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**PRODUCTION ACTIVITY AS MANAGEMENT
IN THE SOCIO-CULTURAL SPHERE**

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**INTRODUCTION AND PURPOSE OF
THE STUDY.**

The development of the modern socio-cultural sphere not only puts forward certain requirements for the effectiveness of managing this creative branch of the spiritual development of society, but also requires significant efforts in its study and training of relevant specialists. In the context of modern challenges and crisis situations, the concept of the producer as a rather new but largely central figure has not yet received appropriate official and public recognition in our country. It is this that determines the relevance of the study and analysis of production in order to identify optimal strategies for the development of its managerial potential.

**METHODOLOGY OF SCIENTIFIC
RESEARCH.**

To achieve the goal, general scientific research methods were used, including induction and deduction, comparison, analysis of scientific literature, and expert analysis.

**CONCLUSIONS AND PROSPECTS
FOR FURTHER RESEARCH.**

The conducted analysis showed that the performance of production functions within the framework of certain creative projects requires a significant number of

managerial defects, as well as personal, professional and entrepreneurial qualities. The combination of these components contributes to a constant increase in the efficiency of production management.

The effectiveness of production projects is an indicator and a kind of catalyst of socio-cultural development of society. The production paradigm is a synthesis of a cultural product and its consumer, a creative and commercial component, which reveals optimal strategies for its development.

Professional production education, understanding of the creative and entrepreneurial potential of this profession, which today is spreading significantly, is an objective consequence of the development of the show industry, the spread of its spheres of existence.

That is why further studies of production activity in the structure of the socio-cultural sphere will reveal problems in its implementation, state legal regulation of production activity, methodical support, training of specialists.

KEYWORDS: production; manager; management; production activity; culture; show business; socio-cultural sphere.

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ПРОДЮСЕРСЬКА ДІЯЛЬНІСТЬ ЯК МЕНЕДЖМЕНТ У СОЦІОКУЛЬТУРНІЙ СФЕРІ

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ВСТУП І МЕТА ДОСЛІДЖЕННЯ.

Розвиток сучасної соціокультурної сфери не тільки висуває певні вимоги до ефективності управління цією креативною галуззю духовного розвитку суспільства, але і вимагає значних зусиль у її вивченні та підготовці відповідних фахівців. У контексті сучасних викликів і кризових ситуацій поняття продюсера як досить нової але в значній мірі центральної фігури ще не отримала в нашій країні відповідного офіційного та суспільного визнання. Саме цим зумовлена актуальність вивчення і аналізу продюсування з метою виявлення оптимальних стратегій для розвитку його менеджерського потенціалу.

МЕТОДОЛОГІЯ НАУКОВОГО ДОСЛІДЖЕННЯ.

Для досягнення мети були використані загальнонаукові методи дослідження, зокрема індукція та дедукція, порівняння, аналіз наукової літератури, експертний аналіз.

ВИСНОВКИ ТА ПЕРСПЕКТИВИ ПОДАЛЬШИХ ДОСЛІДЖЕНЬ.

Проведений аналіз показав, що виконання продюсерських функцій в рамках певних творчих проєктів потребують як значної кількості менеджерських вад, так і якостей

особистих, професійних та підприємницьких. Поєднання цих складових сприяє сталому підвищенню ефективності продюсерського менеджменту.

Ефективність продюсерських проєктів є показником і своєрідним каталізатором соціокультурного розвитку суспільства. Парадигма продюсування складає синтез культуротворчого продукту і його споживача, творчої та комерційної складової, що виявляє оптимальні стратегії його розвитку.

Фахова продюсерська освіта, розуміння творчого і підприємницького потенціалу цієї професії, який сьогодні значно поширюється є об'єктивним наслідком розвитку шоу-індустрії, поширення сфер її існування.

Саме тому подальші дослідження продюсерської діяльності в структурі соціокультурної сфери дозволить виявити проблеми в її реалізації, державне правове регулювання продюсерської діяльності, методичного забезпечення, підготовки спеціалістів.

КЛЮЧОВІ СЛОВА: продюсерство; менеджер; менеджмент; продюсерська діяльність; культура; шоу-бізнес; соціокультурна сфера.

Introduction. A famous aphorism says: a producer is a person who never puts off until tomorrow what he can make others do today.

The terms "producer" and "manager" are quite similar in their meaning from the point of view of production functions – they have their significant differences. What is the relationship of the producer of this or that socio-cultural project to management and entrepreneurship?

The emergence of show business in Ukraine is usually associated with the creation and exploitation of trademarks associated with certain musical performers or certain show structures of a commercial nature. Iryna Bilyk, created by Yuriy Nikitin, "Music Exchange" by Yevgeny Rybchinsky and others, can be called one of the first, but especially bright ones.

Discussion. The first stage in the development of entrepreneurship in show business is usually associated with attention to risk-taking by the producer-entrepreneur, which has become the main distinguishing feature of this type of activity.

At the next stage of show business development, there is the selection of a production institute. Despite the fact that during this period, the creators of various projects, for certain reasons, do not particularly try to position themselves as "producers", they somehow performed a number of functions, which today are an integral part of the work of a producer. Among the projects that arose at that time, in addition to musical ones, we can mention theater enterprises, radio and television channels, and many others.

In the future, entrepreneurship in the field of culture is associated with the selection of an innovative component as the main distinguishing feature. This is the appearance of numerous record companies, production centers that were interested in obtaining a certain final product and profit from its sale in the market of the show industry. In this connection, their competition arises.

Television and radio are connected to the process of promoting the producer's product. Specialized music channels are being created on television and radio, which contributes to the formation of an institute for the production of creative teams.

Technological innovations are also taking place. Thus, the appearance of CD-carriers led to an increase in sales volumes, however, not only on the legal, but also on the pirate market. For example, music and video products begin to be reproduced in the form of CDs, where the highest level of quality for that period is achieved.

Socio-cultural entrepreneurship begins to be characterized by highlighting the personal qualities of the producer. Among them, the ability to respond to changes in the economic and social situation, independence in choice and decision-making stand out in the scientific literature. The figure of the showman

increasingly begins to play the role of a regulator of economic relations in the sphere of leisure.

For example, in the music industry, the stage of free competition ends, which leads to the appearance of the main majors, record giants of the music market; formation of a creative team that works with the artist; introduction of the concepts "quality", "format", "commercial potential"; distribution of promotion responsibilities among various project partners: sponsors, producers of various levels, members of the production team, etc.

Radical changes are also taking place among the executive producers, primarily of a bureaucratic nature, which leads to the following results:

- formation of large producer structures;
- introduction of lawyers norms and standards;
- establishment of job duties and responsibilities.

Today, in the field of show business, new promotion channels are used - the Internet network appears, as well as a new audio recording format - mp3, which leads to both positive and negative changes in this field of activity. The first include: high product quality, freedom of choice of content (the user downloads only what he likes, and the producer loses the opportunity to sell something "on the sidelines". The negative ones include unlimited copying of digital files, a decrease in business turnover due to the gradual abandonment of physical media and many other factors.

The field of professional management is changing. The figure of the manager becomes an integral part of any production process and plays a significant role in the activity of any enterprise. At the same time, the manager possesses a certain set of qualities, abilities and carries the functions inherent in this profession, which are not limited to the organization and coordination of processes, but also contain innovative, psychological and other components.

The state, which directly or indirectly participates in the process of development of market relations in the field of culture, has a significant influence and sometimes dominance. Here we can talk about the factors that stimulate or inhibit the growth of the forces of free enterprise.

In this way, we simultaneously considered the process of development of interrelated spheres of activity – production, management in the context of socio-cultural entrepreneurship. Over the long years, these institutions underwent many changes and finally grew into large layers of socio-economic relations. All these processes were cyclical in nature. This is especially evident in the genesis of show business. During the existence of artistic councils, the figure of the producer was destroyed as much as possible, all functions were entrusted to the artistic director, impresario, etc., that is, to all members of the creative team. Then the collectives have a producer who manages the performance of all these duties. And the producer confidently enters the scheme

of relations between the artist and the record label. After some time, everything returns to the previous form of relations. A whole creative team works on the promotion of a show product, which creates a certain brand.

To determine the similarities and differences between the figures of the producer and the manager, consider the conceptual apparatus.

As a rule, the concept of "management" is considered in the scientific literature as a special type of management, implemented in market conditions, aimed at the rational use of material, human and other resources by applying the principles, functions and methods of this institute to achieve the intended goals of the organization. Sometimes management is defined as an independent type of professional activity related to personnel management, which to some extent narrows the scope of management activity, but, nevertheless, reflects its main specificity. In any case, the necessary components of management are knowledge of the market, the desire to maximize profits, and effective personnel management.

In this regard, when interpreting the concept of "entrepreneurship" in modern science, there are different approaches. Thus, in the English-language literature, it is defined "as the process of creating something new that has value", and an entrepreneur - "as a person who spends all the necessary time and effort on this, takes all financial, psychological and social risks, receiving as a reward money and pleasure will be achieved." At the same time, the authors point to the specificity of entrepreneurship in personal responsibility and independent decision-making.

In our opinion, entrepreneurship is a special type of economic activity, which is understood as a purposeful activity for obtaining profit. At the same time, the main components of entrepreneurship are the aspect of ownership, autonomy and independence in decision-making, initiative and innovativeness.

As stated in a famous aphorism, a producer is a manager who sells emotions.

The conclusion of the study of many points of view and opinions of specialists regarding the production process, as well as the direct study of this field of activity leads to the definition of this concept as a special type of activity in show business, which involves the creation and promotion of a musical, film, television or other project, which combines creative and commercial potential. At the same time, the main components of production are individuality, creativity and popularity.

Based on the definitions of management and production, as well as the functions performed by a manager, producer, and generally an entrepreneur in the process of their activity, it is possible to highlight their main similarities and differences.

First, consider the similarities. What do the work of a producer and an entrepreneur have in common?

The main thing is the risk that both the producer and the entrepreneur bear. If you pay attention to the purpose of their activity, it is satisfaction from work and obtaining profit.

They should be creative individuals, first of all. In addition, it is important to have an idea of the business, to be able to optimize costs in order to invest in the funds allocated for the project. For example, you need to clearly imagine what exactly can be done in a certain time and a certain amount, where you can save, and where you need to save, or spend where you need to spend...

A common feature of the activities of a producer and an entrepreneur is also that they work for themselves. We do not mean a full-time producer, but the head of the production center that produces the project. If the producer is a member of the creative team represented by the record label, his work in this case is similar in form to the work of a manager who is responsible for a certain segment and is responsible to the manager.

Every entrepreneur, when planning and organizing his activities, cannot ignore the consumer's moods, desires, interests, expectations, and assessments. At the same time, the entrepreneur focuses on the tastes of consumers, and the producer takes into account the interests of the audience of the project (spectators, listeners, etc.), that is, the same consumers, but only of the intellectual product. Thus, the goal of the entrepreneur and producer is the need to "conquer" the audience and create a circle of own consumers.

The third important aspect of similarity is the innovative component, which in a production project is expressed in creativity, and in entrepreneurship - in innovative solutions that increase the "product" in the eyes of the public and competitors.

Next, we will consider the "figures" of the producer and manager. The main thing here is the management aspect.

These representatives of show business must organize all processes and create a coherent team by involving all participants in the activity, whether it is a creative group or a staff of subordinate managers. Also common to the producer and manager are the functions of prediction and innovation, which makes them flexible in relation to the external environment.

An equally important quality for a manager and producer is sociability, or simply put, the ability to communicate, place an interlocutor near you and establish the necessary connections with partners, colleagues and subordinates. It is this property, quality that makes up a significant part of the success of such professionals.

Next, we will consider specific features. First, it is necessary to remember that the producer is not a businessman and the main thing in his work is the creative component.

The producer is the author of the project idea. His role is also great in creating the concept of the project, not to mention that the process of this activity requires the producer to have, if not creative education and relevant abilities, then at least artistic taste.

The producer's competence also has its own specifics. So, for example, a music producer must know, first of all, the music market, its laws and "pitfalls", taste preferences of consumers of music products. Of course, you need to know at what price the product is sold in this market, and how to sell it – to expand the network of public relations, the number of broadcasts on music channels or to attract attention with spectacular shows – the creative side of production activity. In the desire to sell your product and make a profit in the conditions of a free market economy, in show business, as in any business, there is an economic competition, a competition called competition.

The main coincidence of the processes of production and entrepreneurship is riskiness. But even in this component there is a certain difference. The entrepreneur risks his own, and the producer often borrowed capital.

A serious risk for a producer is the danger of losing his reputation in business and professional circles, which is his calling card. Dishonesty at work or an accident puts an end to a producer's career, because, as already noted, the circle of professionals in the show industry is very narrow.

Production activity also has significant differences from the work of a manager, whose main component of professionalism consists in leadership. The producer, despite the leading role in the creation and promotion of the project, often recedes into the shadows from the creative plan and gives the artist the opportunity to express himself, which has a beneficial effect on the overall result.

Organizational activity plays a much smaller role in the total volume of work. Here we can note the distinctive function of the manager, which characterizes him as a connecting link. The producer is still more the initiator of the whole "action" than the coordinator.

In our opinion, the main difference between production activity and entrepreneurial and managerial activities is that the producer relies on his intuitive choice in decision-making, the entrepreneur and manager are guided, first of all, by rationality and common sense, for which everyone must possess certain qualities and abilities.

For both a producer and a manager, most authors (and we agree with them) define the following personal qualities: charisma, ambition, attractiveness, optimism, honesty, self-confidence, high morality, sober thinking, self-control.

Along with personal qualities, researchers highlight the business qualities of a producer and manager. The majority of authors refer to them as: mobility, imagination, calculation, competence.

And finally, the quality is professional. Among these requirements, the main ones are: creativity, intuition, leadership, knowledge of the market, perseverance.

Conclusions. We can draw the main conclusion that, as can be seen from the totality of the given data, the main component of the producer is creative, which affects the totality of his personal, professional and business qualities.

It is on such a basis that a complex model of a producer as a professional can be defined and a rating scale of professional values and their importance for evaluating working producers, recommendations regarding selection and professional training can be compiled.

Summarizing the results of the study of the institutes of production and management in the context of modern entrepreneurship, it is possible to once again emphasize the dominance of the creative component in the activity of the producer, even with the all-round importance of the economic and managerial aspects of such a specific activity.

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