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**Governance in the social and cultural space of the region  
in the context of media inclusion**

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Governance, understood as a type of human activity, a special type of social interaction and a system of organized relationships between individuals, depending on their position in the existing social structure, is largely changing under the influence of the general process of digitalization in the 21st century. At the same time, in the conditions of modern Russian reality, there is a high degree of differentiation in terms of the inclusion of media, understood as means that increase interactivity and provide additional platforms for information exchange for representatives of different target groups in governance. This is due to the scale of the country, the different economic opportunities of the regions, the availability / lack of access to high-quality technological infrastructure, the level of digital literacy, understood as «a set of basic skills required to work with digital media, information retrieval and processing», the population and governance personnel.

The growing dynamics of social change has transformed governance tasks into the need for constant targeted changes in order to adapt to the realities of a society developing under the influence of information and communication processes in order to «understand and use the systematic processes governing human behavior». The essence of social interactions is also changing: they focus not on the process of administration itself, but on the transformation of subject-object relations into subject-subject relations aimed at transformations along the lines of expanded reproduction and improvement of relevant structures. In accordance with these trends, a new type of professional governance is emerging, the main characteristics of which are: focus on the development of manageability, constant self-learning, search and generation of new governance information and appropriate technologies for its implementation.

In this regard, specific measures to implement Russian legislation in the field of governance of various public spheres, federal national projects and regional initiatives, as well as continuous professional development and retraining of all participants in the governance process in order to improve digital literacy are becoming important in Russian society. However, contradictory trends are also observed here: on the one hand, since the beginning of measurements in 2018, the

digital literacy index of Russians has shown a steady increase from 52 to 71 percentage points, on the other, a study based on the results of 2024 showed that the development of digital literacy in Russia has slowed down.

Rapid technological progress, accompanied by the processes of datification, platformization, and the spread of artificial intelligence, virtual and augmented reality technologies, stimulates new sociological research relevant from the point of view of analyzing real and potential opportunities and threats necessary for the implementation of managerial activities, including in the modern social and cultural space.

Taking into account that the modern social and cultural space of our country as a space for the preservation of collective unity, the qualities of which are formed under the influence of social and cultural mechanisms, is being rethought today, taking into account its fragmentation, transformation into a mosaic of random, loosely connected and structured semantic spaces, it is necessary to pay special attention to the emerging governance processes. On the one hand, the modern social and cultural space is reflexive and is becoming a result of the increasingly complex dynamics of society. It can be studied taking into account the spatial and territorial aspect, that is, the place where people are born, which, according to UN experts, «is of great importance for the opportunities that open up to them in life».

On the other hand, its special feature is the active inclusion of media, and the importance of traditional media has a steady tendency to decrease in favor of new media on the Web 2.0 and Web 3.0 platforms, since it is the Internet that provides ample opportunities for large-scale coverage of the population, targeting, SMM promotion of a cultural product and obtaining maximum feedback effect.

The main trends in Internet usage in Russia and around the world indicate a rapidly growing trend in the number of its users: today, the total number of connections covers 67.9% of the world's population, and more than half of users live in Asia (54.2%). This is confirmed by the audience of social media, which, according to some sources, is 4.76 billion users worldwide, which is slightly less than 60% of the total global population. In 2024, Telegram and WhatsApp

messengers\* became the main channels for receiving news in our country, especially among young people, so many news agencies create their own channels in them in order to quickly convey information to the audience.

The influence of the above factors actualizes the study of governance in the social and cultural space as a media interaction in order to enhance the positive and reduce the negative aspects of media inclusion. It is based on the inclusion of relevant content by subjects and management objects in the media, increasing interactivity and providing additional information exchange platforms for representatives of different groups. These groups become targeted, that is, the object of managerial influence with feedback mediation, taking into accounts their characteristics in changing social conditions.

The rapidly occurring social transformations associated with the inclusion of media do not always allow us to quickly include new concepts in scientific circulation and practical governance research, one of which, according to the dissertation, may be media inclusion as a unifying space of managerial information that provides free and equal access to it for all media users and includes holistic compositions of signs and meanings.

Thus, the interpretation and justification of governance in the social and cultural space in the context of media inclusion is important from the point of view of seeing its long-term goals and objectives, covering key issues of its development strategy and transformation as a type of social and media interactions into social cooperation of its actors in order to dynamically respond to changes in governance systems under the influence of external and internal factors.

The object of the study is the sociocultural space of modern Russia.

The subject of the study is governance as social and media interactions in the domestic social and cultural space in the context of media inclusion.

The purpose of the study is to interpret and substantiate the governance process as a special type of social and media interactions in the modern social and cultural space of the Russian Federation in the context of media inclusion.

In accordance with the purpose, object and subject of the study, the following tasks have been set:

1. To interpret the concept of governance as a special type of social interactions in social and humanitarian knowledge, to introduce the concept of «media inclusion».
2. To characterize the methodological principles of the spatial and territorial aspect of governance research.
3. To develop a theoretical and methodological justification for the study of social interactions within the framework of a communication and governance approach.
4. To present governance as media interactions in modern society.
5. To analyze approaches to the social and cultural space of modern society in foreign and domestic research.
6. To explore governance in the social and cultural space as social and media interactions.
7. To formulate and verify the levels of media inclusion in the governance of the modern social and cultural space.
8. To identify the specifics of the formation of the media inclusion context in the social and cultural of cultural organizations.
9. To present the possibilities of a communication and governance approach to the study of interactions between the heads of cultural organizations and the target group «employees».
10. To study the features of media interactions between cultural organizations and the target group «recipients of services».
11. To assess the involvement of the target group «youth» in the communication of cultural organizations.

Provisions to be defended:

1. Governance is interpreted and justified: 1) as a type of social interaction with the purposeful influence of the subject within certain boundaries on the object, which is understood as individuals, social (target) groups and communities

involved in obtaining management information; 2) as a type of media interaction based on the inclusion of relevant content by subjects and governance objects in the media, increasing interactivity and providing additional information exchange platforms for representatives of different target groups.

The dissertation showed that the media are included in the governance process by the subjects of governance and, at the same time, they themselves turn into a subject of governance, which leads to the need to consider them in two aspects:

1) in the classical understanding, the inclusion of media in governance processes is consciously organized by management entities (including opinion leaders), who study its state in all possible ways and attract relevant content to it (including targeting certain target groups);

2) in line with new theories as a subject of governance and the result of saturation with governance content of special programs on the Internet that simulate governance impact.

Governance as media interactions is justified on the basis of the abolition of the distinction between the subject (communicators) and the object (audience) according to the criteria of information production and consumption, that is, information / knowledge is alienated from both its producers and users. Communication is built not in the nature of habitual social interactions about expedient activities, but as a new type, largely simulative. In media interactions, the real interpersonal relationship is replaced by the interaction of the individual and the technical device, where it is both «interactive» and «interpassive», since media have functions that replace the recipient's perception of information.

For the first time, the author shows how an object of governance turns into a target group with certain characteristics, and also defines the target group in a new way not as a collection of individuals, but as an object of governance influence with feedback mediation. The difference lies in the positioning in relation to the subject of governance and a more targeted governance impact, taking into account all the characteristics in a changing environment.

2. The theoretical and methodological rationale for the study of social interactions within the framework of the communication and governance approach has been developed based on three levels: conceptual (main provisions, semantic content of interactions, their mechanisms and tools); communication (appropriate communication channels; addressees and addressees); managerial (development of mechanisms for the implementation of goals and objectives).

Its functional basis is based on the diagnosis of the condition of the control object and includes an analysis of precisely those properties and characteristics that collectively represent it as a whole. The author has recorded that these key characteristics in the modern world are subject to rapid changes; therefore, in the context of media inclusion, it makes sense to talk about the object of governance as interaction with different target groups.

A special role here is played by the justification of communication as the primary social process of creating events and objects, which actualizes the ability of actors to rethink them and participate in the joint communication process. It has been established that social interaction in various research contexts is closely related to communication paradigms.

The possibilities of a communication and governance approach to the study of interactions between managers of cultural organizations and the target group «employees» are presented based on the results of the author's participation as an expert in the implementation of the national project «Culture» in the Kursk region and an independent assessment of the quality of cultural services. In particular, the author proposed a methodology for measuring the quality of services: an appropriate questionnaire was developed for conducting a survey of recipients of services on the websites of cultural organizations and the calculation of the values of indicators was adjusted compared with the version of the Ministry of Culture of the Russian Federation.

3. A new concept «media inclusion» has been introduced into the problematic field of governance sociology, which means a unifying space of

managerial information that provides free and equal access to it for all media users and includes holistic compositions of signs and meanings.

The levels of media inclusion in the governance of the modern social and cultural space are formulated and verified. It is proved that (1) media inclusion has both internal features of measurement and flow, as well as external links with the social and cultural space, taking the form of its context; (2) each of its levels can be disclosed in governance as a media interaction; (3) the context of media inclusion finds its form in cultural organizations where social selection and dissemination of professional creativity patterns take place, as well as target groups of service recipients are formed.

Media inclusion does not so much determine the actual involvement of subjects and objects of governance in information processes, as it identifies their intermediate links, programmed and enabling information processing and influencing the object of governance from the perspective of not only the subject of governance, who is in direct interaction, but also self-organizing subjects of governance.

On this basis, the dissertation established differences in approaches to defining the goals, implementation mechanisms and consequences of governance in the social and cultural space in the context of media inclusion. On the one hand, it includes subjects, objects, mechanisms and methods of information processing, and, on the other, macro-trends of the social cultural space at the global level, involving the participation of all governance entities that manifest themselves independently, but taking into account the content ordered and generated by software. For the object of governance in the social and cultural space, it is important that subjects appear who are able to delegate their subjectivity to the media by embedding appropriate software tools that have independent properties of diagnosis, sampling, and content generation based on their capabilities.

4. The methodological principles of the spatiality and territorial aspect of governance research are based on the fact of «blurring» in modern society of both geographical and administratively and territoriality boundaries. This dictates a



rethinking of the classical paradigm of interaction between subject and object in the governance process: the active involvement of the governance object in all processes taking place in the information society implies that governance bodies should also exercise managerial influence taking into account these data. New governance capabilities in the framework of diagnostics and forecasting include: 1) the correlation of managerial actions with the interests of the population in order to clarify the existence of a link between the actions of the subject and the results that the population perceives; 2) the possibility of intersection of areas of public interest and governance influence.

It is shown that the spatial and territorial aspect of governance is ambivalent: on the one hand, various media are included in the modern social and cultural space; on the other hand, they themselves are saturated with social and cultural patterns and practices.

The dissertation proves that from the point of view of the spatial and territorial aspect of governance in the social and cultural space, significant indicators can be: localization of the location of cultural organizations in a certain territory; the activity of their visits; the involvement of their target groups in the information flow, expressed in quantitative data (the number of those present on the site who read the information and analytical posts to the end) and qualitative indicators (introduction of aesthetic and humanistic knowledge to culture, reputational effect, enlightenment).

5. In order to assess the involvement of target groups in the communication of cultural organizations, it is proposed to use cluster technologies to form cultural clusters in the social and cultural space of regions according to the type of «art residences» with the goals of: ensuring internal communications of cultural organizations based on a single information network; increasing the effectiveness of interactions between employees, optimizing planning, control and governance processes; building external relations through information networks, which helps to increase the effectiveness of cultural organizations' interactions with target groups. It is proved that by combining the most effective and interrelated types of

activities, grouping successfully operating cultural organizations that form a leading component of the social and cultural space of the region, they will ensure its competitive positions at the sectorial, national and global levels.

Theoretical significance of the work is determined by the contribution that the author has made to the interpretation and justification of the governance of the social and cultural space as social and media interactions of actors in the context of media inclusion. This approach determines the perspective and importance of using the acquired knowledge for further theoretical and methodological substantiation of the concept of «media inclusion».

Media inclusion presupposes that media tools are included in governance to build competent communication between representatives of different communities and create a favorable environment with equal opportunities for people, designed to create significant systemic changes and their equal participation in society, in particular, full inclusion in the modern social and cultural space. The evolutionist approach is recognized as the leading area of media research, presenting them as a variant of the constant modernization of «old» media based on «immersion» in digital technologies.

Another result that provides the theoretical significance of the research is the fact that the work reveals a new aspect of the multiplicity of approaches to understanding governance in the social and cultural space: these are ambivalent forms of media involvement in it, which build interactions between actors who carry different beliefs and values and «highlight» the main social problems.

In a narrower sense, the theoretical significance of the dissertation is enhanced by the introduction of new and clarifying previously accepted concepts: «management», «social and cultural space», «media interactions», «media inclusion».

The practical significance of the thesis is expressed in solving applied governance problems in the social and cultural space of the regions of Russia, including in the framework of the national project «Culture»; in organizing and conducting an independent assessment of the quality of services provided by

organizations in the field of culture; organizing and holding meetings, seminars, conferences aimed at deepening and updating the theoretical and practical knowledge of heads of cultural organizations, identifying, supporting and developing gifted children and youth, aesthetic education of the younger generation based on art residences; identifying and disseminating the most effective experience of cultural organizations; coordinating work with methodological services of state and municipal cultural organizations; in organizing and conducting scientific, methodological, research, advisory, implementation, monitoring activities on topical issues of governance in the social and cultural space in the context of media inclusion; in developing the innovative potential of specialists; expert advisory support for projects aimed at the continuous development of the regional social and cultural space; in the development of regulatory and methodological documents regulating activities of cultural organizations of the Russian Federation.

The work was tested and its results were used in educational, research, expert advisory and publication forms.

The results of the dissertation can be introduced into the educational process of Kursk State University, Southwestern University (Kursk), as well as into the practical activities of the Ministry of Culture of the Kursk region and the Educational and Methodological Center of the Ministry of Culture of the Kursk Region.

Some materials were discussed at conferences, including national and international ones.

The volume and structure of the dissertation. The work consists of an introduction, three chapters containing eleven paragraphs, a conclusion, and a list of references. Bibliography – 540 units. The volume is 368 pages.