CHAPTER 3
INNOVATIVE POTENTIAL OF THE CREATIVE SECTOR AMID STRUCTURAL ECONOMIC CHANGES

Zhygalo Ivan,
Candidate of Economic Sciences, Associate Professor,
Associate Professor at the Department of Management of Organizations,
Lviv Polytechnic National University, Lviv

Contemporary structural changes in the global economy are characterized by accelerating technological development, the digitalization of business processes, the transformation of traditional production sectors, shifting consumption patterns, and the growing role of intellectual resources in the creation of economic value. Under these conditions, the competitive advantages of national economies are increasingly determined not merely by the availability of material, financial, and natural resources, but also by the capacity to generate new ideas, develop innovative products, commercialize the results of intellectual activity, and ensure effective interaction across various economic sectors.

The creative sector is one area that is gaining particular significance in the context of these transformations. Its distinct nature lies in the combination of creative activity, intellectual capital, technological solutions, and entrepreneurial mechanisms for generating economic value. The creative sector encompasses a broad spectrum of economic activities – including design, architecture, advertising, publishing, audiovisual production, music, the arts, software development, video games, and other fields – where creativity and intellectual activity serve as the primary drivers of value creation.

A key feature of the creative sector is its ability to generate innovative effects not only within its own sphere but also across other sectors of the economy. The

application of design solutions in industry, digital technologies in the cultural sphere, creative communications in marketing, multimedia products in education, and innovative formats for consumer engagement all demonstrate the cross-sectoral nature of its impact. Accordingly, it is appropriate to view the creative sector not merely as a collection of enterprises producing cultural and creative products, but also as a significant source of innovative renewal for the economic system.

According to UNCTAD estimates [1], the share of creative industries in the GDP of various countries ranges from 0.5% to 7.3%, while employment in these sectors accounts for 0.5% to 12.5% of the workforce. Furthermore, global exports of creative services reached USD 1.4 trillion in 2022 – a 29% increase compared to 2017. These figures underscore the growing economic significance of the creative sector and its potential to serve as a foundation for new forms of international specialization.

Examining the innovative potential of the creative sector is particularly relevant for Ukraine. The full-scale war has caused severe structural imbalances, the destruction of production and cultural infrastructure, the displacement of enterprises and human capital, a decline in investment activity, and a shift in the geography of economic activity. Under these circumstances, the development of the creative sector could serve as a mechanism for economic adaptation, the diversification of business activities, job creation, the expansion of intellectual service exports, and the strengthening of the national economy's competitiveness.

At the same time, the mere presence of significant creative, intellectual, and technological resources does not automatically yield economic results. Realizing this potential requires appropriate institutional conditions, access to finance, a well-developed digital infrastructure, effective mechanisms for the commercialization of intellectual property, and collaboration among stakeholders from the business, scientific, educational, and public sectors. This necessitates a comprehensive study

of the innovation potential of the creative sector and the identification of mechanisms for its realization amidst structural economic changes.

As the transition toward a knowledge economy unfolds, the sources of competitive advantage for enterprises and national economies are gradually shifting. While the traditional economic model relied heavily on material resources, production capacities, and economies of scale, the modern model increasingly focuses on intellectual capital, technological competencies, innovation, and the capacity to create unique products and services.

In this context, the creative sector serves as a key element in the structural modernization of the economy. Its development fosters the emergence of new types of economic activity and innovative business models, drives the transformation of traditional production sectors, and strengthens interconnections across the economic system.

According to the UNCTAD approach [1], the creative economy encompasses activities in which creativity and intellectual capital serve as the primary resources for the creation of goods and services. This perspective allows the creative sector to be viewed as an economic system that integrates cultural, technological, entrepreneurial, and intellectual processes.

At the same time, it is important to distinguish between the concepts of the “creative sector,” “creative industries,” and the “creative economy.” Creative industries refer to specific areas of economic activity based on the utilization of creativity and intellectual property. The creative sector is a structural segment of the economy that encompasses specific types of activities and business entities. The creative economy, in turn, characterizes a broader system of economic relations in which creativity, knowledge, and intellectual resources are utilized to generate economic and social value.

The innovation potential of the creative sector can be defined as a combination of resources, competencies, organizational capabilities, and institutional conditions

that enable creative entities to generate, develop, implement, and commercialize new ideas, products, services, technologies, and business models for the purpose of creating economic and social value.

Given the specific nature of creative activity, the sector's innovation potential can be structured into five interrelated components: resource, technological, intellectual-human capital, entrepreneurial-organizational, and institutional-network (Table 1).

The interaction among these components gives the innovation potential its systemic nature. Specifically, the presence of creative talent without access to financial resources and technological infrastructure limits the practical realization of innovative ideas. Conversely, the availability of technology – absent the necessary intellectual capital and entrepreneurial competencies – does not guarantee the creation of competitive products.

Human capital holds a central place within this system. It is precisely creative abilities, professional knowledge, interdisciplinary training, and the capacity to generate unconventional solutions that drive the initial formation of innovative ideas. In the current landscape, however, these traditional creative competencies are complemented by digital skills, analytical thinking, data proficiency, technological literacy, and the ability to utilize artificial intelligence tools.

Importantly, the innovation potential of the creative sector extends beyond mere technological advancements. It also encompasses innovations in products, processes, marketing, organizational structures, and business models. For instance, the creation of an interactive digital product constitutes a product innovation; the use of automated content-production tools represents a process innovation; the adoption of novel methods for promoting creative products qualifies as a marketing innovation; and the establishment of a partnership platform for independent creators serves as an organizational innovation.

Table 1

Structural components of the creative sector's innovation potential

Components	Content Characteristics	Key Manifestations of Implementation
Resource	The aggregate of material, financial, informational, and intangible resources required for innovation activities	Funding for creative projects, access to investment, utilization of intellectual property, availability of creative infrastructure
Technological	The capacity to employ modern technologies for the creation, production, and dissemination of creative products	Artificial intelligence, digital platforms, virtual and augmented reality, 3D modeling, cloud services
Intellectual and Human Capital	The aggregate of creative abilities, professional competencies, knowledge, and experience embodied in human capital	Creative thinking, digital skills, interdisciplinary competencies, entrepreneurial knowledge
Entrepreneurial and Organizational	The capacity of sector entities to transform creative ideas into commercial products and effective business models	Startups, project management, agile business models, crowdfunding, commercialization of innovations
Institutional and Network	The set of organizational and institutional conditions that facilitate collaboration and the dissemination of innovations	Creative clusters, business incubators, universities, partnerships, government support programs

Source: Developed by the author.

Structural economic shifts simultaneously create new opportunities and constraints for realizing the innovation potential of the creative sector. Their impact manifests through the transformation of the technological environment, shifts in the structure of demand, the emergence of new channels for value creation and distribution, the reconfiguration of competitive relationships, and the establishment of new requirements for workforce competencies.

Among the key transformative factors, the following are worth highlighting [1-5]:

1. The digitalization of economic activity. Digitalization alters traditional mechanisms for the creation, production, promotion, and consumption of creative products. The proliferation of digital platforms, social networks, streaming services, cloud technologies, and software tools creates new opportunities for entities within the creative sector to enter international markets, engage audiences, and diversify revenue streams. According to UNCTAD [1], digital technologies are significantly transforming international trade in creative goods and services. In particular, streaming services, digital platforms, and new methods of content distribution are reshaping revenue structures and the competitive landscape within the audiovisual and music industries.

An important aspect of digitalization is the lowering of market entry barriers for small enterprises, independent creators, and startups. Thanks to digital tools, they can produce, promote, and sell products without the need to establish large-scale physical infrastructure. At the same time, digitalization increases dependence on technological platforms, content distribution algorithms, and the rules governing access to digital markets.

2. Development of Artificial Intelligence and Generative Technologies. Artificial intelligence marks a new stage in the technological transformation of the creative sector. Its applications encompass the generation of text, images, music, video, and animation, as well as the automation of editing processes, the analysis of

consumer preferences, and the personalization of digital content. UNCTAD [1] identifies artificial intelligence as a key driver in transforming the production and distribution of creative products. Its adoption creates opportunities to enhance the productivity of creative labor, reduce costs associated with specific production operations, and develop new formats for creative entrepreneurship.

At the same time, the proliferation of generative artificial intelligence brings to the fore critical issues regarding copyright protection, the use of intellectual property for training models, content authenticity, and the distribution of economic benefits between creators and technology platforms. Consequently, such technological innovations necessitate appropriate legal and institutional frameworks.

3. Shifting Models of Economic Value Creation. In traditional operational models for creative enterprises, economic outcomes largely depended on the production and sale of specific products or services. Modern digital business models, by contrast, generate value through intellectual property, content access, subscriptions, licensing, digital services, network effects, and user interaction. This implies that the competitiveness of entities within the creative sector is increasingly determined by their ability to manage intangible assets, cultivate long-term consumer relationships, and develop scalable digital products.

4. Strengthening cross-industry integration. The creative industries are increasingly interacting with information technology, manufacturing, education, tourism, trade, and other economic sectors. Such interaction fosters the emergence of hybrid products, new services, and innovative business models. A study published in the *International Journal of Innovation Science* in 2024 [2] examines the mechanisms through which cultural and creative industries influence regional innovation. The authors analyze this process by looking at the interplay between people, tools, collaboration, and intermediary mechanisms, highlighting the importance of cross-sectoral linkages for generating innovative outcomes.

5. Heightened requirements for economic resilience and adaptability. Global crises, military conflicts, disruptions to logistics chains, and market instability necessitate the search for flexible economic models. For the creative sector, this entails a need to diversify revenue streams, develop digital distribution channels, build partnership networks, and maintain the ability to rapidly adapt products to shifting demand.

Thus, structural economic changes serve not merely as the external environment in which the creative sector operates, but also as a direct driver in the transformation of its innovation potential. They alter the nature of resources, value-creation mechanisms, competitive advantages, and the organizational competencies required of business entities.

These transformations are summarized in Table 2.

Given current structural shifts and the specific operational characteristics of the national economy, realizing the innovation potential of Ukraine's creative sector requires the establishment of a comprehensive system of strategic priorities [5-7]:

A primary focus is the development of human capital and innovation-related competencies. It is essential to strengthen the integration of creative, technological, and entrepreneurial education, and to develop training programs for specialists in fields such as digital design, multimedia technologies, intellectual property management, artificial intelligence, and creative entrepreneurship. Another crucial task is to create conditions that facilitate the return and professional reintegration of Ukrainian specialists who were forced to move abroad.

A second priority is expanding financial opportunities for innovation-driven development. This entails utilizing grant programs, co-financing instruments, venture capital, crowdfunding, and public-private partnership mechanisms. Furthermore, financial support should focus not only on the creation of creative products but also on their commercialization, scaling, and entry into international markets.

Table 2

The impact of structural economic changes on the realization of the creative sector's innovation potential

Directions of Structural Change	Key Transformations	Opportunities for Innovative Development	Potential Constraints
Digitalization	Transition to digital production and distribution channels	Market expansion, product scaling, reduction of transaction costs	Digital divide, platform dependency
Artificial Intelligence	Automation and intellectualization of creative processes	Generation of new products, personalization, productivity enhancement	Copyright issues, ethical risks, technological dependency
Transformation of Business Models	Proliferation of platform, subscription, and network-based models	Revenue diversification, commercialization of intellectual assets	Market concentration, uneven income distribution
Cross-Industry Integration	Strengthening interaction between the creative sector and other industries	Creation of hybrid products and cross-industry innovations	Lack of partnerships, organizational barriers
Global Economic Crises	Shifts in demand, resource constraints, disruption of market linkages	Development of adaptive operational models, emergence of new niches	Financial instability, loss of markets, loss of human capital

Source: Developed by the author based on a synthesis of scientific sources.

A third area of focus is the development of innovation and digital infrastructure. This involves the creation of creative hubs, laboratories, incubators, digital fabrication centers, and facilities for the shared use of technological equipment. Such spaces should serve not merely as providers of physical infrastructure, but also as platforms for interaction among entrepreneurs, researchers, designers, developers, and representatives from other economic sectors.

The fourth priority is the promotion of cross-sectoral cooperation. Interaction between the creative sector and industries such as manufacturing, IT, education, tourism, construction, and services holds particular promise. This will enable the utilization of creative and intellectual resources to modernize traditional industries, enhance the consumer value of products, and create new market niches.

The fifth area of focus is strengthening the protection and commercialization of intellectual property. It is essential to improve mechanisms for copyright registration, licensing, the management of intangible assets, and the protection of creators' rights within the digital environment. The regulation of generative artificial intelligence requires special attention, as technological advancements are currently outpacing the development of established frameworks for allocating rights and responsibilities.

The sixth priority is the internationalization of creative entrepreneurship. Integrating Ukrainian enterprises into international creative networks – through participation in global exhibitions, festivals, acceleration programs, and digital platforms – lays the groundwork for increasing the export of creative goods and services, attracting investment, and building Ukraine’s international reputation.

The seventh area of focus is the regionalization of innovative development within the creative sector. The formation of regional creative ecosystems must take into account local resources, cultural heritage, territorial specialization, educational potential, and existing entrepreneurial initiatives. This will help reduce territorial

disparities, create new hubs of economic growth, and enhance the resilience of the regions.

A synthesis of strategic priorities suggests that the innovative development of Ukraine's creative sector should shift from supporting isolated creative activities toward the creation of a holistic innovation ecosystem. The functioning of this ecosystem relies on the interaction between the state, the business community, educational institutions, research organizations, civil society groups, investors, and international partners.

This approach takes on particular significance in the context of Ukraine's post-war recovery. The creative sector can deliver not only economic outcomes but also contribute to the restoration of the cultural environment, the preservation of national identity, the shaping of a positive international image, and the fostering of social cohesion. Consequently, its innovation potential encompasses economic, technological, social, and cultural dimensions [7].

The study concludes that the innovation potential of the creative sector serves as a key driver of structural economic change by facilitating the emergence of new sources of value added, the growth of intellectual entrepreneurship, the dissemination of technological innovations, and the diversification of economic activity. Its impact extends well beyond the direct production of creative goods and services, as the outputs of creative enterprises generate innovative effects across related economic sectors.

For Ukraine, realizing the innovation potential of the creative sector is of critical importance for structural modernization and post-war recovery. Prospects for its development are linked to the expansion of financial support for innovative projects, the development of digital infrastructure, the strengthening of intellectual property protection, the formation of regional creative clusters, integration into European innovation networks, and the promotion of exports of creative goods and services.

It is appropriate to view the creative sector not merely as a distinct segment of the economic system, but as a cross-sectoral innovation resource capable of accelerating structural transformations, enhancing economic adaptability, and generating new competitive advantages for the national economy. Future research should focus on developing methodological tools for the quantitative assessment of the creative sector's innovation potential and determining its contribution to the structural modernization of Ukraine's economy.

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