

MAPPING STUDIES CAPTURING THE IMPACT OF THE PANDEMIC ON THE CULTURAL SECTOR AND SUBSEQUENT RESTART

According to the study "Rebuilding Europe: The cultural and creative economy before and after the COVID-19 crises," it is expected that the crisis will have a huge and lasting impact on the entire value chain of the cultural and creative industries (CCI) in the coming years. This impact will be manifested primarily in the increasing costs for individuals, leading to restricted cash flows. Furthermore, there will be a decrease in authors' remuneration collected by collective management organizations for authors and performing artists. These factors pose a threat to investments in innovation, projects, and creative activities in the cultural and creative economy.

The impact of the pandemic on the cultural sector has been felt on several levels. The pandemic has dealt an immediate and severe economic blow to many artists. The closure of cultural organizations and the cancellation of events suddenly dried up sources of income for musicians, visual artists, and other creative professionals. The concert economy, which is a lifeline for independent artists, experienced a sudden and deep slump, and many of them struggled to get by with limited resources. At the same time, this situation accelerated the digital transformation of the CCI. Artists turned to virtual platforms, streaming services, and online collaboration to reach their audience. Virtual concerts, digital exhibitions, and online workshops became the norm. While this shift provided alternative ways to connect with the audience, it also highlighted the digital divide and problems with effective monetization of digital content. In addition to the economic burden, artists also faced emotional and creative challenges. Isolation disrupted collaboration in artistic creation and influenced the creative process. The uncertainty of the times influenced the thematic content of artistic works, with many reflecting anxieties, hopes, and collective experiences with the pandemic.

In response to economic instability, artists diversified their sources of income. Crowdfunding, subscription models, and other online tools became significant sources of support. Artists explored new ways to generate income, such as selling limited editions of digital art, offering online courses, or creating exclusive content for dedicated patrons. Artists embraced the virtual space not only as a venue for performance but also as a canvas for innovation. Virtual reality exhibitions, immersive online experiences, and augmented reality art installations allowed artists to overcome physical limitations and engage the audience in new ways. These technological experiments hinted at possible future intersections of art and technology.

Recognizing common challenges, artistic communities around the world demonstrated remarkable solidarity. Initiatives such as funds to aid artists, virtual festivals, and collaboration projects emerged. Artists supported each other and emphasized the

importance of collective resilience in overcoming the crisis. The problems artists faced during the pandemic have strengthened discussions about the uncertain nature of creative work. Movements advocating for fair compensation, better working conditions, and improved social support for artists have emerged. The pandemic has sparked discussions about the need for systemic changes in the CCI to ensure good living conditions for stakeholders in this sector.

The pandemic prompted a reassessment of globalized artistic structures. With restricted international travel and a renewed appreciation for local communities, there is an increasing emphasis on supporting local artistic scenes. This shift could lead to a more sustainable and community-focused approach to artistic creation and consumption.

The position of artists during and after the COVID-19 pandemic is characterized by a complex interplay of challenges, adaptability, and transformation. While the immediate impact brought economic uncertainty and emotional strain, artists demonstrated remarkable resilience through adaptation strategies. The pandemic acted as a catalyst for innovation in the virtual space and supported new forms of artistic expression. As the world transitions into the post-pandemic era, long-term transformations are taking place in the artistic environment, with hybrid engagement models, renewed emphasis on local artistic scenes, and advocacy for artists' rights at the forefront. Although undoubtedly disruptive, the pandemic has also been a catalyst for development and a new understanding of the role of artists in a changing world.'

In the future, cities and regions may recognize cultural and creative industries and participation in cultural activities as a standalone driving force for social impact both within the industry itself and across the entire economy. In many cities and regions, specialization in cultural and creative industries is developing and actively being used to address competitive and societal challenges from new perspectives. This promotes resilience, skill development, and prosocial behavior change. During the recovery process, both densely populated metropolitan areas and remote regions have the opportunity to rethink their growth models. They can move away from mass culture-focused tourism and shift towards models that support cross-innovation between the cultural and creative sector and traditional manufacturing and services, such as furniture design and production. These models can be integrated into creative tourism programs. Additionally, they can leverage the role of culture in raising awareness about complex challenges, such as climate change and an aging population. The contribution of culture can play a significant role in various areas of local development, from rebuilding public trust to contributing to urban design that adheres to social distancing rules in the post-pandemic era.

The recovery of the cultural sector after the pandemic is a multifaceted and dynamic process characterized by resilience, innovation, and a shared commitment to restoring the viability of culture. While the world gradually recovers from the challenges brought by the global health crisis, the cultural sector faces both daunting obstacles and unprecedented opportunities for renewal.

One of the key aspects of recovery has been the adoption of digital platforms and technologies. During the pandemic, virtual spaces became crucial for cultural organizations to connect with their audience. The rapid introduction of online performances, virtual exhibitions, and digital storytelling not only provided a lifeline during closures but also opened up new avenues to reach a global audience. As a result, the digital dimension has become an integral part of cultural offerings and has enabled the emergence of hybrid models that combine physical and virtual experiences.

Financial revitalization has been a major challenge for cultural institutions, as many of them faced serious economic problems during closures. Governments, philanthropic organizations, and the public came together to support the arts through various financial assistance programs, grants, and donations. The recognition of the economic and social value of the cultural sector has spurred increased investment in the arts, ensuring the survival and revitalization of museums, theaters, galleries, and other cultural entities.

Collaboration and partnership have played a key role in the recovery process. Cultural organizations have joined forces with each other, as well as with technology companies, educational institutions, and local communities. This spirit of collaboration has fostered creativity and resource sharing, leading to innovative projects, interdisciplinary initiatives, and the development of sustainable cultural ecosystems.

Another characteristic feature of post-pandemic cultural recovery has been a focus on inclusivity and diversity. The cultural sector recognizes the disproportionate impact of the crisis on marginalized communities and actively works to create more inclusive spaces. Efforts to amplify underrepresented voices, celebrate diverse perspectives, and address systemic inequalities have become integral to the mission of many cultural institutions.

Adaptive leadership has been crucial in guiding cultural organizations through uncertainty. Leaders in the cultural sector have embraced flexibility, adaptability, and a willingness to experiment with new models. The ability to navigate changing conditions, respond to audience needs, and envision a sustainable future has defined successful leadership in the post-pandemic era.

Local engagement and community-focused initiatives are gaining importance as cultural organizations seek to reconnect with their immediate surroundings. Many

cultural institutions recognize the importance of local support and have developed programs that directly benefit their communities, fostering a sense of shared ownership and pride in cultural values.

The revival of physical events, where audiences willingly return to theaters, concert halls, and exhibition spaces, has been a key aspect of revitalization. It has been shown that the collective experience of