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### **DEVELOPMENT OF INNOVATIVE SERVICES OF CULTURAL AND LEISURE CENTERS UNDER THE CONDITIONS OF UPDATE OF THE INFORMATION ENVIRONMENT**

**The purpose of the article** is the analysis of strategies and approaches to the development of innovative services of cultural and leisure centers, the study of modern trends in strengthening the influence of information technologies on the activities of regional and local cultural centers. **The research methods** are based on the application of a complex of general scientific methods and approaches, in particular, a systematic approach, methods of analysis, synthesis, systematization of materials and generalization, and special methods of cognition, which made it possible to realize the set goal and obtain appropriate results. **The scientific novelty** of the article lies in the expansion of ideas about cultural and leisure centers as innovative platforms that solve not only traditional cultural tasks, but also introduce advanced technologies and approaches in the field of meeting the growing needs of consumers in information services. The article examines the main challenges and opportunities that arise in the conditions of changes in the information environment and their impact on the functioning of cultural and leisure centers, modern tools for the transformation of Ukrainian society due to the improvement of the structure of information services of cultural and leisure centers, the intensification of cultural and informational exchanges at the local and regional level levels. **Conclusions.** The results of the study prove that the implementation of innovative approaches and technologies in the work of cultural and leisure centers in order to increase their attractiveness to the public, improve access to cultural resources and services, as well as ensure more effective cooperation with other subjects of the cultural environment should take place on a comprehensive basis, at a qualitatively new organizational level, which will contribute to their successful functioning in the conditions of constant updating of the information space, socio-cultural transformation of the digital society.

*Keywords:* innovative services, cultural and leisure centers, information environment.

**The relevance of the research theme** lies in the importance of information resources provision for the development of modern society, rapid changes in the system of social communications and transformational processes in the enhancement of cultural centers of local communities thus becoming factors in the renewal of the resource base of the domestic information environment. In this context, the role and significance of innovative services of domestic cultural and leisure centers are undoubtedly growing in terms of the Ukrainian society modernization and further development of the integrated information environment. With the advent of cutting-edge technologies and changes in the information environment of current society, cultural and leisure centers have faced new challenges and opportunities. Constant technological alterations affect demands and expectations, constituting a specific consumer need for the development and provision of information services.

**The analysis of research and publications.** The emergence of new cultural institutions and enterprises in united local communities based on new principles of management emphasized the importance of legislative initiatives in order to provide population with cultural services [9], the introduction of innovative work forms [4], the need to modernize socio-cultural management [5] and formation of a new professional generation in the given cultural field. The cultural sector decentralization brought new institutions and organizations with the main function presupposing logical transformation of such institutions into centers of local activity as well as adaptation to reformatting of the information infrastructure components in the modern digital society, according to scientists V. Balasyan [2], L. Abramov and T. Azarov [1]. The study problems regarding structural changes in leisure culture, leading to the expansion possibilities of using information resources, trends and priorities of domestic cultural and leisure practices, caused by information exchange in social networks, thematic and professional websites, are thoroughly examined by O. Boyko [3] and I. Petrova [7]. The leading role in increasing cultural production in the context of informational and educational activities, creating a domestic socio-cultural environment that has its own regional features, as defined by G. Pinkovskaya [8], and the strengthening of civic identity belongs to the newest national information resources [6], support of grassroots regional cultural initiatives in the field of information provision to society as well as cultural and leisure centers being innovative institutions of personal development [10].

**The purpose of the article** is the analysis of strategies and approaches to the development of innovative services of cultural and leisure centers, the study of modern trends in strengthening the influence of information technologies on the activities of regional and local cultural centers.

**Presentation of the main research material.** The importance of information in the modern world cannot be overestimated, as it serves a practical basis that can be transformed into a specific resource. Information consumers can now access news, research, cultural and entertainment content from anywhere in the world with just a smartphone or computer. This change opens up brand-new opportunities for cultural and leisure centers that need to be modernized under the current conditions.

Adaptation of the national information infrastructure components, such as analytical, library and archive centers, to the use of advanced information technologies, expansion of opportunities for the use of various resources, including official data, resources of state and non-state information centers, scientific and expert tools, thematic and professional websites, social networks, thematic blogs and open electronic archives, is a significant step in the context of potential development. This transformational process takes place due to the growing importance of the applicable use of information resources in scope of digital society development and the practical need to increase its efficiency. Moreover, the organizational demand for the latest information communications is proportional to the manifestation of modern trends in the evolution of domestic socio-cultural environment [6, p. 20].

Virtualization of socio-cultural space changes the transmission channels of socio-cultural experience, the possibilities of human adaptation to new conditions, the prospects of creative self-realization. A well-known scientist O. Boyko mentions, that since the virtual leisure space is limited and autonomous, it leads to greater static and concentration of leisure attributes in this space [3, p. 19]. In this context, cultural and leisure centers that offer intensive, multifunctional, leisure practices filled with different content acquire special importance for the personality development in sense of cognitive, spiritual and ethical aspects.

Our modern information society gives rise to new formats of the spiritual human growth, which are successfully revealed due to the altered requirements stated for cultural products. In the development context of cultural and leisure sphere today, it is important to consider culture not only as a means of integration, consolidation and enhancement of the Ukrainian

national community, but also as a significant economic factor. The richness of cultural heritage of Ukraine in general and its regions in particular can be presented through the projects of leisure centers demonstrating a powerful potential for the comprehensive formation of cultural environment.

In up-to-date circumstances the issue of cultural environment covers a broad complex of economic, social and legal conditions that arise in society and contribute to the spiritual development of every individual. These conditions create opportunities for innovation and investment in the cultural sphere, determine the innovation level of cultural products both in terms of content and options for its distribution within the country or particular region. Therefore, the development of cultural and leisure sphere, especially at the local level, is necessarily connected with economic factors, and by means of revealing the potential of cultural heritage becomes an important part of the effective regional development strategy [8, p. 6].

In modern Ukrainian society, the cultural sphere is mastering the process of modernization against the background of profound political and socio-economic changes. In the conditions of active transformations, cultural and leisure centers play a key role in determining the development of society and cultural space. The ability to predict cultural needs, track their changes and provide instant reactions by offering new forms of recreation and entertainment for the population becomes particularly important. These centers act as catalysts of personal and socio-cultural development, contribute to the formation of civic consciousness, reveal the creative potential of young people, reproduce and preserve national cultural traditions and heritage. The functions of cultural and entertainment centers are to expand and diversify the cultural life of every resident of a certain territory. They aim to attract as many visitors as possible and improve the cultural and leisure environment for the entire population. Cultural and leisure centers being social institutions are aimed at achieving several tasks at the same time: promote the development of creative potential and individual activity, enrich innovative forms of leisure and entertainment, create conditions for full self-expression in the field of recreation and entertainment [10, p. 263].

The provisions of the Law of Ukraine "On Culture" clearly distinguish the concept of cultural services as a process that is implemented through the actions of both individuals and legal entities. These actions are aimed to satisfy the cultural and intellectual needs of a person and contribute to the development of his/her creative and spiritual potential. At the same time,

an important aspect is a clear definition of the cost of these actions realized in the process of provision or execution. The legislation also defines the concept of basic set of cultural services, which includes a wide range of cultural opportunities. This set was created to ensure accessibility for territorial community residents. It covers the possibility of accessing various sources of information, visiting museum exhibitions, watching movies as well as promoting creativity development and art education.

The modern center of cultural services, as defined in the law, embodies the concept of a universal cultural institution. The main requirement is its convenient location for the territorial community residents or nearby regions, the availability of highly-qualified specialists, modern materials and technical resources as well as the readiness to provide a wide range of cultural services. The center is also designed to provide consultation support and access to equipment for various creative needs, meeting the needs of diverse population in terms of age, gender, nationality, social status and other parameters. Thus, the Law of Ukraine "On Culture" defines the role and importance of cultural services and centers of cultural services in developing and ensuring the availability of cultural values for the population, in particular, emphasizing their role in promoting the enhancement of creativity and cultural self-expression [9, Article 23].

Already in the first third of the twentieth century, the history of cultural and leisure centers as key social institutions for the progress of territorial communities began in numerous developed countries. The modern model of the integrated development structure for local communities has been adopted by the Polish "Centers of Local Activity" and the Ukrainian "Centers of Local Activity". Such centers arose as a result of cooperation with local state cultural institutions, such as district cultural centers and libraries now developing into cultural and leisure centers. This matter reflects a strategic approach due to the fact that in accordance with their mission statements local cultural institutions are to form, develop and satisfy social, creative and nationwide cultural needs of local communities. The experience provided by both Polish and Ukrainian centers shows that a purposeful and systematic exchange of resources between citizens and cultural institutions activates local social initiatives, contributing to the acquisition of new life experience [1, p. 24].

However, unlike other institutions, cultural and leisure centers are distinguished by means of their multifaceted service. Within their activities, these centers implement various traditional, alternative and innovative as

well as group, individual and collective approaches. Modern ideas about the role of club-type institutions stem from a completely new perception of leisure culture: this sphere is considered to be a stimulating cultural process that supports the development of creative individuality. It provides a wide range of cultural, leisure and recreational events, allows you to identify and satisfy the needs and interests of free choice and promotes the establishment of a personal value system.

At the same time within the power decentralization process, obligations for the maintenance of cultural institutions were transferred to united communities. As a result, in less capable communities there is no opportunity to support cultural institutions and provide the population with quality cultural services. One of the possible ways of reforming outdated cultural institutions is to create special universal hubs – cultural, educational and entertainment centers. They will combine a library, a computer club, a public interaction space and a place for cultural entertainment events [2].

The leisure space changes captured in modern Ukraine reveal a complex notion: on the one hand, there is a noticeable decrease in the network of cultural and leisure facilities (libraries, museums, clubs, cultural centers, folk art centers), on the other hand, the intensity of cultural of leisure practices is shifting towards passive consumption. This can be proved by the example of the growing popularity of cyber culture, which covers not only young people, but continuously spreads to other social and age categories of the current population [7, p. 111]. Cultural and leisure practices clearly depend on age, gender, social and educational characteristics as well as professional orientations. Moreover, over the last decades there has been a growing difference between cultural practices in central regions and remote areas, which further reinforces the distance in the cultural and leisure aspects between the inhabitants of cities and villages.

In order to successfully function under controversial socio-economic conditions, it is necessary not only to organize various socio-cultural events, but also carry out constant communications with diversified population layers, use advertising and public relations. With the help of PR it is easier to maintain friendly relations between the cultural institution and the public. For this purpose, it is crucial to form and establish public opinion, maintain certain institutional reputation, investigate public opinion regarding the institutional activities, analyze trends in the development of strong relationships between the cultural institution and society, foresee public

opinion, establish cooperation with mass media, popularize the institution. The image of the institution has a decisive influence on the level of current demand; therefore, the introduction of innovative technologies and socio-cultural projects is one of the modern methods of raising the status of such institutions and carrying out reforms [4].

It is also worth outlining that nowadays there are a lot of complex tasks which require non-standard solutions from consistent managers of cultural sphere. First, the up-to-date managerial approach involves the administration of cultural and artistic projects with a special emphasis on economic and social realities – so-called result-oriented management. Already at the stage of project development, its impact on the community, a specific area, and society in general is substantially analyzed. Secondly, an effective manager knows how to respond to risks in a timely manner, but he is also not afraid to take risks, following common sense, in order to reduce possible negative consequences for the financial state of the organization. In addition, an experienced manager systematically implements personnel development programs aimed at ensuring the viability of the organization in conditions of growing internal and external competition [5, p. 2–3].

*The scientific novelty* of the study lies in the expansion of comprehensive ideas about cultural and leisure centers as innovative platforms able to solve not only traditional cultural tasks, but also introduce advanced technologies and approaches in the field of meeting the growing needs in information services stated by modern consumers. The article examines the main challenges and opportunities that arise under the conditions of information environment changes and their impact on the functioning of cultural and leisure centers, modern tools for the Ukrainian society transformation due to the structural improvement of information services in terms of cultural and leisure centers, the intensification of cultural and informational exchanges at both local and regional levels.

**Conclusions.** The results of the study prove that the implementation of innovative approaches and technologies in the work of cultural and leisure centers in order to increase their public attractiveness, improve access to cultural resources and services, as well as ensure more effective cooperation with other subjects of the cultural environment should take place on a comprehensive basis, at a considerably new organizational level, which will contribute to their successful functioning in the circumstances of constant information space update as well as socio-cultural transformation of the digital society.

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## **РОЗВИТОК ІННОВАЦІЙНИХ ПОСЛУГ КУЛЬТУРНО-ДОЗВІЛЄВИХ ЦЕНТРІВ В УМОВАХ ОНОВЛЕННЯ ІНФОРМАЦІЙНОГО СЕРЕДОВИЩА**

**Метою статті** є аналіз стратегій та підходів до розвитку інноваційних послуг культурно-дозвілєвих центрів, вивчення сучасних тенденцій у посиленні впливу інформаційних технологій на діяльність культурних центрів регіонального і місцевого значення. **Методи дослідження.** Підготовка статті ґрунтувалася на застосуванні комплексу загальнонаукових методів і підходів, зокрема системного підходу, методів аналізу, синтезу, систематизації матеріалів і узагальнення, та спеціальних методів пізнання, що дало змогу реалізувати поставлену мету й отримати відповідні результати. **Наукова новизна** статті полягає в розширенні уявлень про культурно-дозвілєві центри як інноваційні платформи, що вирішують не лише традиційні культурні завдання, але й впроваджують передові технології та підходи у царині задоволення зростаючих потреб споживачів в інформаційних послугах. Розглянуто основні виклики та можливості, які виникають в умовах змін інформаційного середовища та їх вплив на функціонування культурно-дозвілєвих центрів, сучасні інструменти трансформації українського суспільства за рахунок удосконалення структури інформаційних послуг культурно-дозвілєвих центрів, інтенсифікації культурних й інформаційних обмінів на локальному й регіональному рівнях. **Висновки.** Результати дослідження доводять, що впровадження інноваційних підходів та технологій у роботу культурно-дозвілєвих центрів з метою збільшення їхньої привабливості для громадськості, покращення доступу до культурних ресурсів та послуг, а також забезпечення більш ефективного співробітництва з іншими суб'єктами культурного середовища має відбуватися на комплексній основі, на якісно новому організаційному рівні, які сприятимуть їх успішному функціонуванню в умовах постійного оновлення інформаційного простору, соціокультурній трансформації цифрового суспільства.

**Ключові слова:** інноваційні послуги, культурно-дозвілєві центри, інформаційне середовище.

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