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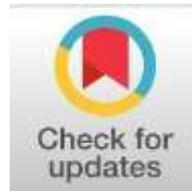
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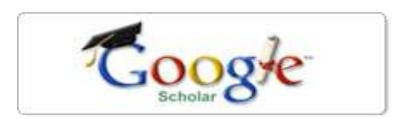
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Project Management Strategies in the Creative Economy: Strategi Manajemen Proyek dalam Ekonomi Kreatif

Musakulova Sitora Foziljonovna, musakulovasitora@gmail.com, (1)

Lecturer of the Department of Natural and Humanitarian Sciences, Tashkent University of Human Sciences

(1) Corresponding author

Abstract

General Background: The creative economy has emerged as a knowledge-based economic model driven by human creativity, intellectual property, innovation, and digital technology, contributing to global trade, employment, and sustainable development. **Specific Background:** Project management in the creative economy requires adaptive methodologies due to uncertainty, rapid change, and the central role of ideas, talent, and creative freedom across sectors such as design, media, software, and cultural industries. **Knowledge Gap:** Despite growing recognition of innovative and flexible management approaches, the mechanisms for applying hybrid models, digital technologies, and intellectual property-oriented strategies in creative project management remain insufficiently systematized. **Aims:** This study reviews recent scientific literature to examine contemporary methodologies for managing projects in the creative economy and to formulate structured managerial approaches. **Results:** The findings identify three core components: hybrid management integrating Design Thinking, Agile, and Lean principles; an IP-centric model for monetization and legal protection; and ecosystem collaboration supported by data-driven digital distribution. These components address uncertainty management, team dynamics, resource coordination, and stakeholder communication. **Novelty:** The research synthesizes hybrid management logic with intellectual property orientation and digital ecosystem collaboration into a unified conceptual framework for creative project governance. **Implications:** The proposed framework provides guidance for structuring creative projects, supporting sustainable revenue models, fostering innovation processes, and positioning creative industries within global economic development strategies.

Highlights:

- Identifies hybrid governance combining adaptive managerial approaches
- Establishes intellectual property orientation as a monetization foundation
- Integrates digital ecosystem collaboration for scalable creative ventures

Keywords: Creative Economy; Project Management; Hybrid Management; Intellectual Property; Digital Ecosystem

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Introduction

The creative economy stands out on a global scale with its creative and innovative approaches. In this type of economy, technology, art and design, digital media, fashion, and other creative sectors shape economic processes and create new opportunities. Project management in the creative economy requires its own unique methodologies and approaches, as such projects often face uncertainty and rapid changes. To manage these

uncertainties, it is essential to apply and widely implement effective methodologies. In addition, successful project management in the creative economy requires the use of agile and flexible approaches. Since classical project management methods are often unsuitable, management processes in creative fields are frequently optimized by applying “agile” or “lean” methodologies. These methodologies allow for increased efficiency in project processes, better risk management, and accurate forecasting of project outcomes. At the same time, in creative economy projects, the creation of creativity and new ideas is itself a crucial management factor. The use of innovative technologies is a key factor in making project management in the creative economy more effective. Advanced technologies such as artificial intelligence, data analysis, and cloud computing are essential tools in the project management process. With the help of these technologies, project teams can efficiently manage resources, save time, and forecast results. At the same time, new technologies facilitate the process of making the necessary decisions to quickly implement new ideas and achieve market success in creative fields.

For example, artificial intelligence is used to analyze data, and based on these analyses, it helps in planning and managing the project process. At the same time, cloud technologies allow projects to be monitored and managed from any location, which reduces the distance between teams and increases efficiency. The use of innovative technologies is crucial for a faster and more effective management of creative projects.

Methods

In this research, a content analysis methodology was applied to the latest research and theories on project management methodology in the creative economy. This methodology allowed for the study of new approaches to creative economy project management by analyzing existing academic literature and interrelated articles. During the research process, the effectiveness of project management methodologies, innovative technologies, and the management of creative teams was analyzed.

LITERATURE REVIEW

In the scholarly works of authors such as Brown (2024) [1] and Liu and Zhang (2023) [2], the importance of using new technologies and management tools in creative and innovation processes has been studied. At the same time, the role of artificial intelligence and digital tools in the project management process within the creative economy was also analyzed.

Nearly twenty years ago, Richard Florida famously identified the “creative class”, an amalgamation of knowledge workers and those in the arts, culture, and design fields. He established creativity as a basic economic force. Amid increasing inequality and unstable work arrangements, diminished techno-optimism, and the rise of global innovation hubs, he is still bullish on America’s capacity for invention [3].

The creative industries facilitate, accelerate and stabilize the adoption of novel generic rule into the economic order and to broadly function as a selection mechanism (both selecting against particular ideas and

amplifying others). Again, without the creative industries, according to this hypothesis, an economic system would experience less evolution (and growth), if at all, because the adoption process would be either hopelessly uncertain or constrained to the speed of personal knowledge [4].

Autonomy around process fosters creativity because giving people freedom in how they approach their work heightens their intrinsic motivation and sense of ownership. Freedom about process also allows people to approach problems in ways that make the most of their expertise and their creative-thinking skills. The task may end up being a stretch for them, but they can use their strengths to meet the challenge [5].

Innovations and technologies help in creating effective methods for managing project resources, as well as in keeping creative teams highly motivated.

Result And Discussion

According to the United Nations (UN) [6], The creative economy has no single definition. It is an evolving concept which builds on the interplay between human creativity and ideas and intellectual property, knowledge and technology. Essentially it is the knowledge-based economic activities upon which the 'creative industries' are based.

The creative industries – which include advertising, architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, publishing, research & development, software, computer games, electronic publishing, and TV/radio – are the lifeblood of the creative economy. They are also considered an important source of commercial and cultural value.

The creative economy is the sum of all the parts of the creative industries, including trade, labour and production. Today, the creative industries are among the most dynamic sectors in the world economy providing new opportunities for developing countries to leapfrog into emerging high-growth areas of the world economy.

In recent decades, a new model of economic development has emerged globally: the creative economy. World experience shows that beyond traditional manufacturing sectors, fields based on intellectual potential, innovations, information technologies, and cultural heritage are increasingly occupying a larger share in national economies.

Within the framework of the UN's Sustainable Development Goals (SDGs), special attention is given to the development of the **creative economy**. The United Nations Conference on Trade and Development (UNCTAD) regularly publishes reports on the creative economy. These reports analyze the creative sector's role in global trade and its economic and social impact. The UN also seeks to contribute to sustainable development in countries by supporting cultural entrepreneurship.

A. UN (United Nations) experience.

Theoretical aspects:

1. The UN sees the creative economy as a key driver of sustainable development.
2. Since 2008, the "UN Creative Economy Report" has been published, providing a deep analysis of the creative industry's role in international trade and investment.
3. The creative economy is evaluated as a tool to support innovation, cultural diversity, and social inclusion.

Practical aspects:

- a) Through the UN Development Programme (UNDP) and the UN Conference on Trade and Development (UNCTAD), the UN helps countries develop strategies for creative industry growth.
- b) Programs have been launched to introduce digital technologies and support startups and young creators.
- c) For example, the UN has provided grants and technical assistance to establish creative clusters in some African and Asian countries.

B. UNESCO (United Nations Educational, Scientific and Cultural Organization) places great emphasis on the cultural aspects of the creative economy. Its main initiatives include the following:

1. Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005): This convention allows countries to freely shape their cultural policies and regulates the international trade of cultural products and services.
2. Creative Cities Network: This network, established by UNESCO, includes various cities that recognize culture and creativity as key drivers of economic development. Within this network, cities exchange experiences and implement collaborative projects.
3. Reports and research: UNESCO conducts extensive research and publishes reports on the creative economy. Publications such as the "Global Report on Cultural Policies" analyze the state of the creative sector worldwide. It highlights the current situation and disseminates essential information about the creative economy to the entire world.

C. UNESCO (United Nations Educational, Scientific and Cultural Organization) experience.

Theoretical aspects:

1. UNESCO links the creative economy to the preservation of cultural heritage, the support of creative freedom, and the promotion of cultural diversity.

The 2005 “Convention on the Protection and Promotion of the Diversity of Cultural Expressions” serves as a key legal platform for the development of the creative economy.

2. The creative economy is interpreted as a cultural component of sustainable development.

Practical aspects:

3. Through UNESCO's "Creative Cities Network," more than 300 cities (including Paris, Seoul, Beijing, and Istanbul) have made creativity a centerpiece of urban development.
4. It provides funding for international competitions and festivals in music, design, film, and theater to support cultural industries.
5. It offers grants and scholarships to local artists.

The World Bank relies primarily on economic mechanisms to develop the creative economy. Its programs cover the following areas:

- a) Financial assistance: The World Bank provides grants and loans to creative and cultural industry projects in developing countries. These funds are used to improve infrastructure, introduce technology, and support small businesses.
- b) Capacity building: The World Bank organizes training, seminars, and consulting services for entrepreneurs and creators working in the creative sector. This helps them develop business management skills.
- c) Policy advice: The World Bank advises governments on developing strategies and policies for the creative economy. This advice often covers issues such as protecting intellectual property rights, tax incentives, and promoting exports.

D. World Bank experience

Theoretical aspects:

1. The World Bank sees the creative economy as a new source of economic growth.
2. The creative sector is evaluated as a key area contributing to economic diversification and increased employment.
3. It highlights the development of the digital economy, creative startups, and small businesses as a priority.

Practical aspects:

- a) The World Bank provides micro-financing and investment grants for creative businesses within the framework of many projects it funds.

- b) For example, it has helped establish creative startup incubators and accelerators in Latin American and Asian countries.
- c) Digitalization projects for the creative economy are being implemented through the “Digital Development Partnership” and “Innovation Labs”.

Thanks to the efforts of these international organizations, the creative economy is increasingly becoming a crucial economic sector on a global scale. These programs are helping countries not only to achieve economic growth but also to preserve cultural diversity and strengthen social stability.

The share of the creative economy in trade is a growing global trend. This is because it is based on innovations and human capital. Compared to traditional economic sectors, the creative sector has higher growth rates and makes a significant contribution to economic development.

The share of the creative economy is increasing very rapidly on a global scale. Based on statistical data, we can see some of these indicators below:

1. Share in Gross Domestic Product (GDP): According to UNESCO estimates, the creative economy accounts for 3.1% of global GDP. Some data suggests that this figure could be as high as 7-12%.
2. Share in Employment: Approximately 6.2% of global employment comes from the creative sector. This sector plays a vital role in creating new jobs, especially for young people.
3. Forecasts: According to experts, the creative economy's share of global GDP is expected to reach 10% by 2030. This forecast indicates further future growth for this sector.

Studying international experiences in the creative economy is crucial for every country, as it is important to learn from these experiences and use them effectively. By adapting the experiences of other countries to our own conditions, we can create new opportunities.

Great Britain

Great Britain is one of the most developed centers of the creative economy. The fields of art, design, film, and media hold strategic importance there. The main government support mechanisms for the creative sector include the following:

- 1) Financial Support: Grants, subsidies, and tax incentives.
- 2) Inclusive Business Environment: Support for young professionals and entrepreneurs through startup incubators, creative centers, and specialized zones (Creative Hubs).
- 3) International Cooperation: Programs to promote exports and develop international commercial relations.

South Korea

South Korea is a leading nation in the digital and cultural sectors of the creative economy. Here, K-pop, cinema, video games, animation, and digital media are the main areas. **State support mechanisms include:**

- 1) Special state funds: to support young talent and finance new creative projects.
- 2) Export promotion: to introduce creative products to the international market and promote brands globally.
- 3) International cooperation programs: for the exchange of experience, implementation of joint projects, and technology transfer.

Singapore

Singapore has developed its creative economy by integrating it with innovative technologies. Design, architecture, multimedia, startups, and tech parks are the main areas. **Support mechanisms include:**

- 1) Government investments and grants: for financing startups and developing innovative projects.
- 2) Innovation centers and incubators: for training personnel through tech parks and creative hubs.
- 3) Skill enhancement programs: for the professional development of young specialists and entrepreneurs.

The Great Britain experience is a basis for developing a system of financial and legal support for creative startups.

The South Korea experience is an effective strategy for developing the digital and cultural sectors and bringing products to the international market.

The Singapore experience is distinguished by its system of innovative centers and training qualified personnel.

By studying the achievements of other countries, you can find unique and effective approaches that can be applied in your own field. This often leads to unexpected new ideas.

Conclusion

Project management in the creative economy is the process of achieving project goals while taking into account the specifics of creative fields (design, advertising, film, music, architecture, software). This

process differs significantly from traditional project management because it places importance not only on material resources but also on ideas, talent, and creative freedom.

Main aspects

1. **Managing uncertainty:** Creative projects are often characterized by uncertainty. The initial idea may change during the project, and new creative solutions may emerge. The project manager must be flexible in the face of these changes and make "smart" decisions. This is where Agile project management methodologies (e.g., Scrum) prove to be very effective [7].
2. **Team dynamics and motivation:** Creative teams differ from technical teams. Each member is a unique creative individual. The project manager must constantly motivate them, grant them creative freedom, and create an environment of mutual cooperation. Micromanagement (excessive control over the project) can be harmful in this field.
3. **Resource management:** In creative projects, time, budget, and human resources are the main resources. The project manager must ensure work stays within the budget and deadline without limiting the creative process. This is especially important when meeting the changing demands of clients.
4. **Communication with the client:** In creative projects, the client's concepts and requirements are not always clear. The manager must maintain constant communication with the client, involve them in the project process, and continually clarify the expected outcomes. This increases transparency and mutual trust.
5. **Problem-solving:** Unexpected problems (such as creative stagnation or technical difficulties) often arise in creative projects. The project manager must be prepared for these situations and solve problems with a creative approach.

Project management in the creative economy is not a simple task; it is the art of managing a complex and ever-changing process. A project manager must possess not only skills in planning and control, but also the ability to inspire, motivate a creative team, and transform ideas into successful products. This process requires continuous learning, adaptation, and innovation.

Success in the creative economy relies on three factors:

1. Hybrid management (Design Thinking + Agile + Lean) for rapid learning and adaptation.
2. IP-centric model for monetization and legal protection.
3. Ecosystem collaboration and data-driven digital distribution.

If this trio is used continuously, creative projects can be tested in a short time, find their audience, stabilize revenue mechanisms, and scale to the format level, allowing for multiplication in both domestic and foreign markets.

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