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Fostering the Competitiveness of Urban Creative Centers: Policy Recommendations and Practical Implications for Proactive Local Chief Executives*

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Abstract

Aim: This study explores the transformative potential of proactive local chief executives (LCEs) harnessing their creative prowess to fuel economic growth through effective local governance. The method encompasses key informant interviews with a diverse range of stakeholders and a qualitative analysis of secondary data from the Competitive Municipalities and Cities Index (CMCI), scrutinizing the pivotal role of creative industries in the advancement of three carefully chosen cities: Quezon City, Pasay City, and Manila City.

Methodology: This research study employs a multi-qualitative method. The first qualitative aspect of the research involves key informant interviews, within the selected cities. Complementing these qualitative insights, the study undertakes a content analysis of data drawn from CMCI for the aforementioned cities. This second qualitative approach analyzes the contributions of creative industries to the local economy of these cities, offering empirical evidence of their economic impact and discernible trends across the urban landscape.

Results: This study provides actionable policy recommendations that empower proactive LCEs to harness their creative assets and nurture vibrant communities within urban centers. By fostering an environment of inclusive development through creative industry-driven economic progress, the research contributes substantially to the overall competitiveness and economic prosperity of the nation.

Conclusion: The framework for policy recommendations and practical implications designed for Local Chief Executives (LCEs) in the pursuit of fostering the competitiveness of urban creative centers represents a comprehensive approach to empower the creative industry within urban areas. This framework amalgamates a series of policy recommendations crafted to bolster creative sectors with practical implications explicitly tailored for LCEs, enabling them to effectively translate these policies into actionable measures. Policy Recommendations for Local Governance to foster Urban Creative Center Competitiveness are Support for Creative Incubators, Financial Assistance Programs, Streamlined Regulations, Promotion of Cultural Tourism and Digital Infrastructure. On the other hand, the Practical Implications for LCEs are Collaborative Platforms, Capacity Building, Evaluation and Adaptation and Knowledge Transfer

Keywords: Proactive Local Chief Executives, Creative Industries, Economic Growth, Multi-Qualitative Method, Competitive Cities Index (CMCI)

* This abridged paper is a Finalist (Individual Category) and has been presented in the 5th Cities and Municipalities Competitiveness Index (CMCI) Academic Symposium organized by the Department of Trade and Industry with the theme: "Creating Creative Cities, Elevating Local Competitiveness", at the Aboitiz Tech Space, Asian Institute of Management, Makati City on 06 December 2023.

INTRODUCTION

In recent years, the interplay between creative industries and local economic development has gained prominence as a subject of critical importance. This burgeoning interest is particularly notable in the context of Philippine cities, where local chief executives (LCEs) wield significant influence over governance and policymaking. Creative industries, encompassing a spectrum of fields such as arts, culture, design, and technology, have emerged



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as potent drivers of economic growth and innovation worldwide (Florida, 2002; Florida, 2003 as cited in Matarasso, 2019).

The Philippines, a nation known for its rich cultural heritage and burgeoning creative talents, stands at a unique juncture of harnessing this creative potential for economic advancement. Proactive LCEs possess the agency to facilitate and nurture the growth of creative industries within their jurisdictions. Such endeavors, when effectively orchestrated, not only contribute to economic prosperity but also cultivate vibrant, culturally rich urban centers (Lupu, et al., 2023).

However, while the theoretical foundations for the symbiotic relationship between creative industries and local governance are well-established, empirical research documenting the transformative potential of proactive LCEs in Philippine cities remains limited. Existing studies have often been confined to singular perspectives or quantitative approaches that do not capture the intricate dynamics at play.

This research holds significant implications and contributions:

1. **Empirical Insights:** By employing a multi-qualitative research method, this study contributes empirical insights into the role of proactive LCEs in nurturing creative industries and fostering economic growth in Philippine cities. It moves beyond theoretical frameworks to provide concrete evidence of their impact.

2. **Policy Recommendations:** The findings of this research are expected to inform policymakers, local governments, and LCEs about effective strategies and policies for promoting creative industries. The policy recommendations derived from the study can guide decision-makers in enhancing local governance and economic development.

3. **Inclusive Development:** This research has the potential to promote inclusive development by highlighting the importance of creative industries in generating employment, increasing economic diversity, and enriching cultural life within urban centers. It underscores the value of creative assets in building vibrant and resilient communities.

4. **Research Methodology:** The multi-qualitative method employed in this study sets a precedent for research designs that combine two (2) qualitative approaches in depth. It demonstrates the effectiveness of integrating diverse data sources to achieve a comprehensive understanding of complex research questions.

5. **National Competitiveness:** Ultimately, this research contributes to the overall competitiveness and economic prosperity of the Philippines by shedding light on the pivotal role of creative industries and proactive LCEs in shaping the urban landscape. It aligns with the broader goals of sustainable urban development and economic growth.

Conceptual Framework

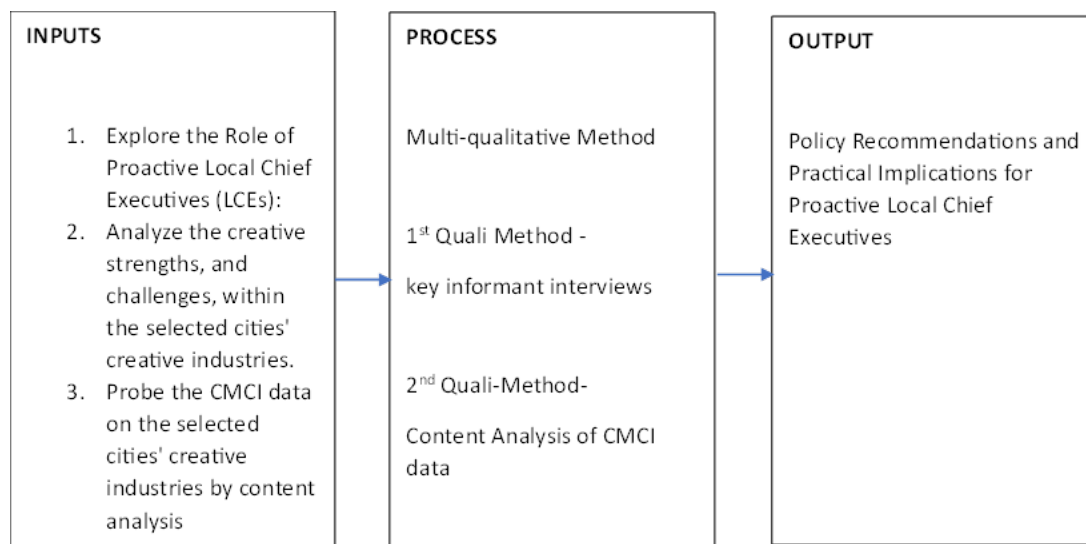


Figure 1. Paradigm of the Study



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INPUTS:

1. Exploration of the Role of Proactive Local Chief Executives (LCEs):

This component entails a thorough investigation into the role played by proactive LCEs in the selected cities. It aims to examine the influence of their actions, policies, and decisions on the development and growth of creative industries within the urban context. The research will involve in-depth interviews, document analysis, and case studies to gain insights into the proactive measures taken by LCEs.

2. Analysis of the Creative Strengths and Challenges within the Creative Industries of the Selected Cities:

This component emphasizes the need for a comprehensive examination of the creative industry landscape in the chosen cities. The research will identify and analyze the strengths that contribute to the success of creative industries, as well as the specific challenges that hinder their growth. The qualitative research method of key informant interviews will be employed to gather data on these strengths and challenges.

3. Exploration of CMCI Data on the Selected Cities' Creative Industries through Content Analysis:

The inclusion of CMCI data analysis as an input component is crucial for grounding the study in available and pivotal data. The CMCI data serves as a valuable source for assessing the economic performance and competitiveness of the creative industries. By analyzing this data, the researcher can explore the impact of creative industries on various facets of urban development and competitiveness.

PROCESS:

The research process outlined in this conceptual framework is characterized by a multi-qualitative approach, indicating that the study will employ multiple qualitative research methods to investigate the research questions. This approach suggests a comprehensive exploration of the chosen subject matter, allowing for a deeper understanding of the relationships and dynamics under investigation.

1st Qualitative Method - Key Informant Interviews:

This method involves engaging with key informants who possess relevant knowledge and experience within the context of the study. Key informant interviews are a valuable qualitative research technique that allows researchers to gather rich, firsthand information and insights from individuals who have a deep understanding of the subject. In this case, the interviews will be conducted to explore the role of proactive LCEs, creative strengths, challenges, and other relevant aspects within the selected cities' creative industries. The interviews provide a qualitative depth to the research, offering perspectives, anecdotes, and narratives that contribute to a nuanced understanding of the research area.

2nd Qualitative Method - Content Analysis of CMCI Data:

Content analysis is a systematic and structured method of analyzing textual or numerical data to extract meaningful insights and patterns. In this case, content analysis will be applied to the CMCI data, which is a quantitative dataset. While content analysis is traditionally a qualitative method, its application to quantitative data allows for the exploration of qualitative themes and patterns within the numerical data. This approach provides a unique opportunity to interpret and contextualize quantitative findings, helping bridge the gap between quantitative and qualitative research.

The research process integrates the strengths of both qualitative methods. Key informant interviews offer qualitative depth and insights, while content analysis of CMCI data adds a quantitative dimension to the study. This combination of methods provides a comprehensive approach to exploring the complex relationships and dynamics between proactive LCEs, creative industries, and urban development within the selected cities.

OUTPUT:

The policy recommendations that will be generated from the research study will provide actionable guidance to local governments and proactive Local Chief Executives (LCEs) in their efforts to enhance the competitiveness of urban creative centers. These recommendations will be rooted in the insights and findings obtained through multi-qualitative research methods.

The research output will provide a set of policy recommendations and practical implications that can serve as a valuable resource for proactive LCEs and local governments. These recommendations and practical steps will empower them to foster the competitiveness of urban creative centers, ultimately contributing to economic growth and cultural vibrancy in their respective cities.



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Literature Review

A. Creative Industries and Economic Growth

Creative industries, characterized by their emphasis on intellectual property, innovation, and cultural content, have emerged as dynamic drivers of economic growth and development in the 21st century. The creative industries encompass a diverse range of sectors, including but not limited to arts, design, music, film, fashion, advertising, and software development. These industries contribute significantly to employment, export earnings, and GDP in many countries (Pavliuk, 2023). Empirical studies highlight their positive impact on urban economies, with creative clusters acting as magnets for talent, investment, and innovation (Florida, 2002; Florida, 2003, Segovia, & Hervé 2022; Rodrigues & Franco, 2018).

A key aspect of creative industries' economic significance lies in their ability to generate spillover effects, fostering innovation and productivity in other sectors (Naumova, 2023). Research has shown that regions with vibrant creative ecosystems tend to have higher levels of entrepreneurship and a more diversified economy (Kovpak, & Lebid, 2022).

Moreover, the rise of digital technologies and globalization has facilitated the internationalization of creative products and services, creating new avenues for economic growth (Gumerova, & Shaimieva, 2023). However, challenges related to intellectual property protection and income inequality within the creative workforce must be addressed to harness the full potential of these industries (Santos Vieira de Jesus, 2021).

B. Role of Local Chief Executives in Governance

Local chief executives (LCEs), including mayors and governors, play a pivotal role in shaping the governance and development trajectory of their jurisdictions. LCEs are the linchpin of local governance, responsible for a wide array of functions, including urban planning, public service delivery, and economic development (Bedock, & Della Sudda, 2023). Their leadership styles and priorities can significantly impact a city's or region's economic and social well-being (Pires de Almeida, 2022; Carvajal, et al, 2023).

Proactive LCEs are characterized by their vision, innovation, and willingness to engage with stakeholders to drive positive change (Meijer & Bolívar, 2016). They are often catalysts for innovative policies and strategies, such as promoting creative industries to stimulate economic growth (Fazlagić, & Szczepankiewicz, 2020).

However, the effectiveness of LCEs in governance can vary widely depending on factors such as local political contexts, institutional frameworks, and leadership skills (Meijer, & Bolivar, 2016; Carvajal, et al, 2023). Achieving sustainable development and inclusive growth requires a keen understanding of the local context and collaboration with diverse stakeholders (Yustiari, 2020).

The literature above underscores the transformative potential of creative industries and the influential role of proactive LCEs in shaping local governance and economic growth. These two elements are central to the research inquiry, as they converge in the context of Philippine cities to explore the dynamics of creative industry-driven development under the leadership of proactive LCEs.

Synthesis

The literature presents two pivotal elements that can significantly influence the trajectory of urban development and economic growth: the Creative Industries and the Role of Local Chief Executives (LCEs) in Governance.

Convergence of Creative Industries and Governance

1. **Economic Catalysts:** Creative industries, ranging from arts and design to software development, act as dynamic drivers of economic growth. They contribute to employment, export earnings, and GDP, and their influence extends beyond their immediate sectors through spillover effects. These industries foster innovation and productivity across the board.
2. **Leadership Impact:** On the other side, LCEs, including mayors and governors, serve as the linchpin in shaping the governance and development of their jurisdictions. Their roles are multifaceted, covering urban planning, public service delivery, and economic development. Proactive LCEs, characterized by vision and innovation, can be catalysts for positive change, including the promotion of creative industries.
3. **Global and Local Challenges:** The internationalization of creative products facilitated by digital technologies offers new avenues for economic growth. However, challenges like intellectual property protection and income inequality within the creative workforce pose hurdles. Similarly, the effectiveness of LCEs can be constrained by local political contexts and institutional frameworks.



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4. **Interplay and Synergy:** The most intriguing aspect is the potential interplay between these two elements. Regions with vibrant creative ecosystems tend to have proactive governance, higher levels of entrepreneurship, and diversified economies. Proactive LCEs can further amplify the positive impacts of creative industries by aligning governance strategies to support them.

5. **Context-Specific Strategies:** Achieving sustainable development and inclusive growth in this dynamic landscape requires a keen understanding of the local context and a collaborative approach involving diverse stakeholders.

Implications for Philippine Cities

In the context of Philippine cities, these elements converge uniquely. The rankings and performance metrics of cities, as seen in the CMCI, can be influenced by how well the creative industries are integrated into local economic strategies and how effectively LCEs can govern and promote these sectors. The transformative potential of creative industries and proactive governance thus becomes a compelling research inquiry, especially in the quest to understand what makes cities more competitive and resilient.

The synergy between creative industries and effective local governance offers a promising avenue for fostering economic growth and urban development. This is particularly relevant for Philippine cities aiming to climb the competitiveness rankings by leveraging creative industry-driven development under the leadership of proactive LCEs.

Research Objectives

This research addresses the identified research gap by delving into the role of proactive LCEs in leveraging their creative strengths to drive economic growth through effective local governance in the Philippine context. The research problem can be encapsulated in the following questions:

1. How do proactive local chief executives contribute to the growth and development of creative industries within Quezon City, Pasay City, and Manila City?
2. What are the creative strengths, and challenges of these selected cities' creative industries from the perspective of key informants?
3. To what extent can a content analysis of Competitive Municipalities and Cities Index (CMCI) data provide empirical evidence of the economic impact of creative industries and their trends in these urban centers?

By employing a multi-qualitative research method that combines key informant interviews and content analysis of CMCI, this study aims to bridge the gap between theory and practice. It seeks to provide a nuanced understanding of how proactive LCEs can foster inclusive development through creative industry-driven economic progress, thus contributing substantially to the overall competitiveness and economic prosperity of the nation.

METHOD

A. Multi-Qualitative Approach with Key Informant Interviews and Content Analysis of Competitive Cities Index (CMCI)

This study adopts a multi-qualitative research approach, employing key informant interviews as a primary data collection method to delve deeply into the experiences and perspectives of creative workers, Creative Entrepreneurs, Government Officials or Cultural Policymakers, Community Leaders within the selected cities. Complementing this qualitative inquiry, a qualitative analysis of the Competitive Cities Index (CMCI) data is conducted, providing insights into various dimensions of competitiveness. Data integration and triangulation merge the two types of data sources to provide a comprehensive and corroborated understanding of the key informants' environment and contributions to the study's chosen cities.

Multi-qualitative method vs Mixed method

Multi-qualitative method refers to an approach where multiple qualitative methods are used within a single study, while the mixed method refers to the combination of both qualitative and quantitative methods within the same study.



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Creswell (2015) has termed the multimethod research. Multimethod research is research that uses multiple forms of qualitative data (e.g., interviews and observations) or multiple forms of quantitative data (e.g., survey data and experimental data) (Creswell 2015: 3).

The multi-qualitative method, also known as the multi-method qualitative approach, involves using multiple qualitative data collection techniques within a single study. This approach aims to gather a wide range of perspectives and insights on a particular topic. Researchers may use methods such as interviews, focus groups, observations, and document/ content analysis to collect data (Mik-Meyer, 2020).

The multi-qualitative method allows researchers to explore complex research questions from different angles and gain a deeper understanding of the phenomenon under study. By using multiple data collection techniques, researchers can triangulate their findings, which enhances the validity and reliability of the research (Kasirye, 2021).

On the other hand, mixed methods research involves combining both qualitative and quantitative data within a single study. This approach aims to integrate the strengths of both qualitative and quantitative methods to provide a comprehensive understanding of the research topic (Creswell, 2015).

Advantages of Using Multi-Qualitative Method in Research:

There are several advantages of using the multi-qualitative method in research (Creswell, 2015; Hunter & Brewer, 2016; Mik-Meyer, 2020; Kasirye, 2021) :

1. **Richness of Data:** By using multiple qualitative data collection techniques, researchers can gather rich and in-depth data from different perspectives. This allows for a comprehensive exploration of the research topic.
2. **Triangulation:** The use of multiple data collection techniques enables researchers to triangulate their findings. Triangulation involves comparing and contrasting different sources of data, which enhances the validity and reliability of the research.
3. **Complementarity:** Different qualitative methods can complement each other by providing different types of information. For example, interviews can provide individual perspectives, while focus groups can capture group dynamics and interactions.
4. **Flexibility:** The multi-qualitative method offers flexibility in data collection. Researchers can adapt their methods based on emerging insights or new research questions that arise during the study.
5. **Holistic Understanding:** By using multiple qualitative methods, researchers can gain a holistic understanding of the research topic. This can lead to more nuanced and comprehensive findings

1. Key Informant Interviews

Sampling and Selection of Key Informants:

For a comprehensive understanding of the creative landscape in Pasay City, Manila City, and Quezon City, the study involved key informant interviews with a diverse group of stakeholders. The sampling and selection criteria for key informants were as follows:

- a. **Creative Workers:** A total of 15 creative workers were included in the study. Five individuals were selected from each of the three cities, encompassing a diverse range of creative professions and career stages. This approach aimed to provide a holistic perspective on the creative strengths and challenges experienced by creative workers.
- b. **Creative Entrepreneurs:** Similarly, four creative entrepreneurs were identified and interviewed in each of the three cities, totaling 12 interviews. These entrepreneurs included individuals involved in creative startups, design firms, or cultural enterprises.
- c. **Government Officials or Cultural Policymakers:** To gain insights into the policy landscape and the role of government in promoting creative industries, four government officials or cultural policymakers were interviewed in each city, totaling 12 interviews. These officials held positions related to cultural affairs, economic development, or urban planning.
- d. **Community Leaders:** Lastly, four community leaders were selected for interviews in each of the three cities, resulting in 12 interviews. Community leaders included individuals involved in community-based arts initiatives or advocacy for creative development.

Interview Process and Data Collection:

The interview process followed a semi-structured format to allow for flexibility and in-depth exploration of key themes. The steps for conducting key informant interviews included:



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- a. Participant Recruitment: Participants were contacted and informed about the study's objectives, their role as key informants, and the voluntary nature of their participation. Informed consent was obtained from all participants.
- b. Interviews: Face-to-face or virtual interviews were conducted, depending on the participants' preferences and logistical considerations.
- c. Interview Guide: A semi-structured interview guide was used to ensure consistency while allowing for open-ended responses. The guide included questions related to creative strengths, challenges, potential areas for improvement, and the role of local governance.
- d. Audio Recording: With participants' consent, interviews were audio-recorded to capture rich and detailed data.
- e. Transcription: Interview recordings were transcribed verbatim to prepare the data for analysis.

Data Analysis Techniques (Qualitative):

Qualitative data analysis followed established procedures:

- a. Thematic Analysis: Transcripts were subjected to thematic analysis, wherein recurring themes, patterns, and narratives were identified. This process involved systematic coding of data to extract key insights.
- b. Triangulation: Triangulation of data from different key informant groups (creative workers, creative entrepreneurs, government officials, and community leaders) enabled the cross-verification of findings and enhanced the study's validity.
- c. Member Checking: Findings were shared with participants for member checking, allowing them to provide feedback on the accuracy of the analysis.

By employing this approach, the study captured a comprehensive understanding of the creative strengths, challenges, and potential within the selected cities, shedding light on the role of creative industries in local economic growth and development.

2. Content Analysis of Competitive Cities Index (CMCI) Data

The content analysis of Competitive Cities Index (CMCI) data provides valuable insights into the economic and competitive attributes of the selected cities, namely Quezon City, Pasay (Metro Manila), and Manila (Metro Manila).

Data Sources and Collection:

The CMCI data, which serves as a quantitative source for this study, was obtained from reliable and up-to-date sources (DTI Website - <https://cmci.dti.gov.ph/index.php>), ensuring the accuracy and reliability of the information.

1. Quezon City, Metro Manila:
 - Overall Score: 61.8475
 - Economic Dynamism: Rank 2, Score 9.4220
 - Government Efficiency: Rank 6, Score 11.7392
 - Infrastructure: Rank 1, Score 11.9904
 - Resiliency: Rank 1, Score 16.0835
 - Innovation: Rank 1, Score 12.6124
2. Pasay (Metro Manila):
 - Overall Score: 56.7826
 - Economic Dynamism: Rank 1, Score 10.4603
 - Government Efficiency: Rank 3, Score 12.5054
 - Infrastructure: Rank 4, Score 9.6496
 - Resiliency: Rank 8, Score 13.0787
 - Innovation: Rank 3, Score 11.0886
3. Manila (Metro Manila):
 - Overall Score: 56.2923
 - Economic Dynamism: Rank 7, Score 6.0325
 - Government Efficiency: Rank 1, Score 13.7182
 - Infrastructure: Rank 2, Score 10.3906



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- Resiliency: Rank 4, Score 14.5617
- Innovation: Rank 2, Score 11.5893

Analysis:

- Quezon City: Quezon City leads in almost all pillars, particularly in Infrastructure, Resiliency, and Innovation. This suggests a well-rounded approach to urban development and governance.
- Pasay (Metro Manila): Pasay City exhibits significant economic dynamism, ranking first in this category. It also demonstrates efficiency in government and infrastructure, making it a notable player in the economic landscape.
- Manila (Metro Manila): Manila excels in Government Efficiency, Infrastructure, and Resiliency. Its top-ranking position in Government Efficiency underscores effective governance practices within the city.

B. Research Sites and Selection Criteria:

The research focuses on Quezon City, Pasay City, and Manila City as research sites due to their distinct characteristics and importance in the context of the study. The selection criteria for these sites include their location in Metro Manila, their varying CMCI scores across pillars, and their potential as exemplars of creative industry-driven economic growth.

C. Ethical Considerations:

Ethical considerations in the collection and use of CMCI data include ensuring the transparency of data sources. Data was collected and analyzed following ethical research practices, including compliance with data protection regulations.

D. Data Integration and Triangulation:

Data integration and triangulation involve combining CMCI data with qualitative data from key informant interviews. This approach enhances the validity and reliability of the study's findings by cross-referencing the data sources, providing a more comprehensive understanding of the role of creative industries in local economic growth and development within the selected cities.

RESULTS and DISCUSSION

IV. Creative Industries and Economic Growth in Quezon City, Pasay City, and Manila City: Results

A. Creative Industry Landscape in Each City

1. Strengths and Assets

In Quezon City, key informants from the creative industry highlighted several strengths and assets:

- Diverse Talent Pool:** Creative workers, designers, musicians, and artisans in Quezon City are highly diverse, contributing to a vibrant creative ecosystem.
- Cultural Heritage:** The city's historical and cultural heritage provides a unique backdrop for creative endeavors, attracting artists and cultural enthusiasts.
- Academic Institutions:** Local universities and art schools nurture creative talent, serving as hubs for innovation and skill development.

In Pasay City, strengths and assets within the creative industry include:

- Strategic Location:** Pasay's proximity to major transportation hubs and tourist destinations positions it as a strategic location for creative enterprises, particularly in the events and entertainment sectors.
- Collaborative Networks:** Creative entrepreneurs in Pasay have fostered collaborative networks, enabling cross-disciplinary projects and knowledge sharing.
- Government Support:** Key informants noted government initiatives supporting creative events and festivals, enhancing Pasay's reputation as a cultural and creative hub.

In Manila City, strengths and assets identified by key informants encompass:

- Historical Significance:** Manila's historical sites and cultural landmarks offer a unique backdrop for creative expression and cultural tourism.



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- b. Digital Innovation: The city has witnessed a surge in digital creative ventures, including game development and digital art, driven by a tech-savvy workforce.
- c. Government Investment: Manila's local government has invested in cultural infrastructure, such as museums and cultural centers, fostering a thriving cultural scene.

2. Challenges and Barriers

In Quezon City, challenges within the creative industry include:

- a. Economic Sustainability: Some creative workers and creative entrepreneurs face challenges in achieving sustainable income, often relying on irregular commissions or part-time jobs.
- b. Space and Venues: Limited affordable studio and exhibition spaces hinder the growth of the local arts scene.
- c. Intellectual Property Protection: Concerns exist regarding the protection of intellectual property rights, particularly for emerging artists.

In Pasay City, key informants pointed out challenges such as:

- a. High Operational Costs: Rental and operational costs in Pasay can be prohibitive for small creative enterprises.
- b. Regulatory Complexity: Navigating permits and regulations, especially for events and performances, can be cumbersome.
- c. Competition: Competition among creative enterprises in the city is intense, requiring differentiation strategies.

In Manila City, challenges and barriers within the creative industry include:

- a. Inequality: Income inequality exists among creative professionals, with established artists having more access to resources and opportunities.
- b. Traffic Congestion: Commute times and transportation challenges can disrupt the creative process and collaboration among artists.
- c. Cultural Preservation: Balancing modernization with the preservation of cultural heritage poses a challenge for creative development.

B. Role of Proactive Local Chief Executives

Key informants across all three cities acknowledged the significant role of proactive local chief executives (LCEs) in nurturing creative industries:

- a. Policy Advocacy: Proactive LCEs have advocated for policies supporting creative industries, including funding for cultural events and initiatives.
- b. Infrastructure Investment: LCEs have invested in cultural and creative infrastructure, such as galleries, theaters, and co-working spaces.
- c. Stakeholder Engagement: Engagement with creative industry stakeholders, including artists and entrepreneurs, has been a hallmark of proactive LCEs, fostering collaboration and innovation.

Overall, the role of proactive LCEs in Quezon City, Pasay City, and Manila City has been instrumental in harnessing the creative potential of these cities to drive economic growth and cultural enrichment.

C. Qualitative Insights from Key Informant Interviews

Qualitative insights gleaned from key informant interviews in Quezon City, Pasay City, and Manila City reveal nuanced perspectives within the creative industry landscape:

- a. Community Collaboration: Key informants in all three cities emphasized the importance of community collaboration and shared spaces. They described how artists, entrepreneurs, and policymakers often collaborate on projects that promote cultural exchange and economic growth.
- b. Challenges in Income Stability: Many creative professionals expressed concerns about income stability. They cited the need for more reliable income sources and financial support systems to sustain their artistic endeavors.
- c. Access to Resources: Access to resources, including studio spaces, funding, and mentorship opportunities, emerged as a common theme. Key informants suggested that proactive local governments could play a pivotal role in facilitating resource access.



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- d. Cultural Identity: Preserving and celebrating cultural identity through creative expression was a recurring theme, especially in Manila City, where historical and cultural heritage holds significant importance.
- e. Digital Innovation: Across the cities, there was a growing recognition of the role of digital innovation in creative industries. Key informants highlighted the emergence of digital art, game development, and online platforms as avenues for creative expression and economic growth.

D. Content Analysis Findings from CMCI Analysis

The findings from the content analysis of Competitive Municipalities and Cities Index (CMCI) data provided valuable insights into the economic dynamics of Quezon City, Pasay City, and Manila City:

- a. Quezon City's Economic Dynamism: Quezon City's high ranking in Economic Dynamism, as reflected in its CMCI score and rank, aligns with the qualitative insights regarding its diverse and thriving creative ecosystem. The city's economic dynamism contributes to its overall competitiveness.
- b. Pasay City's Strategic Location: Pasay City's top rank in Economic Dynamism, coupled with its strategic location, indicates its potential as a hub for creative enterprises. The quantitative data supports the qualitative findings regarding Pasay's economic strength.
- c. Manila City's Government Efficiency: Manila City's top rank in Government Efficiency is consistent with qualitative insights highlighting the role of proactive local chief executives in policy advocacy and investment in creative infrastructure.

The integration of qualitative insights from key informants interview and CMCI data underscores the complex interplay between creative industries and local governance in driving economic growth within these cities. This multi-qualitative approach provides a comprehensive understanding of the relationship between creative industries, proactive leadership, and urban development.

E. Synthesis of Qualitative Data from Key Informants and Content Analysis

The synthesis of qualitative insights from key informant interviews and findings from the content analysis of Competitive Cities Index (CMCI) data provides a holistic perspective on the role of creative industries in the economic growth of Quezon City, Pasay City, and Manila City.

- a. Complementary Insights: The qualitative data revealed the creative strengths, challenges, and aspirations of local artists and entrepreneurs. It showcased the vibrant creative communities in these cities and their dedication to cultural preservation and innovation. The CMCI data, on the other hand, corroborated the economic dynamism and government efficiency in some cities, providing empirical support for the qualitative narratives.
- b. Government Leadership: Both qualitative data from key informants and content analysis underscored the significant role of proactive local chief executives (LCEs) in fostering creative industries. LCEs have been instrumental in advocating for policies, investing in cultural infrastructure, and engaging with stakeholders. This proactive leadership aligns with the quantitative findings of government efficiency.
- c. Challenges and Opportunities: The synthesis reveals that while these cities possess creative strengths, they also face common challenges, including income instability and limited resources. However, these challenges are met with determination and innovation within the creative community. The data from the content analysis of CMCI data indicates that strategic locations and economic dynamism present opportunities for growth.

F. Impact of Creative Industries on Economic Growth

The impact of creative industries on the economic growth of Quezon City, Pasay City, and Manila City is multifaceted and profound:

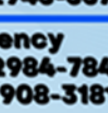
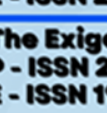
- a. Economic Diversification: The presence of a thriving creative sector diversifies the local economy beyond traditional industries. This diversification contributes to economic resilience and reduces dependence on specific sectors.
- b. Job Creation: Creative industries generate employment opportunities, supporting artists, designers, and creative entrepreneurs. The qualitative insights highlight the potential for job creation and skills development.
- c. Tourism and Cultural Attraction: Creative and cultural assets in these cities attract tourists and cultural enthusiasts. The quantitative data, particularly the CMCI rankings, reflect the appeal of these cities as cultural and creative destinations.
- d. Innovation and Entrepreneurship: Creative industries foster innovation and entrepreneurship. The digital and tech-driven creativity observed in Manila City exemplifies the potential for innovation-driven economic growth.



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- e. Community Development: The qualitative insights underscore the role of creative industries in community development and cultural preservation. These industries enhance the overall quality of life for residents.

The symbiotic relationship between creative industries and proactive local leadership is pivotal in driving economic growth in Quezon City, Pasay City, and Manila City. The fusion of two types of qualitative data demonstrates the potential for these cities to continue flourishing as creative hubs, contributing significantly to the economic prosperity of the nation.

G. The Effectiveness of Proactive Local Chief Executives

The effectiveness of proactive local chief executives (LCEs) in fostering creative industries and driving economic growth in Quezon City, Pasay City, and Manila City is evident through the synthesis of data:

- Policy Advocacy: Proactive LCEs have played a pivotal role in policy advocacy, pushing for initiatives that support creative industries. Qualitative data highlighted their commitment to creating an enabling environment for artists and entrepreneurs.
- Investment in Infrastructure: The data on the CMCI analysis, underscores the impact of LCEs' investments in cultural and creative infrastructure. High rankings in categories such as government efficiency and infrastructure reflect their effectiveness in resource allocation.
- Stakeholder Engagement: Qualitative insights emphasized the engagement of LCEs with stakeholders, fostering collaboration and knowledge exchange. This engagement is reflected in the vibrant creative communities within these cities.
- Balancing Development: The effectiveness of LCEs lies in their ability to balance economic development with cultural preservation. This nuanced approach aligns with the qualitative findings of cultural identity and heritage preservation.

H. Policy Recommendations for Local Governance

Building on the insights gained from the synthesis of data, the following policy recommendations are proposed for local governance:

- Support for Creative Incubators: Local governments can establish creative incubators and co-working spaces to provide creative workers and entrepreneurs with affordable resources, mentorship, and networking opportunities.
- Financial Assistance Programs: Develop financial assistance programs, grants, and funding mechanisms specifically tailored to creative industries to address income instability and resource constraints.
- Streamlined Regulations: Simplify and streamline regulations related to events, exhibitions, and creative ventures to reduce bureaucratic hurdles for creative workers and entrepreneurs.
- Promotion of Cultural Tourism: Invest in the promotion of cultural tourism, leveraging historical and cultural assets to attract visitors and boost the local economy.
- Digital Infrastructure: Recognize the potential of digital innovation within creative industries and invest in digital infrastructure and training to support digital artists and tech-driven creativity.

I. Framework for Policy Recommendations and Practical Implications for Local Chief Executives in Fostering the Competitiveness of Urban Creative Centers (See Appendix A)

The framework for policy recommendations and practical implications for Local Chief Executives (LCEs) in fostering the competitiveness of urban creative centers represents a structured approach aimed at nurturing and empowering the creative industry within urban areas. This framework combines a set of policy recommendations designed to support creative sectors with practical implications for LCEs to effectively implement these policies. By bridging the gap between policy formulation and practical execution, this framework seeks to create an enabling environment where creative industries can flourish, thereby contributing to economic growth and cultural vibrancy in urban settings. This comprehensive approach underscores the importance of proactive leadership and evidence-based decision-making in fostering a thriving creative ecosystem within cities.

Policy Recommendations for Local Governance:

- Support for Creative Incubators: This policy recommendation suggests that local governments should establish creative incubators and co-working spaces. These spaces would provide creative workers and entrepreneurs with



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affordable resources, mentorship, and networking opportunities. This is aimed at creating a supportive environment for creative individuals and businesses to thrive.

b. Financial Assistance Programs: Developing financial assistance programs, grants, and funding mechanisms tailored to creative industries addresses income instability and resource constraints within the sector. This recommendation aims to provide the necessary financial support for creative professionals to sustain and grow their ventures.

c. Streamlined Regulations: Simplifying and streamlining regulations related to events, exhibitions, and creative ventures is crucial to reducing bureaucratic hurdles for creative workers and entrepreneurs. This policy recommendation focuses on creating a more business-friendly environment for the creative industry.

d. Promotion of Cultural Tourism: Investing in the promotion of cultural tourism involves leveraging historical and cultural assets to attract visitors and boost the local economy. This recommendation recognizes the economic potential of cultural tourism and its role in supporting the creative sector.

e. Digital Infrastructure: Recognizing the potential of digital innovation within creative industries, this recommendation suggests investing in digital infrastructure and training to support digital artists and tech-driven creativity. It acknowledges the growing importance of technology in the creative field.

Practical Implications for LCEs:

a. Collaborative Platforms: Establishing collaborative platforms where artists, entrepreneurs, policymakers, and academics can share knowledge and ideas is a practical step for LCEs. This fosters innovation and practical implementation of policies by creating spaces for dialogue and cooperation among stakeholders.

b. Capacity Building: Investing in capacity-building programs for local government officials is essential. This helps enhance their understanding of creative industries and their role in economic development. Well-informed officials can make more effective decisions and policies.

c. Evaluation and Adaptation: Continuous evaluation of the impact of policies and initiatives is vital. LCEs should adapt these policies based on feedback and changing dynamics within the creative industry landscape. This ensures that policies remain relevant and effective over time.

d. Knowledge Transfer: Facilitating knowledge transfer from research institutions to local government bodies ensures evidence-based decision-making. This practical implication emphasizes the importance of staying informed about industry trends and research findings.

In essence, this framework combines policy recommendations with practical steps for LCEs to foster the competitiveness of urban creative centers. It emphasizes the need for both supportive policies and their effective implementation through collaboration, capacity building, evaluation, and knowledge sharing. This holistic approach aims to create an environment where the creative industry can thrive and contribute significantly to the local economy.

J. Framework for Policy Recommendations and Practical Implications for Local Chief Executives in Fostering the Competitiveness of Urban Creative Centers within the CMCI Framework

The framework for policy recommendations and practical implications for Local Chief Executives (LCEs) in fostering the competitiveness of urban creative centers can be effectively related to the five pillars of the Cities and Municipalities Competitiveness Index (CMCI) -- Economic Dynamism, Government Efficiency, Infrastructure, Resiliency, and Innovation. Each pillar of CMCI represents a critical aspect of a city's overall competitiveness, and the framework can contribute significantly to enhancing these pillars.

1. Economic Dynamism:

a. Policy Recommendations: The policy recommendations within the framework, such as supporting creative incubators and financial assistance programs, directly contribute to economic dynamism. Creative industries have the potential to diversify the economy, create jobs, and stimulate economic growth.

b. Practical Implications: Capacity building and collaborative platforms for LCEs facilitate informed decision-making and the creation of an environment conducive to economic dynamism within the creative sector.

2. Government Efficiency:



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- a. Policy Recommendations: Streamlining regulations is a key policy recommendation in the framework. Simplified regulations reduce bureaucratic hurdles, improving government efficiency in supporting the creative industry.
- b. Practical Implications: Evaluation and adaptation, as well as knowledge transfer, enhance government efficiency by ensuring that policies are effective, evidence-based, and responsive to changing dynamics.

3. Infrastructure:

- a. Policy Recommendations: The framework includes a recommendation for investing in digital infrastructure, recognizing its importance in the creative industry. This investment can contribute to overall infrastructure development.
- b. Practical Implications: Knowledge transfer ensures that local government bodies are aware of the infrastructure needs of the creative industry, facilitating targeted investments.

4. Resiliency:

- a. Policy Recommendations: The support for creative incubators and financial assistance programs can indirectly enhance a city's resiliency by fostering economic diversification and reducing vulnerability.
- b. Practical Implications: Evaluation and adaptation are essential for maintaining resiliency. By continuously assessing the impact of policies and adjusting them as needed, cities can become more resilient to economic fluctuations.

5. Innovation:

- a. Policy Recommendations: The policy recommendation for digital infrastructure directly supports innovation within the creative sector. Additionally, collaborative platforms foster knowledge exchange and innovation.
- b. Practical Implications: Capacity building ensures that LCEs are well-equipped to champion innovation within the creative industry, aligning with the CMCI pillar of innovation.

The framework for policy recommendations and practical implications aligns with the five pillars of CMCI and can significantly contribute to the overall competitiveness of cities and municipalities. By fostering a thriving creative industry, cities can enhance economic dynamism, government efficiency, infrastructure, and innovation while indirectly supporting resiliency. This comprehensive approach underscores the potential of the creative sector in driving urban competitiveness and cultural vibrancy.

Conclusions and Recommendations

This research study has yielded significant insights into the relationship between creative industries and economic growth in Quezon City, Pasay City, and Manila City:

- a. Creative Industry Landscape: The creative industry landscape in these cities is characterized by diverse talent pools, cultural heritage, and collaborative networks. Challenges include income instability and resource constraints.
- b. Proactive Local Chief Executives: Proactive local chief executives have played a pivotal role in advocating for policies, investing in creative infrastructure, and engaging stakeholders.
- c. Impact on Economic Growth: Creative industries contribute to economic diversification, job creation, tourism, innovation, and community development within these cities.
- d. Framework for Fostering Urban Creative Center Competitiveness

The framework for policy recommendations and practical implications designed for Local Chief Executives (LCEs) in the pursuit of fostering the competitiveness of urban creative centers represents a comprehensive approach to empower the creative industry within urban areas. This framework amalgamates a series of policy recommendations crafted to bolster creative sectors with practical implications explicitly tailored for LCEs, enabling them to effectively translate these policies into actionable measures. This framework aspires to cultivate an enabling environment conducive to the flourishing of creative industries. In turn, this contributes to both economic growth and the enrichment of cultural vibrancy in urban landscapes.



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Policy Recommendations for Local Governance to foster Urban Creative Center Competitiveness

1. Support for Creative Incubators:
2. Financial Assistance Programs
3. Streamlined Regulations:
4. Promotion of Cultural Tourism:
5. Digital Infrastructure:

Practical Implications for LCEs:

1. Collaborative Platforms:
2. Capacity Building:
3. Evaluation and Adaptation:
4. Knowledge Transfer:

Policy Implications of the Findings of the Study

The following policy implications emerge from the study's findings:

a. Creative Industry Landscape:

1. Diverse Talent Pools: The creative industry landscape in these cities is richly endowed with diverse talent pools, including visual artists and workers, designers, musicians, writers, filmmakers, and photographers. Recognizing and nurturing this diversity is essential for sustainable growth.
2. Cultural Heritage: The cities boast a wealth of cultural heritage, providing a solid foundation for creative endeavors. Preserving and promoting this heritage is crucial for cultural identity and attracting cultural tourists.
3. Collaborative Networks: Collaborative networks among creative professionals, entrepreneurs, and cultural policymakers have been observed. Encouraging and facilitating these networks can amplify creative synergies and innovation.
4. Challenges: Challenges faced by the creative industry include income instability and resource constraints. Addressing these challenges is paramount for sustaining creative careers and businesses.

b. Proactive Local Chief Executives:

1. Policy Advocacy: Proactive local chief executives have played a pivotal role in advocating for policies that support creative industries. This advocacy can be further harnessed to ensure the continuity of these policies.
2. Investment in Creative Infrastructure: Local chief executives have invested in creative infrastructure, such as cultural centers and co-working spaces. Sustaining and expanding these investments can foster a conducive environment for creative endeavors.
3. Engagement with Stakeholders: Effective engagement with stakeholders, including artists, entrepreneurs, and policymakers, has been a hallmark of proactive local chief executives. Maintaining and enhancing these relationships is crucial for collaborative decision-making.

c. Impact on Economic Growth:

1. Economic Diversification: Creative industries contribute significantly to economic diversification by adding a new dimension to the urban economy. Policy should encourage diversification to mitigate economic risks.
2. Job Creation: The creative sector is a source of employment, particularly for young talent. Policies that promote job creation within the creative sector can have wide-reaching economic benefits.
3. Tourism Boost: Cultural tourism is stimulated by creative industries. Encouraging this form of tourism can bolster the local economy by attracting visitors.
4. Innovation: The creative sector fuels innovation, which has broader applications across industries. Policies should recognize and harness this potential for wider economic impact.
5. Community Development: The creative industry plays a vital role in community development by fostering cultural vibrancy and social engagement. Policies should prioritize the inclusion of marginalized communities.



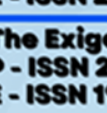
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d. Framework for Fostering Urban Creative Center Competitiveness:

The framework for policy recommendations and practical implications designed for Local Chief Executives (LCEs) provides a comprehensive roadmap for nurturing creative industries within urban areas.

Policy Recommendations for Local Governance to Foster Urban Creative Center Competitiveness:

1. Support for Creative Incubators: LCEs should actively establish creative incubators and co-working spaces, providing creative workers and entrepreneurs with accessible resources, mentorship, and networking opportunities.
2. Financial Assistance Programs: Developing financial assistance programs, grants, and funding mechanisms tailored to creative industries addresses income instability and resource constraints. This recommendation aims to provide the necessary financial support for creative professionals to sustain and grow their ventures.
3. Streamlined Regulations: Simplifying and streamlining regulations related to events, exhibitions, and creative ventures is crucial to reducing bureaucratic hurdles for creative workers and entrepreneurs. This policy recommendation focuses on creating a more business-friendly environment for the creative industry.
4. Promotion of Cultural Tourism: Investing in the promotion of cultural tourism involves leveraging historical and cultural assets to attract visitors and boost the local economy. This recommendation recognizes the economic potential of cultural tourism in bolstering the creative sector.
5. Digital Infrastructure: Acknowledging the potential of digital innovation within creative industries, this recommendation suggests investing in digital infrastructure and training to support digital artists and technology-driven creativity. It underscores the growing significance of technology in the creative field.

Practical Implications for LCEs:

1. Collaborative Platforms: Establishing collaborative platforms where artists, entrepreneurs, policymakers, and academics can exchange knowledge and ideas represents a pragmatic step for LCEs. Such platforms foster innovation and the practical implementation of policies by facilitating dialogue and cooperation among stakeholders.
2. Capacity Building: Investment in capacity-building programs for local government officials is pivotal. This endeavor enhances their understanding of creative industries and their role in economic development, equipping them to make more effective decisions and formulate sound policies.
3. Evaluation and Adaptation: The continuous evaluation of the impact of policies and initiatives remains vital. LCEs should remain adaptive, altering policies based on feedback and changing dynamics within the creative industry landscape. This ensures the enduring relevance and effectiveness of policies over time.
4. Knowledge Transfer: Facilitating the transfer of knowledge from research institutions to local government bodies is essential for evidence-based decision-making. This practical implication underscores the importance of staying abreast of industry trends and research findings.

In conclusion, the policy implications drawn from this research study emphasize the need for proactive measures in supporting creative industries and leveraging their potential for economic growth and cultural

Research Limitations

While this research offers valuable insights, it is not without limitations:

- a. The study's sample size for key informant interviews is limited. Expanding the sample could provide a more comprehensive understanding.
- b. Findings are specific to Quezon City, Pasay City, and Manila City and may not be fully generalizable to other urban contexts.
- c. The CMCI data, while informative, may not capture all nuances of creative industries. Further data sources could enhance the analysis.

Future Research Directions

Future research in this area could explore:

- a. Long-term Impact: Investigate the long-term impact of creative industries on economic growth and urban development.
- b. Comparative Studies: Conduct comparative studies across different cities and regions to identify best practices in promoting creative industries.
- c. Policy Implementation: Assess the effectiveness of policy recommendations and the challenges in their implementation at the local level.



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- d. Creative Entrepreneurship: Explore the role of creative entrepreneurship in driving economic growth and innovation.
- e. Correlational research: Examine the relationships of variables with CMCI data.

Disclaimer:

The findings and conclusions presented in this research study are the author's independent and expert analysis and should not be attributed to or construed as endorsed by their affiliated institution or organization. The author assumes entire responsibility for the accuracy and completeness of this study.

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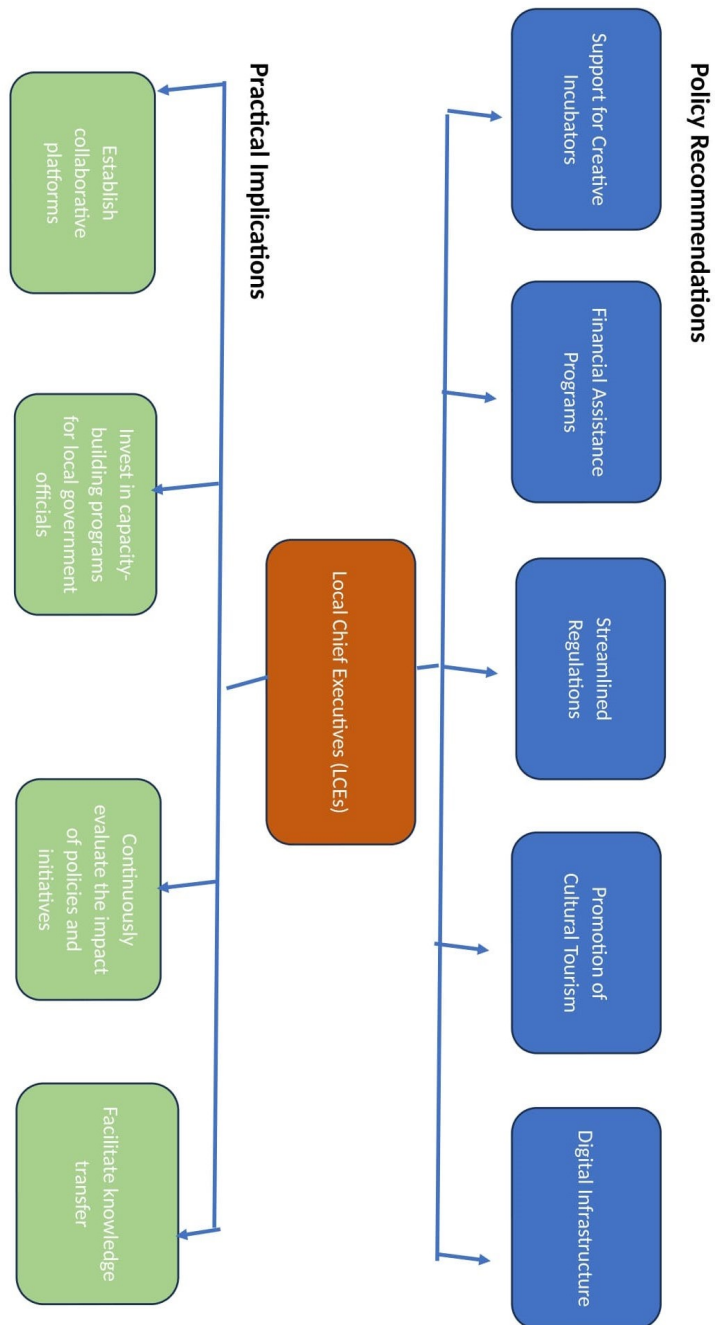
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- Appendix A - Framework for Policy Recommendations and Practical Implications for Local Chief Executives in Fostering the Competitiveness of Urban Creative Centers
- Blue boxes are Policy Recommendations for Fostering the Competitiveness of Urban Creative Centers
 - Green boxes are Practical Implications for such Policy Recommendations.