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International cooperation of Vernadsky National Library of Ukraine: Development of socio-cultural and scientific communication

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Abstract. The relevance of this study is defined by the need to highlight the pivotal role of Vernadsky National Library of Ukraine as a key scientific-methodological centre within Ukraine's library and information complex, particularly in fostering international interaction under crisis conditions. The purpose of the study was to explore changes in the aspects of international communication actualisation at Vernadsky National Library of Ukraine during 2022-2023 and to elucidate the main areas and forms of international interaction. The research methodology employed systemic and structural approaches, incorporating methods of logical and structural and functional analysis, underpinned by scientific objectivity. The main aspects, areas, and forms of international cooperation and their role in the library's system of international relations were characterised. The findings indicated that the international scientific cooperation system of Vernadsky National Library of Ukraine has entered a new phase of development and has become a key lever in ensuring effective socio-cultural and library-information activities under martial law conditions. It has been determined that in the context of Russian aggression, a need has arisen for Vernadsky National Library of Ukraine to adapt to new conditions of existence, while also finding mechanisms to counter disinformation, develop "survival" strategies, and formulate development vectors on the international stage. To achieve these objectives, library has actively worked on strengthening its own status as a reliable partner on the international arena, ensuring the preservation of cultural heritage, and advancing scientific research through professional international relationships, collaboration, and humanitarian assistance. This study provided key insights for national libraries and cultural institutions on navigating crisis conditions through strategic management and international cooperation. It illustrated the development of national library in the period of 2022-2023, offering a blueprint for maintaining operations, preserving cultural heritage, and enhancing information accessibility under adversity. The study will contribute to further library and information science research

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focusing on crisis management, international cooperation, and the evolving role of libraries in society, making it a valuable resource for library professionals, policy makers, and academic researchers

Keywords: international activities of the national library; library development strategy; international collaboration; library activities under martial law conditions; humanitarian aid initiatives

Introduction

In the context of globalisation, international cooperation in culture, science, and education is essential, particularly in library activities. Such collaboration opens new opportunities for knowledge exchange and enhances access to information, improving the quality of services and strengthening intercultural dialogue. The full-scale military invasion by Russia on February 24, 2022, has highlighted the need for strategic international library communication and strong global partnerships. The Vernadsky National Library of Ukraine (VNLU) plays a vital role in the national and international information space, preserving and disseminating knowledge. Amid Russian aggression, VNLU must adapt and develop strategies to ensure its survival and continued international collaboration. Strengthening its status as a reliable global partner, VNLU focuses on preserving cultural heritage and fostering scientific research. It is crucial to analyse VNLU's international cooperation strategies to guide library and information institutions during crises, particularly in Ukraine.

Among VNLU scholars whose work has been foundational notable contributors include L.A. Dubrovina, Yu.S. Kovtaniuk, K.V. Lobuzina, L.M. Demianiuk, O.M. Vasylenko, whose scholarly efforts have notably shaped the initiatives and strategies within which VNLU operates internationally. It is also important to mention the document "Strategy for the development of Vernadsky National Library of Ukraine (VNLU) for 2022-2025" (2022), developed by VNLU specialists, which outlines the institution's strategic directions and initiatives on the path to sustainable development, thereby reinforcing its academic and operational goals, particularly pertinent under the current challenging conditions.

At the Annual General Meeting of the Conference of European National Librarians (CENL) in June 2023 at the Bibliothèque Nationale de France in Paris, L.A. Dubrovina (2023) presented a report. In her address, she acknowledged the critical support from various European national libraries since the onset of Russia's full-scale invasion, emphasising CENL's enhanced role in fostering cooperation and partnerships. The author underscored the positive impact of European solidarity and strategic shifts that continue to inspire confidence in the library's future. She emphasised VNLU's strategic push towards European integration, highlighting its involvement in the European scientific infrastructure as a priority. This effort positions the library as a pivotal element in Ukraine's digital knowledge infrastructure, underscoring its dedication to enhancing its international presence and advancing its scientific endeavours.

In addition, L.A. Dubrovina & Yu.S. Kovtaniuk (2024) from VNLU examined the significant support extended by European libraries amid martial conditions. The study highlighted the indispensable role of international cooperation in maintaining library services through crises, focusing on VNLU's strategies to preserve cultural and scientific assets, advance electronic services, and safeguard national memory via active participation in European open science projects. The collaboration with the European library community, particularly through organisations such as the Conference of European National Librarians (CENL), is credited with not only preserving but also bolstering VNLU's operational capabilities. The researchers detailed how this international support has been crucial in sustaining library operations, promoting cultural continuity, and facilitating intellectual exchange during tumultuous times.

K.V. Lobuzina (2023) emphasised the critical role of international collaboration in enhancing scientific cooperation across Europe. The researcher detailed how the integration of VNLU's library resources into the broader European scientific data framework, facilitated by active participation in the Conference of European National Librarians (CENL), has significantly bolstered Ukraine's electronic research infrastructure. This development is particularly crucial amid the ongoing conflict, as sustained support from CENL has elevated Ukraine's capacity to develop and enhance digital repositories and electronic resources, thereby preserving and disseminating its rich scientific and cultural heritage. Furthermore, the author highlighted the CENL Dialogue Forum "National Libraries as Data Infrastructures" as a pivotal initiative promoting sustainable development with a focus on data preservation and accessibility. She underscored that this forum exemplifies the importance of steadfast international cooperation and knowledge exchange in advancing the capabilities of libraries in the digital era.

L.M. Demianiuk (2023) discussed the substantial challenges of maintaining international relations amidst the ongoing crisis triggered by a full-scale war, characterised by frequent power outages and constant air raid alerts. The researcher emphasised the need for effective time management and proactive communication to sustain international relationships, especially during turbulent times. She noted that Russian aggression has led to a reassessment of values within the library, influencing employees' roles and reshaping operational strategies. This reassessment fosters a resilient and adaptive model, focusing on preserving

cultural and scientific heritage while ensuring continued international collaboration. The researcher highlighted the library's pivotal role in adapting to new challenges and maintaining its contribution to the broader cultural and scientific community.

It is worth noting the studies by other Ukrainian researchers that touched on important issues concerning library resilience and development of such areas as socio-cultural, and information and communication directions in library activity under contemporary challenging times. The role of Ukrainian libraries as centres of national resistance and psychological support during the Russian military aggression was discussed in the research by N.A. Korzhyk (2022). She emphasised the need to enhance the informational, recreational, and culture-forming functions of libraries, and to diversify the communication methods and tools for their implementation.

Among other relevant documents and scientific editions, it is crucial to highlight the publications of the Conference of European National Librarians (CENL), of which VNLU has been a member since 1998. Particularly significant CENL documents, reflecting and responding to the current situation in Ukraine, include the "CENL Strategy 2023-2027" (2023) and the publication "All Roads Lead to Rome or: National Libraries on Their Ways to Sustainability" (Oehlschlager, 2024). These documents define key priorities, provide clear visions, missions, and values, and articulate specific goals and initiatives for their achievement by member national libraries at this stage and on the path to sustainable development. Additionally, the Survey on European national libraries' support for Ukrainian libraries and Ukrainian cultural heritage (2023) provided statistical data on the support extended to the Ukrainian library sector and the level of participation by CENL member national libraries.

The contemporary development of international partnerships at VNLU, especially within European national libraries, is marked by intensified connections across various sectors. This interaction is crucial both for VNLU's information and communication system and the global framework. The strong interconnectivity within the European library community, where CENL plays a key role, significantly enhances the European scientific space.

The purpose of this research was to explore the main aspects and areas of international cooperation at Vernadsky National Library of Ukraine, emphasising its contribution to enhancing socio-cultural and scientific communication within the global library community during the period of 2022-2023.

Materials and Methods

This research effectively employed systemic and structural approaches, complemented by methods of logical and structural and functional analysis, all grounded in scientific objectivity, to thoroughly characterise the

key aspects, areas, and forms of international cooperation within the context of a library's international relations system. By integrating these methodologies, the research provided a comprehensive understanding of the complex dynamics at play in the library's global interactions, highlighting both the significance and the multifaceted nature of these activities. The systemic approach enabled a holistic examination of the library's international cooperation, treating it as an interconnected and dynamic system. This perspective was crucial in understanding how various components of the library's international relations are interdependent and how changes in one area can influence others. The structural approach further facilitated a detailed exploration of the organisational and operational frameworks that underpin these international activities, ensuring that all relevant factors were considered in the analysis. In combination with these approaches, the application of logical and structural and functional analysis provided a robust framework for dissecting the library's international cooperation. Logical analysis ensured that each component of the library's international activities was examined in a rational and coherent manner, allowing for the identification of underlying patterns and relationships. Meanwhile, structural and functional analysis focused on the roles and functions of different elements within the system, highlighting how they contribute to the overall effectiveness of the library's international relations. Through these methodological lenses, the research was able to view the library's international activities as a sophisticated communication system. This perspective was instrumental in identifying the priority tasks for international cooperation, as it emphasised the importance of effective communication and information exchange in fostering successful global partnerships. By treating international cooperation as a communication system, the research also shed light on the channels and mechanisms through which the library engages with its international counterparts, enabling a more nuanced understanding of how these interactions can be optimised. Moreover, the research considered the current global realities that shape international cooperation in the library sector. This included an analysis of the challenges and opportunities presented by globalisation, technological advancements, and shifting geopolitical landscapes. By doing so, the study not only identified the current priorities but also outlined potential future areas for the development and optimisation of the library's international relations. This forward-looking approach ensured that the library remains responsive and adaptable to the evolving demands of the global information landscape, ultimately enhancing its role in the international community. The analysis of the recent research and publications was based on an examination of the reporting documentation of VNLU's scientific activities for 2022-2023, the current contractual framework for scientific

cooperation between VNLU and foreign libraries, information available on the official VNLU portal and websites of international library organisations, communities, library-information institutions, agencies, and associations that have contributed to the preservation of the cultural heritage reflected in VNLU's collections. Scientific explorations of VNLU specialists were investigated within the framework of the scientific research work "Theoretical and Applied Aspects of the Organisation of Library and Information Complex Activities in Modern Conditions", particularly within the section "Interlibrary Cooperation and Interaction of Ukrainian Scientific Libraries at the International Level in the Conditions of War in Ukraine". Additionally, attention was also focused on foreign studies related to this stage in the history of Ukrainian libraries.

Results and Discussion

International cooperation has always been considered a priority area of activity for VNLU and is carried out in accordance with the current legislation of Ukraine, strategic areas for the development of the library sector defined by the Ministry of Culture and Information Policy of Ukraine, resolutions of the Presidium of the National Academy of Sciences of Ukraine, under which the library operates, the Charter of VNLU, and internal scientific and methodological documents that regulate the institution's activities. At the national level, the implementation of international relations by any library in Ukraine, including VNLU, is regulated by the existing legislative base, which includes: the Law of Ukraine No. 33/95-VR (1995); the Law of Ukraine No. 2778-VI (2010); the Law of Ukraine No. 848-VII (2015). Also important is the Order of the Cabinet of Ministers of Ukraine No. 219-r (2016). Notably, in the sections of these documents where the definition of international cooperation is interpreted, there are no special provisions explaining the specifics of its implementation during military conflicts or crisis situations caused by military aggression from a foreign state.

National libraries, whose status entails a high level of responsibility for the preservation of cultural heritage and the development of the library field, are key players in international cooperation processes. They act as centres of competence and innovation, capable of developing and implementing strategies that facilitate effective interaction with foreign partners. Resource exchange, joint scientific research and projects, development of library policies, scientific and methodological recommendations, training and staff development, and maintenance of standards are just some aspects of their activities. N. Petrenko & K. Viriutina (2023) conducted a historical tour of international relations of the Kharkiv State Scientific Library named after V.G. Korolenko since 1901 and presented the experience of international cooperation, grant activity until February 24, 2022 and new realities during the period

of armed aggression of the Russian Federation against Ukraine. Ya. Bondarchuk (2022) was engaged in researching the work and functioning of national libraries during the war years. In particular, the researcher investigated the activities of the Scientific Library of the Vinnytsia National Medical University named after M.I. Pirogov. Yu. Navalska (2023), in turn, investigated the methodical activities of libraries under martial law.

It is worth noting, that A.T.S. Ahmed (2002), based on the results of his dissertation study, determined that the development of international information cooperation is an objective regularity reflecting the tendencies of contemporary socio-economic relations: integration, international specialisation, and cooperation. Among the key factors for the successful adaptation of Ukraine's library and information resources to the global communication space, the researcher emphasised the active development of international cooperation in the library and information field. Collaboration in the library sector is a fundamental prerequisite for the continued development of nations, especially against the backdrop of growing economic, cultural, political, and educational ties. International cooperation serves as a catalyst for comprehensive and transformative changes, making it essential for the state to actively encourage the expansion of international partnerships within the library and information sphere. In D.V. Nikolaiev's (2012) view, international interaction is the process of establishing, consolidating, and supporting partnerships, coordinated cooperation between libraries of different countries, which influences the development of the library-information sphere and strengthens professional communications among library specialists. Researchers O.Z. Klymenko & O.L. Sokur (2020) stated that the development of open and equal cooperation of national libraries with libraries of other countries, which is an integral part of their information and communication activities and carried out on the principles of independence, equality and mutual benefit, in the conditions of digitalisation – an important component of strategic communications for the expansion of interstate and intercultural exchange social experience and the promotion of universal values, the development of world cultures and civilisation as a whole. The researchers V.M. Medvedieva & O.O. Shendryk (2020) emphasised the scientific comprehension of the international cooperation of Ukrainian libraries, which has become a dominant tendency in global societal development, and its impact on librarianship through the strengthening of international ties between individual library institutions from different continents, and between libraries and international institutions. Broad information exchange, facilitated by the implementation of advanced electronic technologies across various sectors of society, has become a key issue for libraries. This involves the need to choose paths for adapting to

modern requirements, introducing new services, and providing access to national and global information networks and databases.

The role of national libraries in formulating scientific and methodical recommendations for implementing international information and communication activities, creating models of behaviour and patterns for effective communication with foreign partners, deserves special emphasis. Maintaining a high level of professional exchange and reinforcing the international image of national culture and science is a direct result of these efforts. L.A. Poperechna & O.Y. Matviichuk (2022) studied library pedagogy as a branch of librarianship, which is aimed at theoretical substantiation of the pedagogical foundations of librarianship; regularities of librarian-pedagogical influence on the reader's consciousness. In modern conditions, the tasks, and functions of VNLU in all areas of library activity, especially in the sphere of international communication, are significantly expanding. VNLU becomes a stronghold of cultural heritage preservation under the conditions of military actions and an active participant in international solidarity and support, demonstrating resilience and commitment to its mission.

The military conflict has radically altered the political, social, and cultural landscape of Ukraine, creating new challenges and tasks for the library sphere. Preservation of cultural assets, digitisation of resources, and their integration into both national and global spaces has become key activities for VNLU. In 2022-2023, fulfilling these tasks required intensified efforts in collaboration and coordination with foreign partners, international professional organisations, academic communities, donors, and sponsors. The importance of cooperation with international library organisations was emphasised by L.S. Prokopenko (2017). She asserted that collaboration with such organisations, based on equality, fairness, democracy, and respect for national interests, is of paramount importance, as their positions largely determine the current state and future prospects of Ukraine's library sector. The researchers H.I. Soloidenko & T.L. Kulakovska (2023) from the VNLU noted that, despite full-scale Russian aggression, the library and information complex of the National Academy of Sciences of Ukraine, including the Vernadsky National Library of Ukraine, the Vasyl Stefanyk Lviv National Scientific Library, and 94 scientific institution libraries, not only continued operations but also mobilised all resources to preserve collections. They maintained access to national and global information resources, supported scientific knowledge, and advanced innovative and integrative processes in library activities. Attracting attention to the challenging crisis conditions faced by VNLU and securing material and technical support became a necessity, especially critical in the context of war and limited state funding due to the urgent needs for national defence.

M.B. Kushnarova (2023) revealed the significance of Ukrainian cultural diplomacy during the ongoing war, emphasising its role as a component of strategic communications and a means of "soft power" to enhance the state's attractive image and increase its international support. The support initiatives from European partners and real assistance that have become a powerful contribution to the activities of VNLU are described in the article by L.A. Dubrovina & Yu.S. Kovtaniuk (2024). For example, it was noted that VNLU received servers, scanners, computers, fire extinguishers, and other essential equipment necessary for the preservation of cultural heritage. This support has been crucial in enabling the library to maintain its operations and safeguard its collections during challenging times. The issue of solidarity with Ukraine and the support of foreign libraries amidst Russian aggression, particularly in the context of the threat to memory institutions that preserve evidence of national identity and cultural heritage, is analysed by S.V. Spirina (2023). According to the researcher, a key task for library science is the comprehension of library activities during wartime. Ukrainian scholars are actively exploring the specific challenges faced by libraries in Ukraine, including the preservation of cultural heritage, legal aspects of its protection, and the use of electronic resources for organising work. A major focus is on the solidarity shown by global libraries with Ukraine, manifested in support actions, collection development, and exhibition activities during the Russian aggression. These practices emphasise the crucial role of libraries in cultural preservation and resilience during times of Russian aggression.

An essential document defining VNLU's international role since 2022 is the "Development strategy of Vernadsky National Library of Ukraine for 2022-2025" (Strategy for the development..., 2022) crafted by the institution's specialists. This strategy aims to delineate priorities, tasks, and primary actions in VNLU's library and scientific endeavours, considering the shifts in the political, socio-economic, socio-cultural, and financial environments due to the state's development challenges, wartime conditions, and post-war reconstruction plans. Given these circumstances, there was an imperative need to optimise the library's core operations, including selecting strategic priorities and enhancing methods for forecasting and planning. The strategy's specificity arises from the current wartime status in Ukraine, reductions in budget funding, and risks to the preservation of library collections. It also aligns with global trends in setting the operational directions for leading national libraries and international bodies in education, science, and culture. Section 8 of the Strategy emphasises expanding cooperative and partnership relations with other libraries, archives, museums, educational and research institutions, media, and publishers, both internally and internationally. It advocates for the development of international book exchanges and

communication, and participation in global scientific projects and cultural events, to foster development and socio-cultural unity among global and local communities. In light of these priorities, VNLU has significantly intensified its international cooperation efforts, with a particular focus on library diplomacy, which has gained paramount importance for Ukraine amid Russia's full-scale invasion of its sovereign territory.

Thus, the international activities of VNLU are focused on strengthening effective and mutually beneficial relationships with the international library community, emphasising the reliability and steadfastness of partnerships and dedication to common goals. Special attention is given to the development of international scientific projects, exchange of experience in digitisation, and collaborative projects in library resources, as well as to enhancing the skills of professionals. Simultaneously, VNLU demonstrates its resilience and ability to adapt and evolve under the extremely challenging conditions of martial law in Ukraine, presenting unprecedented challenges to both the library sector and the library itself.

VNLU's development strategies during this period include a broad spectrum of initiatives aimed at building strong partnership ties and enhancing the influence and positive image of VNLU on the international library stage. The primary goal of these efforts is to ensure that the voice of Ukrainian librarians, who continue to perform their duties despite the conditions of Russian aggression, is heard by an international audience. Effective leadership and coordination of VNLU actions, along with the cohesive operation of all components of the institution's library-information complex, play a crucial role in this process. VNLU has emerged as a prominent advocate in representing the interests of Ukrainian librarians at the international level. Ukrainian librarians have notably showcased advancements in library science, bibliography, archival management, and library and information technology. Demonstrating unwavering resilience and dedication amid the harsh conditions of Russia's military aggression, they have drawn global attention to the need for supporting Ukraine and preserving its independence and cultural heritage. These efforts have significantly enhanced international awareness of VNLU's role in supporting cultural, educational, and scientific endeavours during the outlined period 2022-2023. In 2022, VNLU staff participated in 92 international scientific and practical conferences, seminars, and other scientific-organisational events, with 35 occurring abroad (Report on the library and information activities..., 2023). This activity intensified in 2023, with participation in 181 international events, 42 of which took place in foreign countries. The voices of VNLU professionals resonated among international attendees in countries such as Argentina, the United Kingdom, Greece, Italy, Canada, Latvia, Lithuania, Moldova, Germany, Poland, the USA,

France, Switzerland, Sweden, and Japan. This underscores VNLU's robust international library communication and its proactive role in global cultural and scientific exchanges (Report on the library and information activities..., 2024).

The international library community has not remained indifferent, demonstrating comprehensive support for Ukraine's library sector, including VNLU, under extremely challenging and adverse conditions. Following February 24, 2022, authoritative library organisations such as the International Federation of Library Associations and Institutions (IFLA), the Conference of European National Librarians (CENL), the American Library Association (ALA), the Consortium of European Research Libraries (CERL), the International Alliance for the Protection of Heritage in Conflict Areas (ALIPH), EBLIDA, NAPLE, and Public Libraries 2030 began issuing statements condemning the actions of the Russian Federation and affirming their support for Ukrainian libraries (Demianiuk, 2023; Turovska, 2023). It is important to note that VNLU is a member of some of these international organisations.

Furthermore, the stance of CENL members regarding the actions of the Russian Federation is noteworthy. CENL published a news item titled "Membership of Directors from the Russian Federation expired" (2022) on its website, stating that following the exclusion of the Russian Federation from the Council of Europe on March 16, 2022, the directors of the Russian State Library in Moscow, the National Library of Russia, and the Boris Yeltsin Presidential Library in Saint Petersburg are no longer members of the Conference of European National Librarians. According to the foundation's statutes, CENL membership is only open to members of the Council of Europe and the Vatican. Since the Russian Federation is not a member of the Council of Europe, the basis for the membership of the directors of Russia's national libraries no longer applies. Currently, CENL is focusing on exchanging specific proposals for assisting Ukrainian colleagues and on preserving Ukrainian cultural heritage in both physical and digital forms" (Official website of CENL, 2022).

In 2022-2023, VNLU significantly intensified its collaboration with CENL, focusing on initiatives that promote global information accessibility and knowledge dissemination. At the annual directors' meetings held in Ankara (June 19-21, 2022) and at the National Library of France (June 18-20, 2023), VNLU's Director General L.A. Dubrovina presented impactful reports. Her speeches, titled "V.I. Vernadsky National Library of Ukraine in a state of war" and "Strategic changes in V.I. Vernadsky National Library of Ukraine during wartime" emphasised how the war has fundamentally changed the operational environment of libraries, disrupting traditional activities and necessitating new forms of resistance to adverse informational impacts. The reports highlighted that one of the most pressing

and current issues for Ukraine's library-information complex remains the problem of saving and preserving the historical and cultural and scientific heritage of library collections and resources, the loss of which is irreversible. Recognition was given to the international community for their indispensable support and solidarity in preserving Ukraine's cultural heritage amidst war (The Director General..., 2022).

Another important event demonstrating enhanced cooperation with CENL, which took place with VNLU's participation under the auspices of this organisation, was the international scientific conference "Social resilience and stronger professional networks as preconditions for peace" (2023), held on October 9-10, 2023, at the National Library of Moldova. At the conference, representatives from Ukraine provided an in-depth overview of the current state of the library sector within the country, discussing its operations, ongoing challenges, and strategic development amidst the crisis. They shared insights on their initiatives in digitising and creating electronic resources, and elaborated on building international partnerships during the crisis caused by Russian aggression. Gratitude was extended to CENL, foreign partner libraries, and donors for their unwavering support and solidarity with Ukrainian libraries, including VNLU. Furthermore, participants underscored the critical importance of integrating Ukrainian library resources into the European information environment. This integration is viewed as a pivotal element in fortifying European solidarity and cooperation, essential in addressing the present challenges (Dubrovina, 2023; Lobuzina, 2023).

A significant aspect of CENL's activities in the context of the war in Ukraine was the launch of the "Stand with Ukraine" section on the organisation's official portal, which highlights initiatives supporting Ukraine and its cultural institutions. The international library community's assistance has been a key factor in preserving library resources and ensuring the operation of Ukrainian libraries through the provision of humanitarian aid, which included technical equipment (servers, scanners, computers). CENL has provided substantial support to VNLU and actively facilitated initiatives aiding Ukrainian colleagues, with special attention focused on preserving Ukrainian cultural heritage in both physical and digital forms. Real donor support was provided for digitisation, ensuring the preservation of digital memory and the system of national scientific electronic resources, unique book and manuscript monuments, and scientific resources of Ukraine, which represent a significant intellectual potential of knowledge, enhancing safeguards against the threat of destruction during the war (Official website of CENL, 2022).

From January to March 2023, the Conference of European National Librarians (CENL) conducted a survey among its members titled "Survey on European national libraries' support for Ukrainian libraries and Ukrainian

cultural heritage". The survey aimed to obtain an overview of measures taken by European national libraries to support Ukraine, its libraries, and cultural heritage, and to further coordinate efforts effectively in line with the current needs of Ukrainian libraries and librarians (Fig. 1).



Figure 1. Engagement of CENL members in supporting Ukraine

Source: based on Official website of CENL (2022)

Figure 1 demonstrates the active engagement of CENL member libraries in supporting Ukrainian libraries and promoting Ukrainian culture and library-information resources. The most substantial contributions include informational materials about Ukraine on the websites of European libraries – 13; exhibitions in public areas of libraries – 11; excerpts of Ukrainian literature from catalogues – 7; other (blogs, social networks, events) – 4 (Survey on European national libraries..., 2023).

Integration into the European and global scientific, informational, and professional space remains one of the most crucial components of VNLU's international cooperation, as stipulated by the provisions of current agreements signed by the Library. In 2022-2023, during the martial law, VNLU adhered to the execution of bilateral agreements on scientific and information cooperation and cultural collaboration with partners from such foreign institutions as: Ilia Chavchavadze National Parliamentary Library of Georgia (NPLG); the Library of the Chinese Academy of Social Science; the National Library of Latvia; the Martynas Mažvydas National Library of Lithuania; The National and University Library "St. Kliment Ohridski" of North Macedonia; the Central State Library of Mongolia; the National Library of the Republic of Poland; the King Jan III Palace Museum at Wilanów (Republic of Poland); the National Library of Hungary; the National Library of Uzbekistan; the Fundamental Library of the Academy of Sciences of the Republic of Uzbekistan; the Central Library of the National Academy of Science of the Kyrgyz Republic; the Wróblewski Library of the Lithuanian Academy of Sciences; the Mirza Fatali Akhundov National Library of Azerbaijan; the Ukrainian Free University (Munich, Germany); the National Library of the Republic of Moldova; the National Library of Israel; the Municipality of Dhour Shweir (Lebanese Republic); the Royal Castle Museum in Warsaw; the Royal Residence of the Kings of Poland (Republic of Poland); the Cyprus Institute

(Nicosia, Republic of Cyprus). International cooperation with these institutions is aimed at developing and deepening collaboration in the fields of library science, bibliography, archive studies, library and information technologies, conducting scientific research in the field of manuscript heritage, book studies, and book printing, implementing joint projects in the area of library and information technologies, including digitisation initiatives and providing access to electronic resources, participation in joint scientific projects, enhancing professional qualifications through the exchange of experience and knowledge in all areas of library science, and cultural and educational events to strengthen professional connections and expand cooperation.

In 2022-2023, despite challenging conditions, VNLU participated in organising several international exhibitions under existing agreements. These activities played a crucial role in advancing the socio-communication component of VNLU, demonstrating the library's commitment to fostering international relationships through cultural exchange. Notably, at the Royal Castle Museum in Warsaw (Royal Residence of Poland), a ceremonial presentation of the "Splendor and Knowledge: The Royal Library of Stanisław August" catalogue took place, alongside the opening of the exhibition "Polonia, Lithuania, and Ukraine". This exhibition, prepared jointly by the teams of the Royal Castle Museum and VNLU for almost two years, was initially planned to open under different circumstances and timelines. Due to Russia's aggression and the declaration of martial law in Ukraine, the actual opening of the exhibition was postponed to a later date, after the end of the war. Meanwhile, since a representative two-volume exhibition catalogue was prepared, it was decided to present it to the academic and cultural community. On this occasion, VNLU's Director General, L. Dubrovina, noted that this project demonstrates the commitment of Ukraine and Poland to the fundamental principles of humanitarian policy, showing respect for their shared historical past, and indicates significant scientific and cultural prospects for cooperation (Presentation of the catalogue..., 2022).

During this event, the exhibition "Polonia, Lithuania, and Ukraine: Maps from the Collection of Dr. Tomasz Niewodniczański" was opened, vividly representing the reality of the former Polish-Lithuanian Commonwealth – a coexistence of three nations living across a vast territory in Central Europe. The collection of 40 unique maps from the 16th to 18th centuries bears witness to a world that thrived in harmony for 200 years, creating a distinct cultural quality. The exhibition "Polonia, Lithuania, and Ukraine" was presented as an alternative to a larger exhibition of the royal book collection and serves as an important symbol of a period when different nations, cultures, and languages intertwined peacefully on the same territory. The core of this exhibition thematically unites all the themes of

this ceremonial event and expresses our hope for a future Europe, free from the cruelty of war. This exhibition was also jointly prepared by Polish and Ukrainian colleagues. For the demonstration, 120 books from the collection of King Stanisław Poniatowski at VNLU were prepared, which will soon be presented to the general public at the planned exhibition (Report from the presentation of the publication..., 2022).

In 2022, VNLU enhanced its international collaborations by signing a new agreement for the Ukrainian-Cypriot educational project "18th century Cyprus through the eyes of Vasily Grigorovich-Barsky" with the Cyprus Institute. This project aims to digitise and publish the unique manuscript "Travels of Vasily Grigorovich-Barsky to the holy places of the East: 1723-1747", held by VNLU's Institute of Manuscripts. Efforts are underway by VNLU and the Cyprus Institute to provide open access to this manuscript through the Digital Library of Cypriot Culture Edmí Leventis DIOPTRE and VNLU's electronic library UKRAINICA, facilitating international scholarly research. The scientific significance of this international collaboration lies in the planned unique analyses of manuscripts from the VNLU collections by specialists from the Cyprus Institute using non-invasive methods (XRF) to analyse ink composition and check for other components during the "fieldwork" of the Cypriot team. The project is unique in that it brings together researchers from various fields of science, art, culture, and technology with the goal of studying and uncovering a manuscript and rare drawings from the 18th century. Its implementation will provide the Ukrainian, Cypriot, and global scientific communities and users with open information and free access to the text of manuscripts and drawings by Vasily Barsky from holy places located in Cyprus in the 18th century. Thus, Vernadsky National Library of Ukraine and the Cyprus Institute work closely to support further research into the history and culture of Cyprus and Ukraine, disseminating knowledge about V. Grigorovich-Barsky and his activities by incorporating manuscripts and other documents into the global scientific space (Report on the library and information activities..., 2023).

In 2023, VNLU actively pursued both the implementation of provisions from existing bilateral cooperation agreements, in accordance with plans approved by the Presidium of the National Academy of Sciences of Ukraine, and the development of prospects for international cooperation with new partners. A significant step in expanding VNLU's international ties was the initiation of a partnership and the signing of an agreement with the Central Scientific Library of the National Academy of Sciences of Azerbaijan on October 9, 2023 (Agreement on Cooperation between the Central Scientific Library of the National Academy of Sciences of Azerbaijan and Vernadsky National Library of Ukraine. VNLU, October 9, 2023), which encompasses collaboration in library-information, scientific-organisational,

and research activities, particularly focusing on book culture, publishing, library science, and bibliography. A key aspect of this cooperation is the joint library-information activity, aimed at creating a unified informational and cultural space between Ukraine and Azerbaijan, which includes the exchange of cultural and scientific resources, joint research projects and programmes, and sharing expertise in library science and cultural exchange, which are crucial for deepening mutual understanding and cultural interaction between the two countries.

In addition, proposals for cooperation with national libraries in Turkey, Egypt, Spain, the National Library of Wales, and leading libraries in Canada were developed, along with the review and renewal of existing agreements. It is noteworthy that specific areas of interaction with these countries laid the groundwork for the intensification of international communication. For instance, in March 2023, representatives from the Yunus Emre Institute visited VNLU to discuss prospects for scientific and educational cooperation between the institutions and possibilities for digitising Turkic manuscripts from the "Collection of Manuscripts of the Odessa Society of History and Antiquities 1839-1922". Additionally, there were several meetings between VNLU management and coordinators of programmes from the Turkish Cooperation and Coordination Agency (TIKA) in Ukraine aimed at negotiating and developing scientific and information cooperation between VNLU and Nation's Library of Turkey, initiating a Turkic collection at VNLU, and other potential cooperation directions. At the invitation of the Embassy of Turkey in Ukraine, VNLU representatives attended cultural and scientific events, including the concert "Two Nations – One Heart" (June 16-17, 2023), a reception on the occasion of the proclamation of the Republic of Turkey (October 30, 2023), and participated in the International Scientific and Practical Conference "Turkey-Ukraine: Language, Culture, History" on the 100th anniversary of the creation of the Republic of Turkey (November 21-22, 2023).

A notable aspect of international cooperation is the direct professional contacts and involvement of foreign colleagues in various scientific and cultural events, including conferences, seminars, and training sessions aimed at enhancing qualifications, preparing joint scientific explorations, and bibliographic works, and organising exhibitions. A particular focus of VNLU in this period (2022-2023), as previously mentioned, was on developing strong partnership relations with the international library community, foreign library-information institutions, and scientific and cultural institutions, both within and outside Ukraine. One form of international cooperation is participation in international events involving library professionals, scientists, cultural figures, and experts. International scientific conferences serve as platforms for discussing contemporary challenges in the library sector, exchanging experiences, and presenting the latest research. In 2023, one of the key

international events organised by VNLU was the annual international scientific conference "Library. Science. Communication. Current Issues in the Preservation and Innovative Development of Scientific Libraries", held on October 3-5, 2023 (Vasylenko *et al.*, 2023). The conference was highly praised by foreign colleagues as a powerful signal demonstrating the resilience of Ukrainian librarians and a unifying factor for librarians during the war, facilitating discussions on current issues in the further development of the library sector. The participation of representatives from leading Ukrainian and foreign libraries, scientific and educational institutions, including the British Library, the National Library of Sweden, the National Library of Germany, the National and University Library in Zagreb (Croatia), the National Library of Poland, the Yunus Emre Institute in Kyiv (Turkey), the Royal Military College of Canada, Vilnius University (Lithuania), etc., ensured significant scientific discussions, effective exchange of experiences, and ideas between Ukrainian and foreign experts. Such active international interaction has become a platform for collaboration in library science research, focusing on the development and refinement of information and communication activities and innovative approaches in librarianship (Vasylenko *et al.*, 2023).

During the conference, a series of notable events occurred that were significant at both national and international levels. In 2023, marking the 90th anniversary of the horrific tragedy of the Holodomor for the Ukrainian people, Vernadsky National Library of Ukraine significantly intensified its efforts in this area and participated in honouring the memory of the Holodomor victims by organising a series of initiatives dedicated to this tragic page in Ukrainian history. Throughout 2023, one of the directions of the VNLU's international activities included active collaboration on a project to immortalise the memory of Welsh journalist Gareth Jones (1905-1935) – the exposé of the Holodomor and the crimes of the Soviet regime against the Ukrainian people in the Western press. Within the framework of this international conference, a memorial plaque was unveiled in honour of Gareth Jones, and a digital copy of Jones's archive was transferred to the library's department foreign Ukrainica (Zarubizhna Ukrainica). The establishment of the memorial plaque for Gareth Jones and the integration of his archives into the VNLU's collections are significant steps in preserving and disseminating knowledge about the tragedy, underscoring the international dimension of VNLU's activities. The international communication of VNLU involved professors, scholars, and parliamentarians from Canada, Wales, and the Ukrainian diaspora, highlighting its commitment to fostering global dialogue and understanding through its cultural and academic initiatives (International conference on social resilience..., 2023).

As a scientific research institution subordinate to the National Academy of Sciences of Ukraine, VNLU

actively participates in academic international events, organises international exhibitions, and arranges meetings with scholars from foreign academic institutions, libraries, and museums. For instance, VNLU hosted representatives from the Polish and U.S. Academies of Sciences. Special guests included Jerzy Duszyński, special advisor on cooperation with Ukraine and former President of the Polish Academy of Sciences (PAN) from 2015 to 2022, Vaughan Turekian, Executive Director of the Policy and Global Affairs Division at the U.S. National Academy of Sciences, and Franklin Carrero-Martinez, Head of Global Sustainable Development at the same division. They met with S.I. Pyrozhkov, Vice-President of the National Academy of Sciences of Ukraine, L.A. Dubrovina, Director General of VNLU, and Yu.S. Kovtaniuk, Deputy Director General for Scientific Work at VNLU. The foreign scientists expressed great interest in VNLU's unique collections, including extremely rare books and other exhibits. They highly praised the richness and value of the collections and the conditions of their preservation. Discussions also covered the prospects for constructive cooperation in related fields among the academies of sciences of Ukraine, Poland, and the USA (Prospects of international cooperation..., 2023).

In April 2023, VNLU submitted an application for the participation in "Polish Bookshelf in Ukraine" (2023) pilot project, a cultural initiative launched by the Ministry of Culture and National Heritage of Poland in collaboration with the Ministry of Culture and Information Policy of Ukraine. The project is funded by Ministry of Culture and National Heritage of Poland, and is implemented by the Polish Book Institute, in partnership with the Ukrainian Institute of the Book, and aims to contribute to extending intercultural exchange and cooperation between Polish and Ukrainian institutions by promoting intercultural dialogue and amplifying the presence and appreciation of Polish literature in Ukraine. In December 2023, the first set of 20 books, in three copies each, totalling 60 books, was received by VNLU. This collection comprises translations of Polish classical and modern literature into the Ukrainian language. It features historical novels by Henryk Sienkiewicz, plays by Zbigniew Herbert, children's stories by Janusz Korczak, Dorota Terakowska, Justyna Bednarek, and Katarzyna Ryrych, and is enriched with works of prominent figures, such as Karolina Lanckoronska, Ryszard Kapuściński, Stefan Grabiński, Jacek Dukaj, Tomasz Gźivaczewski, Józef Czapski, and Stanisław Vincenz. The significance of this contribution extends beyond the mere expansion of library resources; it represents a deliberate effort to foster cultural exchange, mutual understanding, and scholarly research between the two nations. By facilitating access to translated works of Polish literature, VNLU contributes to promoting linguistic diversity, cultural dialogue, and intellectual exploration within the

academic community and beyond. This initiative underscores the critical function of national libraries in preserving and disseminating literary heritage across linguistic and cultural boundaries. Furthermore, it exemplifies the potential of literary translations to serve as cultural ambassadors, enabling the exchange of ideas, narratives, and aesthetic values (Polish Bookshelf in Ukraine, 2023).

It should be noted that Vernadsky National Library of Ukraine has cultivated a tradition of presenting and making accessible foreign nations' book collections to VNLU's readers. It boasts significant collections in foreign languages within its main collection, as well as within the collections of Department of International Information and Foreign Relations of VNLU. Notably, it includes the Austrian Library, operational since 1992, which holds a collection of 16700 storage units. Specifically, within the Austrian Library section, two bookshelves, the "Liechtenstein bookshelf" and the "Switzerland bookshelf" are represented to visitors. The Liechtenstein bookshelf, initiated in 2004, was provided by the Principality of Liechtenstein, with facilitation by the Embassy of the Swiss Confederation. Continuing this practice, the Switzerland bookshelf was launched in 2014 to comprehensively represent Swiss literary culture. Both bookshelves are supported annually by the embassies of Liechtenstein and Switzerland, reflecting a continuous dedication to cultural exchange. Collectively, these collections form a cultural bridge, effectively connecting the literary legacies of Austria, Switzerland, Liechtenstein and Ukraine.

Despite the wartime conditions, VNLU continued its international document exchange (IDE), which the library maintained even in difficult circumstances. According to statistical data from reports for these years, in 2022, VNLU interacted with 539 institutions from 58 countries, through which the library received 3963 copies of foreign documents. The majority of documents were received from Poland, Germany, China, Japan, Bulgaria, South Korea, and Moldova (Fig. 2).

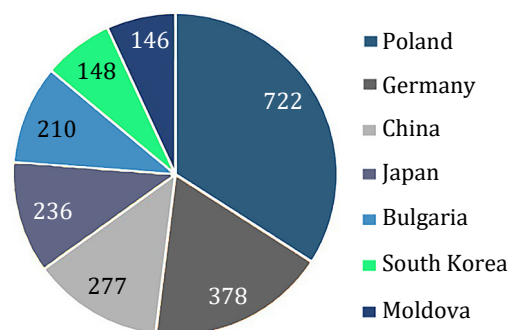


Figure 2. Countries from which document annotations were received

Source: developed by the author based on Report on the library and information activities of V.I. Vernadsky National Library of Ukraine for the year 2022 (2023)

Compared to 2021, when 5014 copies were received, the number of foreign documents decreased by 21%. In accordance with existing bilateral agreements, during 2022, VNLU sent 1990 copies of Ukrainian publications to foreign institutions (Report on the library and information activities..., 2023). By the end of 2023, the number of VNLU's partners in the IDE decreased to 527 institutions in 58 countries. This was reflected in the number of received products, as during 2023, VNLU received 3027 copies of foreign documents. The largest arrivals were from Poland (620 copies), the Czech Republic (327 copies), Germany (276 copies), South Korea (256 copies), the USA (222 copies), China (170 copies), and Bulgaria (160 copies). In return, VNLU sent 3008 copies of Ukrainian publications to foreign partners, continuing to exchange scientific and cultural products at an international level.

The number of foreign documents received in 2023 decreased by 24% compared to 2022. The introduction of martial law in the country, along with other war-related circumstances (such as power outages and lack of internet access), negatively affected the receipt of publications. However, an increase in the number of documents was observed from countries such as South Korea, the Czech Republic, and the United States compared to 2022.

Conclusions

The system of international cooperation at Vernadsky National Library of Ukraine has continued to develop and expand with new partnerships in the realm of effective sociocultural and library-information activities, despite the challenges imposed by martial law. During 2022-2023, a period marked by conflict and constrained funding, VNLU has significantly enhanced its collaborative efforts with foreign entities, international professional organisations, scientific communities, donors, and sponsors. This strategic engagement ensures the sustained operation and effectiveness of the library's

functions. The reviewed period was characterised by improved international communication and a broadening of collaboration forms. These efforts include exchanging insights, initiating joint projects, digitising cultural heritage, fostering professional growth, and securing international support for the safeguarding of scientific resources. Thus, VNLU's unwavering dedication to its mission of preserving and disseminating knowledge, despite the ongoing challenges of military conflicts, underscores its resilience and ability to maintain critical international connections under adverse conditions.

The findings further indicate that during this period, the international scientific cooperation system of VNLU has advanced into a new phase, becoming a crucial instrument in ensuring effective socio-cultural and library-information activities under martial law conditions. In response to Russian aggression, there has been a pressing need for VNLU to adapt to new circumstances, develop strategies to counter disinformation, build resilience strategies, and outline areas for international engagement. To meet these challenges, VNLU has actively strengthened its status as a dependable international partner, committed to preserving cultural heritage and enhancing scientific research through robust international relationships, collaboration, and humanitarian support. This research provides a foundation for further library science studies of the history of VNLU, comparative analysis of library practices, and the development of scientific and methodical recommendations for the mechanisms of implementation of international interaction and communication of Ukrainian libraries in crisis conditions.

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None.

Conflict of Interest

None.

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Міжнародне співробітництво Національної бібліотеки України імені В.І. Вернадського: розвиток соціокультурної та наукової комунікації

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Анотація. Актуальність дослідження визначається необхідністю підкреслити ключову роль Національної бібліотеки України імені В. І. Вернадського як провідного науково-методичного центру в бібліотечно-інформаційному комплексі України, особливо у сприянні міжнародній взаємодії в умовах кризи. Метою дослідження було вивчення змін в аспектах актуалізації міжнародної комунікації Національної бібліотеки України імені В. І.Вернадського протягом 2022-2023 років та виявлення основних напрямів і форм міжнародної взаємодії. Методологія дослідження ґрунтувалася на системному та структурному підходах, включаючи методи логічного, структурного та функціонального аналізу, з дотриманням наукової об'єктивності. Охарактеризовано основні аспекти, напрями та форми міжнародного співробітництва та їхню роль у системі міжнародних зв'язків бібліотеки. Результати засвідчили про те, що система міжнародного наукового співробітництва Національної бібліотеки України імені В. І. Вернадського увійшла в нову фазу розвитку та стала важливим важелем забезпечення ефективної соціокультурної та бібліотечно-інформаційної діяльності в умовах воєнного стану. Встановлено, що в умовах російської агресії виникла потреба адаптації бібліотеки до нових умов існування, а також пошуку механізмів протидії дезінформації, розробки стратегій "виживання" та формування векторів розвитку на міжнародній арені. Для досягнення цих цілей бібліотека активно працювала над зміцненням свого статусу як надійного партнера на міжнародній арені, забезпеченням збереження культурної спадщини та розвитку наукових досліджень через професійні міжнародні відносини, співпрацю та гуманітарну допомогу. Це дослідження надало важливі висновки для національних бібліотек та культурних установ щодо подолання кризових умов завдяки стратегічному управлінню та міжнародному співробітництву. Воно проілюструвало розвиток національної бібліотеки в період 2022-2023 років, пропонуючи модель для підтримки діяльності, збереження культурної спадщини та підвищення доступності інформації в умовах випробувань. Дослідження сприятиме подальшим науковим розробкам у галузі бібліотечно-інформаційної науки з фокусом на кризовому управлінні, міжнародній співпраці та змінній ролі бібліотек у суспільстві, що робить його цінним ресурсом для бібліотечних фахівців, політиків та науковців

Ключові слова: міжнародна діяльність національної бібліотеки; стратегія розвитку бібліотеки; міжнародна співпраця; діяльність бібліотеки в умовах воєнного стану; гуманітарні ініціативи



Ukraine's cyberdiplomacy in countering Russian information aggression

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Abstract. Ukraine's counteraction to Russia's information aggression in the international arena after its intervention in 2014 in Donetsk, Luhansk, and Crimea to discredit everything Ukrainian requires the search for effective tools, considering the intensification of processes in cyberspace and the globalisation of communications. The purpose of this study was to prove that one of the effective tools for Ukraine's counteraction to Russian information aggression of an anti-Ukrainian nature in international communications is cyberdiplomacy in its public diplomatic format. The research methodology included a set of general scientific methods (logic, induction, deduction, analysis, synthesis) and specialised methods, such as structural-functional, typological, narrative, and generalisation methods. Since the 1980s, the revolution of information and communication technologies and the cyberneticisation of the global information field have been shaping a new reality – cyberspace. As a communication medium in public diplomatic practices, it substantially affects the communication of governments with the public of foreign countries to influence foreign governments by promoting national ideas, values, institutions, culture, and policies in the information field of the target audience, which affects the image of the state through its perception by the foreign public. In this context, the aggressive policy of the Russian Federation, based on the achievements of the information age, demonstrated how authoritarian countries manipulate people's minds and form beliefs that are favourable to them. Specifically, anti-Ukrainian information activities and the spread of false narratives around the world create a negative image of Ukraine to undermine its international authority and slow down Western assistance to it. Ukraine should actively counter these hostile narratives within the international cyberspace, with cyberdiplomacy in its public diplomatic format being an effective tool, and public/people's diplomacy involving scientists, politicians, students, and the public as one of the instruments, as well as the creation of multichannel media platforms that will host relevant information and educational content with open access to foreign recipients in their languages. In terms of practical value, the findings of this study will serve to develop optimised models of Ukrainian cyberdiplomacy

Keywords: Russian information warfare; diplomacy; public diplomacy; communications in cyberspace; public/people's diplomacy

Introduction

Since the beginning of the Russian Federation's intervention in Eastern Ukraine in 2014, the aggressor country has launched an information war to influence the minds of the public in other countries in addition to Ukrainians towards results desired by the interventionist. Disinformation, information manipulation, fakes, aggressive anti-Ukrainian propaganda narratives aimed at discrediting everything Ukrainian – the

government, the state, and the socio-cultural field in general – were manifested. According to V. Ilnytskyj *et al.* (2022), this was the ideological basis for Russia's full-scale military invasion of Ukraine and the substantiation of the expediency from the Russian perspective of changing the Ukrainian political authorities by force according to the wilful decision of the Kremlin political leadership. After 24 February 2022, when Russia

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launched an all-out war against Ukraine, this information invasion intensified enormously.

The international diplomatic perspective of Ukraine's counteraction to Russian information aggression in 2014-2024 is reflected in a fragmentary manner by researchers, although attention to this topic in terms of public diplomacy, specifically in terms of the use of cyberdiplomacy in countering hostile information influences, is growing. O. Romtsiv & A. Kharchenko (2023) analysed information confrontation in the context of interstate communication and formulated the task of strengthening international cooperation in the field of information security and open coverage of facts and truthful information about Ukraine. Other Ukrainian researchers have also emphasised the need to transform the image of Ukraine in the international arena, which was shaped by Russian propaganda after 1991. O. Sviderska (2022) pointed out that this threatens to lose the reputational capital of the Ukrainian state. V. Yemets (2023) believed that an effective practice of countering Russian information invasion should be an intensive dialogue with foreign audiences using the tools of public diplomacy.

S. Kovalskyi (2023) investigated counteracting Russian disinformation and propaganda in the Ukrainian information space on the example of the electronic resource "Centre for Countering Disinformation at the NSDC (National Security and Defence Council of Ukraine) of Ukraine" and highlighted the informational, analytical, and educational areas of its work. Although no attention is paid to cyberdiplomacy directly, the analysed experience of refuting propaganda theses, investigation of the mechanism of propaganda influence and methods of information influence in general shows a positive example of the development of such activities, which can underlie the development of cyberdiplomacy structures.

The authors I. Sukhorolska & I. Klymchuk (2022) pointed out that as Russia seeks to destroy trust in Ukraine, diplomatic work with the public in Asia, Latin America, and Africa is urgently needed. It is necessary to disseminate information about the commitment of Ukrainians to universal human values, their heroic struggle against Russian imperialism, for national liberation and their identity.

V. Tsivaty (2023) addressed the technological revolution focused on global initiatives, cyberspace, and artificial intelligence and institutionalised on digital platforms of a new system of international security in real and virtual formats. The researcher stressed that these innovations influence the transformation of the modern model of a diplomat and Ukraine's diplomacy in the dimensions of diplomatic etiquette and intercultural communication, and contribute to a new format of modern diplomacy, its publicity and restraint. According to this researcher, cyberspace is used to establish direct links with the public, which is involved in

the development and implementation of information confrontation policy, while cyberdiplomacy is used to constantly improve and adapt diplomacy to the rapidly changing cyber environment.

Researchers V. Pasichna (2023) and V. Dzerkal (2023) focused on certain aspects of the use of cyberdiplomacy tools in Ukraine's international communications in the context of replacing the conventional format of foreign policy and international relations with a digital format. According to these researchers, there are considerable prospects for the use of cyberdiplomacy methods. V. Pasichna (2023) called it an art, a science, and a set of means by which nations protect their interests and promote political, economic, or cultural relations in cyberspace. V. Dzerkal (2023) emphasised that modern cyberdiplomacy is an area of public diplomacy, promoting interaction between countries in terms of contacts between their publics, with the main influence being in the sphere of mass consciousness and political elites. This leads to a dialogue between the official authorities and the public abroad and promotes intercultural communication.

Detailed attention to Ukrainian cyberdiplomacy was paid by V. Matviienko & G. Petushkova (2024), who, for the first time in Ukrainian academic thought, examined the state and prospects of Ukrainian cyberdiplomacy, considering the relevant experience of friendly European countries, specifically Estonia. However, the use of cyberdiplomacy tools in the current Russian-Ukrainian information confrontation was covered by the authors in passing, noting that the concept of cyberdiplomacy is only at the initial stage of development in the world in general and in Ukraine specifically. According to the researchers, the Ukrainian state, like most other countries that practice cyberdiplomacy, needs to reconsider its approaches to it to intensify its use in foreign policy.

Overall, researchers have hardly analysed the state and prospects of Ukraine's cyberdiplomacy in countering Russian information aggression in the context of public diplomacy as a component of international communications.

The purpose of this study was to prove that one of the effective tools for countering Russian information aggression of an anti-Ukrainian nature in international communications is Ukraine's cyberdiplomacy in its public diplomatic format.

Scientific novelty. For the first time, Ukraine's cyberdiplomacy in the format of public diplomacy is described as an effective tool for countering Russian information aggression with an emphasis on the use of public diplomacy methods.

The methodology of the study included a set of general scientific methods (logic, induction, deduction, analysis, synthesis) and a series of special methods: structural and functional analysis, typology, narrative, generalisation. The method of structural-functional

analysis helped to consider cyberdiplomacy as an area of public diplomacy, to determine the specifics and prospects of using cyberdiplomacy tools in this context to counter Russian information invasion. The method of typology helped to identify the means of counteracting hostile information activities and to define public/people's diplomacy as a promising area of cyberdiplomacy in its public diplomatic format. The narrative and generalisation methods were used in the context of understanding the specifics of Ukraine's cyberdiplomacy tools in countering Russian information aggression in the context of cyberspace globalisation and the evolution of public diplomacy in the context of the digitalisation of the international communication space.

Communications in cyberspace and public diplomacy

According to the Oxford English Dictionary (2024), the term "public diplomacy" was first used by the London newspaper "The Times" in 1856 to refer to overt activities and specific official efforts to influence foreign public opinion to achieve diplomatic goals. The modern interpretation of this concept, which refers to a type of diplomatic activity, was initiated 60 years ago by American researchers J. Nye and E. Gullion, who defined public diplomacy as an instrument of soft power in international communications. Public diplomacy complements classical diplomacy with new methods, engaging the societies of communicating countries in diplomatic dialogue. This intensifies intercultural communication, shapes the positive image of states, and contributes to the preventive and peaceful resolution of conflicts and wars (Verkhovtseva, 2023). In the early 2020s, M.V. Trofymenko (2023) proposed to understand public diplomacy as an integral category that, while functioning in synergy with the government and in coordination with other dimensions of foreign policy and international processes, also contains signs of autonomy and self-organisation.

In the last third of the 20th and early 21st centuries, the nature of public diplomacy changed. The main reason for this is primarily the growing influence of the public and the strengthening of interpersonal contacts. Therewith, an important characteristic of public diplomacy has become the way in which it communicates between the government and the public of other countries to promote understanding of national goals and policies, values, culture to influence foreign governments through their citizens (Kukalets, 2020).

However, qualitative shifts in public diplomacy are also driven by the new realities of global social communications, which have been influenced by the scientific and technological revolution and the emergence of innovative communication technologies that have formed a fundamentally new space of human existence – cyberspace. It is extraterritorial and virtually devoid of geographical restrictions. According to D. Dubov (2014), in

the global dimension, cyberspace was an information space and at the same time a communication environment. It is created by a set of information processes based on information, telecommunication, information and telecommunication systems and their management, which are united by common principles and rules. L. Piddubna (2016) emphasised that cyberspace is one of the leading factors of the socio-cultural environment and at the same time a factor that affects all spheres of public life – economic, social, political, spiritual and contributes to the formation of the global information space and the functioning of the "network society" (M. Castells). Human life in cyberspace takes place in parallel in the environment of social reality and in its copy – the virtual world generated by technical and technological means. Because of this, a person simultaneously acts as a consumer, receiver, recipient of social information, and at the same time its autonomous subject, which leads to fundamental changes in people's minds and generates qualitatively new types of communication. As a result, there is a redistribution of values in the choice of opportunities for self-realisation of different social groups. Considering this, cyberspace is actively interfering with the structures of power, promoting the formation of e-governments and the virtualisation of political life, which is subject to a "network" logic.

In July 2000, the signing by the presidents of the eight leading industrialised countries of the world (G-8) of the Charter of the Global Information Society (Okinawa Charter) acknowledged the transition to a new stage of society development due to the impact of information and communication technologies on social processes. At the same time, it is recognised that global informatisation has become the basis for a fundamentally unfamiliar environment of confrontation between adversarial states – cyberspace. This new cyber dimension of international relations poses great challenges to the policy of deterrence, as the quality of information and its availability, along with the use of modern information technologies, causes substantial changes in the policies of states, which affects the nature and system of public administration overall. States involved in global information processes should pay special attention to cybersecurity issues. This problem is of paramount importance because of its connection with the security aspects of politics, economy, e-services, energy, transport, and other key areas of society. Therewith, there are no principles for the existence and use of cyberspace. Specifically, the use of information technology for military purposes is not regulated by international law. This turns cyberspace into one of the most powerful challenges to sustainable development and requires close attention of governments and the world community to threats to global development of a political and socio-cultural nature. Therewith, the subjects and objects of cyberspace are a person, society, and the state (Lukianchikova, 2013).

According to V. Matviienko & G. Petushkova (2024), the main problems in cyberspace related to the human factor are largely geopolitical in nature. The challenges of cyberspace are more related to the success of negotiations and political discussions on its governance. The main problem with cybersecurity is not so much preventing attacks as it is the political will of individuals and organisations to take responsibility for regulating aspects of cybersecurity. Furthermore, it is important to understand how these actors can limit and hold states or international actors accountable for malicious activities in the cyber domain. International law cannot fully regulate cyberspace due to the rapid development of technology, which requires constant adjustments. Although the UN has proposed 11 norms of responsible state behaviour, they are non-binding, and many countries have their own policies that contradict these norms. This creates controversy at both the international and national levels.

Researchers A.V. Tarasiuk (2019) and I.V. Alekseenko (2022) emphasised that, considering that globalisation processes erase the boundaries of national identity, the cyberneticisation of the information space is a fundamentally new phenomenon where information is formed, transformed, transmitted, used, and stored, which affects individual and social consciousness, information infrastructure, and information itself. According to the apt remarks of I. Pronoza (2020), due to the ability to disseminate information in large volumes across continents and international regions almost instantly, modern media influence the world political agenda and communication processes on a global scale. This creates the preconditions for the creation, development, and dissemination of information weapons. It should be added that it can target the identity of societies within individual countries, regions, and even the global one.

A. Marushchak (2022) pointed out that the approaches of different countries to social media regulation are at an early stage and change according to national interests. However, while democracies guarantee citizens freedom of speech and access to information in their constitutions, ensuring free and fair participation in political processes and public life in general, in authoritarian countries, through media technologies and the use of epistemic means of manipulating public opinion, the opposite is happening – the achievements of the information age with its digitalisation of communication processes are used to manipulate people's consciousness to promote the necessary ideas and form beliefs favourable to political authorities. First of all, this applies to the Russian Federation.

By hybridising soft power and propaganda, Russian soft power has become an extension of Russian propaganda and a means of implementing aggressive expansionist policies. Therewith, the aggressor country turns the values of Western liberalism outwards,

attacking it with its own means (Komar, 2022). Overall, the Russian political authorities' approach to information confrontation is part of a global strategy involving cyber strikes and information operations against democratic actors in international relations. The goals of this strategy are Russian dominance in the post-Soviet space as an imperial sphere of influence, along with the expansion of Russia's political, economic, and military hegemony around the world, to strengthen its status as a great power and form a polycentric model of the world. One of the tools on this path is to reduce the influence of Western democratic values, institutions, and systems (Sunhurova, 2022).

O. Danilyan & O. Dzoban (2022) pointed out that the tasks of information weapons used by Russia are directly related to the mobilisation of supporters and the expansion of target audiences in the international arena. Therewith, considerable efforts are being made to create a virtual illusory "picture of the world" as a parallel reality characterised by transformed values, beliefs, and behaviour. These efforts are aimed at influencing the mass consciousness not only inside Russia, but also outside – at the population of other countries, including Ukraine. Under such conditions, the impact of digitalisation on diplomatic activity, especially in its public diplomatic format, together with conventional methods of foreign policy and the use of online technologies and social media, is turning public diplomacy into a tool for modelling public opinion no less effective than social media, mass media, and mass communication media in general. However, according to I. Holovko (2022), most of the classical instruments of public diplomacy and soft power require long preparation and are not easy to change in the short term. For example, organising a diaspora abroad, exporting a dominant cuisine/food culture to the world, influencing local music to the global public, establishing international television channels and especially news agencies, influencing social media through host countries, exporting high-quality films and TV series, and creating glocalised (globalised + localised) radio and television channels in the target country require defined plans, support projects, and considerable time resources overall. Considering this, as the leadership of the Ministry of Foreign Affairs of Ukraine points out, new areas of international cooperation are opening, involving cultural tools and information technologies in the format of media, social networks. This will facilitate communication and cooperation between states (At Lviv University..., 2023).

Therefore, the task of Russia's information weapons is to mobilise supporters and expand the audience in the international arena by replacing real beliefs. In this context, digitalisation and public diplomacy are becoming powerful tools for shaping public opinion on a par with conventional media and social media.

Cyberdiplomacy as a tool for international communications

Considering the globalisation and digitalisation of the information space and cyber threats to international communications, cyberdiplomacy has become a response to the information challenges of modern time. It is based on the concept of soft power and is an effective tool for reducing uncertainty, eliminating risks and preventing potential conflicts in cyberspace. According to A. Barrinha & T. Renard (2017), cyberdiplomacy was a relatively new concept, although the term has been used before, but mainly to describe e-diplomacy activities. Overall, cyberdiplomacy is defined as diplomacy in cyberspace, or as the use of diplomatic resources and the performance of diplomatic functions to secure national interests in cyberspace. The principal issues on the cyberdiplomacy agenda include cybersecurity, cybercrime, confidence building, Internet freedom, and Internet governance. This allows positioning cyberdiplomacy as an institution of international society, specifically when cyberdiplomacy interacts with actors of the global society. The term is also used to describe the evolution of public diplomacy in the digital age. The goal of cyberdiplomacy is to gradually change behaviour and attitudes towards the space of peaceful coexistence, defined by clear rules and principles: from a system of interactive units to a society of states. In this respect,

cyberdiplomacy is a fundamental basis of international society for cyberspace.

In Ukraine, cyberdiplomacy means the use of diplomatic means and initiatives to protect state interests in cyberspace. Diplomats may be tasked with establishing cooperation and dialogue between state and non-state actors at various levels, preventing cyber races, and developing global norms for cyberspace. The principal elements of cyberdiplomacy are strengthening cyber capabilities, building trust and respecting and improving norms in the cyber domain (Matviienko & Petushkova, 2024).

The starting point of cyberdiplomacy is considered to be the publication in 2011 of the US International Strategy for Cyberspace, which became the world's first government document to focus entirely on the international aspects of cyberspace and relies on three pillars to achieve its goals: diplomacy, defence, and development. The strategy served as a roadmap to enable U.S. government departments and agencies to better define and coordinate their roles in international cyberspace policy, and a call to the private sector, civil society, and end users to strengthen efforts through partnership, awareness, and action to achieve the future people all want. The strategy set out the principal objectives (Fig. 1). To implement the Strategy, the Office of the Coordinator for Cyber Issues was created, which is fully dedicated to cyber issues in the foreign policy dimension.

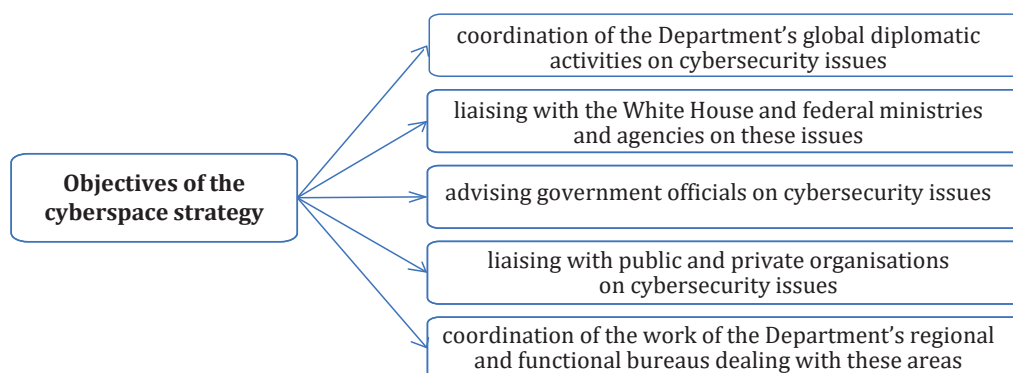


Figure 1. Objectives of the cyberspace strategy

Source: compiled by the author based on V. Pasichna (2023)

V. Dzerkal (2023), in the context of analysing the tools of cyberdiplomacy in the implementation of the state's foreign policy, emphasised that, relying on information and communication technologies (ICT) to achieve diplomatic goals, cyberdiplomacy uses new media, social networks, blogs, and other analogous media platforms in the global network, which are used to promote their interests by state structures, primarily foreign policy bodies, and relevant non-governmental structures.

The web of cyberdiplomacy is expanding and deepening at a rapid pace, gradually creating a cyber international society. The global community is facing increasing difficulties in attributing cyberattacks, and

there are concerns about the possible escalation of conflicts between participants due to the unpredictable consequences of cybercrime. International efforts are aimed at expanding cyberspace governance from national and regional initiatives to a unified global approach (Barrinha & Renard, 2017). In different countries, the respective diplomatic services use Internet platforms to communicate directly with the target audience of another country, disseminate important information among its citizens, conduct social surveys. Therewith, it is important for cyberdiplomacy to develop communication strategies by monitoring and analysing information, as well as tracking reactions to cyberdiplomatic activity. In this context, the

effective use of social media and e-diplomacy tools overall contributes to the effectiveness of international communication, raising the authority of the state, improving the image of political leaders, attracting supporters, and exerting influence on opponents. However, no less important, according to H. Al-Muftah *et al.* (2018), was the fact that social networks are becoming potential bases for resolving international conflicts.

In 2013, the European Union (EU) External Cyber Coordination Directorate noted in the context of EU cyberspace coordination that "there are very few countries where national cyber coordination is effective, and the state can speak with one voice in all international fora". Less than a decade ago, diplomats were called upon to regulate cyberspace, which until then had stayed outside the sphere of diplomacy. The situation is changing, and the number of cyber diplomats involved in bilateral and multilateral contacts at all levels around the world is growing. In 2015, the EU recognised the critical importance of further developing and implementing the EU's comprehensive approach to cyberdiplomacy at the global level and stressed the conformity of this area with the EU's fundamental values, such as democracy, human rights, the rule of law, including the right to access information, privacy, freedom of expression, ensuring that the Internet is not used to incite hatred and violence and stays, with strict respect for fundamental freedoms, a forum for free expression in full respect of the law. One of the goals of the EU's activities in this area is to enable citizens to access information that will allow them to fully enjoy the social, cultural, and economic benefits of cyberspace, specifically by promoting the creation of more secure digital infrastructures (Draft Council Conclusions..., 2015).

In the 2010s and early 2020s, the North Atlantic Alliance significantly intensified its public diplomacy communication activities. It uses online media, social media platforms to engage in discussions of security issues (Yakovenko & Piskorska, 2018). In this context, substantial attention is paid to technologies, information weapons, propaganda operations in the wars of the 21st century, and the significance of strengthening cyberdefence and resilience at all levels is acknowledged. In 2016, NATO recognised cyberspace as an operational domain, alongside land and sea, which launched a drive to strengthen the Alliance's cyberdefences. In June 2021, a new comprehensive cyberdefence policy followed, recognising that cyberspace is always subject to competition. In this regard, NATO has convened the first-ever North Atlantic Cyber Coordinators Council. Therewith, cyberdiplomacy in the NATO armed forces, especially in the United States, has substantially changed the attitude of key players towards the geopolitical and civilisational confrontation. This was emphasised in May 2022 at the first International Conference on Cyberdiplomacy "Building global digitalisation: Building trust and security through

cyberdiplomacy", organised by the National Institute for Research and Development of Informatics in Bucharest in partnership with the Romanian Ministry of Foreign Affairs (Demianenko, 2018; NATO Deputy Secretary General..., 2024). The event brought together ambassadors, academics, and experts from the international cyber and defence community to promote cutting-edge research and innovation. In his opening speech, NATO Deputy Secretary General Mircea Geoană pointed to the growing daily dependence on digital assets and vulnerability to cyber attacks and incidents.

Ukraine's cyberdiplomacy in countering information aggression

Apart from the important potential of cyberdiplomacy considering the current conditions of development of information and communication technologies in the global dimension, the role that this diplomatic tool can play in organising counteraction to information aggression against a particular country is equally important. This is critical in the context of Ukraine's confrontation with Russian information aggression, which has targeted everything Ukrainian since 2014 – the government, state, society, culture, and identity of Ukrainians. In spreading the ideas of Slavic unity and the "Russian world" around the world, the aggressor country uses systems of organisational, propaganda, psychological, and informational influence, relying on the resources of the media space. The focus of Russian aggressive influence has been on the political leadership of Ukraine and the command of its Armed Forces to create distrust in them. Furthermore, the ideas of racism and inter-ethnic intolerance are being spread in Ukraine. Russia is also trying to convince the international community of systematic violations of the ceasefire by the Ukrainian authorities (Dzhus, 2022). However, the key purpose of Russian information sabotage is to undermine Ukraine's international authority, create a negative image of Ukraine and prevent large-scale military, economic and financial assistance from European countries, the United States and other allies, as well as aggressively influence the consciousness and subconscious of the addressees (target audience) – the public of the world (Zelenko, 2024). Overall, Ukrainian researchers have identified the main Russian narratives about Ukraine, which include a series of theses (Fig. 2). A. Savchuk (2015) pointed out that the Kremlin is trying to tarnish the image of Ukraine in the West and generally make the information field in which Ukraine appears dirty. The study also emphasises that the Kremlin's information war is a war against the whole of Europe, not just Ukraine. To implement such information and communication tasks, the Russian leadership uses considerable financial resources to support pro-Kremlin media. Specifically, in 2021 alone, the pro-government Russian media were allocated about USD 1 billion (One billion dollars for the war of meaning..., 2023).



Figure 2. Russian narratives of hostility towards Ukraine

Source: developed by the author based on N. Vashchenko (2020)

In terms of Ukraine's information policy in the international format, an urgent task is to develop mechanisms to counter disinformation by the aggressor country, which should be based on the fundamental constitutional principles of freedom of speech in the context of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and other fundamental international legal documents (Marushchak, 2022). According to R.A. Mikhailovsky & I.M. Budur (2023), it is much easier to defend their positions in the information confrontation for those countries that have a harmoniously developed and protected information society. However, Ukrainian society has not been prepared to adequately counteract information aggression, and therefore, it is imperative that Ukraine ensure its information security.

Considering such opinions of scientists, as well as trends in the cybernetisation of the global information space, it is logical for Ukraine to use cyberdiplomacy tools in its public diplomatic format to counter Russian information aggression. To the conditions of political, legal, and organisational nature, it is worth first of all add the provisions of Article 17 of the Constitution of Ukraine (1996) on the protection of the sovereignty and territorial integrity of Ukraine, ensuring its economic and information security, which are the key functions of the state and the concern of the entire Ukrainian people. As well as the existence of the term "cyberspace" in Ukrainian legislation. It is understood as an environment (virtual space) that provides opportunities for communication and/or implementation of social relations, formed as a result of the functioning of compatible (connected) communication systems and electronic communications using the Internet and/or other global data networks (Law of Ukraine..., 2024). Furthermore, the necessary legal framework is created by Decree of the President of Ukraine No. 685/2021 (2021), Decree of the President of Ukraine No. 447/2021 (2021) and the Public Diplomacy Strategy of the Ministry of Foreign Affairs of Ukraine for 2021-2025 (2021), adopted in 2021. On this basis, to respond to the challenges of the digital age in a prompt and high-quality manner, in 2023 the Ministry of Foreign Affairs of Ukraine began developing

the Strategy of Cyberdiplomacy of Ukraine. A cyberdiplomacy unit has been set up within the Ministry, with active development of the network infrastructure, training, and a system of measures to digitalise the processes associated with the daily activities of the diplomatic service (Deputy Minister..., 2024). By cyberdiplomacy, the leaders of this ministry understand international cooperation in matters related to cyberspace, including the safe and responsible use of new digital tools and technologies, such as artificial intelligence, robotics, quantum computing, state policy on the development of the Internet.

An essential next step was the development of draft amendments to the Law of Ukraine "On the Diplomatic Service", which would entrust this service with the authority to promote and protect national interests in cyberspace – cyberdiplomacy. The legislators propose that cyberdiplomacy should be considered a set of actions and strategies aimed at promoting and protecting national interests and implementing Ukraine's foreign policy goals in cyberspace in the field of international relations, as well as the rights and interests of Ukrainian citizens and legal entities abroad, considering current needs (Ukraine is offered cyberdiplomacy..., 2024).

Equally important in the context of the organisational and legal framework for the development of Ukraine's cyberdiplomacy is the support provided by its allies. Specifically, since 2017, within the framework of the bilateral cyber dialogue between the United States and Ukraine, American allies have committed to provide a framework for further joint efforts to counter disinformation and to make efforts to improve Ukraine's ability to counter Russian disinformation and propaganda in cyberspace, using social media and the media in general (Marushchak, 2022).

However, despite all this, in the early 2020s, there was no intensive discussion of the use of cyberdiplomacy tools in countering Russian information aggression in the academic field and media space of Ukraine. However, as pointed out by A. Barrinha & T. Renard (2017), the victim of aggression, to neutralise the effects of information warfare and repel the aggressor's information attacks, must rely on the same technologies and methods of information warfare as the aggressor,

but to its own ends. First of all, this involves actions in the media space and the use of social media resources. However, even a superficial analysis of the prospects for implementing such tasks can show that the resources of Ukraine's state structures will never be sufficient to repel the information attacks of the aggressor country in the information space in the segment of international communications. And the reason is not the lack of human resources from among the employees of state institutions. The principal reason why it is impossible to use the traditional tools of public diplomacy institutionalised in Ukraine by the MFA to counter Russian information aggression through cyberdiplomacy is the scale of the tasks, as they involve the development of Ukraine's communication with the world community in the context of individual countries, debunking fakes, historical myths, and disinformation messages imposed on the world community by Russia regarding Ukraine.

Considering this, it is advisable to address the resources of public diplomacy as a type of public diplomacy and a tool of cyberdiplomacy. Whereas public diplomacy is carried out by the state, under its leadership or at state expense as part of its foreign policy, citizen/civil diplomacy is implemented by various individuals, legal entities and civil society institutions independently of the state, in the interests of the state, society, or humanity as a whole. The subjects of citizen/civil diplomacy are usually the general public: scientists, students, athletes, business representatives. The goal of citizen/civil diplomacy is to facilitate ongoing contacts between civil society institutions in different countries, a better understanding of the culture and traditions of peoples, mutually beneficial cooperation, the development of international networks, and the creation of an atmosphere of trust and equality. Unlike official diplomacy, citizen/civil diplomacy is carried out on a voluntary, public basis. Specifically, in the United States, according to this concept, every citizen is entitled and even obliged to help the state in its foreign policy activities, and at the same time lobbies for public interests through citizen/civil diplomacy. Citizen/civil diplomacy is implemented through informal contacts of ordinary people, public or non-profit organisations (Bortniak *et al.*, 2022).

According to I. Sukhorolska (2022), at the current stage of evolution of citizen/civil diplomacy, it was often called "new public diplomacy", and its main characteristics are as follows: openness and democracy; horizontal relations between participants based on trust and reputation; focus on common interests and values; existence in an environment of healthy competition between state and non-state actors; multilateral communication in a complex network of relations that allows identifying and considering the position of each. It is an interaction in a network of many distinct levels of actors, with civil society groups in different countries acting as initiators, participants, and partners of their states

and at the same time target audiences for programmes of foreign governments, organisations, corporations.

Thus, citizen/civil diplomacy can be considered a full-fledged tool of cyberdiplomacy in the context of Ukraine's countering Russia's information aggression. Ukrainian researchers, politicians, journalists, students, and the Ukrainian public in general will promote Ukrainian interests in the world and thus influence the positive image of the Ukrainian state by preparing and publishing content on media platforms and social networks that debunks fake, disinformation, and propaganda narratives of an anti-Ukrainian nature. The language barrier can be a problem in the communication dimension, as it is advisable to speak to the public of another country in its language. One of the effective measures in this regard may be the organisation of multichannel media platforms (websites), where information materials of relevant content, educational content will be posted by reputable scientists, politicians, intellectuals, and will be available to foreign recipients in their languages. Overall, the field for creative activity of the Ukrainian public in this regard is wide. It is also worth emphasising that such activities will also strengthen the identity of the participants in communication from Ukraine, as a person's perception of themselves as a member of a community that defends its information sovereignty and debunks false narratives about their country is a powerful factor in individual and collective self-identification.

Conclusions

The cyberspace, which emerged due to the digitalisation of the global information space, is the newest space for interaction between peoples and countries. Diplomatic communications within its framework, apart from classic intergovernmental ones, are also public diplomatic and can substantially affect the image of the state through its perception by the public of other countries. Using media resources, social networks, against the backdrop of the cyberneticisation of the information and communication environment, this creates fundamentally new conditions for confrontation between adversary states in the cyber domain and poses enormous challenges to the policy of deterrence. In authoritarian countries, the achievements of the information age were used by media technologies to manipulate the minds of the masses to promote certain ideas and form beliefs in the interests of political power. Among these countries were the Russian Federation, which pursues an aggressive expansionist policy. One of its manifestations is anti-Ukrainian information activities. The false Russian narratives spread around the world, which create a negative image of Ukraine, its government, and the socio-cultural environment overall, are aimed at undermining Ukraine's international authority, slowing down and stopping aid from Western allies. Ukraine must actively counteract the hostile

narratives of the aggressor country in international cyberspace, with Ukrainian cyberdiplomacy in its public and diplomatic format being an effective tool. Specifically, citizen/civil diplomacy. The necessary legal and regulatory framework was in place and relevant changes to Ukrainian legislation are underway. Based on the insufficiency of using only journalism and human resources of state specialised structures to counter Russian hostile information influences on a large scale, as well as on theoretical provisions on citizen/civil diplomacy as a type of public diplomacy, in the context of cyberdiplomacy, the protection of Ukraine's information interests can be carried out using citizen/civil diplomacy tools with the involvement of Ukrainian scientists, politicians, students, and the general public. Among the effective measures is the organisation of

multichannel media platforms, websites with relevant informational or educational content available to foreign recipients in their languages.

Prospects for further development of the research topic are related to the study and borrowing by Ukraine of international best practices in the field of cyberdiplomacy as a tool to repel information aggression against the country and the study of Ukraine's branding using cyberdiplomacy in the context of countering Russian information invasion.

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Conflict of Interest

None.

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Кібердипломатія України у протидії російській інформаційній агресії

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Анотація. Протидія України інформаційній агресії Росії на міжнародній арені після початку її інтервенції в 2014 році у Донеччині, Луганщині, Криму з метою дискредитації всього українського зумовила пошук ефективних інструментів з урахуванням інтенсифікації процесів у кіберпросторі та глобалізації комунікацій. Метою роботи було довести, що одним з ефективних інструментів протидії України російській інформаційній агресії антиукраїнського характеру в міжнародних комунікаціях є кібердипломатія в її публічно-дипломатичному форматі. Методологія дослідження включала набір загальнонаукових методів (логіка, індукція, дедукція, аналіз, синтез) та спеціалізованих методів, таких як структурно-функціональний, типологічний, наративний методи та метод узагальнення. Революція інформаційно-комунікаційних технологій та кібернетизація глобального інформаційного поля з 1980-х формують нову реальність – кіберпростір. Як комунікативне середовище в публічно-дипломатичних практиках, він суттєво впливав на комунікацію урядів з громадськістю зарубіжних країн з метою впливу на іноземні уряди засобом просування національних ідей, цінностей, інститутів, культури, політик у інформаційному полі цільової аудиторії, що впливає на імідж держави через її сприйняття зарубіжною громадськістю. У цьому контексті агресивна політика Російської Федерації з опорою на здобутки інформаційної епохи продемонструвала, як авторитарні країни маніпулюють свідомістю людей і формують вигідні їм переконання. Зокрема, антиукраїнська інформаційна діяльність та поширення світом неправдивих наративів формує негативний імідж України, аби підірвати її міжнародний авторитет, загальмувати допомогу Західного світу. Україна має активно протидіяти цим ворожим наративам у рамках міжнародного кіберпростору, ефективним засобом чого є кібердипломатія в її публічно-дипломатичному форматі, а одним з інструментів – громадська/народна дипломатія із залученням науковців, політиків, студентства, громадськості та створенням мультимедіальних медіаплатформ, де розміщуватимуться інформаційні матеріали відповідного змісту та контент просвітницького характеру із відкритим доступом для адресатів іноземних країн їх мовами. У аспекті практичної цінності результати дослідження слугуватимуть розробленню оптимальних моделей української кібердипломатії

Ключові слова: російська інформаційна війна; дипломатія; публічна дипломатія; комунікації у кіберпросторі; громадська/народна дипломатія



Strategies for using social media in book marketing

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Abstract. The modern world is characterised by the rapid development of digital technologies and the sale of services online, which has significantly impacted the communication process, information exchange, and business. One of the most significant changes is social media's emergence and widespread use, which has become integral to many people's daily lives. This article aimed to analyse the effectiveness of social media strategies for promoting book products. The research methodology included general scientific and specific methods that provide a comprehensive analysis of strategies for using social media in book marketing, namely: analysis, synthesis, generalisation, abstraction, and comparative analysis. A comprehensive approach to analysing and developing strategies for using social media in book marketing offered new insights and practical recommendations that can be used by publishers and authors to improve the effectiveness of their marketing efforts and increase sales. Using social media can be a highly effective way to promote books. It is essential for publishers and authors who wish to use social media to develop a clear strategy and select the appropriate platforms for their target audience. The use of social media to promote books is an effective and affordable tool for authors, publishers, and bookstores. However, the growing focus on data privacy may affect the methods of collecting and analysing information, requiring marketers to be more cautious and responsible in their strategies. Challenges related to digital saturation and information overload will also necessitate new approaches to effectively attract attention and engage readers. The results obtained can be used to optimise the activities of publishers, authors, and marketers seeking to promote books effectively and engage readers through social media

Keywords: social networking; book products; product promotion; readers; followers; publishers

Introduction

The modern world is characterised by the rapid development of digital technologies and the sale of services online, which has significantly impacted the communication process, information exchange, and business. One of the most significant changes is the emergence and widespread use of social media, which has become an integral part of many people's daily lives.

The relevance of the research article is driven by the main key factors, namely the change in consumer

habits, as modern readers increasingly rely on social media for recommendations on new books, making social media an important channel for influencing readers' choices. Another significant aspect is the targeting capabilities of social media platforms offer provide unique opportunities for detailed audience research based on interests, behaviour, and demographics.

The popularisation of book marketing is evident in the analysis and measurement of communication

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effectiveness, as social media tools provide an opportunity to track and analyse the dynamics of marketing campaigns. This allows publishers to optimise their strategies and achieve better results. Cost-effectiveness is also of particular importance; compared to traditional methods of promotion, social media often requires less financial expenditure, making it affordable even for small publishers and independent authors.

For the study of this problem, works on brand promotion strategies and the strategic development of publishing houses are of particular importance. M.J. Johnson's (2019) work "What is a book? Redefining the book in the digitally social age" was a relevant study on the transformation of the concept of a 'book' in the era of digital technologies and social networks. The author analyses how the definition, form, and functions of a book are changing in the modern world. The article by E. Montaguti *et al.* (2023) was important for marketers and brand managers as it provides insight into how social media can be used to effectively engage customers and increase brand loyalty. The results of the study can be applied to the development of effective social media marketing strategies. In a similar vein, I. Shyle (2022) analysed various tools and methods for promoting book publications on the Internet. The author examined the role of social media, blogs, forums, and other online resources in disseminating information about new books.

A particularly significant area in substantiating the theoretical foundations of the problem under study is scientific research on the peculiarities of social media promotion strategies. For instance, A. Korombel & O. Ławińska (2019) analysed the impact of a company's social media profile on the purchase decisions of Generation Z representatives. Researchers M.-I. Rodríguez-Fidalgo *et al.* (2023) have studied the use of informative Reels on Instagram to attract a new audience.

The activities of book publishers, including the formation of strategies for the development of the book industry, were analysed in scientific studies by T. Krainikova & O. Ryzhkova (2023), who described the transformation of communication strategies of book publishers in the digital age. N. Podoliaka (2023) analysed the popularity of book merchandise among TikTok users, identifying the types of merchandise most in demand, and focused on the brands that actively promote it. In their article, O. Trishchuk & I. Shevchenko (2023) explored in detail the effective use of social media to promote books and engage with readers.

An analysis of research and publications demonstrated the increasing importance of social media in book marketing. Studies emphasise the need to adapt content to the specific requirements of different platforms, employ interactive strategies to engage the audience, and constantly monitor the effectiveness of marketing campaigns.

This study aimed to determine how social media can be used most effectively to increase awareness of

book products, drive sales, and engage with readers. The research and development of innovative strategies for using social media in book marketing are essential tasks that can significantly enhance the competitiveness of publishers and authors, promote the development of the book market, and elevate the level of reader culture.

The scientific novelty of this study lies in its comprehensive examination and analysis of contemporary strategies for using social media to promote book products, taking into account the latest trends and innovations in this field.

Materials and Methods

The research methodology included general scientific and specific methods that provided a comprehensive analysis of strategies for using social media in book marketing, namely: analysis, synthesis, generalisation, abstraction, and comparative analysis. These methods enabled a thorough study of social media marketing strategies, yielding both theoretical and practical results that can be applied by publishers, authors, and marketers.

The analysis method helped identify key trends, as well as the advantages and disadvantages of various social media platforms (Facebook, Instagram, Twitter, TikTok) in the context of promoting book products. It also assessed marketing issues, particularly their effectiveness in attracting readers and increasing sales. Through the process of combining data and information from various sources to create a comprehensive study, the synthesis method was employed to gather diverse data on strategies, compare them, and apply the most effective approaches. The synthesis method was further utilised to analyse successful case studies, examine social media audiences, and evaluate the effectiveness of various communication channels. This comprehensive approach facilitated the creation of a detailed study and helped to identify the most effective strategies for promoting book products on social media, which are outlined below. These strategies focus on maximising engagement and reaching target audiences.

The generalisation method was used to draw broad conclusions based on the analysed data. This method was instrumental in identifying the key principles and emerging trends in book promotion strategies across various social media platforms. Furthermore, it facilitated the development of a theoretical model, providing a structured framework for understanding these strategies. Additionally, the method enabled the formulation of practical recommendations, offering valuable insights that can be effectively applied in real-world book marketing efforts to enhance visibility and engagement.

The method of comparative analysis was used to compare different strategies (creating brand awareness, attracting an audience, selling books, collaborating with influencers, creating a community, personal-

ising content) for using social media to promote books. This method allowed for the evaluation of the effectiveness of the strategies, their advantages and disadvantages, and helped determine which strategies work best for different types of book products and audiences. The use of these methods provided a comprehensive approach to the study of strategies for using social media in book marketing, allowing for both theoretical and practical results.

Results and Discussion

In the 2022-2024 media landscape, social media is a powerful tool for engaging audiences, particularly in the book industry, where the primary target audience consists of active Internet users seeking new books to read. Social media not only enable publishers and authors to reach potential readers with a wider and deeper reach but also provide unique opportunities for interaction, engagement, and audience participation. However, it should be borne in mind that interactivity and customer focus have transformed marketing strategies from standard adver-

tising campaigns into multi-level, dynamic dialogues.

The development of social media and its impact on the book industry creates new opportunities for communication with audiences and the promotion of literary works. Researching the role of social media in the book business is important in the context of rapidly changing marketing strategies. Of particular significance is the increasing use of social media and electronic resources to communicate with audiences, which has become an increasingly popular means of popularising books in the modern world, allowing authors and publishers to reach new heights. The distinctiveness of book marketing positioning lies in the creation of a content strategy, including book teasers, author interviews, live discussions with readers, and contests, which help to establish a close connection with the audience.

Book marketing through social media also contributes to the international distribution and accessibility of books, expanding markets and audiences beyond traditional geographical boundaries. This is evidenced by the growing number of people using so-

Table 1. Number of active social media users globally

Indicators	December 2021	July 2022	January 2023
Number of users (in billions)	4.5	4.62	4.76
Share of the world's population (in %)	57	58.4	59.4

Source: based on O. Havryliuk (2023)

cial media (Table 1).

According to the data, the number of active social media users worldwide is increasing annually. Furthermore, even a modest rise in the number of users is a significant indicator, as it reflects the continued popularisation of social networks among the global population. This trend underscores the importance of social media as a crucial channel for book marketing, helping to boost their popularity among a broad audience. The

use of social media in book marketing is becoming an increasingly important and effective means of achieving the objectives of promoting literary works.

In particular, a clear and well-coordinated structure that encompasses various components and ensures their interaction is crucial for effective book marketing on social media. The initial step in implementing and executing a social media strategy for book marketing is the creation of a system that includes several key ele-

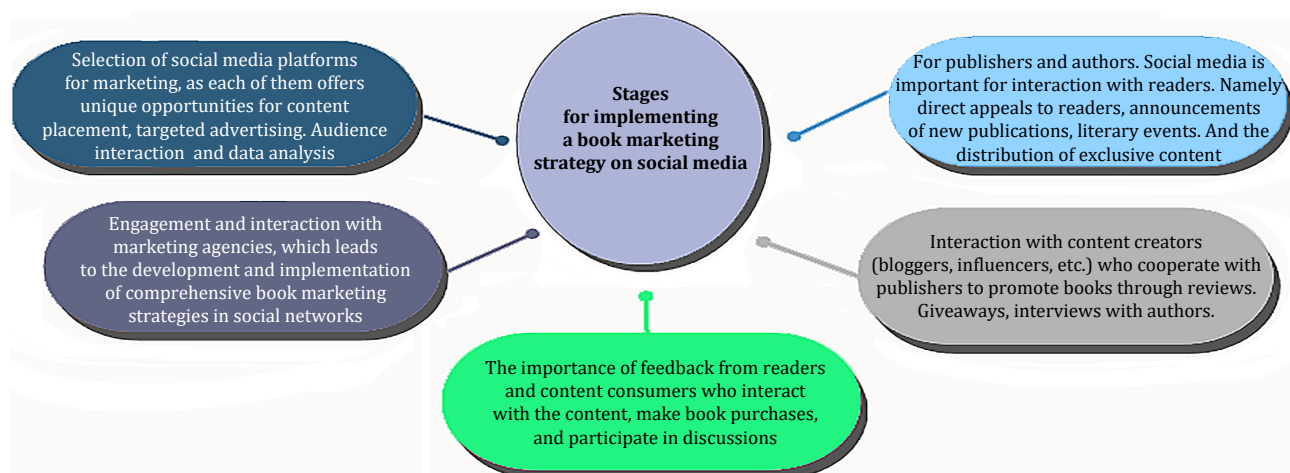


Figure 1. Stages of implementing a book marketing strategy on social media

Source: developed by the authors

ments (Fig. 1).

The number of social media users in Ukraine increased from 60% of the population in 2021 to 76.6% by July 2022, according to a study by GlobalLogic. By the end of 2022, more than 28 million Ukrainian users were registered on YouTube, more than 16.1 million on Instagram, and 15.45 million on Facebook. TikTok had

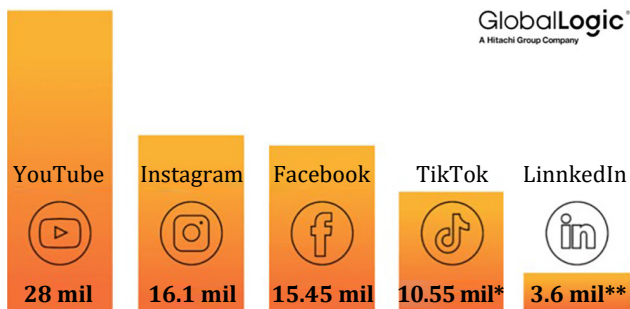


Figure 2. Number of Ukrainian social media users in 2022

Note: *Number of users aged 18 and older; **LinkedIn restricts the use of its platform to individuals aged 18 and older

Source: based on N. Zhyla (2022)

over 10.55 million Ukrainian users (Fig. 2).

Accordingly, the amount of time spent using the Internet is also increasing. Specifically, in July 2022, the Kyiv International Institute of Sociology conducted a sociological study commissioned by the all-Ukrainian NGO "Civil Network OPORTA", which found that the frequency of Internet use has risen among Ukrainian users. According to the survey, 88% of respondents use the Internet, and 79% do so daily or almost daily (Fig. 3). These data confirm the upward trend in online activity among the Ukrainian population, which is significant for understanding the popularity and effectiveness

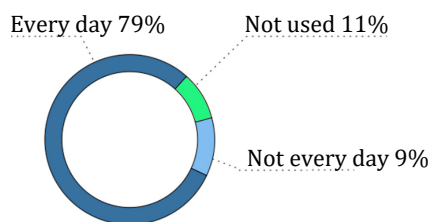


Figure 2. Frequency of Internet use among Ukrainian users

Source: based on Democracy, rights and freedoms of citizens and media consumption in times of war: Results of the KIIS survey for OPORTA (2022)

of social media advertising campaigns.

Social media is one of the most effective tools for promoting goods and services and for communicating brands to target audiences (Ozuem *et al.*, 2019). Its use is a crucial method for authors to reach new readers, increase

sales, and build strong relationships with their audience.

Speaking further about the social networks of publishing houses, it is important to highlight their role as a means of communication with readers. Publishers and authors share book reviews, announcements of new releases, interviews, quotes, quizzes, contests, reports from book fairs and festivals, live broadcasts, and more. Social networks also enable publishers to receive feedback in the form of readers' suggestions, complaints, and recommendations, which are subsequently considered to improve their operations. It is worth noting that Ukrainian publishers have a significant number of followers on social media, which directly influences book circulation, as these aspects are often interconnected and are always considered when deciding to print new editions.

One of the key elements of building a book marketing strategy on social media is the creation of communities of readers, as this helps authors and publishers develop relationships with readers, gather feedback on their work, and encourage readers to recommend books to others. In addition, holding contests and sweepstakes on social media is an effective part of a book marketing strategy to attract new readers and boost book sales. Online events organised by publishers, such as readers' clubs, interviews, and virtual book launches, are becoming increasingly important. Notably, tracking the results of marketing campaigns is a vital component of a book promotion strategy, as social media analytics allows publishers and authors to assess the effectiveness of their marketing efforts and make necessary adjustments.

To effectively use social media in book marketing, it is essential to understand and define the target audience. Audience analysis involves identifying age groups, gender, geographical location, interests, and reading preferences. This analysis can be conducted using social media tools such as Facebook Insights or Google Analytics, which provide detailed information about user behaviour and preferences.

Of particular importance is the study of comments and responses to posts, as well as the analysis of the most popular topics, to understand which books or genres are most in demand. Engaging in discussions on topic-specific forums, such as Reddit or Goodreads, can also offer valuable insights into audience preferences. This data forms the basis for creating relevant content that meets the needs and interests of readers.

When promoting a brand on social media, businesses usually want to ensure that as many people as possible are aware of their products or services. However, such a strategy does not always lead to increased sales. To be effective, brand information must reach potential customers who are ready to purchase the advertised product or service (Montaguti *et al.*, 2023).

In the context of this research topic, namely the effectiveness of book marketing strategies on social

media, an important element is the development of targeted content. In particular, it is advisable to create materials that align with the interests and needs of readers. The following key components should be considered when designing publications: creating posts that provide in-depth analysis of literary topics, the history of genres, advice for young authors, writing instructions, and more, which will help position the page as an authoritative source in the field of literature; the use of attractive and meaningful quotes from books can evoke an emotional response and increase interest in reading the entire work; creating content that highlights relevant topics in society or the literary world, engaging the audience and stimulating active discussion; publishing video interviews with authors, book reviews, and live events (e.g., presentations of new publications), which is also a powerful tool for attracting and retaining an audience.

The key to successful content is its relevance and ability to stimulate interest and interaction. It is important to update content regularly to keep the audience engaged and to adapt strategies based on changes in preferences and trends. Visual content plays a key role in attracting attention on social media, as the human brain processes images much faster than text. High-quality, attractive visuals can not only capture users' attention but also foster an emotional connection with the content. This is especially important in book marketing, where the book cover often serves as the first and most significant factor influencing the purchase decision.

Firstly, it is essential to focus on the cover image, as campaigns on Instagram or Facebook that include covers with bright, expressive images typically generate higher engagement rates. Adding quotes from the book or a testimonial from another renowned author of a similar genre to the cover can further enhance interest in the literary product. Secondly, the strategy of designing a series of posts that are visually connected and tell a story through a sequence of publications is important. This approach not only keeps the audience excited but also encourages them to stay and follow each new post. Thirdly, the use of video content, such as video book reviews, interviews with authors, and behind-the-scenes footage of book creation, is a great way to use visual content to attract an audience.

The use of visual content on social media for book marketing offers many forms and possibilities, and each publisher or author can tailor these approaches to their unique needs and objectives. Selecting the appropriate visual representation strategy can significantly increase the chances of success in interacting with potential readers and stimulating interest in new books.

The third component of the conceptual strategy of book marketing is the use of interactivity on social media, which is not just a means of attracting an audience but also a powerful tool for increasing audience activity and

engagement. Using various forms of interactive content can significantly boost audience participation and loyalty (Podoliaka, 2023). The most popular forms include:

1. Organising contests where participants have to complete certain tasks or answer questions to win books or merchandise. This approach not only stimulates activity but also increases reach, as participants often share such posts on their profiles.

2. Polls and voting enable the audience to express their opinions on various issues, which provides feedback and enhances engagement.

3. Organising quizzes about books, authors, or literary topics can be both interesting and educational, further stimulating audience interaction.

Interactive elements in social media offer a range of important advantages that can significantly enhance marketing strategies, such as increasing loyalty; building a strong community support group; and expanding reach. Thus, interactivity on social media not only increases audience engagement and activity but also helps to create more meaningful relationships, which is crucial to success in modern book marketing.

Collaboration with bloggers and influencers can significantly enhance book marketing strategies, as they have an established audience that trusts their recommendations. Selecting the right influencers requires careful consideration of the following criteria: audience relevance – the influencer's audience must align with the book's target audience; credibility – the influencer must have a well-established reputation and authority in their niche, ensuring the credibility of their recommendations; interaction and engagement – a high level of interaction (comments, reposts) indicates an active audience that responds to the influencer's content. Collaboration with influencers opens up new opportunities for book marketers to increase the reach of their products and effectively influence sales by leveraging the authority and audience of influential personalities in certain genres or areas of interest.

The prospects of using the Goodreads platform should be emphasised, as it is a specialised platform for readers that allows authors and publishers to interact directly with their audience. Here are the strategic principles of effective book promotion on the Goodreads platform: creating a profile that describes the author or publisher in detail, including a biography, a list of published books, and upcoming projects; actively participating in groups on Goodreads that are interested in genres or topics relevant to the book being promoted; creating and sharing lists of recommended books that include the publication; encouraging readers to leave reviews of books; conducting giveaways, which is a powerful tool for attracting attention to new releases; using advertising options that allow targeting those readers who are most likely to be interested in the book; participating in forums, discussions, and other events on Goodreads increases an author's visibility and helps

them connect with readers. Using Goodreads as part of a marketing strategy can significantly increase awareness of authors and books, attract an active readership, and boost sales. This platform, in particular, offers numerous opportunities for interactive engagement and a deeper immersion into the world of literature.

Social media has significantly transformed approaches to book marketing, providing authors and publishers with powerful tools for engaging and interacting with readers. From targeted content and visual appeal to interactivity and personalised communications, social media not only boosts sales but also helps build strong personal connections with the audience. Social media platforms also provide valuable data for analysis, enabling marketers to optimise strategies in real-time and achieve new levels of performance.

With the development of technology and changes in reading habits, the prospects for using social media in book marketing will only continue to expand. Artificial intelligence and machine learning are likely to lead to even more personalised marketing campaigns that can analyse and predict reader behaviour with unprecedented accuracy. Digital integration across various platforms will provide a deeper immersion in content, making interaction with book brands more engaging and interactive.

Social media has become an indispensable tool for book publishers and authors. Major platforms such as Facebook, Instagram, Twitter, and TikTok are actively used to promote new book releases, build authors' brands, and facilitate communication with readers. However, a key strategy for success is to adapt marketing approaches to the specific features of each platform. For example, while Facebook and Twitter are effective in reaching wider audiences through text posts, Instagram and TikTok are more focused on visual content and videos, allowing authors and publishers to create more creative advertising campaigns.

One important aspect is that social media helps book publishers reach new markets and audience segments that might previously have been beyond their reach. At the same time, questions arise regarding the long-term effectiveness of such strategies. Frequent changes in social media algorithms can significantly affect the visibility of content, so authors and publishers must constantly adapt their approaches. Additionally, the potential risks of over-commercialisation of content must be considered, as this may alienate readers who value authenticity.

Researchers such as W. Legrand *et al.* (2020) and D. vom Lehn (2024) have made significant contributions to understanding the role of social media in book marketing. They emphasised the need for deep audience segmentation on different platforms and the importance of selecting the right content formats to engage users. D. vom Lehn (2024) focused on the psychological aspects of interaction with readers, highlighting that emotionally rich content on platforms such as Instagram creates a deeper connection with

the author's or book's brand. W. Legrand *et al.* (2020) analysed the dynamics of sales in the context of viral campaigns on TikTok and demonstrated that recommendations from influential users of this platform can significantly increase interest in books.

The authors O. Adeola *et al.* (2022) offered a valuable analysis of the development of marketing strategies, particularly in the context of modern technologies such as artificial intelligence (AI), virtual reality (VR), and neuromarketing. This study focuses on communication and brand strategies in developing countries, providing important insights into how marketing approaches are evolving in these environments.

Researchers N. Ameen *et al.* (2022) have made a significant contribution to the study of the impact of new digital technologies on consumer behaviour and self-esteem, especially among women of Generation Z. The work combines aspects of psychology and marketing, making it useful for professionals in these fields, as well as for developing more ethical marketing strategies in a world where social media and digital technologies play a key role in shaping the consumer experience.

In general, current trends in book promotion are not sufficiently studied in terms of their application and effectiveness. The article by L. Blasco-Arcas *et al.* (2022) represented a significant scientific contribution to the study of the role of consumer data in marketing, which enables companies to better understand the needs of their customers, predict their behaviour, and develop more personalised marketing strategies. The article noted that the use of data facilitates the transition from mass marketing to individualised approaches. It outlines the opportunities and challenges companies face in using data to improve marketing strategies. The authors also analysed ethical issues, making the study relevant to the modern business environment. It is worth noting that the source by S.L.C. Castro *et al.* (2023) examined the impact of artificial intelligence on market behaviour analysis and proposes an integrated approach to marketing using innovative technologies. This study focused on how artificial intelligence is transforming approaches to studying consumer behaviour and optimising marketing strategies, which is an important element in promoting book products.

A. deWaard (2024) explored the relationship between the media industry and financial markets, specifically how Wall Street utilises culture as a commercial product. The author examined how culture, which once held different values, is transformed into a consumer product under the influence of financial structures. Factors influencing customer engagement on social media are important. R. Hinson *et al.* (2019) investigated the factors that affect customer engagement on social media, particularly on the Facebook platform, as well as the results of this engagement. The authors analysed the issue through the lens of attachment theory, which

considers the emotional connection between consumers and brands. They also emphasised the importance of Facebook as a platform for building sustainable emotional connections between brands and consumers. Customer engagement on this platform contributes not only to short-term commercial benefits but also to the formation of long-term relationships, which is crucial for a brand's long-term success.

The topic of book marketing is under-researched, but concepts relevant to promotion strategies are discussed by V. Kumar *et al.* (2021), who explored the impact of the latest technologies on marketing and offer prospects for further research in this area. The authors analyse the role of technologies such as artificial intelligence, big data, blockchain, the Internet of Things (IoT), and other innovative solutions that are transforming approaches to marketing, customer engagement, and brand management. The concept of brand storytelling in the digital age, analysing the theoretical foundations, practical approaches, and their application in marketing strategies, were examined by S.M.A. Moin (2020). The study emphasised the importance of storytelling in forming an emotional connection between brands and consumers. It provides an in-depth analysis of brand storytelling in the digital age, highlighting its significance for effective marketing. The author successfully demonstrated how emotional narratives can be employed to create lasting connections between brands and consumers. This source represented a valuable contribution to modern marketing research, particularly in the context of digital transformation.

In general, the article by A. Park *et al.* (2023) revealed the concept of brand storytelling in marketing through the lens of bibliographic analysis. The scientific work covers the history, development, and theoretical foundations of brand storytelling, as well as its practical applications, providing an in-depth analysis of brand storytelling in marketing and emphasising its importance for attracting consumers and forming emotional connections with brands. The bibliographic approach helps to identify the main trends and topics in research, which makes this article a valuable contribution to marketing theory and practice, opening up new perspectives for further research in the field of brand storytelling and its impact on consumer behaviour. I. Ullah & S. Khusro (2020) analysed the impact of social web platforms on book search and recommendation processes. The authors noted that social media are changing traditional models of information-seeking and recommendation in the literary world. They provide an important analysis of the impact of social media on book searches and recommendations. The researchers describe how social platforms are transforming traditional models of how readers interact with literature, emphasising the significance of social context in reading decisions. This study was a valuable

contribution to the understanding of contemporary literary marketing and can serve as a basis for further research in this area.

Thus, to effectively utilise social media in book marketing, it is essential to apply integrated strategies that encompass different platforms, engage audiences through creative and authentic content, and adapt to the ever-changing digital environment.

Conclusions

Social media can be a powerful tool for book marketing. However, to achieve results, it is necessary to develop a strategy and choose the best platforms that meet the needs of the target audience. The use of social media to promote book products is an effective and affordable tool for authors, publishers, and bookstores.

The growing focus on data privacy may affect how data is collected and analysed, requiring marketers to be more cautious and responsible in their strategies. Addressing the challenges of digital saturation and information overload will require new strategies to effectively capture and retain readers' attention. Thus, social media will continue to be a critical element in marketing strategies for the book industry. Its role as the main channel for promoting and engaging readers will only grow, making it an indispensable tool in the hands of creative and innovative marketers.

For successful marketing, it is important not only to create and implement strategies but also to be able to analyse their effectiveness. Data monitoring allows marketers to track how the audience reacts to different campaigns and determine which ones are the most successful. Among the key indicators that should be monitored are interaction, comments, reposts, video views, reach, conversions, and website traffic. Based on the collected data, marketers can adapt and optimise marketing strategies to improve results. Recommendations for optimising the use of social media in book marketing include developing individual strategies for each book, strengthening engagement with reader communities, and continuously improving content to maintain audience interest. It is also important to test different approaches, change targeting, optimise content, and focus on the most effective channels to achieve the best results.

Prospects for further research on this topic include studying personalised approaches to book advertising on social media based on users' behavioural data and interests, which will lead to the development and implementation of individual promotion strategies for different audience segments. Additionally, researching social platform algorithms and how changes in them affect the visibility of book content will help develop strategies that will allow marketers to effectively adapt to algorithmic changes. Studying which key performance indicators best reflect the success of social media campaigns for book promotion and

how to use analytical data to optimise these campaigns will help not only to better understand current trends in social media book marketing but also to improve strategies to increase their effectiveness in the future.

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Conflict of Interest

None.

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Стратегії використання соціальних мереж у книжковому маркетингу

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Анотація. Сучасний світ характеризується стрімким розвитком цифрових технологій та продажем послуг онлайн, що суттєво вплинуло на процес комунікації, обміну інформацією та ведення бізнесу. Однією з найбільш значущих змін є поява та широке розповсюдження соціальних медіа, які стали невід'ємною частиною повсякденного життя багатьох людей. Метою статті був аналіз ефективності стратегій просування книжкової продукції в соціальних мережах. Методологія дослідження включала загальнонаукові та специфічні методи, що забезпечують комплексний аналіз стратегій використання соціальних медіа в книжковому маркетингу, а саме: аналіз, синтез, узагальнення, абстрагування, порівняльний аналіз. Комплексний підхід до аналізу та розробки стратегій використання соціальних мереж у книжковому маркетингу пропонує нові ідеї та практичні рекомендації, які можуть бути використані видавцями та авторами для підвищення ефективності своїх маркетингових зусиль та збільшення продажів. Використання соціальних мереж може бути високоефективним способом просування книжок. Для видавців та авторів, які бажають використовувати соціальні медіа, важливо розробити чітку стратегію та обрати відповідні платформи для своєї цільової аудиторії. Використання соціальних мереж для просування книжок є ефективним і доступним інструментом для авторів, видавців і книгарень. Однак, зростаюча увага до конфіденційності даних може вплинути на методи збору та аналізу інформації, вимагаючи від маркетологів бути більш обережними та відповідальними у своїх стратегіях. Виклики, пов'язані з цифровою насиченістю та інформаційним перевантаженням, також вимагатимуть нових підходів для ефективного привернення уваги та залучення читачів. Отримані результати можуть бути використані для оптимізації діяльності видавців, авторів та маркетологів, які прагнуть ефективно просувати книги та залучати читачів через соціальні мережі

Ключові слова: соціальні мережі; книжкова продукція; просування продукції; читачі; фоловери; видавці



Social and communication challenges and practical cases of implementation of management information systems in higher education

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Abstract. The purpose of the study was to substantiate and provide recommendations for improving the educational activities of higher education institutions based on the use of the Microsoft Power Platform. The study used a set of general and special methods of scientific cognition, namely: the method of analysing theoretical aspects and examples of practical use of Microsoft Power Platform for creating management information systems, the descriptive method, and the method of logical presentation of findings. The paper discussed theoretical aspects and examples of practical use of Microsoft Power Platform for creating management information systems. The use of information technologies to improve the interaction between the university administration and students of education has been studied. Attention was focused on solving specific management problems and the difficulties that arise during implementation. The possibilities of using the MS Power App platform to create a convenient and effective communication channel that will facilitate the exchange of ideas and feedback were clarified. The problem of insufficient effectiveness of traditional feedback systems in higher education was analysed and ways to improve performance using modern low-code platforms were proposed. Additionally, the role of strategic partnerships between universities and technology providers was highlighted, demonstrating how collaborative efforts can enhance the implementation of management information systems and contribute to the overall efficiency and innovation within the educational sector. The results of the study confirmed the

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feasibility of introducing information technologies to improve feedback systems in higher education institutions. The proposed recommendations will contribute to improving the quality of the educational process and the effectiveness of strategic partnerships in higher education

Keywords: strategic partnership; feedback systems; automated control systems; higher education institutions; low-code; Microsoft Power Platform

Introduction

In the process of organising and implementing communication in the educational environment, certain social and communication challenges arise that affect the quality of education, interaction between participants in the educational process, and the overall effectiveness of management in higher education. The topicality of the subject matter is conditioned by the following key factors: growing demand for flexible solutions, accessibility, and ease of use, expanding automation capabilities, practical cases and real challenges, technological trends and innovations. The main aspects of concept include various psychological aspects, cultural and language barriers, ethical and legal aspects, organisational challenges, and information interaction, namely: problems of information exchange between teachers, students, administration, and the use of digital platforms to ensure effective communication. For the relationship between the university administration and students, several technologies can be used that are designed to improve their interaction, ensuring transparency and accessibility of information and reducing the time to resolve issues. This can be the use of popular platforms, such as Facebook, Telegram or Slack for quick information exchange, creating interest groups and supporting informal communication, creating interactive university websites with personalised access to information, such as news, resources, FAQ, access to the library.

I. Rodionova *et al.* (2022) noted that systems such as Moodle or Google Classroom are used to organise the learning process and provide constant feedback. A.S. Polyakova *et al.* (2023) focused on the development of specialised mobile applications that allow students to receive notifications about important events, class schedules, and assessment results.

In the modern business environment, Microsoft Power Platform provided an opportunity to quickly create and implement information management systems with minimal costs; allowed users without deep programming knowledge to develop their own solutions, which reduces dependence on IT specialists and accelerates the process of introducing new systems. This is especially relevant for the educational environment, which often does not have sufficient resources for the development of complex information systems. Power Platform can integrate various aspects of management, including workflow automation, data analytics, and integration with other enterprise systems, which helps to optimise operational processes and improve management efficiency.

In the field of implementation of information management systems in education based on Microsoft Power Platform, there are few researchers, who would deal with this topic alone. Research was conducted by several groups of researchers and individual scientists. It worth to name the main areas of their research. First, they study the general capabilities, integration with learning management systems (LMS), e-journals, and other educational tools of Microsoft Power Platform in education. The use of digital technologies in education was addressed by M. Fullan (2023), exploring the theory of “new pedagogy for deep learning”.

The next area was practical cases of implementation, the experience of various educational institutions – analysis of specific examples of the use of Microsoft Power Platform for the automation of administrative processes, creation of reports, monitoring of learning results, description of scenarios, such as student data management, automation of teacher work processes, creation of analytical reports; analysis of implementation challenges and difficulties. Worthy of attention was the study by C. Callender *et al.* (2020), which was based on the results of advanced research programmes of the British Centre for Global Higher Education – the world’s largest social science research centre focusing on higher education and its future.

It is worth considering issues that are in the focus of attention of Ukrainian researchers related to aspects of the use of information technologies in the education system. Among Ukrainian studies, I.M. Zabiaka (2022) investigated the modern system of higher education in European countries, noting that, when reforming higher education in the countries of the European Community, the priorities of preserving the diversity of national education systems are taken into consideration, while simultaneously solving the tasks of international cooperation, mobility, employment of students in the European or international professional space, international competitiveness of institutions of higher education.

V.V. Kovtunets (2024), in the study “Information system of interaction of higher and professional non-higher education with the labour market”, considered the configuration of platforms, integration with other systems, and compliance with data security. H.R. Henseruk & M.M. Boiko (2020), considering digital technologies as a means of improving the quality of the educational process of a higher education institution, raised the issue of improving the quality of education, and the general level of satisfaction of students and teachers.

V.M. Huzhva (2023), in the study “Frameworks of digital transformation of academic institutions”, considered strategies and tools that can be used for successful digital transformation in educational institutions, focusing on the importance of information and analytical support and digital technologies during military conflicts. These studies were at the intersection of education and technology, which made them useful for analysing the implementation of Microsoft Power Platform in education.

The purpose of this study was to substantiate and propose recommendations for enhancing the educational activities of higher education institutions through the implementation of the Microsoft Power Platform.

Materials and Methods

The study used a complex of general and special methods of scientific cognition. The descriptive method and the method of logical presentation of results allowed highlighting in detail the problems of feedback, which were the basis of the functioning of management information systems and play an important role in ensuring the stability, efficiency and adaptability of these systems to permanent changes in the environment. The general scientific method of analysis allowed considering theoretical aspects and examples of practical use of Microsoft Power Platform for creating management information systems. In addition, the possibility of using the MS Power Apps platform to create a convenient and effective communication channel that facilitates the exchange of ideas and feedback was considered. The synthesis facilitated a comprehensive generalisation of the problem of insufficient efficiency inherent in conventional feedback systems within higher education institutions. This approach enabled a deeper understanding of the limitations and challenges associated with conventional methods, thereby allowing for the development of innovative solutions. As a result, the authors proposed practical and effective ways to enhance the efficiency of feedback systems by leveraging modern low-code platforms, which offer flexibility, scalability, and ease of implementation, while addressing the specific needs of higher education institutions in the digital age. The combination of these methods helped to investigate communication challenges and practical cases of implementing management information systems in higher education, in particular, the capabilities of modern tools for developing information systems and the features of using feedback in these systems. As a result of the study, substantiations and recommendations for improving the educational activities of higher education institutions based on the use of Microsoft Power Platform, which is important in the modern educational context, were provided. The importance of this research lies in its ability to provide a theoretical and practical basis for improving the educational environment, increasing the effectiveness of communications

and adapting higher education to the changing conditions of the modern world.

Results and Discussion

Feedback is the basis of the functioning of management information systems and plays an important role in ensuring the stability, efficiency and adaptability of these systems to permanent changes in the environment. Therefore, it can be considered a key element that determines the successful functioning of management systems. The input signal of the system determines the desired value of the output parameter, and its actual value is measured at the output. The difference between the desired and actual values is an error that requires a management decision to be made to adjust the state of the management object. For this, a control signal is generated. The control object responds to it by changing the input value to achieve the desired result. One of the key components of the management information system is people, and feedback becomes an important element of interaction between them, especially in a professional environment. Its importance lies not only in providing useful information, but also in stimulating development and positive change. Objective data on employee performance, behaviour, and contribution to the overall success of the organisation creates conditions for learning, professional growth, and skill improvement. This helps employees to feel recognised and their own importance for the company. Based on feedback, employees have a clear understanding of their roles, expectations, and areas for further development.

The main types of feedback in human interaction are: formal, informal, feedback from colleagues and 360-degree feedback. Formal feedback includes structured processes within the organisation, including annual evaluations and goal setting and appraisal sessions. It is carried out according to the established schedule; it contains a documented assessment of employee performance in accordance with defined goals and competencies. This approach allows fully assessing an employee's strengths, identifying areas for improvement, and formulating development goals, which is the basis for managing efficiency and career development.

Informal feedback is less official, occurring spontaneously in everyday interactions between managers, colleagues, and the team. It can be casual conversations, quick check-ins, or task supervision. This feedback is often timely and contextually accurate, addressing current issues or recognising achievements in real time. Although it lacks formality, informal feedback is effective in reinforcing positive behaviours, correcting mistakes, and building team cohesion.

Peer feedback is an exchange of ideas between colleagues or team members that creates new aspects of work perspectives from people, who know its specifics well. It encourages collaboration, mutual learning, and accountability within the team, as employees receive

useful ideas and perspectives from colleagues that complement feedback from management. 360-degree feedback, or multi-way feedback, encompasses feedback from a variety of sources, including managers, peers, subordinates, and sometimes even external stakeholders. Such a comprehensive approach provided a holistic vision of work results, covering different perspectives. 360-degree feedback promoted reflexive (reflective) awareness, identification of “blind spots”, and the development of a culture of accountability and shared responsibility. Careful planning, confidentiality and trust between participants are important for its effectiveness.

Effective feedback is a key component of successful management and an important element of the development of organisational culture. Selectivity, clarity, and timeliness of feedback stimulate employees to self-development and increase productivity. In addition, the regular practice of constructive feedback contributed to the improvement of team effectiveness and the achievement of common goals. The importance of feedback for development, improvement and effective communication were confirmed by the statements of famous people:

- Bill Gates frequently talked about the need for constant self-improvement: “We all need people, who will give us feedback. That’s how we improve” (Johnson, 2020);

- “Feedback is the Breakfast of Champions”, – is a quote from Rick Tate (Blanchard, 2015).

Among the key aspects, where feedback contributed to increasing the efficiency and adaptability of management systems, the following can be identified:

- constant monitoring of the state of objects and activity results allows management to monitor the implementation of plans, identify deviations from standards and take corrective measures in a timely manner;

- timely received information provides managers with objective data for decision-making, helps to determine priority areas of development, optimise resources, and increase the organisation’s competitiveness;

- feedback and suggestions of employees ensure an open and trusting atmosphere in the team, increase motivation, staff involvement and contribute to the development of corporate culture;

- feedback from customers motivates enterprises to quickly respond to changes in consumer demand and preferences, helps to identify shortcomings of products and services, improve their characteristics, and ensure high quality of service.

Based on this, organisations can quickly identify bottlenecks and inefficiencies in the organisation’s internal processes, change strategies and tactics to maintain their competitiveness, implement innovative approaches, optimise work procedures and increase overall productivity (Anisimova & Prihunov, 2020).

It is worth noting that the development of feedback requires information about the results of the system, the

quality of which depends on correctly selected methods of data collection and analysis. The choice of information collection method determined by the nature of the system itself, its functionality, volume, and complexity. For example, large industrial systems may require the use of extensive networks of sensors and specialised monitoring systems. The availability of technologies, sensors, software, and equipment may impose certain limitations. The choice of method is also greatly influenced by the type of data to be collected, analysed, and used. For example, thermometers are required to measure the temperature; special sensors may be required to measure vibration. An equally important factor can be the cost of equipment, maintenance and support of the system. The system may require high accuracy, real-time measurement, system security and reliability requirements. Therefore, the choice of the method of information collection should consider all these factors. For example, if a higher education institution uses a data analysis system on the success of students in order to improve the quality of education and increase the effectiveness of the curricula, the use of an electronic journal and scoring system will provide the system with the necessary data accuracy and reliability. This will determine, how accurate and reliable the data on the success of the applicants will be and will be the basis for analysing their academic performance and identifying weaknesses. Thus, the accuracy and reliability of the data collected by the system will determine the success of the analytical processes and the effectiveness of the adopted educational decisions. For example, if a higher education institution used a data analysis system on the success of students in order to improve the quality of education, then the implementation of an electronic journal and evaluation system will provide the system with the necessary accuracy and reliability of data. This, in turn, will become the basis for analysing the academic performance of students and identifying weak points. If a student performance data analysis system can receive data about their academic progress in real time, the administration can quickly identify low achievers or those, who need additional support and immediately provide them with the necessary help or resources to adjust the individual learning trajectory.

In libraries, these factors can be critical, when implementing systems for accounting and control of the preservation of publications, especially rare or valuable publications. For example, if a system used the requirements for high accuracy, real-time measurement, security and reliability of identification (RFID) to track rare books, the method of collecting information must meet the requirements of high accuracy (to avoid errors in the location of books), work in real time (to immediately detect cases of unauthorised movement), ensure a high level of security (protection against theft) and reliability of the system (stable operation without failures).

The collection of information in real time becomes a key element for the effective management of the educational process and the achievement of high-quality

standards of higher education. Figure 1 presented examples of feedback systems in management systems for various purposes.

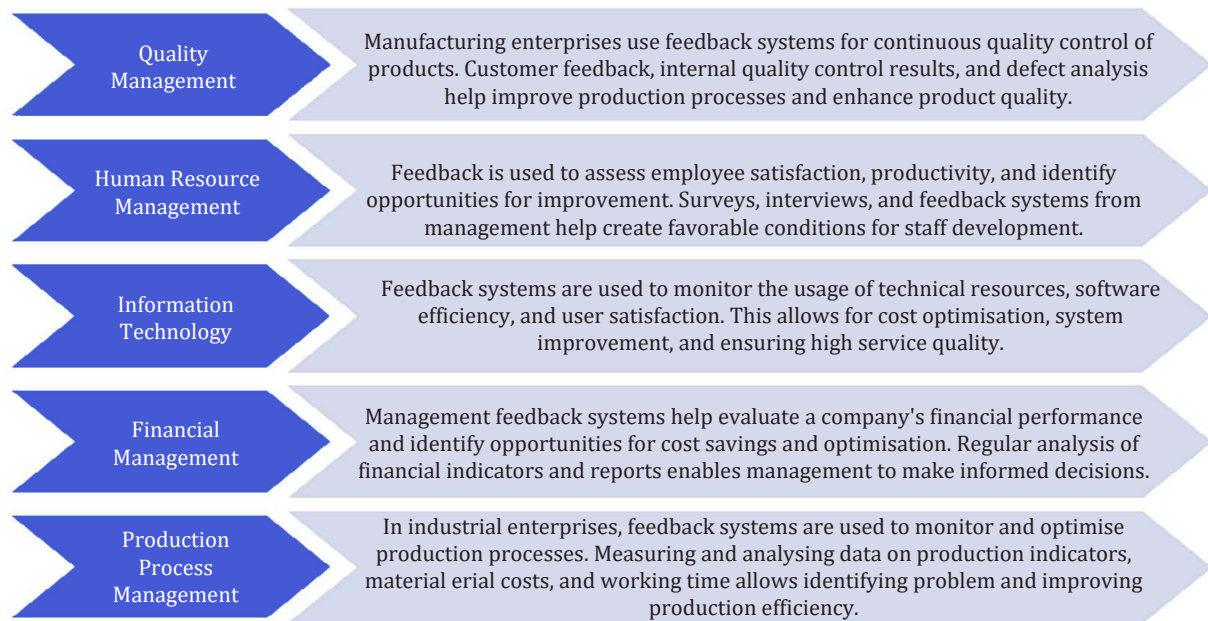


Figure 1. Examples of feedback systems in management systems for various purposes

Source: developed by the authors

The wrong choice of data collection methods can lead to unnecessary costs and cause significant financial losses. Notably, a higher education institution, in order to improve the educational process, implements a system of data analysis on the success of students, which requires significant capital investments for the purchase, setting up of specialised equipment and training of personnel. However, during operation, it turns out that the system does not provide the required accuracy and speed of data collection. Due to low efficiency, there is a need for additional investments in the elimination of shortcomings, modernisation or even a complete replacement of the system. This leads to unnecessary spending of money, time, and effort, which could be directed to other, more useful initiatives for the development and improvement of the educational process. Therefore, it is important to have a good understanding of the needs and characteristics of a particular system, as well as the advantages and disadvantages of different information collection methods, in order to make the optimal choice that will support the efficient operation of the system.

Next, the study considers the concept of “management information system” in more detail. To do this, a definition and analysis of the essence of the following components will be provided: information, information system and management. The Ukrainian Library Encyclopedia (2024) contained the following definition of the concept of “information” (from the Latin *informatio* – explanation; statement of facts, events; presentation,

concept; familiarisation, education) – in general interpretation – recorded in document form or publicly announced information about events and phenomena in society, the state, the environment, which a person perceives directly with the help of their own senses or special devices as a reflection of the facts of the material or spiritual world in the process of using various communication channels, including mass media, text, verbal messages; interaction with nature is also a source of information. The Economic dictionary (2024) interpreted the term “information” as a set of information, data, knowledge about the object or phenomenon being studied. In management theory – a set of information about changes occurring in the system and the environment of this system, which reduced the level of uncertainty of knowledge about the course of the management process; subject, means and product of managerial work. The Law of Ukraine No. 2657-XII (2024) defined this concept as any information and/or data that can be stored on physical media or displayed in electronic form. Therefore, the definition of the term “information” may vary depending on the context and scope of application: in informatics, it is a set of data that can be stored, processed and transmitted by computer systems; in information theory – a measure of uncertainty that decreases as a result of receiving a message; philosophy sees it as knowledge that is transmitted between subjects; biology is like a genetic code stored in DNA that determined the characteristics of an organism. In economics, information is transmitted

through data about markets, products, and consumers, which were used to make economic decisions. For management, it is data that is processed and used to support management decisions. A general definition of information can be as follows: information is data that has meaning or utility to a particular user or system in a particular sense. Information is transmitted, stored, processed and used to make decisions, communicate, or perform certain tasks. The concept of “information system” also varies depending on the context and field of application. DSTU 7448:2013 (2014) interpreted the concept of “information system” as follows: a communication system that provided collection, information search, processing, transmission and storage of information. The Economic dictionary (2024) immediately interpreted this concept in the context of managerial activity as a process of collecting and processing information to support planning, decision-making, coordination, and control at the enterprise. The information system included people, structure (construction, form), methods, technical means, removal, transformation, data transmission, information carriers, and data processing schemes. The main functions of the management information system: collection, storage, accumulation, search and transmission of data used to support decision-making. The interpretation of the Economic dictionary (2024) determined the components of the management information system and its purpose: support for planning, decision-making, coordination and control at the enterprise. Notably, the information system can exist without the use of computer equipment, that is, technical means are an optional component. Historically, many information systems were created and operated long before the advent of computers. Libraries used card catalogues to organise and find books. This system was efficient and allowed quickly finding the necessary information. Government institutions, companies, and other organisations kept paper documents in special archives. Various classifiers and indexes were used to organise these documents. Paper telephone directories were used to find contact information. Financial transactions were recorded in special journals and books. Therefore, it is necessary to distinguish between the concepts of “Management information system” and “Industrial control system (ICS)” (Fig. 2).

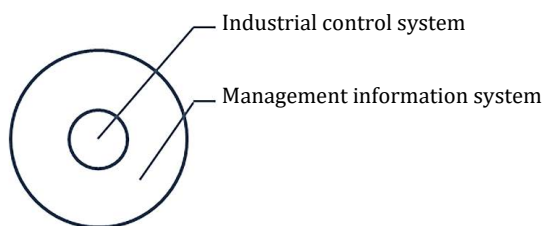


Figure 2. Correlation of the concepts “Management information system” and “Industrial control system”
Source: developed by the authors

Next, the study considers the concept of “management”. According to the definition of the terminological dictionary, management is the process of organising purposeful action on an object (system), as a result of which it moved to the desired target state (Glossary of terms, 2024). A vivid example of managerial activity is the issuance by the rector of the university of an order to change the form of education from face-to-face to distance education in connection with the quarantine. Figure 3 showed the stages of the organisation process and management actions that can be included in such an order. An example of managerial activity aimed at improving the availability of library services and the efficiency of work through the introduction of new technologies in the library of a higher education institution can be innovative projects and automation of processes – the introduction of automated systems for cataloging funds, the development of a mobile application for accessing library resources, the development of a chatbot for responses to user requests, digitisation of archival materials.

Thus, control means the process of observing the system and creating control actions (influences) that direct the system to the target state. Such impacts can be created both by a person (or a group of people) and by technical means. An important participant in the management process is the observer, who becomes a control system or a control subject, while the object of observation turns into a controlled system or control object. The control system includes the union of the controlling and controlled systems. This process can have different scales and complexity, from simple mechanical systems to complex organisational structures. Effective management requires a clear understanding of goals, means of achieving them, and constant monitoring and correction of actions in response to changes in the external environment. Due to modern technologies, management processes can be significantly automated, which increases their accuracy and efficiency. Automated information systems can analyse large volumes of data in real time, make optimal decisions, and take necessary corrective actions with minimal human intervention. Thus, the main functions of management information systems include the collection, storage, processing, and analysis of data, support of the management decision-making process, automation of routine operations, and provision of access to information at various levels of the organisation. Management information systems widely used in production, finance, logistics, trade, education, and other industries, helping organisations to optimise operations, increase resource efficiency, and make informed management decisions. Although such systems can function without computer equipment, but in the era of digital transformation, modern technologies have significantly increased their efficiency, speed and accuracy of information processing. However, the issue of finding appropriate economically justified solutions remains relevant (Fig. 3).

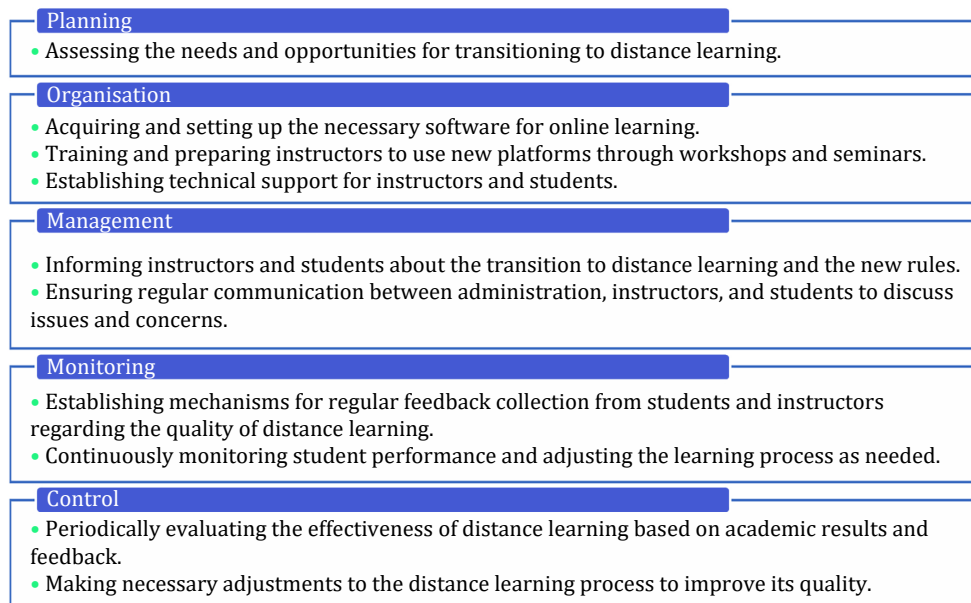


Figure 3. Stages of the organisational process and management actions

Source: developed by the authors

The digitalisation process in the globalised digital world is one of the leading trends of modernity, which permeates existing processes, qualitatively improving them, and creates new services. Digitisation is based on the introduction of new information and digital technologies and is a mechanism for the formation of an information society. Digital transformation means not only the transition to electronic technologies, but also the rethinking of business processes and strategies in a digital environment. One of the key aspects of this transformation is the growing number of technical specialists known as “citizen developers”. Citizen developers are non-professional developers, who create applications and automated processes using low-code or no-code platforms. These platforms provide a user interface and tools that allow creating applications without the need for deep programming knowledge. The main difference between such developers and traditional developers is their professional field and skills: traditional developers usually have a high level of technical training and specialise in software development. However, citizen developers can be employees of various departments of the company, not necessarily related to IT, such as business analysts, project managers or operational specialists. They understand business processes and user needs, which allows them to effectively create applications that meet the specific needs of the company.

The first low-code/no-code platforms appeared in the 2000s, such as OutSystems (in 2001) and Mendix (in 2005). These platforms allowed non-programmers to create simple applications. In addition, Microsoft Excel, although it existed since the 1980s, in the 2000s gained considerable popularity as a tool for automating simple business processes using formulas and

developing macros using the built-in programming language VBA (Visual Basic for Application), becoming a prototype tool for citizen developers. In the mid-2000s, Gartner first introduced the term “citizen developers” to describe “non-specialists”, who created applications to solve business problems using new technologies: “citizen developers are workers, who create functional applications for use by themselves or other employees using tools that are not prohibited by IT or other business units. Citizen developers is a personal characteristic, not a title or a targeted role. Such employees report to a structural or functional division other than IT. All citizen developers are business technologists. However, business technologists are not necessarily citizen developers. There is no mandatory qualification or time allocation for citizen developers, but they must be official employees of the organisation”. Therefore, citizen developers can be employees of any department of the organisation, and not necessarily IT specialists. This definition focused on the individual, who possesses the ability to develop programmes, rather than a specific position or role in the organisation. The fundamental importance of community developers is that they democratise the software development process, making it accessible to a wide range of users. Based on this, companies can respond more quickly and efficiently to changes in the business environment and create innovative solutions without having to depend on a limited number of professional developers. In the 2010s, there was an expansion of opportunities in the field of low-code/no-code platforms due to the appearance of more powerful and functional tools that significantly simplified the process of creating software solutions for users. Microsoft Power Apps, released in 2015, became

one of the key platforms that enabled users to create applications without deep programming knowledge. Due to intuitive interfaces, Power Apps allowed even non-engineers to create functional applications for

various fields of activity, from production management to internal communication. Microsoft Power Apps was presented as a unique solution to solve three problems identified by Microsoft's customers (Fig. 4).

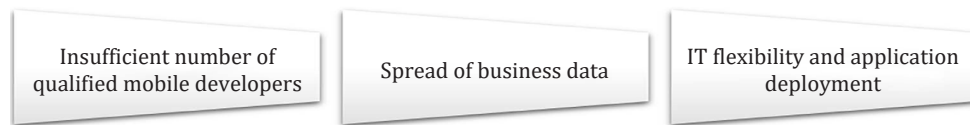


Figure 4. Issues that the Microsoft Power Apps platform helps to solve

Source: developed by the authors

The demand for mobile application development services was growing rapidly, resulting in a shortage of skilled developers to meet business needs. Business data is increasingly being stored outside of local corporate networks with SaaS cloud services. Storing data in multiple systems makes it difficult to connect to them and use related data within a single application. Distribution of mobile applications is usually done through app stores or mobile device management, which should be controlled by IT staff. This created certain difficulties, when installing applications on personal devices of employees (Microsoft Power Apps..., 2024). In addition, during this period, the American company "Salesforce" launched its Lightning platform, which offered an approach to creating software solutions for customer relationship management (CRM). Lightning provided the ability to create advanced CRM systems without the use of software code, allowing companies to effectively interact with customers and optimise their business processes (Zola & Wigmore, 2022).

These platforms have opened up new opportunities for business, helping to accelerate the development of applications and reduce the costs of IT projects. Their appearance contributed to the development of interest in the concept of citizen developers and the expansion of the circle of people, who could participate in the digital transformation of enterprises.

The COVID-19 pandemic has accelerated digital transformation, increasing demand for tools for remote work and business process automation. Companies began to invest more in low-code/no-code platforms for rapid implementation of technology solutions. New platforms, like AppSheet (acquired by Google in 2020), have emerged to make application development even more accessible. Table 1 showed several concrete examples of the application of the concept of "citizen developers" for the automation of business processes, data analysis, internal communication, and the development of full-featured applications for small and medium-sized businesses.

Table 1. Examples of the introduction of the concept of "citizen developers" in various areas of business

The field of business	Example
Employee of the financial department	Automation of processing internal costs or payments
Production managers	Inventory monitoring or production planning
Marketers	Creation of dashboards to analyse the effectiveness of advertising campaigns or collect customer data
Specialists in logistics	Creation of reports to monitor transport routes or optimise the supply chain
HR managers	Development of applications for managing the hiring process or a system for organising corporate events
IT employees	Creation of internal tools to monitor network health or manage technical support
Small business owners	Creation of applications for online booking or e-shop without the need to hire a programmer
Service providers	Creation of mobile applications for customer support or for organising work schedules

Source: developed by the author

These examples showed a wide range of opportunities that are opened by the involvement of citizen developers in various areas of business. Thus, "citizen developers" is a term coined by Gartner in the mid-2000s to describe non-technical workers, who create software solutions to solve business problems. Such developers are a separate group of professionals, who play an

important role in business transformation. They implement digital solutions, automate business processes without deep knowledge of programming. The fundamental importance of community developers is that they democratise the software development process, making it accessible to a wide range of users. Based on this, companies can respond more quickly and

efficiently to changes in the business environment and create innovative solutions without having to depend on a limited number of professional developers.

Development on low-code and no-code platforms provided many advantages that make them attractive to organisations and developers, such as rapid prototyping, reduced development costs, accelerated changes, ease of use, integration with external systems, automation of business processes, standardisation through templates, effective data management, reliable access and security management, and powerful analytical tools: rapid prototyping and testing of ideas, reduced development costs, accelerated development and changes, ease of use, integration with external systems, business automation processes, templates and standardisation, data management, access and security management, analytics and data visualisation. These capabilities allow organisations to significantly accelerate digital transformation, reduce software development and maintenance costs, increase productivity and flexibility of their business processes, involving non-technical users in development and reducing dependence on highly skilled programmers. Although low-code platforms have numerous advantages, they also have some limitations and disadvantages, including: limited flexibility and opportunities for developers compared to traditional programming, limitations in functionality or the ability to integrate with complex or unique systems, limitations in the choice of tools and resources for solving complex tasks, lack of full control over the created systems. The described capabilities make the low-code platform a powerful tool for managing communications and improving the efficiency of business processes. It is worth using low-code and no-code platforms in cases, where development speed, cost reduction and acceleration of digital transformation are important priorities for the organisation. They can be particularly useful for prototyping, developing fast-moving or experimental projects, and for ensuring that a wider range of employees are involved in the development process. However, there are limitations of these platforms in terms of flexibility and integration capabilities, so it is important to do a thorough analysis of compliance with project requirements before using them.

According to the legislation of Ukraine, the activity of a higher education institution covered a wide range of areas, including scientific, scientific and technical, organisational, innovative, and methodical spheres. Scientific activity consists in conducting research in various fields of knowledge with the aim of creating new knowledge and developing science. It contains both fundamental and applied research aimed at solving current problems of modern time. Scientific and technical activity are aimed at carrying out scientific research with the aim of solving specific technical tasks and developing new technologies. This field is responsible for both theoretical research and practical

developments that contribute to technological progress. Organisational activity covers the effective management of all aspects of the life of the institution, including administrative, financial, and organisational support. It concerns the development of strategic plans, the implementation of various management practices and ensuring the efficient use of resources. Innovative activity is responsible for introducing new ideas, methods, technologies and approaches into the educational process and research work. This area promotes the development of creativity and innovative thinking among students and teachers and stimulated the development of innovative projects and initiatives. Methodological activity involves the development and implementation of methods, educational programmes, textbooks and other educational materials to ensure quality education and development of students. The field is important for ensuring the high quality of education and developing the competencies of participants in the educational process. But all these aspects were aimed at organising an effective educational process for the development of interested persons, considering their individual needs, vocations, interests and abilities. This approach allowed institutions of higher education to provide high quality education and meet the modern requirements of society.

In the activity of a higher education institution, systematicity is extremely important – all aspects of the institution's work must be interconnected and complement each other to achieve a common goal – the provision of quality education and the development of students. For example, scientific activity can serve as a basis for the development of new teaching methods, which are then used in the educational process. Organisational efforts are aimed at ensuring the effective functioning of all departments of the institution so that they can effectively support educational and scientific initiatives. Innovative activities contributed to the introduction of innovative approaches to teaching and research. Methodical work, in turn, helps in adapting these innovations to the specific conditions and needs of the acquirers. This approach allows creating a complete system of management of educational activities, which contributes to the qualitative growth and development of all participants in the educational process. Only based on a systemic approach, a higher education institution can effectively meet the challenges of the modern world and ensure the deep and sustainable development of its students.

One of the subsystems of the educational activity management system of the higher education institution is the education quality system, which includes aspects aimed at ensuring the quality and efficiency of the educational process (Fig. 5). Quality standards and policies are a set of rules, standards, and procedures that define expected educational outcomes, including methods for measuring them and ensuring quality. They

can be defined by international organisations, national government bodies or the institution itself. Monitoring and evaluation include the processes of collecting, analysing, and evaluating data on the quality of education, student performance, graduates and their further careers, as well as information on the satisfaction of the educational process by its participants. Planning

and strategic management includes the development of strategies and goals for improving the quality of education, and the planning of specific actions to achieve these goals. The support and development of the teaching staff includes elements of helping the teacher in their work: training, trainings, methodical support, and motivational programmes.



Figure 1. Components of ensuring the quality and effectiveness of the educational process

Source: developed by the authors

An important component of the quality of the educational process is the involvement of the student and teaching community in the management of the institution. Students and teachers best understand their own needs and expectations. Their involvement in the planning and management processes allows the higher education institution to adapt programmes and services to the real needs of the educational environment. Active participation of students and teachers in management processes can help identify problems and form useful proposals for improving the quality of education: new ideas, teaching methods or comments on existing practices. The efficiency, speed, and accuracy of the implementation of management initiatives are provided by information technology, with the help of which mechanisms can be implemented to receive feedback and suggestions from students, graduates, teachers, and other interested parties regarding the quality of education and possible improvements. But teachers and administrative staff may not have sufficient knowledge and skills to automate existing processes and effectively use feedback systems. Even if a facility has a modern system for collecting feedback, its effectiveness will be reduced if staff do not understand how to use it or are not motivated to use it. This may require additional training and support from the administration. The solution to this problem can be the use of citizen developers' technology.

For educational institutions, Microsoft has developed a special programme "Microsoft 365 Education", which offers a set of targeted solutions on preferential terms, aimed at creating an environment with equal learning conditions for all students and "promoting their success in the classroom and beyond". Universities can obtain free licenses for Microsoft software for the education of students and staff. The programme provided access to educational resources that help teachers and learners effectively use Microsoft technologies in the educational process. The programme provided

access to Microsoft cloud services, such as OneDrive, Office 365 and SharePoint, for data storage and sharing (Transform the learning experience..., 2024).

The preferential conditions created help universities to effectively use Microsoft technologies for teaching and research. Therefore, the line of low-code Microsoft Power Platform products looks promising for the implementation of management solutions. It consists of four main components and provides a variety of tools and capabilities to create and manage applications, reports, dashboards, and chatbots without the need for deep programming. For example, Power BI is designed to analyse data and create interactive reports and dashboards. It allows visualising and understanding data using a variety of graphs and charts. Power Apps allows building custom applications for multiple platforms, including mobile and web. Power Automate allows automating business processes and workflows. Power Virtual Agents allows creating interactive chatbots for various scenarios of interaction with customers or employees.

Microsoft Chief Executive Officer Satya Nadella said, "Power Platform has become the leading platform for automating business processes and improving productivity for experts in every industry. Power Platform revenue exceeded USD 2 billion in the last twelve months, up 72% year-over-year" (Microsoft Power Platform..., 2023). Ryan Cunningham, Vice President of Power Apps noted that Microsoft Power Apps was used by more than 25 million users every month, with a growing number of these applications being developed by teams of professionals (Microsoft Fiscal Year 2024, 2023).

Therefore, the information management system of the higher education institution can be improved due to the introduction of citizen developer's technologies into the management system of educational activities. An economically feasible solution for this can be Microsoft Power Platform, which is usually already

used in higher education institutions in the educational process for using Microsoft Office 365 office applications, that is, it does not require additional significant financial costs for purchase and deployment. This will help to attract effective feedback from all participants of the educational process and increase the efficiency of the higher education institution.

I. Bondar (2022) emphasised that information potential is an important resource for creating new products and meeting the needs of modern users. As stated by H. Lukash *et al.* (2023), the search engine constantly scans Internet resources, collecting information about the content of web pages, indexing and filling databases. This process included text analysis and determining keywords that correspond to the content of the published information. L.P. Trebyk (2016) emphasised the mass use of information and communication technologies in education, in particular electronic textbooks, training programmes and methodical materials. O. Luchaninova (2022) noted that leading world trends are distance education and scalable digital universities, which contribute to expanding access to education.

M.L. Rostoka (2023) analysed effective digital transformation methodologies, such as transdisciplinary and synergistic approaches. U. Kiriyyenko (2023a) emphasised the importance of systematising the social effects of digitalisation to reduce its negative consequences. Additionally, U. Kiriyyenko (2023b) explored massive open online courses and the information management system "Electronic university". T. Pantiyuk *et al.* (2020) noted that innovations in education should be aimed at ensuring the guaranteed achievement of educational process goals and providing predictable outcomes. O. Prihunov (2020) emphasised that stakeholders are the main influencing factor on the educational process in the modern educational environment of Ukraine, as they set the requirements for ensuring a quality educational process.

P. Saukh (2020) noted that the state and significance of higher education are indicators of the development of the state. O.V. Strutynska & M.A. Umryk (2020) argued that a modern specialist must be able to effectively use digital technologies to achieve common goals. It is also important that modern literature examined in detail services for assessing the effectiveness of scientific and pedagogical activities (Ivanova *et al.*, 2022). The information potential and digital technologies play a crucial role in modern education, resource management, and the creation of new products. Key trends included the widespread use of distance education, scalable digital platforms, and effective digital transformation methodologies to meet societal and professional needs. Additionally, the importance of evaluating the social effects of digitalisation and assessing the effectiveness of scientific and pedagogical activities is increasingly emphasised in contemporary research.

Conclusions

The study highlighted the theoretical aspects of feedback systems, identified the unique features of utilising feedback in management information systems, explored the potential of modern tools for developing such systems, and provided substantiated recommendations for enhancing feedback mechanisms in higher education institutions. The results obtained testify to the achievement of the research goal and allow drawing the conclusions. It has been established that feedback is a critically important element of management systems that ensures their efficiency, adaptability, and sustainable development. It is the key to continuous improvement of the activities of organisations, in particular, higher education institutions. Modern methods of information collection and analysis are required for the effective implementation of feedback, which ensure openness, compatibility and efficiency of data exchange. In particular, management information systems integrated with feedback systems contribute to the optimisation of management processes, increasing the efficiency of resource use, and making informed decisions.

The role of information technologies "citizen developers" in the process of democratisation of software development, which makes it accessible to a wide range of users, was considered. The possibilities of low-code and no-code platforms, which allow rapid development and implementation of information systems without the need for in-depth knowledge of programming, have been analysed. The use of Microsoft Power Platform products was proposed as a cost-effective solution for improving the feedback system in higher education institutions.

Thus, the results of the study confirmed the expediency of implementing information technologies to improve feedback systems in higher education institutions. The proposed recommendations will contribute to the improvement of the quality of the educational process and the efficiency of higher education institutions.

Further research on the topic includes analysing the impact of information systems on communication between students, teachers, and administration. It is important to develop strategies for integrating digital platforms into the educational process and management of educational institutions. Key areas include research into cyber security, data ethics, and user adaptation to new technologies. Assessment of the effectiveness of implemented solutions, study of international experience, and overcoming barriers to digital transformation are promising.

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Conflict of Interest

None.

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Соціальні та комунікаційні проблеми та практичні кейси впровадження інформаційних систем управління у вищій школі

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Анотація. Метою дослідження було обґрунтування та надання рекомендацій щодо вдосконалення освітньої діяльності закладів вищої освіти на основі використання платформи Microsoft Power Platform. У дослідженні було застосовано комплекс загальних і спеціальних методів наукового пізнання, а саме: метод аналізу теоретичних аспектів і прикладів практичного використання Microsoft Power Platform для створення інформаційних систем управління, описовий метод і метод логічного викладу результатів. У роботі було розглянуто теоретичні аспекти і приклади практичного використання Microsoft Power Platform для створення інформаційних систем управління. Досліджено використання інформаційних технологій для покращення взаємодії між адміністрацією університету та здобувачами освіти. Увагу було зосереджено на вирішенні конкретних управлінських завдань та труднощах, які виникають під час впровадження. Уточнено можливості використання платформи MS Power App для створення зручного та ефективного каналу комунікації, який сприятиме обміну ідеями та зворотним зв'язком. Проаналізовано проблему недостатньої ефективності традиційних систем зворотного зв'язку у закладах вищої освіти та запропоновано шляхи покращення їхньої роботи за допомогою сучасних платформ low-code. Крім того, акцентовано увагу на ролі стратегічного партнерства між університетами та постачальниками технологій, що продемонструвало, як спільні зусилля можуть сприяти впровадженню інформаційних систем управління і покращувати загальну ефективність та інноваційність в освітньому секторі. Результати дослідження підтвердили доцільність впровадження інформаційних технологій для вдосконалення систем зворотного зв'язку у закладах вищої освіти. Запропоновані рекомендації сприятимуть покращенню якості освітнього процесу та ефективності стратегічного партнерства у сфері вищої освіти

Ключові слова: стратегічне партнерство; системи зворотного зв'язку; автоматизовані системи управління; заклади вищої освіти; low-code; Microsoft Power Platform



Social functions of library journalism and their role in the development of the library sector

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Abstract. The study explored the social functions of library journalism and their role in the development of the library sector, which was relevant in the context of the modern information-driven society. Libraries perform a much broader function than just preserving knowledge, serving as socio-cultural centres that promote access to information, support cultural development, and facilitate communication between different social groups. The study aimed to identify and analyse the main social functions of library journalism, and their impact on the formation of an informed society, as well as to determine the main directions of library transformation in the digital age. To achieve this goal, the following methods were applied: analysis of the research results, abstraction and specification, sistematisation, and identification of cause-and-effect relationships. The conclusions emphasised the importance of libraries as centres of social influence, which not only promote access to knowledge, but also support interactive and innovative forms of interaction with the audience, stimulate interest in learning, and ensure convenient access to information resources necessary for the development of both the individual and society. The study results indicated that library journalism fulfils important social functions, enhancing the role of libraries as cultural, educational, and informational centres. The informational, educational, communicative, promotional, and cultural-educational functions contributed to the promotion of reading, the preservation of cultural traditions, and the formation of a positive public image of libraries. In the context of digitalisation, libraries actively adapted by leveraging social media, artificial intelligence, and big data analytics to personalise services and meet user needs. Educational activities foster critical thinking, and information literacy, and reduce information inequality. The practical value of the research lies in the possibility of applying its results to optimise library communication strategies, allowing libraries to effectively fulfil their social functions

Keywords: social media; resources; blogging; digitalisation; communications; information society

Introduction

Library journalism is a substantial component of the modern information and communication system that provides society with information on library activities, and their cultural, educational, and social contributions. This branch of journalism aims to promote libraries, improve their reputation, and stimulate interest in reading and cultural development. In the context of the information society, the social functions of library journalism are crucial for the integration of libraries into the general information space, expanding the user audience, and shaping a positive image of libraries in public

opinion. It performs educational, cultural, integrative, informational-educational, and socio-communicative functions, which together contribute to the development of the library sector and strengthen its role as a centre for preserving and disseminating knowledge (Boyles & Meisinger, 2020).

The modern state of library journalism worldwide is characterised by dynamic development, driven by the influence of digitalisation, the growing role of social media, and the need to support the cultural and educational mission of libraries. In many countries, library

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journalism is transforming according to modern societal demands, including the development of electronic platforms for informing users, the active use of social networks, and the creation of interactive content. In the USA, European and Asian countries, the number of publications promoting libraries and popularising reading is increasing, which positively impacts the library sector and its perception in society. Innovative interaction formats, such as virtual tours, podcasts, and video content, contribute to engaging young audiences and increasing interest in library services. Therefore, the global development of library journalism is substantial for the adaptation of libraries to modern challenges and expanding their socio-cultural influence (Horban *et al.*, 2024).

Yu. Shlapak (2022) analysed the new role of libraries as communication centres. The study emphasised that libraries provide access not only to present collections, but also to a wide range of information resources, regardless of location. The author also highlighted the importance of libraries as information centres in supporting government policy and providing legal and social information for the population and local authorities, which underscores their social responsibility. I. Yarema (2021) examined the significance of libraries in the modern information society. The author highlighted the transformation of libraries into scientific and informational centres, which meet the needs of modern users and adapt to new means of communication, ensuring flexibility in responding to information requests. S. Khrushch (2021) described the value guidelines underlying the functioning of modern innovative media spaces in libraries. The author formed the concept of an innovative media space as a necessary element of modern libraries, determining their effectiveness in response to societal digitalisation and changes in user demands.

The author V. Strungar (2021) analysed the role of libraries in social media in detail. The study analysed methods of library communication activities development through social media, and identified promising directions for improving library processes, emphasising the need to transform libraries into centres of interactive information environments capable of meeting the challenges of the modern digital space. M. Makarova (2024) investigated the processes of digital transformation of libraries. The author emphasised the importance of adapting libraries to new conditions, which requires the expansion of their functions to meet users' informational needs in a dynamic information space.

A.P. Wickramarachchi (2021) explored the social role of public libraries in transforming society. Researcher analysed, how automation has impacted the duties of librarians, particularly regarding the support of technological skills within the community, emphasising the social significance of libraries for education and ensuring equal access to information and communication technology (ICT). J.L. Boyles & J. Meisinger (2020)

examined the impact of automation on the activities of librarians in news organisations in the USA. Using an actor-network approach, the authors explored the role of librarians as keepers of institutional knowledge, highlighting the importance of their efforts in the context of journalism automation and the changing roles of librarians in the modern information space.

The study aimed to determine the social functions of library journalism and analyse its role in the development of the library sector in the context of the information society. Research tasks:

- To define the functions of library journalism and their impact on the development of the library sector.
- To characterise the tools, platforms, and role of social media in library journalism.
- To analyse the challenges and prospects of library journalism in the context of digitalisation.

The scientific novelty of the study was determined by the comprehensive analysis of the social functions of library journalism as a key element of modern library communication, as well as by the identification of innovative approaches that contribute to increasing the effectiveness of library journalism in the era of global digitalisation.

Materials and Methods

In the research dedicated to the social functions of library journalism and its role in the development of the library sector, various methods were used to comprehensively study both theoretical and practical aspects of the issue.

To study and systematise the various approaches to library journalism as a social phenomenon, the following methods were chosen: document analysis and results of researchers' activities, abstraction and specification, data systematisation, and identification of cause-and-effect relationships between the main aspects of the functioning of library journalism. These methods were used to analyse the achievement of new scientific results and form a theoretical model describing the role of library journalism in the development of the library sector.

Methods were selected based on the specifics of the research and the need to obtain scientifically substantiated and representative results. A detailed description of each method's application in the context of specific research tasks was as follows:

- Analysis of the results of researchers' activities. This method was used to analyse and systematise the existing materials and results of previous research on the social functions of library journalism and its impact on the development of the library sector. This approach was used to define the scientific context for the research, specifically determining the current state of the issue globally, evaluating achievements, and identifying potential directions for future development.
- Abstraction and specification. During the research, abstraction and specification methods were used to highlight the essential characteristics of library

journalism, specifically those that contribute to shaping a positive image of libraries, ensuring information security, and supporting cultural and educational activities. Abstraction defined the core concepts of the research, while specification was used to apply these concepts to the practical aspects of library journalism.

- **Systematisation.** The systematisation method was used to structure the obtained data and results, highlighting the main social functions of library journalism and their impact on audience interaction. Systematisation was used to generalise and present the information in a coherent structure, facilitating easier comprehension of the results and enabling further analysis.

- **Identification of cause-and-effect relationships.** This method identified dependencies between the social functions of library journalism and the development of the library sector. The analysis of these interconnections determined, which functions impact the promotion of libraries among various social groups

the most and shape a positive image of libraries as modern cultural spaces.

Results and Discussion

Library journalism performs a range of important social functions that contribute to the development of the library sector and enhance its significance in modern society. In the context of the information society, where access to knowledge and cultural resources is becoming increasingly important, library journalism acts as a mechanism for communication between libraries and the public, shaping a positive image of libraries and promoting reading. Due to its multifunctionality, it raised public awareness about library services, supported cultural development in communities, and stimulated interest in learning and self-education (Klymenko & Sokur, 2021). Below is a detailed overview of the main social functions of library journalism, their role, and significance for the development of the library profession (Table 1).

Table 1. The main social functions of library journalism

Type of function	Description of the function
Information function	The information function of library journalism involves informing the public about the resources, services, and activities of libraries, including cultural and educational events. It ensures transparency in the library sector, builds trust with users, and raises awareness about library offerings
Educational function	The educational function focuses on promoting reading, developing information literacy, and fostering critical thinking. It highlights libraries as centres for cultural and intellectual development
Communication function	The communication function ensures interaction between libraries and the public, establishing a two-way dialogue and fostering social communities. It helps adapt library services to societal challenges
Advertising function	The advertising function is aimed at promoting the library, increasing its visibility, and attracting new users. It includes the creation of PR materials and the organisation of advertising campaigns
Cultural and educational function	This function supports cultural traditions and promotes knowledge about literature, art, and history. It fosters the development of aesthetic taste and cultural responsibility among users

Source: based on H. Salata (2019), V. Strungar (2021), Yu. Shlapak (2022)

M. Kawamoto & M. Koizumi (2022) noted that the implementation of these functions by library journalism substantially contributed to the development of the library sector, integrating libraries into the modern information space, and increasing their role as socio-cultural centres within society. Tools and platforms of library journalism are crucial in modern library activities, ensuring effective public communication, attracting new users, and integrating libraries into the digital space. With the expansion of information technologies, libraries can use various platforms and formats to disseminate information and fulfil their cultural and educational missions. The main tools and platforms of library journalism can be divided into traditional and digital; each has advantages and characteristics (Yarema, 2021).

Despite the growth of digital technologies, traditional media, such as printed newspapers and magazines, remain a substantial communication channel for

libraries. Through these mass media, libraries can reach a wide audience, including those with limited access to the internet or, who prefer traditional sources of information. Publications in newspapers and magazines allow libraries to showcase their events, programmes, and new acquisitions in a format that ensures formality and builds trust with readers.

Such publications can include articles, interviews with librarians, reviews of new publications, and reports on events held at libraries. In addition to informing, print media help to shape the image of libraries as reliable and authoritative institutions, which is an essential element in maintaining public trust in the library profession. Traditional media also effectively attracts the attention of local communities, as materials in regional newspapers can encourage visitors to actively participate in library events and programmes (Oyetola *et al.*, 2023).

Notably, digital platforms have become one of the most effective communication and library-promoting methods in modern society. Library websites are key resources, where users can learn about services, opening hours, and collections, and discover new events or programmes. Besides basic information, library websites often feature interactive elements, such as online catalogues, book reservation systems, virtual exhibits, and access to e-books and databases, which expand user opportunities and improve the convenience of using library resources.

Library blogs have become another important way of interacting with the audience, allowing for the posting of up-to-date materials, book reviews, news about library developments, literary reviews, and even articles on cultural topics. This format encourages interaction with users through comments and discussions, fostering an environment, where people can share impressions and experiences. Blogs help libraries appear more “human” in the eyes of readers, creating a personal connection between librarians and the community.

Social media platforms, such as Facebook, Instagram, Twitter, and YouTube provide a much broader audience reach due to the ability to quickly and effectively disseminate information. The use of social media allows libraries to respond to current communication trends, engage young audiences, and create creative content, which may include images, videos, stories (such as Instagram Stories), and interactive polls. Social media enables libraries to quickly share news, event announcements, book recommendations, and information about new services, which stimulates audience engagement and helps build a positive image of the library as a modern, open-to-communication institution (Henry Chukwudi *et al.*, 2020).

Innovative formats, such as podcasts, video content, and virtual tours, create new opportunities for engaging users and promoting libraries. Podcasts provide libraries with a platform to compile audio materials that may include interviews with authors, book reviews, lectures on history, literature, or other cultural topics, as well as discussions on current trends in publishing. Using podcasts, libraries can reach audiences, who prefer audio formats due to their convenience, especially busy individuals, who listen to podcasts while travelling or exercising.

Video content was used by libraries to implement interactive projects and presentations, which may include reviews of new acquisitions, instructions for using library services, recorded lectures and events, as well as educational videos for different age groups. Video content is particularly effective in conveying the emotional aspects of library activities, stimulating interest in books, and visually reinforcing the value of printed materials. By incorporating dynamic visuals and engaging formats, video content helps bring library resources to life and connects with users on a

deeper level, making libraries more accessible and relatable to a wider audience.

Virtual tours are another innovation that allow users to explore a library from the comfort of their homes. Virtual tours are especially beneficial for large libraries or those with historical interiors, as visitors can learn about the space and resources before visiting. This feature can help attract new users by creating an impression of accessibility and openness. Virtual tours can be used by potential visitors to engage with the library’s environment virtually, being a first step toward the integration of new users into the library community. It creates a sense of connection and curiosity, encouraging users to visit in person and take part in library programmes.

Thus, modern tools and platforms for library journalism provide vast opportunities for promoting libraries, enhancing their societal significance, and actively engaging new users by creating new interaction formats that meet the demands of the information society (Mills & Wagemans, 2021). These tools not only improve how libraries connect with their existing audiences, but also help reach new and diverse groups, ensuring the relevance and impact of libraries in the digital age.

Social media has become an essential channel for libraries aiming to expand their audience and adapt to the evolving information landscape. The capabilities of social platforms enable libraries to effectively communicate the mission, unite communities around educational initiatives, promote cultural development, and attract new user groups. However, to achieve these goals, libraries must employ the unique characteristics of library journalism and the various aspects of its functions, tools, and platforms used for public communication. This is crucial for the compilation of content that resonates with diverse audiences and effectively engages the public.

Social media substantially contributed to the development of library journalism, facilitating the modernisation of traditional communication methods and improving, how libraries interact with the public. By using social media platforms, libraries can extend their reach, particularly among younger audiences, and create opportunities for partnerships with popular bloggers and influencers, which can significantly enhance the visibility of libraries and their initiatives in society.

Adaptation of content for social media has become essential for libraries seeking to maintain a connection with younger generations, who primarily consume information in a digital environment. The youth audience tends to have a short attention span, constant access to information, and a need for interactivity, all of which require libraries to use modern, visually appealing, and interactive forms of communication (Yarema, 2021). Social platforms, such as Instagram, TikTok, and Twitter enable libraries to create diverse content, including images, short videos, stories, and interactive polls, which effectively communicate information on library

resources, events, and initiatives. For instance, short video clips can be used to review new arrivals or book recommendations and encourage young users to visit the library or access its online resources. Stories on platforms such as Instagram allow libraries to continuously update users on events and programmes, maintaining audience engagement without overwhelming them with excessive information.

A.P. Wickramarachchi (2021) emphasised that “adaptation of content for social networks also requires visual appeal and interactive elements such as hashtags, geolocation, and commenting functions, which promote two-way communication. This helped create a dynamic environment, where users not only receive information, but also interact with the library through discussions, post sharing, and leaving feedback, stimulating their participation and engagement”. Therefore, by adapting content for the youth audience, libraries can not only draw attention to their resources and events, but also maintain a positive image as a modern, integrated institution within the information society.

Thus, the adaptation of content for social media has become essential for libraries striving to meet the modern demands of younger audiences, making libraries more engaging and accessible in the digital age. By effectively employing social media platforms, libraries can enhance their visibility, foster stronger community connections, and continue to fulfil their educational and cultural missions.

The use of the influence of bloggers and opinion leaders on social media has become effective in promoting library projects, especially among younger audiences, who trust the recommendations of people they follow on social networks. Collaboration with opinion leaders can be productive for libraries in campaigns aimed at promoting reading, educational initiatives, or attracting people to library programmes. Libraries can initiate partnerships with bloggers, who specialise in book reviews, literature, education, or cultural topics, providing them access to their resources or offering unique content that these influencers can incorporate into their own media flows.

For instance, such bloggers can review new publications, host book marathons, attend library events, or even participate in creating educational and cultural projects. This approach not only helped spread information about libraries, but also presented them as places of cultural exchange that encourage exploration and development. A practical example of this partnership is the collaboration between the New York Public Library (NYPL) and popular book blogger Emma Hill, who created reviews of new literary works and organised book marathons for Instagram audience. NYPL provides access to rare editions and new books, as well as invites to exclusive events such as book presentations and exhibitions. The blogger regularly posts reviews and shares impressions of library activities, attracting new users

to the library, simplifying access to resources, and popularising libraries among young people. This partnership allows the library to become a centre of cultural life, engaging an audience that is oriented toward digital content (Choi, 2024).

Partnerships with opinion leaders also create opportunities for social verification, which is a substantial factor in influencing the modern information economy. Blogger recommendations are often perceived as more reliable and authentic compared to traditional advertising, which increased interest in library services and strengthens the connection with the youth audience. Moreover, such collaborations can contribute to long-term campaigns that raise readability and literary awareness among young people, drawing attention to the importance of reading and the development of information culture.

Thus, involving social media as a library journalism method created new possibilities for the expansion of the connection between libraries and society, especially with the younger generation. Through active online engagement, libraries can shape a positive image, emphasising their role not only as places for storing knowledge, but also as open, modern, interactive cultural spaces that adapt to the needs of the digital age. The creation of such an image is a crucial element of the library development strategy, as the modern library aims to be not only an information centre, but also a place for cultural enrichment, exchange of ideas, and creative realisation. Formation of a positive image of the library as an interactive centre involved its ability to meet the needs of different audiences, creating conditions for dialogue and engaging the public through innovative events, virtual programmes, educational projects, and partnership initiatives (Kharytonenko *et al.*, 2023).

M. Makarova (2024) noted that the formation of a positive image of the library as an open, modern, and interactive cultural space is a substantial strategic task that reflected contemporary trends in library work and the demands of the digital society. Information environments and libraries aim to be not only sources of knowledge, but also platforms for communication, interaction, and cultural development for various social groups. This task involved the creation of an atmosphere of openness and accessibility, where users feel welcome and actively engaged in educational, cultural, and community initiatives. The interactive approach is implemented using modern information and communication technologies (ICT), such as digital databases, multimedia resources, virtual exhibitions, and other interactive elements, which render the process of acquiring knowledge more interesting and convenient. The role of social networks and web platforms in this process is immeasurable, as they enable libraries to maintain constant contact with the public, and promptly inform about new services, events, and resources. The modern image of the library is also shaped by its ability to

innovate and adapt to the needs of new generations of users, attracting new formats, such as podcasts, webinars, online courses, and gamified educational programmes.

It is also worth highlighting that maintaining the reputation of libraries as centres for preserving and disseminating knowledge is a fundamental function that ensures their sustainability and social significance in the modern information environment. Libraries, historically designed to accumulate, systematise, and provide access to informational resources, continue to be keepers of cultural heritage and contemporary knowledge, adapting their functions to the demands of the digital era. This task involved creating structured databases, archives, and digital collections, which not only ensure the preservation of rare materials and documents, but also make them accessible to a wide audience through online platforms. Specifically, libraries develop and maintain integrated information systems that allow users from different regions to access resources through remote services, thus promoting equal access to knowledge for all segments of the population (Klymenko & Sokur, 2022).

Library institutions are also involved in the creation and development of reference and bibliographic systems and electronic catalogues, which simplified the search and analysis of information, particularly in the scientific, educational, and professional fields. This ensured the timely updating of knowledge stored in libraries and the adaptation of these resources to meet the needs of modern users, including researchers, students, and educators. To maintain their reputation as centres of knowledge, libraries collaborate with other cultural and educational institutions and participate in international information exchanges, which allows them to continually replenish their collections with relevant

information and promotes intercultural exchange (Kucharchuk & Kopaneva, 2020).

A practical example of such activity is the Vernadsky National Library of Ukraine, which is actively developing electronic catalogues and creating integrated databases. This library provided access to international scientific databases and cooperated with educational institutions, enabling students and researchers to access information from various scientific sources within a unified digital space. As a result, users can easily find current scientific materials and access foreign publications and resources, fostering the development of scientific activities in Ukraine and integration into the global information community (Makarova, 2020).

In addition, libraries are substantial in shaping information culture and critical thinking skills in users by providing access not only to resources, but also to educational programmes and training on information literacy. Maintaining the reputation of libraries as reliable sources of knowledge fosters the development of public trust, which is crucial for their successful operation and further development. Therefore, libraries remain integral participants in the process of preserving and transmitting knowledge, playing a central role in forming the intellectual and cultural capital of society (Onyshchenko, 2021).

S. Denbnovetskyi (2022) highlighted that “the role of libraries in shaping the information security of society is critical information environment, which is characterised by a constant increase in the volume of information and rising risks of misinformation and manipulation”. The author also noted that through educational and training materials, libraries enhance information literacy among citizens, fostering critical thinking, and teaching the safe use of information. The main aspects of this role are presented in Table 2.

Table 2. The role of libraries in shaping the information security of society

Function	Description	Goal
Development and Dissemination of Cybersecurity Resources	Libraries create and provide access to materials on cybersecurity, such as protecting personal data, safe social media use	Increase digital security awareness among the public
Information Literacy Training Programmes	Libraries organise seminars, courses, and workshops to teach users, how to assess information critically	Teach users to avoid misinformation and recognise fake news
Educational Activities in Media Literacy	Libraries conduct lectures and workshops to help people understand media, recognise propaganda, and critically approach news	Protect against information influence
Information Support in Legal Safety	Libraries provide legal information on data protection, personal rights, and cyberbullying	Raise awareness about legal protection in the digital space
Support for Critical Thinking through Scientific and Educational Materials	Libraries provide resources to foster critical thinking, particularly among youth	Promote independent analysis and critical thinking
Supporting Information Security among Youth	Libraries create programmes for youth to learn safe internet practices and recognise suspicious information	Promote safe internet practices for young users
Information Support for Teachers and Educators	Libraries provide resources to help educators teach information literacy	Support educators in teaching critical thinking and media literacy

Source: based on S. De Paor & B. Heravi (2020), S. Denbnovetskyi (2022), V. Dobrovolska *et al.* (2022)

In conclusion, libraries' educational and training activities in the field of information security are an essential component of the broader information ecosystem of society. They help raise public awareness about the risks associated with the information environment and foster the basic skills and knowledge necessary for the safe and responsible use of information. Thus, educational and training activities in the field of information security are substantial components of the overall information ecosystem of society. They help raise public awareness of the risks associated with the information environment and form the basic skills and knowledge necessary for the safe and responsible handling of information (Denbnovetskyi, 2022).

The adaptation of libraries to digital technologies and changes in users' information habits are accompanied by numerous challenges that arise in the context of the transformation of the modern information environment. With the rapid development of digital technologies, libraries were forced to integrate cutting-edge tools to maintain relevance as cultural and informational institutions. The main challenges in this process include the need to modernise infrastructure, improve staff qualifications, and ensure uninterrupted access to digital resources. Additionally, libraries are facing difficulties related to changes in users' habits, as they increasingly prefer obtaining information through fast and convenient digital platforms, which significantly impacts the demand for traditional library services (Khrushch, 2021).

The shift in users' information habits, particularly the transition from physical library visits to digital information consumption via the Internet, highlighted the importance of implementing innovative approaches, especially artificial intelligence (AI), which can ensure the personalisation of information services. AI can be used by libraries to analyse the interests and needs of users, offering tailored content, such as books, articles, or educational materials that meet individual queries. This improves user engagement and satisfaction with library services, fostering the development of long-term relationships.

For instance, the Helsinki Central Library Oodi actively utilised artificial intelligence to create personalised recommendations for users. By integrating AI with electronic catalogue systems, the library analysed the reading preferences of visitors and provided customised suggestions for books, articles, and multimedia materials. This not only simplifies the search for information, but also encourages users to return, as they can easily find materials that match their interests. Such an approach increases interest in library services and creates a sense of personalised support for users (Rubin & Rubin, 2020).

The prospects of big data analysis implementation to determine user needs are also significant in the context of adaptation to digital technologies in libraries. By processing and analysing large volumes of data,

libraries can determine user behaviour, preferences, query dynamics, and patterns in material selection. This ensures informed decision-making in libraries regarding the acquisition of new publications, the creation of special collections, and the development of digital services that meet the current expectations of their audience.

Moreover, new technologies can improve the efficiency of internal processes, such as cataloguing, digitalising collections, optimising space, and providing services. The employment of innovative approaches to analysis and forecasting user needs improves service quality as libraries can respond promptly to changing requests, predict user behaviour, and adjust their strategies based on the data collected (Tolmach, 2024).

Thus, the adaptation of libraries to digital technologies and changes in users' information habits represent both a challenge and an opportunity for the library sector. The implementation of artificial intelligence and big data analysis creates new opportunities for personalisation and individual approaches, enabling libraries to not only preserve their cultural and educational functions, but also develop new models of interaction with the audience that align with the demands of the information society of the 21st century.

The discussion of the social functions of library journalism in this study highlighted several important aspects that coincide with the conclusions of other authors regarding the importance of the communication role of libraries, in particular, through their integration into the modern academic environment and the dissemination of knowledge (Kharytonenko *et al.*, 2023). Furthermore, following M. Makarova (2024), digital platforms contributed to the improvement of access to information and the formation of an inclusive space, which is an important area of activity for library journalism.

Similar to Yu. Shlapak (2022), the study determined that libraries perform the role of information centres, providing society with relevant and verified information. A common aspect with I. Yarema's (2021) research focused on the transformation of libraries in response to digitalisation, which is also reflected in the analysis of the role of library journalism in meeting the informational needs of society. At the same time, the findings of this research differ somewhat from the "Library as Place" model, as noted in a study by M. Kawamoto & M. Koizumi (2023), which addressed the physical space of libraries. This study emphasised the digital presence of libraries and their role as a communication mediator in society, reflecting the current trend towards the virtualisation of library functions. J.L. Boyles & J. Meisinger (2020), as well as A.P. Wickramarachchi (2021), also emphasised the automation and updating of technological skills of librarians. This correlated with the presented findings, although the adaptation of library journalism to the needs of communities was prioritised. Such a comparison emphasised the uniqueness of library journalism as a social

phenomenon that combines traditional library functions with the modern challenges of the digital age.

Thus, the study confirmed and extends existing scientific knowledge about the social functions of libraries, adding aspects related to innovative approaches to audience engagement through modern information platforms.

Conclusions

Library journalism performs several important social functions that strengthen and expand the role of libraries as cultural, educational, and informational centres in modern society. The informational, educational, communicative, promotional, and cultural-educational functions of library journalism are key elements that ensure effective communication with the audience, stimulate the popularisation of reading, support the preservation of cultural traditions, and shape a positive image of libraries in the public consciousness. At the same time, the adaptation to digital technologies and changes in users' information habits require libraries to develop new approaches to interacting with the public, including active use of social media, collaboration with opinion leaders, and the introduction of innovative tools such as artificial intelligence and big data analysis.

These tools enable libraries not only to better determine the needs and demands of their users, but also to personalise information services, which is particularly relevant in the context of excessive information overload and the growing need for information security. The educational and training activities of libraries contribute to the development of information literacy, critical thinking skills, and safe information usage, which are the foundation for maintaining a stable information environment and ensuring the information security of society. Libraries are also substantial platforms for ensuring equal access to knowledge, which is crucial in the fight against information inequality.

Future research could address the impact of digital platforms on library journalism, the use of AI in personalising services, and assessing changes in user needs. Studying library interactions with diverse social groups to improve inclusivity and analysing libraries' role in information security amid digital advancements and cyber threats may also offer valuable insights.

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Conflict of Interest

None.

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Соціальні функції бібліотечної журналістики та її роль у розвитку бібліотечної галузі

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Анотація. У дослідженні розглянуто соціальні функції бібліотечної журналістики та їхню роль у розвитку бібліотечної сфери, що є актуальним у контексті сучасного інформаційного суспільства. Бібліотеки виконують набагато ширші функції, ніж просто збереження знань, виступаючи соціокультурними центрами, які забезпечують доступ до інформації, підтримують культурний розвиток і сприяють комунікації між різними соціальними групами. Метою дослідження було виявити й проаналізувати основні соціальні функції бібліотечної журналістики, їхній вплив на формування інформованого суспільства, а також визначити основні напрями трансформації бібліотек у цифрову епоху. Для досягнення цієї мети застосовувалися такі методи: аналіз результатів досліджень, абстрагування та конкретизація, систематизація та виявлення причинно-наслідкових зв'язків. Висновки підкреслили важливість бібліотек як центрів соціального впливу, які не лише забезпечують доступ до знань, але й підтримують інтерактивні та інноваційні форми взаємодії з аудиторією, стимулюють інтерес до навчання та забезпечують зручний доступ до інформаційних ресурсів, необхідних для розвитку як особистості, так і суспільства. Результати дослідження вказали на те, що бібліотечна журналістика виконує важливі соціальні функції, підсилюючи роль бібліотек як культурних, освітніх та інформаційних центрів. Інформаційна, освітня, комунікативна, промоційна та культурно-освітня функції сприяли популяризації читання, збереженню культурних традицій і формуванню позитивного суспільного іміджу бібліотек. У контексті цифровізації бібліотеки активно адаптуються, використовуючи соціальні мережі, штучний інтелект і аналітику великих даних для персоналізації послуг і задоволення потреб користувачів. Освітня діяльність сприяє формуванню критичного мислення, інформаційної грамотності та зменшенню інформаційної нерівності. Практична цінність дослідження полягає у можливості застосування його результатів для оптимізації бібліотечних комунікаційних стратегій, що дозволяє бібліотекам ефективно виконувати свої соціальні функції

Ключові слова: соціальні мережі; ресурси; блогінг; цифровізація; комунікації; інформаційне суспільство

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