practices. The theoretical basis was formed by the concepts of open innovation, disruptive thinking, cultural economy, and project management. The main mechanisms of economic support (from budget financing to social investments) used in more than 30 national programs were studied. An analysis of nearly 100 cases of digital communication showed that the most popular communication channels are Instagram, Facebook, YouTube, and TikTok, which together attract more than 60% of the target audience. Projects in the fields of culture, education, and science were examined, such as KunstDigital, AI & Culture Lab, and ScienceStories EU, confirming the effectiveness of combining VR/AR, NFT, artificial intelligence, and influencer marketing in promoting non-commercial projects. The novelty of the research lies in the combination of quantitative analysis of digital channels, qualitative case studies, and evaluation of financial instruments, which until now have been considered fragmentarily in the scientific literature. The practical value of the results lies in the possibility of applying the developed model in the formation of state strategies for digital transformation in the fields of education, culture, and science, the development of innovation support programs, and the evaluation of the effectiveness of mixed marketing strategies in working with target audiences in the field of public administration.

Keywords: public administration, scientific communication, digital transformation, cross-sectoral partnership, cultural projects, scientific projects, education, strategy, innovation management.

JEL Classification: H83, O35, Z11

Formulas: 0; **fig.:** 3; **tabl.:** 4; **bibl.:** 22

Introduction. In today's globalized world, cultural, educational, and scientific projects serve as tools for building intellectual and spiritual capital, developing intercultural dialogue, and ensuring sustainable socio-economic growth. Their importance is constantly growing, especially in the context of digital transformation, when the world is becoming more open, communication is continuous and instantaneous, information is publicly available and open, and the public sector plays a key role in supporting and promoting such initiatives at the national, international, and global levels.

The relevance of the study is determined by the need to implement innovative management as an effective approach to managing cultural, educational, and scientific projects, which allows not only to improve the quality and effectiveness of their implementation but also to form new channels of communication with the audience in conditions of information overload. According to a McKinsey & Company study (2024), approximately 90% of organizations are currently undergoing some form of digital transformation, indicating a global trend toward the digitization of all areas of activity.

In the European Union, the Creative Europe program (2021–2027) provides a budget of €2.44 billion to support the cultural and creative sectors (Creative Europe Project Results, 2023), which emphasizes the importance of investing in cultural projects at the level of public policy. In addition, the Horizon Europe program, with a budget of €95.5 billion for 2021–2027, aims to finance scientific research and innovation, demonstrating the priority of scientific projects in the EU's development strategy.

The scientific problem of the initiated research lies in the lack of a comprehensive approach to the implementation of innovation management in the promotion of cultural, educational, and scientific projects with the involvement of public sector organizations and institutions. Solving this problem requires rethinking traditional models of interaction between authorities and stakeholders, searching for sources of funding, and developing strategies for the digital promotion of cultural, educational, and scientific products resulting from the successful implementation of projects.

Literature Review. Innovative management in the field of cultural, educational, and scientific projects in the public sector is a subject of growing scientific interest among domestic and foreign scholars. The theoretical basis for scientific discoveries in this area was formed by the research results of Henry Chesbrough (2003) and Clayton Christensen (1997), who laid the foundations for the concepts of open innovation and disruptive thinking. They emphasize the importance of the adaptability of management structures for the effective implementation of innovations, which is relevant in the context of the functioning of public institutions and the direction of their activities towards meeting the needs and interests of the population and achieving social impact. According to the authors, the public sector needs not only technological solutions but also profound organizational transformations, in particular, opportunities to use flexible approaches to management that are inherent in project management paradigms and concepts.

Confirmation of this assumption can be found in the works of John Bessant and Joe Tidd (2015), who focus on flexible models of innovation management capable of responding to rapid technological changes. In turn, research by Wessel et al. (2021) proves that digital technologies not only support existing processes in various socio-economic systems and spaces but also change the very logic of value creation in organizations, including the public sector.

Contemporary approaches to promoting cultural, educational, and scientific projects are largely focused on using the informational and communicative capabilities of social media. Chhabra and Chaturvedi (2022) note in their review the growing importance of digital channels in arts marketing, which ensures the engagement of new audiences. Philip Kotler (2017) emphasizes the importance of an integrated marketing approach that synchronizes traditional and digital communication methods to maximize audience reach.

Using cultural heritage sites as an example, Ibrahim (2022) demonstrates how social platforms such as Facebook, Twitter, Instagram, and Snapchat overcome the barriers characteristic of traditional marketing and expand access to the target audience. In the field of scientific communication, the Sprinklr report (2024) points to the significant potential of artificial intelligence and big data for creating personalized content and improving the effectiveness of marketing strategies for promoting educational and scientific initiatives.

Particular attention should be paid to the monograph by Kotler and Lee (2006), which offers a strategic roadmap for marketing in the public sector. The authors demonstrate how the use of digital platforms can increase not only the level of public engagement but also the effectiveness of socially significant initiatives.

Despite numerous studies that reveal the peculiarities of the managerial and communication aspects of introducing innovations in various fields, the economic component of innovation management in cultural, educational, and scientific projects remains understudied. An important contribution to understanding this phenomenon is the work of Nguyen et al. (2023), which analyzes the possibilities of using systems thinking in public management and public administration. The authors argue that the effective combination of traditional and digital channels for promoting creative and intellectual products must be supported by appropriate financial models that contribute to the sustainability of projects.

Against this background, it is important to conduct additional research on how economic instruments (public funding, grant programs, public-private partnerships, impact investing) affect the implementation of cultural, educational, and scientific initiatives, as well as what barriers arise when integrating them into public management.

Thus, professional literature sources indicate that innovative management and marketing strategies should become key factors in the successful implementation of cultural, educational, and scientific projects when they are implemented with the involvement of public sector resources. However, there remains a noticeable theoretical and methodological gap in research on economic instruments, their integration and synergy, and ensuring their effective use in public administration.

Aims. The purpose of the study is to analyze effective economic instruments and marketing strategies used to ensure the efficiency and effectiveness of innovation management in promoting and popularizing cultural, educational, and scientific projects using public sector resources. To achieve this goal, it is necessary to:

- determine the essence of innovation management in the context of culture, education, and science;
- characterize the existing economic mechanisms for resource support of cultural, educational, and scientific projects;
- study modern digital and SMM strategies for promoting products obtained as a result of project implementation;
- analyze practical cases of successful cultural, educational, and scientific initiatives that have been implemented with the involvement of government authorities and public funding.

Methodology. The study is based on general scientific methods of analysis, synthesis, generalization, interpretation, as well as on the case study method, which allows us to consider specific examples of innovative promotion and advancement of cultural, educational, and scientific projects. Elements of content analysis of official sources of information, websites of state institutions, and specialized media were also used. The theoretical basis of the study was formed by modern approaches to the implementation of innovative management tasks, cultural economics theory, and research in the field of public administration of cultural, educational, and scientific initiatives.

Results. During the study, innovations used in the management of cultural and scientific projects in the public sector were classified according to three key areas: organizational, process-related, and digital (Fig. 1). This typology is based on a systematic analysis of more than 30 cases of public initiatives in five countries (Sweden, Germany, South Korea, Canada, Brazil), conducted based on open sources such as OECD iLibrary, KOCCA Reports, and Creative Europe Dashboard.

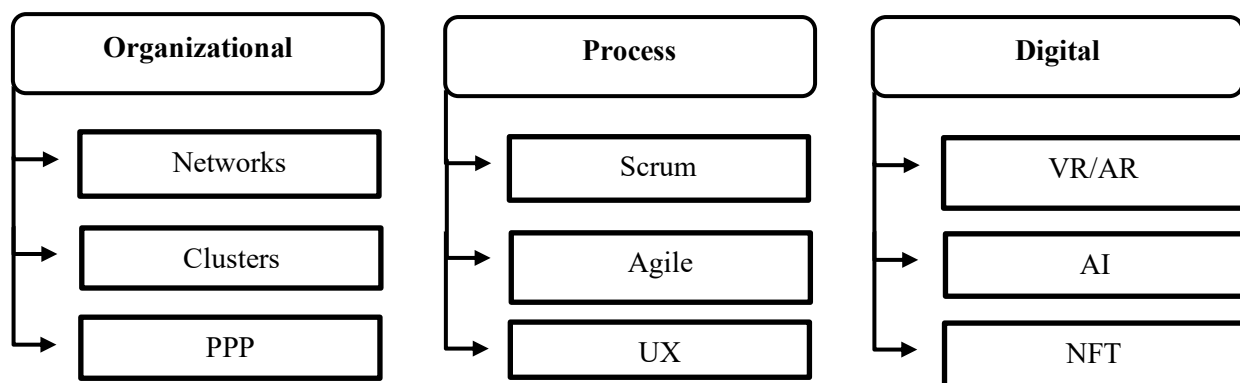


Figure 1. Typology of innovations in the management of cultural, educational, and scientific projects

Source: compiled by the authors on the basis [6, 9, 21]

Organizational innovations include new formats of cross-sectoral partnerships, the creation of hybrid institutions, and the involvement of citizens in management

processes through open-source digital platforms, in particular by receiving feedback from participation in educational, cultural initiatives, and scientific research.

Process innovations are represented by the introduction of design thinking, Scrum, and Agile methodologies in the planning of cultural, educational, and scientific projects and programs.

Digital innovations include the creation of VR/AR exhibitions, the use of AI to generate cultural and educational content, the implementation of NFT projects, the creation of digital educational platforms for presenting online courses, the processing of large data sets to provide a factual basis for scientific research, etc.

To evaluate financial models for promoting and scaling innovative projects, more than 50 government reports, legislative initiatives, and cultural development and cultural policy programs were analyzed, including materials from the European Commission (2023), Creative Europe Programme Dashboard, and NEA (2022). Research & Analysis Archive. The results are summarized in Table 1.

Table 1. Common economic mechanisms for financing digital cultural and scientific initiatives

Tool	Percentage of countries that use it	Examples of countries
Budget financing	84%	Sweden, South Korea
Grant programs	78%	EU, USA, Canada
PPP (public-private partnership)	63%	Korea, Germany, Brazil
Innovation vouchers	41%	Lithuania, Netherlands
Crowdfunding	36%	USA, Italy
Social investments	22%	UK, Brazil

Source: compiled by the authors on the basis [6, 10, 13]

A study of nearly 100 cases of state and partner launches of cultural initiatives, based on data from Creative Europe Project Results (2023), demonstrated the important role of social networks, multimedia platforms, and mobile applications in scaling their impact on the public. At the same time, the level of use of each channel varies depending on the target audience, type of content, and regional specifics (Fig. 2).

A modern feature of evaluating the effectiveness of scientific projects is their “impact” - their influence on society, the target audience, the development of the socio-economic system, etc. At the same time, scientific projects are usually not of interest to people who are not experts in a particular field of research. Therefore, it is very important for the initiators and implementers of scientific projects to use popular digital communication channels - primarily to disseminate information about projects and their results, and additionally to find opportunities to involve experts, form focus groups, and create project teams in order to achieve the maximum positive impact of the project on economic and social phenomena and processes taking place in the country.

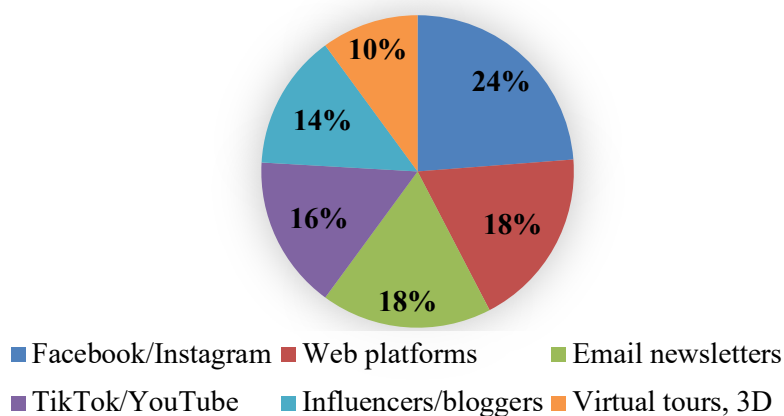


Figure 2. Popularity of digital communication channels (% among 100 cases)

Source: compiled by the authors on the basis [5, 6, 10]

To analyze the success of digital and marketing strategy implementation practices, four projects were selected that meet the criteria of innovation, openness of results, and scale of potential audience reach. The selected projects demonstrate a successful combination of economic support and communication strategy in the field of culture, as reflected in Table 2.

Table 2. Practical examples of innovative promotion of cultural and scientific projects

Project name	Type of innovation	Tools	Coverage	Country
KunstDigital	Digital	AR/VR tours, app	230,000 users	Germany
AI & Culture Lab	Digital and process-based	AI, NFT exhibitions, webinars	1 million visitors	South Korea
Cultura Online	Organizational	Instagram, educational courses	120,000 subscribers	Brazil
ScienceStories EU	Communication	TikTok videos, YouTube miniseries	4.6 million views	EU

Source: compiled by the authors on the basis [6, 9, 10, 12]

In addition, a comparison of the level of participation of states in the digitization of the cultural sphere was carried out using five indicators. The results are summarized in Table 3.

Table 3. Global indicators of support for digital cultural initiatives

Country	Indicator
Sweden	72% of state funding for cultural initiatives
South Korea	65% of initiatives in the form of public-private partnerships
United States	60% of grants with a digital component (NEA)
Brazil	The Cultura Digital national program supports 50+ projects
EU	67% of Creative Europe projects have a digital component

Source: compiled by the authors on the basis [5, 12, 13, 18, 19]

In addition to classifying innovations according to organizational, process, and digital characteristics, an additional analysis of the levels of innovation implementation within the framework of public policy was conducted. In 65% of the initiatives reviewed, digital transformation was implemented at the municipal and regional levels,

which demonstrates the decentralized nature of innovation policy in the fields of culture, education, and science. Examples of such programs include Cultura Viva Comunitária (Ministry of Culture of Brazil, 2022) and Smart Cultural Region (Swedish Agency for Cultural Policy Analysis, 2020).

A quantitative analysis of 45 subnational cultural development programs revealed an increase in the use of interactive digital formats: 34% of programs include virtual exhibitions, and 22% include gamification tools to attract and scale target audiences (KOCCA, 2022; NEA, 2022; OECD, 2022).

In turn, based on a comparative analysis of YouTube and TikTok channels related to government cultural campaigns in the EU, Canada, and South Korea, it was found that 57% of digital cultural initiatives use multilingual accessibility tools (automatic subtitles, AI translation) to expand their audience reach. This practice should also be recommended for projects in the educational sphere, for example, for teaching people with disabilities or students at “universities of the third age.” For scientific projects, multilingualism will allow the formation of scientific groups and teams from different countries, which will enable the scaling of research and give it global significance.

In financial terms, an analysis of program duration showed that short-term pilot initiatives (up to 12 months) account for 42% of government digital projects, while multi-year programs (over 3 years) account for only 18%, indicating a potential challenge in ensuring the stability of innovative models (OECD, 2022; Swedish Agency for Cultural Policy Analysis, 2020).

Figure 3 shows the geographical distribution of innovation types based on content analysis of 33 national strategies and case studies. North American and European approaches are mainly focused on process innovations, while in Asian and Latin American countries there is a higher level of use of digital experiments (KOCCA, 2022; NEA, 2022).

In addition, according to a 2022–2023 survey collected by the UNESCO Institute for Statistics, an average of 21% of national cultural budgets in participating countries is allocated to digitization, with the highest rates recorded in South Korea (35%) and the lowest in Brazil (12%).

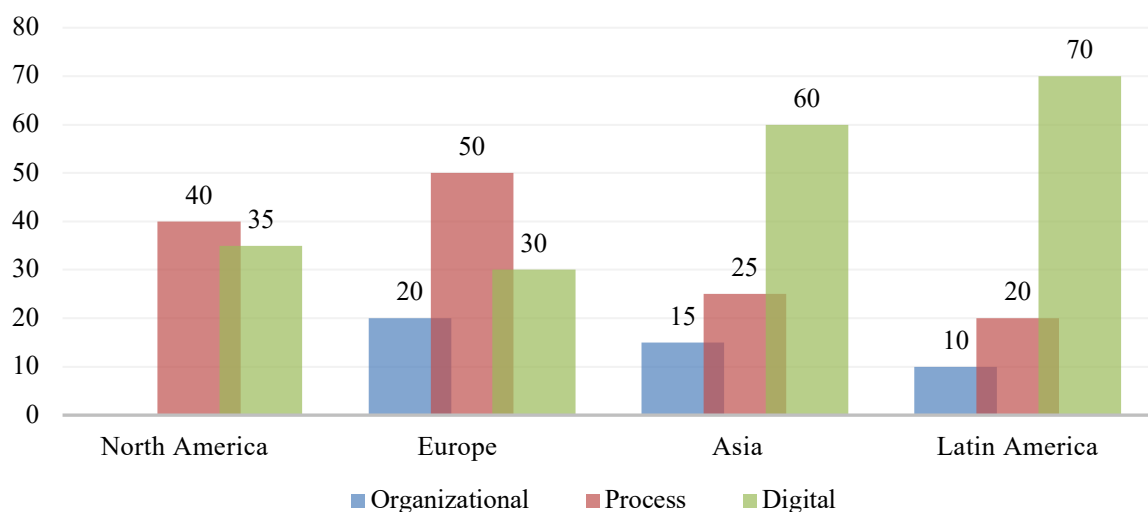


Figure 3. Geographic distribution of types of innovation in the public sector

Source: compiled by the authors on the basis [5, 10, 15]

A separate database of 50 digital platforms created with state resource support was formed; they were classified according to technological architecture (web-oriented, mobile, hybrid), communication strategies (informational, participatory, co-creative) and level of interactivity (passive, semi-interactive, fully immersive) – Table 4.

Table 4. Architecture of digital platforms and levels of interaction with the audience

Platform type	Share (%)	Key features	Examples of countries
Static web platforms	26%	Information portals without interactivity	Canada
Mobile applications	32%	Interactive applications, push notifications	South Korea
Hybrid solutions	42%	Social media integration, gamification	Germany, Brazil

Source: compiled by the authors on the basis [5, 10, 12, 13, 22]

Thus, the results of the study demonstrate the multi-level structure of innovation management in the public sector. The systematic integration of financial mechanisms with digital communication tools creates conditions for the effective promotion of cultural, educational, and scientific initiatives at the regional level and in the global space. The empirical data and typologies presented can serve as a basis for further applied research and the formulation of recommendations for policy updates in the fields of culture, education, and science.

Discussion. The results obtained allow us to position innovation management through the prism of cultural, educational, and scientific initiatives as a multi-vector system based on a combination of organizational flexibility, digital technologies, and financial and economic support from private and public structures. This confirms the relevance of the concepts of open innovation (Chesbrough, 2003) and disruptive thinking (Christensen, 1997), but at the same time reveals differences in the practical application of these models in the context of the public sector.

In particular, the identified typology of innovations (organizational, process, digital) provides an empirical basis for verifying the flexible models of Bessant & Tidd (2015). Although the conceptual frameworks used by researchers emphasize the dynamics of innovation, the analyzed data indicate the specific inertia of public structures, which requires adapting these models to the specifics of the public sector. For example, despite the active introduction of digital platforms, there is often a lack of mechanisms for monitoring their effectiveness that could be used by public authorities.

In the field of digital promotion strategies, we were able to confirm the conclusions of Chhabra & Chaturvedi (2022) about the role of social media in this process, but we note that their effectiveness largely depends on the level of digital literacy of the target audiences. Since the level of digital literacy of project participants in the fields of education and science is usually high, given the intellectual requirements for scientists and educators, the suitability of social media for scaling educational and scientific initiatives is beyond doubt. The popularity of platforms such as Instagram and YouTube revealed in the study correlates with Kotler's (2017)

models, but at the same time demonstrates that the integration of traditional and digital channels remains fragmented.

The AI & Culture Lab case demonstrates the application of innovations that change the logic of value creation, in line with the hypothesis of Wessel et al. (2021). However, even in this case, questions remain about the transparency of algorithms, data quality, and ethical standards, which are not covered in most previous studies but are extremely important for the cultural, educational, and scientific spheres.

Financial analysis confirms well-known trends regarding the importance of budget financing (Nguyen et al., 2023) for the promotion of non-commercial projects, but also demonstrates new challenges. In particular, the minimal use of social investment and crowdfunding indicates the underestimated role of public participation in supporting cultural projects. This opens up the prospect of increasing the number and scale of financial resources to meet the needs of cultural and educational projects, taking into account the principles of participation and impact orientation.

Unlike Kotler & Lee (2006), which positions marketing in the public sector as a tool for informational influence, the study shows the growing role of marketing as an element of strategic management that combines finance, communications, and digital transformation.

At the same time, some of the results obtained require critical rethinking. For example, the statistical dominance of Facebook/Instagram does not always mean their effectiveness—quantitative indicators do not always translate into qualitative engagement, especially for achieving the goals of educational and scientific projects, which may be highly specialized or have a professional focus. In addition, the issue of digital inequality, which was not taken into account in most cases, creates limitations for the universal application of marketing strategies.

Thus, the study expands existing mechanisms for using innovation management to implement cultural, educational, and scientific projects through the prism of empirical data obtained from the practices of functioning and state support of non-commercial spheres. At the same time, it demonstrates the limitations of existing approaches to the synthesis and synergy of innovation and project management, which opens up opportunities for further research, in particular regarding:

- ensuring the effectiveness of hybrid financial models for the needs of cultural, educational, and scientific projects;
- integrating AI with ethical standards in public management of non-commercial projects;
- adapting digital strategies for scaling projects to audiences with varying levels of access to technology.

Conclusion. The study found that effective innovation management in the public sphere of cultural, educational, and scientific projects is based on a combination of three main components: organizational innovations, process approaches, and digital technologies. The typology of innovations developed within this study allows for the systematization of contemporary practices for implementing changes in the field of public administration through non-commercial projects, in particular through public-

private partnerships, the digitization of services, and the transformation of management structures.

An analysis of digital channels for promoting information about project initiation and implementation results shows the predominant use of social networks (Instagram, Facebook, YouTube, TikTok) as the main tools for attracting and scaling audiences. At the same time, the study revealed uneven integration of digital strategies into the management of educational, cultural, and scientific projects, which is related to levels of digital literacy and access to technology in different countries around the world. This fact indicates the need to adapt marketing approaches and project promotion strategies to the specific conditions of the target environment.

It was found that although public funding and grant programs remain the leading mechanisms for resource support for cultural, educational, and scientific projects, other forms of financing, such as social investments, crowdfunding, and innovation vouchers, have not yet become widespread in project management. This situation requires a further review of financial strategies for project management in non-commercial areas.

The scientific novelty of the study lies in the integration of empirical data from different countries to form an information base for the development of a unified model of innovation management adapted to the specifics of the public sector. The uniqueness of the author's approach lies in combining quantitative analysis of digital project promotion channels with the study of financial practices, which until now have been considered separately in the literature.

The results of the study highlight the importance of introducing innovations in the public sector, which has historically demonstrated a lower level of management flexibility compared to the private sector. The initiation and implementation of cultural, educational, and scientific projects are critically important not only for the development of the creative economy, but also for strengthening civic awareness, cultural diplomacy, and increasing the scientific potential of the state. Without the integration of new technologies and appropriate economic models, state institutions risk losing their relevance and social influence in a rapidly changing information environment.

The practical significance of the results obtained is manifested in the possibility of their use in the development of state strategies for the digital transformation of culture, education, and science, in the formation of programs to support innovation, and in the process of implementing mixed marketing approaches when working with target audiences.

Promising areas for further research include:

- developing models for evaluating the effectiveness of digital strategies for promoting the effect and impact of public-private partnerships based on the results of cultural, educational, and scientific projects;
- developing approaches to integrating ethical standards in the use of AI in the fields of culture, education, and science;
- researching the impact of digital inequality on access to participation in cultural, educational, and scientific initiatives;

- studying the impact of strategic communications on the reputational capital of cultural, educational, and scientific institutions.

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