

BOOSTING INNOVATION AND PRODUCTIVITY THROUGH CULTURAL AND CREATIVE SECTORS

New project to better understand innovation and productivity in cultural and creative sectors and spillover effects to the wider economy



IN BRIEF

What is the issue?

Cultural and creative sectors (CCS) contribute to innovation in multiple ways. They create new products, services, processes and business models. They also spur innovation, and in turn productivity, in other sectors through supply chain linkages, the movement of skills, and the sharing of ideas through collaboration, networking and spillovers. However, to date, innovation in CCS and their contribution to innovation and growth across the economy has not been sufficiently evidenced. Moreover, the rare studies that have attempted to measure these broader effects do not allow for country comparisons or benchmarking. Nor has the issue of CCS productivity been unpacked in a sufficiently detailed way. Better capturing the innovation performance of CCS and their contribution to innovation and productivity across the economy will demonstrate how the sector contributes to economic growth, beyond the now well-established impacts on job creation, business growth and international trade. In turn, this will help raise awareness and better recognition of the sector and its needs, for relevant policymakers beyond the cultural field, as well as private funders and investors, philanthropy organisations, skills providers, and other firms seeking collaboration. Moreover, reviewing extant innovation and productivity supports in relation to CCS, is an integral step in establishing effective policy responses to these issues.

How will this project fill the gap?

This project constitutes the first large scale examination of these issues by the OECD, drawing on the Organisation's expertise in innovation and productivity research, as well as in CCS. The project will develop new datasets to benchmark CCS innovation and productivity between countries and across subsectors, produce evidence on the spillover effects of CCS on the wider economy, and explore policies to support innovation and promote spillovers, highlighting international good practice.

Why a focus on cultural and creative sectors?

Cultural and creative sectors are a significant economic driver with strong growth potential.

Beyond their intrinsic value, cultural and creative sectors (CCS) are important in terms of their economic footprint and employment. In 2020, they accounted for an average of 7% of all enterprises across OECD countries and contributed 2.2% of the total business economy gross value added (GVA) before the global pandemic. Cultural and creative employment (including in sectors outside of CCS) accounts for up to 1 in 20 jobs in some OECD countries and up to 1 in 10 jobs in major cities and capital regions.

CCS have bounced back well from the pandemic.

In the decade prior to the pandemic crisis, growth in the number of CCS enterprises was higher than in the rest of the business economy (18% vs 12%) and growth in cultural and creative employment outpaced growth in overall employment in most OECD countries (13.4% vs 9.1%). While the sector was heavily hit by the pandemic, it has recovered quickly, with cultural and creative employment and business counts now higher than pre-pandemic levels in many countries.

SMEs and entrepreneurs are at the core of CCS.

The vast majority (99.9%) of CCS enterprises in OECD countries are micro enterprises or SMEs, including in that figure 96.1% having fewer than 10 employees (micro enterprises). These businesses also rely heavily on freelance work, meaning that entrepreneurship and SME supports are particularly important for this sector. Alongside some challenges, for example in relation to digital skills and copyright protection, the digital transition has enabled many of these smaller businesses to increase their exporting potential, and we see international trade in creative goods and services accelerating.

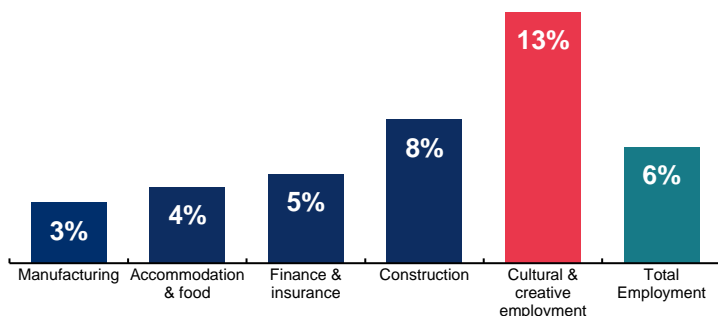
What are cultural and creative sectors?

Cultural and creative sectors (CCS) is a term used to describe a range of activity which has its basis in creativity and can typically be exploited through intellectual property rights. While international definitions of CCS do exist (e.g. UNESCO, Eurostat, etc.), most countries use their own definition, tailored to their specific cultural and statistical context. Broadly speaking, CCS includes the following sectors: *Advertising, Architecture; Book, Newspaper and Magazine Publishing; Dance; Design; Fashion; Film and Television; Libraries and Archives; Museums, Art Galleries and Heritage Sites; Music; Radio; Theatre; Video Games; Visual Arts.*

Since the early 2000s, policy makers across the OECD and beyond have mapped the economic contribution of cultural and creative sectors to their nations, recognising them as a driver of innovation and economic growth.

Cultural and creative employment is growing fast...

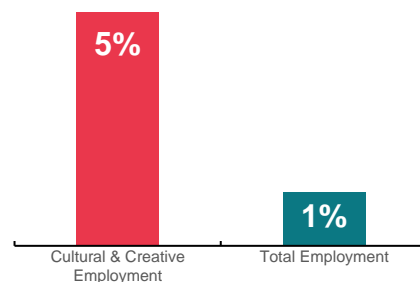
Employment growth in the EU27, 2015-22, select sectors



Source: OECD calculations on Eurostat data.
Note: Break in time series between 2021 and 2022.

...and has bounced back quickly from the pandemic

Employment growth in the EU27, 2019-22



Source: OECD calculations on Eurostat data.
Note: Break in time series between 2021 and 2022.

Why focus on innovation and productivity?

Innovation raises productivity and generates both economic and social value. Innovation can lead to new businesses, new jobs and new ways of working, as well as pushing the frontiers of human knowledge. Moreover, innovation is necessary to address urgent development challenges such as ageing populations, health and disease, reducing hunger and poverty, or responding to the climate emergency. Indeed, the global shocks of the past few years have highlighted the importance of innovation in, for example, creating vaccines for COVID-19 and developing green technologies to ease reliance on fossil fuels.

Innovation and productivity are highly linked. Productivity reflects the ability to produce more output by better combining inputs, owing to new ideas, technologies and business models. Consequently, innovation is a central driver of productivity as it can generate smarter and more efficient use of labour and capital. Productivity growth is therefore important as a driver of living standards, as more outputs can be produced for the same amount of inputs.

Cultural and creative sectors (CCS) are known to contribute to innovation capabilities, both through the outputs of the sector itself (such as innovations in videogames or in visual art) and through their impact on other sectors of the economy (e.g. through skills such as product design or through businesses collaborating on new applications of creative work). As such, we can think of CCS businesses as providing outputs which are themselves innovative and also providing outputs which become inputs into the innovation activities of other businesses. In this way, CCS function as an important component of regional innovation systems.^{1,2} Countries across the OECD are therefore increasingly focused on how they can leverage CCS to boost innovation and productivity in their countries, cities and regions.

What is innovation?

The OECD Oslo Manual (the international standard for innovation statistics) states that:

An innovation is a new or improved product or process (or combination thereof) that differs significantly from the unit's previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process).

Innovations can occur in any industry, including in CCS.

What is R&D?

Research and Development (R&D) is a commonly used indication of the inputs to innovation. The OECD Frascati Manual (the international standard for defining R&D) states that:

Research and experimental development (R&D) comprise creative and systematic work undertaken in order to increase the stock of knowledge – including knowledge of humankind, culture and society – and to devise new applications of available knowledge.

Since 2015, the Manual has given greater emphasis than past editions to the social sciences, humanities and the arts, with the current edition clearly stating R&D can arise in these sectors.

Source: OECD (2018) [Oslo Manual](#); OECD (2015) [Frascati Manual](#)

THE PROJECT

This project constitutes the first large scale examination of the innovation and productivity potential of CCS in the OECD. Firstly, the project will develop new datasets on innovation in CCS, by better exploiting existing data and harmonising amongst OECD countries. This includes data relating to CCS investment in R&D, government spending on R&D in CCS, innovation activities of CCS business (e.g. product, process, organisational, etc.) and the use of design rights across the economy, as well as data on CCS productivity. These data are essential for better evidencing the innovation and productivity performance of CCS and are useful for countries in international benchmarking. Secondly, the project will examine in-depth the innovation and productivity spillover effects of CCS on the wider economy, including an examination of crossovers between CCS and other sectors, providing evidence on the importance of CCS as part of regional innovation systems. Drawing this work together, the project will also analyse innovation and productivity policy as it relates to CCS, showcasing good practice and exploring the role of policies such as R&D tax credits, “creative voucher” schemes, and creative hubs/incubators. Building on this policy analysis, the project will offer evidence-based recommendations for countries, regions and cities to better capitalise on the innovation and productivity potential of CCS.

Focus area 1: Better capturing and supporting innovation in CCS

Innovation is a central component of work in CCS, but this innovation has historically been overlooked in innovation statistics. CCS businesses are highly innovative, creating new products, services, processes and business models. For example, evidence from the UK suggests that CCS businesses engage in more product, process and organisational innovation than the rest of the economy³ and evidence from ten European countries suggests that CCS firms are more likely to produce product innovations than non-CCS firms.⁴ However, CCS businesses in the arts, entertainment and recreation sector (as well as businesses in sectors such as education, human health and social work), are generally not included in traditional business innovation surveys.¹ Moreover, the type of innovation that occurs in CCS is less easily captured by metrics such as patenting. Consequently, there is a lack of cross-country analysis to help countries benchmark the innovation performance of CCS, and a lack of sub-sector level innovation data to help unpack the different dynamics underpinning innovation in CCS. Yet there are many ways of indicating innovation levels in CCS which remain underexploited. For example, some sectors of CCS are included in innovation surveys at an international level, and some countries now also include the less market-oriented parts of the sector. Moreover, there are a variety of alternative ways of indicating innovation in CCS, such as government and business spending on R&D in arts and humanities fields and design rights data, which remain underutilised in capturing CCS innovation.

¹ The Oslo Manual explicitly recommends exclusion of these sectors from traditional business surveys because of the typically dominant role of government or private non-profit institutions acting in these areas. However, it also recognises that there may be domestic policy demands for extending their coverage to these sectors, if, for example market actors play a significant role or indeed if they are entitled to receive public support for innovation activities.

Efforts to support innovation in CCS are growing, recognising the potential for this innovation to drive local competitiveness, resilience, and growth. Across the OECD there is a wide array of targeted measures to promote innovation in CCS, such as creative hubs and incubator programmes for CCS businesses, tax incentives for R&D activities in CCS, and loans and grants for innovative CCS based projects. Beyond these specific instruments, an increasing number of regions include CCS in their smart specialisation (innovation) strategies, highlighting crossovers such as between cultural heritage and tourism sectors or sustainable construction. Moreover, measures to accelerate the digital transition of CCS are part of many national recovery plans.

Did you know?

The Frascati manual specifically states that R&D can occur in the arts and humanities, but only 22 out of the 38 members of the OECD include R&D in the arts and humanities as eligible for R&D tax incentives.

Source: [OECD R&D tax incentives database](#)

Alongside these sector specific supports and programmes, some countries have developed policies to extend access to mainstream innovation supports, such as R&D tax incentives or public investment, to CCS businesses, as well as promoting access to traditional financing for innovation, for example by raising the capacity of lending institutions to value intangible assets. However, access to mainstream support for innovation for CCS firms is mixed. For example, only 22 out of the 38 members of the OECD include R&D in the arts and humanities as eligible for R&D tax incentives. Moreover, supporting CCS innovation is still often regarded as a marginal area: recent research from the European Union has noted that "Innovation is rarely mentioned in cultural policies and culture is rarely mentioned in innovation policies... The current situation in many countries leads to an excessively wide range of diverse small support programmes instead of larger integrated approaches across ministries".⁵ This helps explain the lack of evidence as to what kind of policies are most beneficial in stimulating innovation in CCS.

The project addresses the need for better evidence on innovation in CCS by exploring the following questions:

- How does innovation in CCS vary by country, region and subsector?
- How well do national level definitions of innovation and R&D capture CCS innovation activity?
- Is there evidence of the impact of different innovation policies on CCS innovation activities?

France has put innovation at the heart of its CCS acceleration strategy

Innovation support is a large part of France's new strategy for acceleration of CCS. Measures include:

- A dedicated loan fund for innovative CCS business
- Grants for innovative projects from CCS businesses to address issues such as sustainability and digitalisation of heritage
- An innovation competition for CCS, run in collaboration with the public investment bank Bpifrance
- Business Accelerator programmes targeted towards different CCS subsectors

Source: [Ministry of Culture, France](#)

Focus area 2: Understanding productivity in CCS

Productivity in CCS is of growing interest for policy makers, but more granular data are needed to understand productivity dynamics in the sector. In basic terms, productivity measures the ratio of inputs used in a business (e.g. labour) to the economic output generated by that business (e.g. value added). Productivity is not commonly used as a metric by CCS organisations, but it can be a helpful way of demonstrating economic value. OECD analysis⁶ shows that average CCS labour productivity growth in the OECD lagged the rest of the economy before the pandemic, with gross value added (GVA) per worker in CCS decreasing by 2.8% between 2011 and 2018 compared to a 15.5% increase in the total business economy. While overall levels of CCS labour productivity have been shown to be high, this varies considerably by country and by subsector⁷, with many parts of CCS demonstrating lower levels of labour productivity than the total economy average.

Factors that can explain low levels of productivity in some of these sectors include: high fixed-to-variable cost ratios, project-based working patterns which lead to uneven

revenue generation and the fact that large parts of the sector offer goods and services at “non-market rates” (e.g. free museums). Moreover, while evidence remains mixed, some studies have suggested that the large presence of small and micro enterprises in CCS has a significant impact on productivity levels for the sector, and that when controlling for firm size CCS are more productive than the rest of the economy.⁸ In order to better support value generation in CCS, it is vital to gain a better understanding of productivity dynamics across the sector and across countries.

Did you know?

Many parts of CCS, such as museums and heritage sites, create value even for people who do not directly engage with their activities. For example, people may value preserving the institution for future generations, or may receive psychological benefit, or even pride, from simply knowing that the cultural institution exists. This is called “non-use” value and represents a significant, though not often captured, output of CCS. However, it can be helpful in demonstrating value creation to investors and funders. For example, it has been suggested that up to 80%* of the total value of cultural heritage in the EU is derived from non-use.

*Source: European Parliament (2022) [Culture and regional development](#)

The project addresses the need for better evidence on productivity in CCS by exploring the following questions:

- How does labour productivity in CCS vary by country, region and subsector?
- What are the characteristics of CCS which impact their productivity performance using traditional measures and what kind of alternative approaches can be used to better account for these dynamics?
- Is there evidence of a link between innovation activity and productivity levels in CCS?
- What measures would be most beneficial in raising productivity in CCS?

Knowledge creation and innovation are at the heart of many productivity policies

Innovation drives productivity, so many of the policies governments can use to boost productivity levels involve knowledge and innovation. Common types of policy to promote productivity include:

- Facilitating cross-border, cross-field collaboration, and university-private sector collaboration
- Addressing market failures in the provision of innovative effort
- Investment in higher education and basic research
- R&D fiscal incentives and direct support

Source: OECD (2016) [Boosting Productivity: A framework for analysis and a checklist for policy](#)

Focus area 3: CCS as a driver of innovation and productivity across the economy

The impact of CCS on innovation and productivity across the economy merits a stronger evidence base for policy design. One of the central arguments for investment in cultural and creative sectors is that they stimulate innovation in the wider economy. This primarily occurs through knowledge spillovers, where some of the knowledge generated in these sectors is appropriated by firms in other sectors. There are four main mechanisms for spillovers from CCS: 1. through supply chain linkages 2. through geographic proximity 3. through the movement of people between CCS and other sectors, and 4. through the diffusion of ideas. In other words, these spillovers occur through the use of CCS products and services, through skills and labour mobility, and through the use of ideas and concepts generated in CCS. For example, research in the UK finds a significant effect of both supply chain linkages and employment linkages with CCS on innovation in the wider economy.⁹ Similarly, research finds a significant effect on productivity levels for firms operating in close geographic proximity to CCS organisations across the EU, as the additional innovation spurred by CCS firms raises productivity levels in adjacent businesses.¹⁰

Did you know?

Over 40% of cultural and creative employment can be found in sectors outside of CCS. For example, photographers working for a bank, or designers working in the car industry. The movement of cultural and creative workers in and out of CCS is one way in which ideas can be transferred between sectors.

Source: OECD (2022) [The Culture Fix: Creative People, Places and Industries](#).

Creative skills also drive innovation in other sectors. As two out of five workers in cultural and creative employment work outside cultural and creative sectors, creative skills are directly contributing to the innovation capabilities of firms across the economy. For example, design-driven innovation has been recognised as a key driver of business growth, employment and competitiveness.¹¹ This is evident, for example, in the high number of design rights filed in sectors such as healthcare and electronics. Furthermore, the potential for CCS to drive innovation is not limited to the more market-oriented parts of the sector. For example, it has been suggested that the more heavily subsidised subsectors of CCS (e.g. visual art, museums, etc.) act as an informal R&D lab, experimenting with ideas and concepts which are then taken up by more market focused sectors.

CCS also drive innovation through crossovers with other sectors. This includes crossovers with health, education, or tourism, as well as manufacturing and high technology sectors. For example, many of the highest valued start-ups in the world (unicorns) are those which sit at the intersection of CCS and high technology – so called "Createch" firms. Venture capital investment in these firms is growing in the EU, but the US, China and the UK remain dominant in this area, with GBP 6.5 billion invested in US Createch companies in 2020, more than triple the next highest country, China, and over twelve times that of the highest EU country, France.¹²

To tap into this innovation potential, countries, cities and regions across the OECD have been putting in place measures to support innovation spillovers and crossovers with other sectors. These measures include, for example, vouchers to stimulate non-creative firms' collaboration with CCS, research grants for joint innovative projects among creative and non-creative partners, and the promotion of cross-sectoral networks, clusters, and co-working spaces.

However, there have been few assessments of such policies or of more mainstream supports to promote **crossover innovation**. Research which has assessed cross-sector innovation projects for example, has found that collaborative R&D projects involving CCS business are less well funded by national innovation programmes than collaborative projects involving only science, technology and engineering firms.¹³ Moreover, at the local level, a minority of local public authorities regularly facilitate crossover collaboration and networking.¹⁴ This suggests that more can be done to highlight the innovative potential of crossovers between CCS and other sectors as part of mainstream innovation policy. For example, at the European level, CCS have been identified as one of 14 key ecosystems in the EU industrial strategy. The industrial ecosystems consider all players operating in the CCS value chain: from small to large companies, service providers and suppliers, for-profit and non-for-profit organisations, academia and research. In turn, the recently launched EIT Culture and Creativity Knowledge and Innovation Community (KIC) has the ambition to translate Europe's leading knowledge, technologies and innovations into products, services and experiences, leveraging collaborations across domains, while driving the green, digital and social transitions of and with CCS. The success of this initiative will much depend on the use of evidence to shape its interventions and also track impacts. Strengthening evidence more broadly by assessing innovation and productivity spillovers and crossovers is the next step towards better understanding these dynamics and developing policy to better support the underlying mechanisms for spillover creation.

Did you know?

Businesses who combine or “fuse” creative and STEM skills are more likely to be high growth, are more productive, and are more likely to produce radical innovations.

Source: Nesta (2016) [The fusion effect](#); Siepel et al (2021). [Skills combinations and firm performance](#)

The project addresses the evidence gap on the spillover effects of CCS to the wider economy by exploring the following questions:

- What is the cross-country evidence of innovation and productivity spillovers from CCS to the wider economy?
- What mechanisms and data sources could be leveraged to build the evidence base?
- Which policies could best support these spillovers as well as crossovers between CCS and other sectors?

In northern Europe, many countries are developing initiatives to support crossover innovation with CCS

For example:

- In **Latvia**, the Science and Art Centre “Brewery” brings together artists, scientists and engineers to develop innovative solutions to issues around climate change.
- In **Finland**, the “HerääPahvi!” promotes collaboration between creative professionals and technologists in the forest bio sector.
- In **Iceland**, the “FISHSKIN” project integrates knowledge from material science, marine biology and fashion design to develop new techniques and methodologies for the use of fish leather in clothing.
- In **Germany**, collaboration between Startup Mannheim’s medicine technology and music industry clusters resulted in a pilot project to develop new technology for brain tumour operations, which enable patients to listen to music and communicate with surgeons to facilitate monitoring the status of the language centre of the brain during surgery.

Source: [Northern Dimension Partnership on Culture](#)

Project outputs and timelines

Timeline: Two-year project, beginning in 2024.

Project outputs include:

Better data: analysis of country trends	<p>The project will provide country benchmarking and analysis across EU and selected non-EU OECD countries with available data of:</p> <ul style="list-style-type: none">■ CCS innovation indicators² over time■ Government spending on R&D in CCS and related fields (Arts and Humanities) as well as non-creative business R&D spending on CCS related fields, over time■ Productivity trends in CCS over time■ Innovation and productivity spillovers between CCS and other sectors of the economy
Better policies: highlighting good practice	<p>The project will review a selection of policies and instruments to identify:</p> <ul style="list-style-type: none">■ What works for raising innovation and productivity levels within CCS and supporting innovation spillovers and crossovers with other sectors
Capacity building and peer-learning	<p>The project will include a series of workshops with project partners and international experts to:</p> <ul style="list-style-type: none">■ Build capacity around measuring innovation and productivity in CCS■ Discuss opportunities and challenges for CCS innovation policy in different country contexts■ Encourage dialogue between policy makers and the sector on how to raise capacity in CCS organisations in accessing innovation support measures
Definitions, measurement and impact assessment guidance	<p>The project will provide recommendations on ways to better:</p> <ul style="list-style-type: none">■ Capture CCS innovation and productivity in CCS■ Adapt policy level definitions of innovation which may restrain access to innovation supports for CCS businesses■ Track the impact of national and subnational (region or city) CCS innovation policies and instruments at the micro level, including how CCS organisations can better capture their innovation activity
Country and sectoral deep-dives	<p>The project can also focus on a particular country, region, city or subsector of CCS to:</p> <ul style="list-style-type: none">■ Deep-dive into innovation and productivity policy for CCS in participating countries/regions/cities■ Deep-dive into innovation and productivity dynamics in subsectors of interest to participating organisations

² Including CCS spending on R&D, CCS innovation outputs and design rights, where available

How you can participate in the project

- **Review the innovation performance and productivity of CCS in your country, city or region and improve your policies.** Reviews will be open to countries, regions or cities wishing to boost innovation and productivity through CCS. The reviews, tailored to country priorities, will analyse CCS innovation and productivity trends at national level (and sub-national level subject to data availability) and selected policy examples, benchmarking them against international trends and highlighting good practice others can learn from. The reviews will advise on ways to improve CCS innovation and productivity policies and instruments as well as definitions and measurement approaches.
- **Deep-dive into the innovation performance of your sector:** Sectoral bodies (e.g. Collective Management Organisations) can engage for an in-depth analysis of sectoral innovation and productivity trends and issues, and spillovers with other sectors (i.e. supply chain linkages, geographic proximity, the movement of skills). Demonstrating sectoral contribution to innovation and productivity helps to raise awareness with not just national and local policy makers but also philanthropy funders and private investors, as well as with firms in other sectors.
- **Support country benchmarking and international analysis for the public good.** Governments and organisations can make a voluntary contribution to support the underlying data collection and analysis needed for this project.

The project will draw on existing collaborations with Eurostat, selected national statistical offices of OECD countries, the UK Creative Industries Policy and Evidence Centre and the European Institute of Technology Culture and Creativity Knowledge and Innovation Community (EIT C&C KIC).

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About the OECD work on culture, creative sectors and global events

The OECD provides evidence and guidance to countries, cities and regions on ways to maximise the economic and social impact of culture and support the creative economy. The OECD helps governments to:

- **Mainstream culture** beyond cultural policies and as an integral part of wider policy agendas, such as employment, social cohesion, innovation, health and well-being, the environment and sustainable local development.
- **Adapt policies** on employment, social protection, innovation and entrepreneurship to the needs of cultural and creative sectors.
- **Improve internationally comparable statistics** and the evidence base on the scale, scope and impacts of culture and creative sectors.
- **Build capacity** of national and local governments to integrate culture and into broader economic and social development strategies.
- **Leverage opportunities** such as large-scale cultural, sporting and business events as catalysts for local development.

About the Centre for Entrepreneurship, SMEs, Regions and Cities and the LEED programme

This work is housed in the [OECD Centre for Entrepreneurship, SMEs, Regions and Cities](#) (CFE) and is part of the OECD Local Employment and Economic Development (LEED) Programme. Since 1982, the [LEED Programme](#) has brought together policy makers and practitioners from around the world to identify, evaluate and disseminate promising approaches to local job creation, social inclusion and economic growth. LEED's work is steered by a Directing Committee of representatives from ministries of employment and labour, social affairs, economy, and regional development from OECD and non-OECD countries. The OECD Centre for Entrepreneurship also houses the OECD Committees on [Tourism](#), on [Entrepreneurship and SMEs](#) and on [Regional Development Policy](#). The horizontal cooperation across the CFE Committees helps to disseminate culture specific findings and recommendations relevant to the work and mission of these Committees.

Recent work

Data and analysis: [The Culture Fix: Creative People, Places and Industries](#) outlines international CCS trends in terms of employment, business development, cultural participation and funding, providing analysis of how these sectors contribute to economic growth and inclusion. [Culture shock: COVID-19 and the cultural and creative sectors](#) provides assessment of the emerging impact of the COVID-19 crisis on CCS.

Policy advice to countries, cities and regions: Series of regional reviews of [Glasgow](#) City Region, UK; [Emilia-Romagna](#), Italy; [Flanders](#), Belgium; [Klaipeda](#), Lithuania provide regional level data and analysis of the role of cultural and creative sectors in supporting local development. The [country review](#) of the "Orange Economy" in Colombia provides a comprehensive review of the policy framework, measurement approaches, recent trends and issues and local implementation challenges.

Global dialogue: OECD supports the G20 Working Groups on Culture and on Tourism (notes on the [Social and Economic Impact of Cultural and Creative Sectors](#) for the Italian G20 Presidency, and on [Maximising Synergies between Tourism and CCS](#), for the Indonesia G20 Presidency).

Standard setting, guides and toolkits: The [OECD Recommendation on Global Events and Local Development](#) helps countries and future hosts bring greater local benefits and legacies from global events. The [Global Events Toolkit](#) translates the Recommendation into practice, offering concrete actions and good practices. The OECD [Guide on measuring the impact of culture, sports and business events](#) and [Guide on impact indicators](#), offer a framework to better measure the economic, social and environmental impact of large scale events. The [OECD-ICOM Guide for Local Governments, Communities and Museums](#) informs and supports policy makers and the museum community in maximising the impact of culture and heritage on local development.

Capacity building: the [OECD Trento Centre Summer Academy for Cultural and Creative Industries](#) provides capacity building for CCI policy makers and practitioners.

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