ODPOWIEDNIE PODEJŚCIA DO POMYŚLNEGO ROZWOJU LOKALNEGO PRZEMYSŁU KREATYWNEGO: ZARZĄDZANIE WIEDZĄ, AGILE & EXTREME PROJECT MANAGEMENT

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Adnotacja. W artykule przedstawiono wyniki badań najlepszych sprawdzonych praktyk zarządzania projektami w branży kreatywnej, które wykazały przydatność zastosowań w rozwoju lokalnym: zarządzanie wiedzą, w szczególności narzędzie „społeczności praktyk", podejścia Agile i Scrum. Ujawniono współczesne trendy w kreatywnej gospodarce i zarządzaniu projektami w tej dziedzinie. Zbadano związek między zarządzaniem wiedzą, kreatywnością i zdolnością do zarządzania projektami rozwoju lokalnej gospodarki kreatywnej. Zidentyfikowano kluczowe cechy podejść do zarządzania projektami stosowanych w sektorze kreatywnym gospodarki: tradycyjne zarządzanie projektami, Agile-, Extreme-, Emertxe zarządzania projektami. Przeprowadzone badanie pozwoliło wyciągnąć wnioski dotyczące cech i nowych aspektów analizy, które należy wziąć pod uwagę przy wdrażaniu sprawdzonych metodologii projektów branży kreatywnej.

Słowa kluczowe: ekonomia kreatywna, agile, scrum, społeczność praktyk, zarządzanie wiedzą, zarządzanie projektami, branże kreatywne.

TAILORED APPROACHES FOR SUCCESSFUL LOCAL CREATIVE ECONOMY DEVELOPMENT: KNOWLEDGE MANAGEMENT, AGILE & EXTREME PROJECT MANAGEMENT

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Abstract. The article presents the results of creative industries project management best tested practices' study, which demonstrated the usefulness of their applications in local development: knowledge management, in particular the tool "community of practice", Agile and Scrum approaches. Modern tendencies of creative economy and project management in this sphere are revealed. The relationship between knowledge management, creativity and the ability to manage local creative economy development projects have been studied. The key features of project management approaches used in the creative economy sector are identified: traditional project management, Agile-, Extreme-, Emertxe project management. The study led to the conclusion about the features and new aspects of the analysis that should be considered when implementing the tested creative industry projects' methodologies.

Key words: creative economy, agile, scrum, community of practice, knowledge management, project management, creative industries.

НАЛЕЖНІ ПІДХОДИ ДЛЯ УСПІШНОГО МІСЦЕВОГО РОЗВИТКУ КРЕАТИВНИХ ІНДУСТРІЙ: УПРАВЛІННЯ ЗНАННЯМИ, AGILE & EXTREME ПРОЕКТНИЙ МЕНЕДЖМЕНТ

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Анотація. У статті наведено результати дослідження кращих апробованих практик управління проектами креативних індустрій, які продемонстрували корисність застосування у сфері місцевого розвитку: управління знаннями, зокрема інструмент «спільноти практик», підходи Agile і Scrum. Розкрито сучасні тенденції креативної економіки та управління проектами у цій сфері. Вивчено взаємозв'язок між управлінням знаннями, креативністю та здатністю керувати проектами розвитку місцевої креативної економіки. Визначено ключові особливості підходів до управління проектами, що використовуються у креативному секторі економіки: традиційне управління проектами, Agile-, Extreme-, Emertxe управління проектами. Проведене дослідження дозволило зробити висновок щодо особливостей та нових аспектів аналізу, які мають бути враховані під час імплементації апробованих методологій до проектів креативної індустрії.
Ключові слова: креативна економіка, agile, scrum, спільнота практик, управління знаннями, управління проектами, креативні індустрії.

Introduction. The XX century has brought us a new creative economy and creative class (Florida, 2018) that appeared as a core of this economy. New sector of the economy has introduced new specifics to the market where old approaches are not applicable and modern ones become essential. Creative industries are highly innovative, they are characterized by an abundance of micro-businesses and individuals spread across the artistic, design, cultural, digital, entertainment and media sectors. As a consequence, they lack the capacity for strategic, cross-sectoral research and development which, if properly recognized and supported, could propel growth. Sir Ch. Mayfield's productivity review highlighted how creative businesses face challenges because their outputs are primarily intangible, and in many cases unique (Ch. Mayfield, 2018). Though knowledge-intensive, they do not always meet the traditional requirements expected for government research and development support (Ch. Mayfield, 2018). Individual creative sectors can also be held back by the nature of high-risk, project-based content production, wherein financial survival is prioritized over long-term investment in research and innovation. In particular, a thriving research and development culture requires investment and the consolidation of networks of expertise. Speaking about the influence of the creative industries on the development of sustainable local development projects (Schwaber, Sutherland, 2020) the most prominent feature is appliance of the MVP model – minimum viable version of the product (Sills, Miller, Eggers, O'Leary, 2017) as a test of the idea on the so-called market for the target audiences. In this case local authorities don't need to develop and implement the initiative at its fullness, just define the core feature of the initiative and start testing it and getting response from the audience. After the initiative could be corrected or even drastically changed in case the audience finds it not appropriate.

Knowledge management, Agile model, Scrum, the IOT have formed the basis of the successful approaches and the set of instruments for those who want to survive under changed conditions. Over the past several years there have been intensive discussions about the importance of knowledge management (KM) within our society and creative industries. Researchers and observers in the field of sociology, economics, and management science have agreed that a transformation has occurred and "knowledge" is at center stage (Mårtensson, 2010).

The advantages of using Agile-management in government were revealed and the boundaries of application of this management methodology at the present stage of its development were shown by D. Sills, W. Miller, W. D. Eggers, J. O'Leary (Sills, Miller, Eggers, O'Leary, 2017). M. Gvozd and Y. Zlydnik reflected the relevance of Agile-management as a modern method of managing enterprises that operate in conditions of accelerated economic development, uncertainty and global competition (Gvozd, Zlydnik, 2018). The features and advantages of Agile-management application for government are highlighted by A. Axelsen (Axelsen, 2019).

D. Car-Pušić, I. Marović, G. Bulatovic investigated the usefulness of using the agile organizational model for managing local government projects. (Car-Pušić, Marović, Bulatovic, 2019). O. Bortnik analyzed the difference between Agile and Lean approaches for the management of local projects, considerable attention in her works is

paid to the description of the principles and rules of use in the practice of Agile-management (Bortnik, 2020; Mamatova, Bortnik, 2020).

Community of practice as an effective knowledge management tool for local development in Ukraine is the subject of research and practical implementation by U. Borysenko, I. Chykarenko, I. Katernyak, O. Kirieieva, M. Kulya, V. Loboda, T. Mamatova (Borysenko, Mamatova, 2017; Chykarenko, Mamatova, 2019; Katernyak, Loboda, Kulya, 2018; Mamatova, Kirieieva, 2019; Katernyak, Mamatova, 2021).

The **aim** of this paper is to highlight the best practices of tailored successful approaches used in creative industries and demonstrate their usefulness for the local development projects. Key **objectives** of the paper are: to show modern trends in creative economy and project management in this area; to analyze tailored successful approaches and the current state of relationship between knowledge management, creativity and the ability to manage the projects in the local creative economy development; to demonstrate the key features of the project management approaches used in the creative sector of economy.

Presentation of the main results and their substantiation. Main modern trends in creative economy and project management in this area are defined as flexibility, constant changes and adaptivity to them. KM is considered a prerequisite for higher productivity and flexibility in both the private and the public sectors, also it concerns the local development projects as they are influenced by changes in the implementation and elaboration approaches. Powerful forces are reshaping the economic and business world and many calls for a fundamental shift in strategy, project management and human resources management. The prime forces of change include globalization, higher degrees of complexity, new technology, increased competition, changing client demands, and changing economic and political structures.

To continue, the determination of what KM is necessary as well as a review of the literature. Since it is not real to cover all the literature sources, the first step was to search for articles in databases using the keyword "knowledge management" and the combination "knowledge management" and "strategy" and "creative economy". The literature review was not broad enough in the sense that only studies using these keywords were included. Most of the literature in this review is of practical nature rather than theoretical (i.e. knowledge based theory and competence-based theory). The field of KM can be seen as an integral part of the broader concept "intellectual capital" and KM is about the management of the "intellectual capital" controlled by the company (Bettiol, Sedita, 2011).

The actuality of the KM appears also in creative industries where all results are even more uncertain than in usual business that deals with the prime materia or FMCG. Creative industries are more under the risks which are caused by the uncertainty of the market, unpredictability of the customer behaviour and all that is caused VUCA-context (George, 2017), so called vulnerable, uncertain, complex and ambiguous context that has become the new normal of nowadays. How to survive under these conditions? How to implement the local development projects to cause the changes that are asked by the society? To succeed in this, we might come to the practices of nowadays that are spread in highly-technologized teams. These techniques are: Community of practice, Agile approach, Scrum.

Community of practice (CoPs) – is a voluntary virtual association of professionals or anyone interested in solving practical problems. In fact, it is an association of practitioners involved in joint activities aimed at finding new ideas. In recent years, community practices have become increasingly widespread in the public sector in many countries. Creating a community of practice as a tool for managing change in public administration provides the opportunity to focus on those 80 % of knowledge that usually remain unused (Borysenko, Mamatova, 2017).

In 2012–2021, with the support of the Swiss-Ukrainian project "Supporting Decentralization in Ukraine" DESPRO (DESPRO, 2021) one of these e-platforms is developing a strategy for steady leadership in an unsteady world. For the period since 2012, the Community of practice has undergone several stages of formation and prioritization of activities, which were reflected in the change of its name: 2012–2013 – Community of practice: Innovations in local self-government; 2014–2015 – Community of practice: Innovations and best practices of local self-government; 2015–2016 – Community of practices for local self-government; 2016–2017 – Community of practice for local development; 2018 – Community of Practice 4 Sustainable Development (Chykarenko, Mamatova, 2019). The aim of the platform is to bring together local self-government practitioners from all regions of Ukraine, to enable community members to discuss the most urgent issues of the territories' development and communities' involvement, to provide participants with access to counseling by experts of various levels, to create conditions for the community to generate new ideas in the field of solving local development problems, to develop approaches to gaining members of the community new competencies through participation in e-learning (Katernyak, Mamatova, 2021).

The experience of using the e-platform makes it possible to characterize it as a powerful outsourcing resource that can be effectively used to develop the competences of local government officials, civil servants and civil society institutions representatives (Serohin, Chykarenko, 2019). On this e-platform the use of two knowledge management tools – eLearning and Community of Practice (CoP) – promotes the culture of managing projects in public organizations towards achieving Sustainable Development Goals (Katernyak, Loboda, Kulya, 2018).

The main page of the resource (Spil'nota praktyk: stalyi rozvytok, 2021) stated that the Community is a meeting place of representatives of local self-government bodies, executive authorities, non-governmental organizations, activists and experts who are ready to: share their experience, study and disseminate best practices of local self-government; use the project approach to find innovative solutions, resource planning and community mobilization for sustainable development; study at the e-courses to master the techniques and tools of project management, learn about new models of providing quality services and opportunities for developing territories.

Agile approach – is taken from the IT-industry (Project Management Institute, Inc., 2017), it is a practice that promotes continuous iteration of development and testing throughout all lifecycle of the project. So the main idea is that the project or project hypothesis is divided into the smaller stages, each stage is implemented, the reaction on its implementation is measured and the results are analyzed. After that, the next phase is coming to the release with the conclusions made. Agile emphasizes on four core values: Individual and team interactions over processes and tools (1); Comprehensive documentation for all stages and their results (2); Customer collaboration over contract negotiation (3); Responding to change over following a plan (4).

Scrum is an agile development method (Schwaber, Sutherland, 2020) which concentrates specifically on how to manage tasks within a team-based environment. Basically, Scrum is derived from activity that occurs during a rugby match. Scrum believes in empowering the working team and advocates working in small teams (say – 7 to 9 members). There are several roles that are essential for Scrum model (Schwaber, Sutherland, 2020): Scrum Master, who is responsible for setting up the team, sprint meeting and removes obstacles to progress; the Product Owner creates product functional description, prioritizes the functions and is responsible for the completion of the functionality at each iteration; Scrum Team manages its own work and organizes the work to complete the sprint or cycle. Product functional description is a repository where requirements are tracked with details on the user stories to be completed for each release. It should be maintained and prioritized by the Product Owner, and it should be distributed to the scrum team. Team can also request for a new requirement addition or modification or deletion. So that you have all the time updated information about what should be completed, by what means, when, how and what results are expected.

Taking into consideration all the mentioned above, it's essentially to mention that the following points will help you position your team for a successful rollout:

1. Hire or appoint from within, an expert to architect and lead your rollout.

2. Engage an Agile expert to design and "codify" your team's approach, to lead the group and manage the flow, to iterate and optimize project programs over time and to manage continued adoption and compliance (after iterations).

3. Apply the most appropriate process methods to best manage your simplest to most complex projects.

4. Adopt approaches to your specifics, engage your team members to be initiative and define the periods of time they could work for the projects.

5. Provide the team with the best project management software and associated training and support, to help them manage ideas, process and communications. Invite other experts for "helicopter view" on your project ideas, completion and conclusions.

Speaking about the types of the creative organizations that implement the creative economy local development projects there are those that are project-oriented and those that are not. All work in the creative industry is project-based and creative firms are project-oriented organizations. The basic features of the project-oriented organization may be listed as follows (Gareis, 2003): takes project management as its strategy; uses the temporary organization to perform complex processes and activities; has a separate permanent organization that functions as an integrator; manages a project portfolio consisting of different types of projects; implements a new management paradigm; is characterized a specific project culture; considers itself as project-oriented.

Creative firms recognize project management as a method to achieve adequate system flexibility and the desired business results. The boundaries and contents of creative firms are changing in character. This is reflected, on the one hand, in constant changes in the number and size of projects, in the engagement of temporary or permanent resources and the use of virtual teams for the tasks of coordination and management. On the other hand, relations are established with various strategic partners, so that the projects and programs are realized in the conditions of different social environments to which the firms have to adapt (Todorović, Petrović, Mihić, Obradović, Bushuyev, 2015).

To adequately respond to challenges that take on the character of the project-oriented organization, it is necessary that a unique identity of the company is defined. However, it should be flexible enough not to endanger the company's dynamic character. The project portfolio management is critical to the success of the creative companies. It covers areas such as project selection, project prioritization, resources allocation and the company's business strategy implementation.

Companies in the creative industry use a variety of project management approaches: from traditional project management to using agile or hybrid approaches. Project management is tied into the overall activities of companies, but organizations are also creative in how they manage their projects. The goal of project management approach adapting is to best fit to their company's culture and the types of projects they manage.

It is clear that the project management approach must be in line with the characteristics of creative projects. If that is not the case, then the project is likely to fail. There is no unique approach to project management that would fit all kinds of creative projects. About the defined characteristics of projects, it can be concluded that in the creative industry four different approaches to project management are applied (Wysocki, 2010): Traditional Project Management; Agile Project Management; Extreme Project Management; Emertxe Project Management (pronounced e-murt-see).

Traditional project management is an approach designed for the simplest situations of all considered: clear goals and how to get to them. Although all project managers would prefer to apply this approach, the number of projects belonging to this category decreases year after year in the creative industry. These include projects that are well known to the organization and the project team, and for which there is much experience in the implementation of similar projects in the past. With these projects there are no surprises, the project contractor defines what he

wants, and the project team knows how to get the expected results. Small changes are expected during execution of these projects. We can see application of traditional project management through scope management, resource management, phases of the project, etc. in many creative companies. This approach is easy to understand and implement. If they have enough information about the project (the clear goal of the project, due date, steps like idea creation, a script, a storyboard …), it will be easy to create a plan, monitor, and control execution. Also, many creative organizations are organized in an old fashioned way. They still have departments which rarely communicate with each other. It looks like managing under a matrix environment with the functional manager (e.g., creative director) and the person who acts as a part account person, production manager and project manager (one person for client & project management work). Departments are responsible for some part of the project, and usually, there is a person who is accountable to the department for project work. However, more and more, creative companies have a client-facing account manager and internal project manager.

The traditional project lifecycle could be represented with the following table 1 (1st and 2d columns), also the peculiarities for creative industry projects and possible risks are described (3d and 4th columns). After stage 4 if the project is continuous the stage 1 is coming for the new project cycle.

Table 1

Project lifecycle, peculiarities and possible risks for creative industries projects

Project phase name	Characteristics	What's special for the creative industry projects	Possible risks for creative industries project
Initiation Phase	Project definition is given: projects constraints and problem statements	The idea is described, description of resources is made, description of the target audiences is given	The risk that the idea is not realistic, the risk of missing of understanding some key necessities of the target audiences
Planning Phase	Detailed Planning: Estimation &Scheduling	Difficult to predict and plan something in creative industry, all the hypothesis should be tested on the target audience as soon as possible	«Time-to-market» risk – when you plan something for the project, and the market is not ready yet for the project, or it's too late and the market doesn't need it
Execution Phase	Project Team: Acquisition, Development& Management	Difficult to find consultants/project team members who are aware of the project idea as well as know the technology of Agile approach and Lean management	The lack of speed in development, bad understanding of product advantages and how to "pack" the product for the audience; lack of investments
Project Closure	Monitoring, Controlling, Closure &Review	Absence of knowledge how to track progress, absence of knowledge how to do retrospective and review, time losses at this stage and possible not understanding where to move on the next step	Risk of not arriving to this stage, risk of burocracy (too much papers) in case of the grant projects/getting money from the government, risk of missing some important data for future prediction/analysis

Agile project management (Barroca, Sharp, Dingsøyr, Gregory, Taylor, Alqaisi, 2019) deals with the agile approach described above. Normally the agile project management approach can be represented by the following table 2 (2d column) but in case of the projects in creative industries some changes could be applied (column 3), because there are lots of risk factors that impact on the project realization:

Table 2

Agile project management lifecycle and creative industries project management lifecycle

Agile project management lifecycle	Agile project management lifecycle for creative industries	Comments
Start: Initiate project, define requirements	Start: track the necessities and desires of audiences, generate project idea, track resources	As there are many entities involved in creative industries projects the initial phase begins from seeing what main stakeholders need and expect. These needs' understanding becomes the fundamental of the project idea growth and development
Development 1 – Development n=> Release=> Acceptance/not Acceptance; in case of not acceptance adjusting the project. After that new project cycle begins	Development 1=> Release=> getting feedback from the audiences => implementing new features or total change of the project	In creative industry projects release is important as an opportunity to get feedback from the audience. Audience is the 1st entity who gives the direction of the project development.More pilot product at the raw stage before investing money in them

The most noticeable difference is that there is the phase of continuous interactions, that involves growth of the project functions and collecting the target auditorium feedback.

Extreme Project Management is applied to projects of creative industries where there are neither clearly defined goals nor a clear way to get to them. As the name itself says, this is the most extreme category of projects. In these projects, implementation is step by step until clear goals and ways of reaching these goals are achieved. These projects require maximum flexibility from the project team in relation to traditional project management, whereby the project team is expected to comply with the defined processes and procedures. Many creative projects fall into

this category. The approach could be applied while the following criteria can be noticed: fast-paced work; highly complex project needs and outcomes; frequent changes to the project requirements as the project progresses; trial-and-error approach to see what works; self-correcting process when things go awry to get back on track; a move away from hierarchy in decision making; people-driven projects, instead of process-driven (people don't adapt their projects to fit the model, they adapt models to fit the project).

Emertxe project management is an approach that we will apply for projects where we know how to achieve something, but we do not know what should be done. Projects where we are looking for how certain results and knowledge that we have come to by research and development can be applied in certain areas are typical examples of these projects (O'Reilly Media, Inc., 2021). Very often these projects are viewed as the opposite process from the implementation of research and development projects, and for which extreme project management is applied. Because of that the word emertxe is taken, which is, in fact, reverse the English word extreme. These kinds of projects have a clear solution, but the goal is unclear. This sounds like a solution out looking for a problem, and may seem like nonsense at first, but that's not the case. Like extreme projects, these are also research and development projects but with a twist. In an extreme project, a fuzzy goal will only be clarified when a best-fit solution is found. That best-fit solution will meet some goal that is a special case and probably a more limited version of the original goal. In an emertxe project, you have a solution and are asked to define the goal that it meets. So there was no goal statement at the outset, but the solution will define the goal. Just as in an extreme project, the question now becomes whether the goal and solution deliver acceptable business value. If yes, you've succeeded.

So the major difference between an extreme project and an emertxe project is that in an extreme project both the goal and the solution converge on a goal and the solution that supports it. In an emertxe project, the solution is fixed and you have to find the goal that it supports. In both extreme and emertxe projects, the resulting goal and its solution must pass the test of being acceptable from a business value standpoint.

Conclusion. 1. Proven project management methodologies are applied for creative industries projects while taking into account their peculiarities and the new aspects of analysis: finding parallels between project management for IT and creative industries projects with the involvement of local authorities; description of most proven methods that could be applied for creative industries projects; enumerating the risks at each stage of project development; description of the peculiarities of the creative industries projects run for each stage; demonstration of arguments and advantages of the use of project management approaches for creative industries; highlighting the key differencies in standard projects lifecycle and creative industry projects lifecycle; description of the adaptive project management as a most suitable instrument for creative industries projects; differentiation of different project management approaches for VUCA context in the niche of creative industry (T. Drobakhina).

2. To implement the adaptive project management methodology successfully, it's important to make sure that the team is willing to accept changes and to adapt to them. Besides, it implies that the client is involved in the management process at every stage of the project. Therefore, in public sphere projects it's critically important to build trust and conflict sensitivity. When used correctly, it can also help public organizations and project teems to minimize expenses and maximize the value proposition (T. Mamatova).

Nevertheless, we should keep in mind that every project is unique, and any model cannot be called a universal approach that will fit projects of all kinds. With that said, if you're looking for flexibility, each of the proposed approaches and their combination while needed is certainly the right choice.

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