

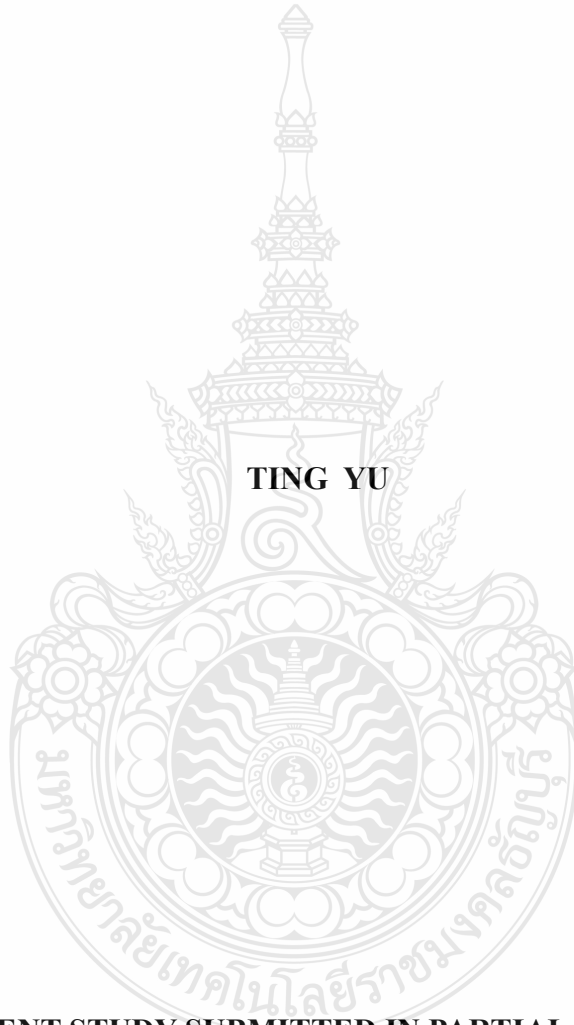
**THE IMPACT OF DIGITAL TRANSFORMATION AND STRATEGIC
DECISION – MAKING ON INNOVATION IN THE CULTURAL AND
CREATIVE INDUSTRIES IN GUANGXI**

TING YU

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION PROGRAM IN BUSINESS FACULTY
OF BUSINESS ADMINISTRATION RAJAMANGALA UNIVERSITY OF
TECHNOLOGY THANYABURI ACADEMIC YEAR 2024
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Independent Study Title The Impact of Digital Transformation and Strategic Decision-Making on Innovation in the Cultural and Creative Industries in Guangxi

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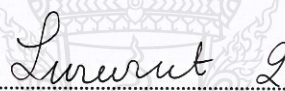
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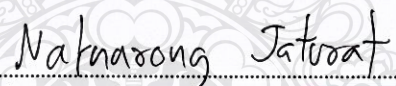
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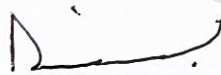
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ABSTRACT

This study aims to explore the impact of digital transformation (DT) and strategic decision-making on the innovation capabilities of cultural and creative industries (CCIs) in Guangxi, China and attempts to provide important insights for industry practitioners and policymakers to better understand how DT drives industrial innovation and optimizes strategic decision-making to enhance the market competitiveness of enterprises. With the accelerated development of economic globalization, enterprises are facing increasingly fierce competitive pressure. DT has become a necessary means for enterprises to maintain market competitiveness and achieve sustainable development. In this context, studying the impact of DT and strategic decision-making on the innovation capability of Guangxi CCIs has important theoretical and practical significance.

This study adopted a quantitative research design to collect data from 420 practitioners in the CCIs in Guangxi through a structured questionnaire. The analysis techniques included statistical methods such as analysis of variance and multiple regression analysis to evaluate the specific impact of DT and strategic decision-making on innovation in the CCIs. Specifically, DT promotes technological innovation and collaborative innovation, enabling enterprises to better adapt to market demand, improves the quality of products and services, and enhances the overall innovation capabilities of the industry. At the same time, effective strategic decisions can optimize resource allocation, improve enterprise operational efficiency, and provide necessary support for innovation.

This study provides an important reference for promoting the high-quality development of CCIs in Guangxi. The results show that enterprises in CCIs should

increase the promotion of digital technology and establish a scientific strategic decision-making system to achieve sustainable development and enhance their competitiveness.

Keywords: digital transformation (DT), strategic decision-making, cultural and creative industry (CCIs), innovation



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Ting Yu

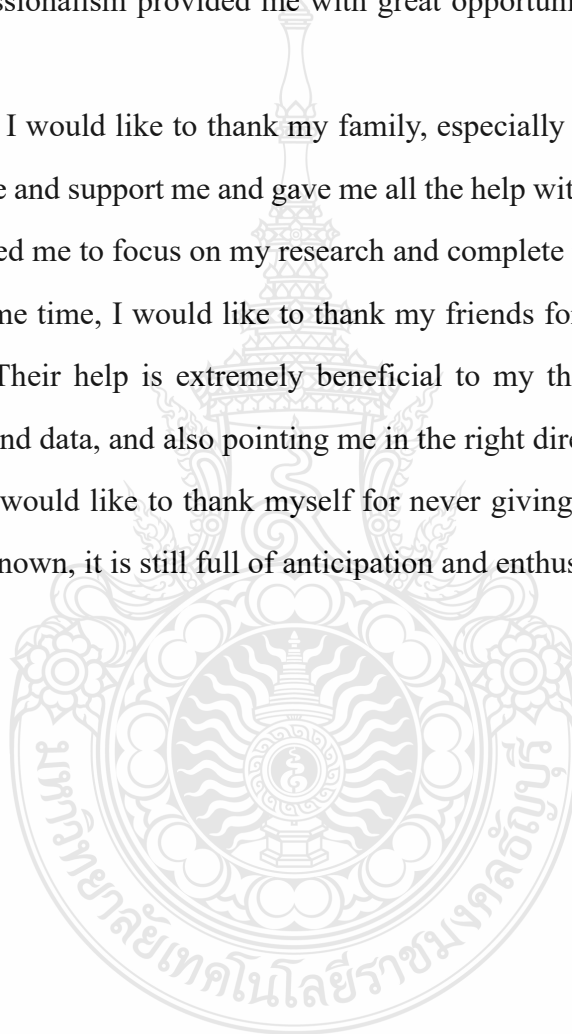


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CHAPTER 1

INTRODUCTION

1.1 Background of The Study

With the accelerating development of economic globalization, enterprises are facing increasingly severe competitive pressures, forcing them to undergo digital transformation to maintain market competitiveness and ensure sustainable development. Digital technologies are significantly transforming the structure of the economy and society, it becoming one of the core strategies driving technological transformation. Therefore, digital transformation has gradually become a focal point of academic attention, with scholars considering it an effective means of enhancing the efficiency of economic value creation(Zeng et al., 2021). For enterprises, digital transformation not only helps address issues of complexity and uncertainty but also enhances innovation capacity and optimizes operational efficiency. By implementing digital transformation, enterprises can gain a deeper understanding of market demands, driving innovation and iteration in products and services(Liu et al., 2021).

The scale of the digital economy and its share of GDP in China have been increasing year by year over the past five years. It can be seen that with the rapid development of information technologies such as big data, cloud computing, and artificial intelligence, the digital economy will further accelerate and reach unprecedented heights(table1.1).

Table 1.1 The scale of China's digital economy (2018-2022)

	2018	2019	2020	2021	2022
Digital Economy Scale (Trillions)	31	36	39	46	50
GDP Share	34.0%	36.3%	38.6%	39.8%	41.5%

Enterprises are the main actors in market economic activities, and under the backdrop of the digital economy, their digital transformation is a critical component of their developmental evolution and upgrading. Enterprises vary significantly in their areas of involvement, external environments, organizational structures, operational models, and levels of digitalization. Therefore, enterprises have different needs when it comes to transformation, upgrading, and digital empowerment. When it comes to the digital transformation of enterprises, this is a complex, systemic, and long-term process. In the process of digital transformation, digital upgrading and technological iteration must be closely integrated with the enterprise's operational models, business pain points, and workflows, enabling systematic reform and adjustments. Enterprises that successfully implement digital transformation will achieve higher overall profits and better returns on investment(Ivančić et al., 2019).

By the 1980s, the economic functions of culture gradually became apparent. The economic policies of the UK and the US became more optimized and competitive, with innovation capability becoming the competitive edge for enterprises' survival. These policies played a significant role in fostering the development of creative industries. Under such historical conditions and the backdrop of the times, the creative industries began to emerge in Australia and the UK. In 1998, the concept of 'creative industries' was formally introduced for the first time in the 'UK Creative Industries Pathway Document. It is defined as: 'Industries that originate from individual creativity, skills, and talent, and through the development and utilization of intellectual property, have the potential to create wealth and employment'(Flew, 2011).

Currently, the global cultural and creative industries are developing rapidly, with a distinct characteristic of deep integration between traditional culture and modern technology. From immersive digital cultural tourism experiences to the digital regeneration of intangible cultural heritage, and from the digital transformation of traditional brands to the application of digital production methods, the cultural and

creative industries are gradually advancing toward intelligence and digitalization. With the advent of the internet and the new media era, mobile social media platforms, represented by short videos and live streaming, have rapidly emerged and become dominant players in the field of communication. It has further promoted the shift of outstanding traditional culture from one-way communication to two-way interaction, breaking down the boundaries between the sender and receiver. Users, through new media platforms, deeply engage in the recreation and dissemination of cultural content, greatly expanding the breadth and depth of cultural communication and significantly enhancing the visibility and impact of cultural content. It can be said that the development of digital technology has opened up new avenues for the dissemination of China's outstanding traditional culture and has provided new opportunities and pathways for the innovative development of the cultural and creative industries.

With the rapid development of China's economy, the consumption structure of residents has gradually upgraded. People have shifted from primarily 'material consumption' to predominantly 'spiritual and cultural consumption,' which has greatly stimulated the rapid development of China's cultural and creative industries. In recent years, the Chinese government and cultural and tourism departments have actively introduced a series of policies to promote the development of the cultural and creative industries. This has led to a surge in social investment enthusiasm for the cultural and creative industries, with the added value of culture and related industries increasing year by year. At the same time, the Chinese government places great emphasis on the integration of the cultural industries with digital technologies, aiming to drive cultural industry development through digital technology empowerment and further enhance the economic efficiency of the industry. With the continuous emergence of new technologies, new business models, new formats, and new scenarios, the cultural industry has been infused with strong momentum. In 2023, the scale of China's digital economy reached 53.9 trillion yuan, with continuous breakthroughs in technological innovations such as

5G and artificial intelligence. China's cultural enterprises achieved operating revenue of 12.9515 trillion yuan, an 8.2% increase compared to 2022. Among them, 16 industry subcategories with distinct characteristics of new cultural formats achieved operating revenue of 5.2395 trillion yuan, a 15.3% increase compared to 2022, which is 7.1 percentage points faster than the overall growth of large-scale cultural enterprises(Statistics, 2024).

Guangxi is an autonomous region in southern China. With its unique ethnic minority culture, diverse natural landscapes and geographical advantages facing ASEAN, it has unique location and resource advantages in the innovative development of cultural and creative industries. Guangxi has rich cultural resources such as Zhuang ethnic group songs and dances, Yao ethnic group silver jewelry making, and traditional ethnic minority festivals. These constitute a solid foundation for the development of cultural and creative industries and provide favorable conditions for promoting the integration of culture and economy. In recent years, Guangxi's cultural and creative industries have developed rapidly and achieved remarkable results in many areas, covering areas such as cultural and tourism integration, national cultural inheritance and digital innovation. Among them, the cultural and tourism integration project represented by Guilin Yangshuo area has created the benchmark project "Impression Liu Sanjie" by combining natural landscapes with cultural performances. It not only highlights the unique charm of Zhuang culture, but also becomes an important driving force for the local economy. In addition, as a traditional cultural brand of Guangxi, the "March 3" Zhuang Song Festival has further expanded the scope of dissemination of Zhuang culture through modern and innovative interpretations of festival activities, such as holding concerts, cultural exhibitions and online live broadcasts, and effectively promoted the modernization and diversified presentation of national culture. At the same time, as the capital of Guangxi, Nanning has provided opportunities for the international development of cultural and creative industries by building a regional cultural exchange platform. For example, the China-

ASEAN Cultural Forum not only promoted cultural exchanges and cooperation between Guangxi and ASEAN countries, but also laid a solid foundation for diversified innovation of cultural creativity. These practices fully demonstrate Guangxi's resource integration capabilities and innovation potential in the cultural and creative industries.

Chinese President Xi Jinping places great importance on the integration of culture and technology. During his inspection of Guangxi in April 2021, he emphasized the need to 'promote the high-end, intelligent, and green development of traditional industries, optimize and upgrade the entire industrial chain, actively cultivate emerging industries, and accelerate digital industrialization and industrial digitalization.'(Wu & Zhang, 2021).

Guangxi is an autonomous region where twelve indigenous ethnic minorities have long resided. It boasts a rich history and a vibrant, splendid culture, ethnic cultural resources are uniquely distinctive, possessing a wealth of cultural creative symbols and elements, this has laid a solid foundation for the development of the cultural and creative industries, which are based on ethnic cultural resources. At the same time, as the permanent host of the China-ASEAN Expo and an important part of the Belt and Road Initiative, Guangxi not only plays a crucial role in foreign economic and trade exchanges due to its geographical advantages but also plays an important role in telling China's story well and promoting the outstanding cultures of China and Guangxi. With the frequent hosting of cultural events in Guangxi, such as the China-ASEAN Expo, China-ASEAN Cultural Forum, China-ASEAN Expo Cultural Exhibition, Guangxi Zhuang 'San Yue San' Festival, and Guangxi Design Week, the development advantages of Guangxi's ethnic culture industries have become increasingly evident. However, the development of most local cultural industries in Guangxi still predominantly follows traditional forms, gradually facing the 'ceiling' dilemma in their growth.

Ethnic cultural and creative industries are the expansion and extension of the cultural industry through the utilization of ethnic cultural resources. This industry takes

the distinctive cultures of various ethnic minorities as its basic elements and, through the development and application of intellectual, technological, and creative resources, as well as intellectual property, aims to create economic benefits and increase employment opportunities for ethnic communities. Against the backdrop of the digital creative industry, Guangxi should leverage modern technological methods to deeply explore and rationally utilize its rich ethnic cultural resources. Transform the advantages of cultural resources into industrial elements and cultivate new ethnic cultural business models(Yan, 2024). This will help to more quickly and effectively promote the digital transformation and cultivation of ethnic cultural and creative industries, further advancing the high-quality development of the cultural industry.

For this reason, this paper focuses on the impact of digital transformation and strategic decision-making on innovation in the cultural and creative industries, with particular interest in how the digital transformation of the cultural and creative industries will influence their innovation and whether it is possible to explore a development path that combines both elements.

1.2 Purpose of the Study

Based on the introduction of the above research background, this paper focuses on the core issue of 'the impact of digital transformation and strategic decision-making on innovation in Guangxi's cultural and creative industries.' Specifically, this paper breaks it down into the following research purpose:

- 1.To study the effect of digital transformation on innovation in Guangxi's cultural and creative industries.

- 2.To study the effect of strategic decision-making on innovation in Guangxi's cultural and creative industries.

1.3 Research Questions and Hypothesis

1.3.1 Research Questions

This study aims to address the following research questions:

Research Question 1: How does digital transformation affect innovation in Guangxi's cultural and creative industries?

Research Question 2: How does strategic decision-making affect innovation in Guangxi's cultural and creative industries?

1.3.2 Hypothesis

H1: Digital transformation has a positive impact on innovation in Guangxi's cultural and creative industries.

H2: Strategic decision-making has a positive impact on innovation in Guangxi's cultural and creative industries.

1.4 Research Framework

After reviewing and summarizing the results of the literature review, this study proposes a conceptual framework:

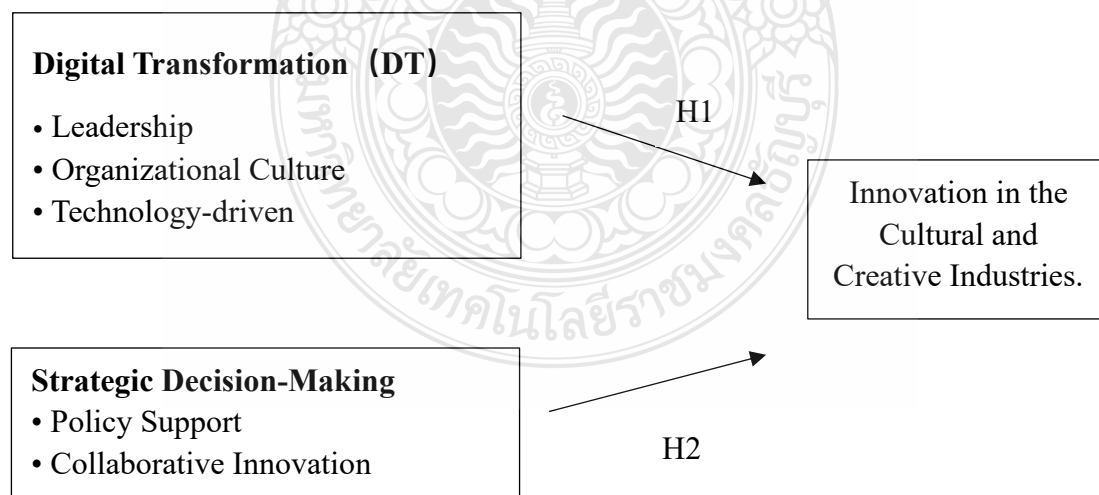


Figure 1.1 Research framework

1.5 Definition of Terms

Digital Transformation (DT) :By optimizing business processes, products, and assets through technology, the aim is to improve efficiency, create new value, and enhance the enterprise's market competitiveness(Vial, 2021).

Strategic Decision-Making: It is the critical choice made by an organization or enterprise in the face of external environments and internal resources to achieve long-term vision and overall benefits. Such decisions often have far-reaching impacts, covering resource allocation, business model selection, market positioning, and strategic direction in response to competition and change. Its core characteristics include high complexity, risk, and uncertainty. Senior management must comprehensively analyze both internal and external environments and, in conjunction with the organization's long-term goals, make rational decisions based on thorough consideration(Papadakis et al., 1998).

Innovation in the Cultural and Creative Industries: The cultural and creative industries are centered around culture, art, design, and technology, Through creativity and innovation, these industries use intellectual property to create economic value and cultural benefits. It encompasses a wide range of fields, including music, film, publishing, advertising, design, architecture, fashion, gaming, and digital content. The cultural and creative industries are characterized by the organic integration of cultural resources, creativity, and market demand, contributing additional value to society and the economy through creative labor, also under the backdrop of globalization and digitalization, they promote economic growth and cultural exchange. Its main purpose is to meet the growing spiritual needs of people by continuously producing and creating cultural and creative products(Wang, 2021).

1.6 Scope of the Study

This study defines its boundaries as follows:

Geographical Scope: Guangxi's cultural and creative industries.

Thematic Scope: Digital transformation, strategic decision-making, cultural and creative industries.

Methodological Scope: A survey questionnaire will be used to collect comprehensive data on the subject. The data will be collected from individuals working in Guangxi's cultural and creative industries.

1.7 Research Significance

1.7.1 Theoretical Significance

This study aims to analyze the impact of digital transformation and strategic decision-making on innovation in Guangxi's cultural and creative industries. Further expanding the existing theoretical framework in the fields of economics and management. Although digital transformation and strategic decision-making have already become research hotspots for enterprises globally and in developed regions, but for a region like Guangxi, with its unique cultural resources and historical background, there is still a lack of sufficient academic attention on how its cultural and creative industries can drive innovation and sustainable development through digitalization. The study explores the integration pathways of digital technology and cultural resources, providing a theoretical basis for Guangxi and other culturally rich but less developed regions to find a balance between cultural uniqueness and global digitalization trends. At the same time, this study not only provides theoretical support for the development of Guangxi's cultural and creative industries but also serves as a reference for the transformation of cultural industries in other regions. It deepens the understanding of the impact of digital transformation on regional economies and cultures, particularly by offering new insights

into enhancing the competitiveness and national influence of cultural and creative industries.

1.7.2 Practical Significance

This study aims to promote the digital transformation of Guangxi's cultural and creative industries and provide practical recommendations for industry practitioners and policymakers, helping them gain a deeper understanding of how digital transformation drives industrial innovation and how optimizing strategic decision-making can enhance the market competitiveness of enterprises in China. At the same time, the study will provide local governments with empirical data on the digital transformation of cultural and creative industries, aiding in the formulation of relevant policies, promoting the effective commercialization of cultural resources, and fostering the sustainable development of the regional economy. Also, this study proposes an implementation pathway for the digital transformation of Guangxi's cultural and creative enterprises, helping them enhance the international competitiveness and added value of their cultural products. It supports the formulation of forward-looking international development strategies, thereby strengthening the influence of Guangxi's cultural industries in the global market.

CHAPTER 2

LITERATURE REVIEW

In this study, articles, books, and research related to frameworks, methods, and theories on digital transformation, strategic decision-making, and innovation in the cultural and creative industries were reviewed. The detailed relevant literature used to construct the conceptual research framework is as follows:

2.1 The Theoretical Concept

2.1.1 Digital Empowerment Theory

The term 'empowerment' originally comes from the management concept of 'empower,' and its origins can be traced back to the 1960s, rooted in the ideology of 'social action'. As human society entered the information age, the rapid advancements and widespread application of digital technologies have acted like a catalyst, nurturing and accelerating the emergence of the concept of the 'digital economy'. This milestone concept was first proposed by Tapscott in 1996. Since then, research in the field of the 'digital economy' has continued to deepen, gradually permeating into people's daily lives and work (Tapscott et al., 1996). With the development of the digital economy, the concept of 'empowerment' has been given new life, evolving into the new concept of 'digital empowerment'. Digital empowerment, as a product of the deep integration of the digital economy and technology, is not merely a phenomenon but a gradual, multi-dimensional process, its core lies in enhancing the influence and agency of individuals or organizations in the information society (Sun et al., 2018). Hermansson and Mårtensson pointed out that the essence of digital empowerment lies in identifying, promoting, and even strengthening individuals' ability to face challenges and solve problems, and skillfully leveraging digital resources to grant individuals the ability to actively steer their own lives (Hermansson & Mårtensson, 2011). Sun Hao believes that digital empowerment refers to equipping individuals or enterprises with the ability to innovate through digital

technologies such as big data, the Internet of Things, cloud computing, mobile internet, and artificial intelligence(Sun, 2021).

Digital empowerment theory is rapidly permeating traditional industries, driving their deep integration and showcasing its vibrant vitality and broad application potential. In the wave of the digital revolution, big data has become a key production factor, while Industry 4.0 technologies have emerged as the core driving force, together fostering the rise of digital empowerment research. This field focuses on how digital technologies empower enterprises and analyzes emerging digital phenomena(Chen, 2021). In response to the trend of enterprise digitalization, scholars have proposed definitions of digital empowerment, emphasizing that it goes beyond improving efficiency to create new business models and reshape operational and management processes(Chen et al., 2020). Chi Maomao and others redefined digital empowerment from both organizational and individual perspectives, combining empowerment theory and encompassing multiple dimensions such as structure, psychology and resources; structural empowerment aims to eliminate the structural barriers that employees face in accessing information, opportunities and resources; psychological empowerment focuses on enhancing employees' skills and management abilities, boosting their sense of self-efficacy; resource empowerment emphasizes helping enterprises and employees acquire and integrate the necessary resources(Chi et al., 2020).

2.1.2 Decision Theory

Decision-making is a multi-step process centered on selecting the optimal choice from a range of potential courses of action. This process typically aims to address specific problems or capitalize on emerging opportunities. In modern society, the concept of decision-making has a broad range of applications; it applies not only to individuals' daily choices but also to the formulation of corporate strategies. Decision theory is a scientific discipline that studies how individuals or groups make choices among various options, with the goal of explaining and predicting decision-making behavior. Herbert

Simon is a key figure in this field, renowned for his work "Administrative Behavior"(Simon, 2013) in which he explores the decision-making procedures within organizations. This work is one of the earliest monographs on decision theory and laid a solid foundation for the development of the field.

In the process of corporate development, decision theory plays a crucial role. It provides a systematic approach and framework that helps managers make informed choices in a complex and dynamic business environment. By applying decision theory, businesses can more effectively identify problems, assess risks and benefits, forecast future trends, and develop corresponding strategic plans. At the same time, a company's ability to innovate is a key factor in maintaining a competitive edge and achieving sustainable development in a fiercely competitive market. Innovative capability encompasses multiple dimensions, including product innovation, process innovation, service innovation, and business model innovation. By fostering innovative thinking, investing in research and development, and creating an open and collaborative innovation ecosystem, companies can continuously launch new products and services to meet market demands and enhance efficiency and effectiveness.

Decision theory emphasizes how to make effective decisions in environments characterized by uncertainty and complexity, which is particularly important for the cultural and creative industries facing rapidly changing market demands and technological innovations. The core of the cultural and creative industries is innovation, which is reflected not only in content creation but also in the innovation of business models, technology applications, and user experiences. Decision theory provides essential support for strategic management in the cultural and creative industries. By combining rational and irrational decision-making, companies can respond flexibly to challenges in rapidly changing markets. As digitalization and globalization continue to advance, cultural and creative enterprises must find a balance between innovation and commercial viability. By leveraging data and technological tools for strategic decision-making, they can secure a competitive advantage in the market.

2.1.3 Strategic Management Theory

Strategic management refers to the process and methods of defining an organization's objectives, formulating policies and plans to achieve these goals, and allocating resources for the implementation of these policies and plans, it can be seen as a combination of strategy formulation, implementation, and evaluation(David, 2011).

Strategic management involves the exploration and management of an organization's business strategies, as well as the modeling and analysis of the overall corporate strategy within the system, this includes the organization's strategic positioning, strategic choices, and the strategies governing actions both within the organization and in its external environment. Traditional strategic management models are foundational to 20th-century business management theory, primarily including frameworks such as Porter's Five Forces and SWOT analysis. These models have long guided the formulation and execution of strategies for many organizations(H. Zhang, 2024).

Strategic management theory primarily originates from a systemic perspective on business management, contingency approaches, and information technology methodologies. Michael Porter's competitive strategy theory emphasizes that the core of strategic management is to achieve competitive advantage. Key influencing factors include the attractiveness of the industry in which the business operates and the firm's competitive position within that industry(Porter, 1997). Companies in the cultural and creative industries can stand out by employing a differentiation strategy, which involves offering unique products or services.

Innovation in the cultural and creative industries is rooted in a company's intangible assets, including brand strength, intellectual property, and employee creativity. By accurately identifying, carefully nurturing, and effectively protecting these core resources, companies can establish a unique market advantage in the creative sector. Strategic management theory provides a systematic pathway for this innovation process, helping companies solidify and expand their competitive advantages in a fiercely

competitive market. By leveraging the resource-based view, dynamic capabilities theory, and the flexible application of innovation strategies, cultural and creative enterprises can continually adapt to market changes and drive innovation within the industry.

2.2 Digital Transformation (DT)

Digital transformation (DT) is a multi-dimensional and profound change process that involves integrating digital technology into all aspects of an organization, it signifies how organizations leverage cutting-edge digital technologies such as mobile computing, artificial intelligence, cloud computing, and the Internet of Things (IoT) to enhance their operations and create value, this transformation not only addresses changes in the external environment but also fundamentally reshapes the internal value creation mechanisms of the organization(Vial, 2021). This transformation process significantly embodies the core principle of "human-centeredness." It transcends mere technological iteration, serving as a catalyst for the deep integration of technology and business, leading to a comprehensive revolution in corporate thinking, culture, and organizational structure.

In the manufacturing sector, Martin Pena has revealed how DT reshapes business models and enhances competitive advantages(Luz Martín-Peña et al., 2018); Mukhopadhyay and Bouwman, from an ecosystem perspective, analyze the essence of digital platform governance(Mukhopadhyay & Bouwman, 2019). Additionally, Lock delves into the new norms of communication patterns between organizations and their diverse stakeholders, proposing corresponding theoretical frameworks and research pathways(Lock, 2019).

Iansiti and Lakhani further emphasize that the core of DT lies in the integration of digital technologies, data assets, and innovative thinking, This integration reshapes business models, uncovers new sources of commercial value, and drives companies toward sustained growth and sustainable development(Perifanis & Kitsios, 2023). Despite the varied perspectives of scholars, there is a commonality: digital transformation

is an active process where companies leverage their traditional business foundations to utilize information technology and digital methods, this process involves a comprehensive overhaul of organizational structures, optimization of workflows, and innovation in products and services, the aim is to enhance operational efficiency, stimulate innovation capabilities, and implement strategic measures that allow for flexible responses to market competition and changing demands.

2.2.1 Leadership

Leadership is crucial for the digital transformation and implementation within an organization(Guzmán et al., 2020). The complexity of digital transformation lies not only in the integration of technology but also in the appropriate application of that technology(Veeraya et al., 2024),this necessitates a diverse team composition and places higher expectations and challenges on team leaders(Petani et al., 2023). In this process, leaders must be proficient in digital technologies, develop clear digital strategies and objectives for the organization, and design actionable execution pathways. At the same time, they need to foster a culture of open communication and collaboration, guiding employees to actively adapt to digital transformation and unleash their creativity and potential.

Leavy emphasizes that in the context of digital transformation, leaders should deeply understand that the focus of this change has surpassed the simple application of technology, it should focus on developing forward-looking strategies to instead, optimizing organizational structures and processes, fostering a culture that embraces change, and enhancing the overall capabilities of the team, and it involves deepening the understanding of customer or citizen needs and expectations(Leavy, 2020). Brunner explores how digital leadership can positively influence technology-driven change management processes through service innovation strategies, highlighting that current trends in digital transformation have given rise to a novel leadership model(Brunner et al., 2023). Shin focus their research on enhancing organizational performance and

sustainable development management. They reveal the critical roles of digital culture and employee digital skills within the digital leadership framework for improving performance, noting that both serve as mediating factors that establish an important connection between digital leadership and sustainable organizational performance (Shin et al., 2023). The contribution of Fatima and Masood's research lies in explaining how digital leadership fosters internal organizational practices through enhanced knowledge sharing and innovation capabilities, thereby facilitating open innovation (Fatima & Masood, 2024).

In conclusion, research on digital leadership is still in its early stages, and future studies could focus on exploring the mechanisms through which leaders drive digital transformation at the organizational level.

2.2.2 Organizational Culture

With the rapid advancement of information technology, digital transformation has become a key strategy for businesses to enhance competitiveness and respond to market changes. Digital technologies have nearly impacted the operational models of all modern organizations (Bhimani, 2015). Digital technologies have nearly impacted the operational models of all modern organizations. Traditional organizational structures often exhibit hierarchical arrangements and clear functional divisions; however, such structures can lead to limitations in innovation and reduced collaborative efficiency.

The successful implementation of digital transformation largely depends on an organization's ability to establish digital operational processes, a process that is closely tied to organizational culture (Martínez-Caro et al., 2020). Organizational culture encompasses collective values, beliefs, work practices, historical context, and technological governance structures (Chanias et al., 2019), these factors have a significant impact on the digital transformation process. Holbeche asserts that leading organizations recognize that culture is a vital driver of innovation (Holbeche, 2018). An appropriate organizational culture can attract "suitable" talent to the company and ensure that these

individuals' skills are fully utilized, thereby driving the development of change and innovation. Organizational culture provides companies with the dynamic capabilities necessary to manage digital transformation, becoming a key driver of organizational change. According to Matarazzo's the development of cross-functional teams and flexible organizational structures are essential tools for companies to integrate and coordinate digital knowledge(Matarazzo et al., 2021). By enhancing agility and collaboration, companies can effectively navigate the uncertainty and unpredictability brought about by digital disruption(Troise et al., 2022), and respond swiftly to the changing external environment.

At the same time, digital transformation presents new challenges for organizational talent management. Companies in the digital age need individuals with expertise in digital technologies, data analysis, innovative thinking, and effective communication skills. Therefore, companies must not only actively attract and nurture such talent but also provide opportunities for continuous learning and development. Additionally, digital transformation requires employees to possess the ability to adapt to change and learn quickly. Thus, organizations need to prioritize the development of employees' self-directed learning abilities, helping them maintain competitiveness and adaptability in a rapidly changing environment.

2.2.3 Technology-driven

Information technology is one of the key factors driving the digital transformation of enterprises(Vial, 2021). In the process of digital transformation, enterprises need to adapt to the continuously emerging technological trends. Digital technology is not only a driving force for transformation but also significantly enhances efficiency in management, operations, and decision-making. It helps enterprises innovate value creation models and build new competitive advantages.

Carr points out that unless a technology is proprietary to a company, it cannot, on its own, provide a long-term competitive advantage for the business(Carr, 2003).

Therefore, technology should be viewed more as a tool for achieving strategic goals rather than as the source of competitive advantage. IT infrastructure resources and IT management capabilities are often regarded as important strategic choices (Armstrong & Sambamurthy, 1999). IT infrastructure alone is not sufficient to provide a competitive advantage for a company, as it can be easily replicated by others. The key lies in the application of technology within a specific context, through which companies can discover new value creation pathways. IT infrastructure, as a non-competitive resource, is easily replicated, whereas IT management capabilities serve as a competitive resource that is difficult to imitate. Therefore, enterprises need to combine IT infrastructure with management capabilities to truly realize business value (Melville et al., 2004). Investment in IT infrastructure not only enhances a company's decision-making capabilities but also improves operational efficiency and productivity, thereby playing a significant role in management and organizational performance (Li et al., 2019).

However, many companies still face numerous technological challenges during the process of digital transformation, such as resource limitations and inadequate infrastructure. For example, there is a lack of necessary hardware, software, and stable technical support. In addition to these physical constraints, organizations face human resource challenges, particularly in the recruitment of employees with digital skills. Many organizations have employees who lack the necessary knowledge or experience in operating and using digital technologies, leading to poor implementation of digital transformation and undermining the potential benefits it brings.

2.2.4 Digital transformation and innovation of cultural and creative industries

The research results on the direct impact of digital transformation on the innovation of cultural and creative industries show that digital transformation has a profound impact on the innovation of cultural and creative industries, and promotes the transformation of business models, operation methods and cross-field cooperation (Lerro et al., 2022).

Huang believes the application of big data technology in cultural and creative industries can optimize the industrial value chain and market mechanism, and special attention should be paid to the combination of cultural creativity and artificial intelligence in the context of industry 5.0(Müller et al., 2009). Through research, He found that digital transformation has a positive impact on the innovation of cultural and creative industries. For example, in the aspect of art, digital media art and design can improve the economic value of cultural and creative works and promote the innovation of cultural and creative products(Flew & Cunningham, 2010). Guo believes that the impact of digital transformation on cultural and creative industries is all-round, which not only promotes the change of production mode and the activation of traditional cultural resources, but also promotes the transformation and upgrading of industries and the development of emerging industries(Guo, 2024).

2.3 Strategic Decision-making

Strategic decision-making has become one of the most active areas of current management research, involving not only the creation and capture of value, but also reflecting the interaction between an organization and its external environment. Ginsberg notes that strategic decision-making demonstrates how organizations manage complex relationships with the external environment(Ginsberg, 1988). Miles and Snow emphasize the important role of strategic decisions in the formation of a firm's strategic typology, arguing that a firm's strategic typology relies on the decision-making orientation of managers in responding to the firm's affairs(Miles et al., 1978). Its strategic framework suggests that, in the face of an increasingly complex external market environment, firms need to adapt to the uncertainty of the external environment by continuously optimizing their internal operating structures, a process known as the 'adaptive cycle'.

Scholars are currently focused on exploring the actual impact of top management team characteristics, external environment (e.g., uncertainty and dynamism),

firm characteristics (e.g., size, structure, and degree of concentration of power), and external characteristics of strategic decisions (e.g., motivation, significance, and time pressure) on strategic decision-making (Teece et al., 1997). Due to the non-procedural and high-risk nature of strategic decision-making, it requires firms to remain highly open to the admission of new resources in the decision-making process in order to better facilitate innovative behavior at all levels.

The role of strategic decision-making has become increasingly prominent in business management practices and has gradually become a central tool for modern firms to cope with market competition (Kandemir & Acur, 2012). At the capability level, over-reliance on existing organizational norms may lead managers to ignore changes in the market environment. In this case, strategic decision-making with flexible features can help firms respond more effectively to changes and challenges in the external environment.

2.3.1 Policy support

The government plays a crucial role in the development of China's cultural and creative industries, promoting strategic planning, policy formulation and implementation of cultural and creative industries. In July 2009, the State Council executive meeting discussed and adopted in principle the Revitalization Plan for Cultural Industries, which is the first time China has proposed revitalization of the cultural industries at the national strategic level. As a programmatic document guiding the development of China's cultural industry, the plan clarifies the status of cultural and creative industries as an important part of the national economy. The release of the policy provides cultural and creative enterprises with directions for strategic adjustments, market expansion and innovation support (Bo & Xiao, 2011).

In the 13th Five-Year Plan in 2016, the cultural industry was established as a key area to promote economic transformation and upgrading, and the policy focuses on supporting the in-depth integration of science and technology and culture, and promoting

the development of the digital creative industry, which further strengthens the importance of the combination of culture and science and technology. In the 14th Five-Year Plan in 2021, the state put forward the idea of innovative industry development, aiming to gradually build a cultural and creative industry development path with Chinese characteristics by integrating various industrial resources, creating a comprehensive platform for the industry, promoting industrial integration, constructing a modern industrial ecosystem, and expanding international openness(Zheng, 2021). This series of policies aims to establish a modern cultural and creative industry system with distinctive characteristics, high value-added, strong originality and good growth, and to enhance the core competitiveness of China's cultural and creative industries in the global industrial and value chains.

As a multi-ethnic autonomous region in China, the development of cultural and creative industries in Guangxi is closely related to the promotion of national cultural industry policies. Since the reform and opening up, cultural and creative industries in Guangxi have not been the focus of early government policies, but in recent years, Guangxi has seized the opportunity of the reform of the cultural industry management system to gradually promote the development and growth of local cultural and creative industries. Guangxi is the region with the largest population of ethnic minorities in the country, and various ethnic groups have formed a rich ethnic culture with Zhuang culture as the main body in the long-term intermingling. This has laid a unique cultural resource foundation for the development of cultural and creative industries in Guangxi.

In order to promote the development of cultural and creative industries, the Guangxi government has actively introduced a series of policies, such as ‘The Opinions on Accelerating the High-Quality Development of the Cultural Tourism Industry’, ‘Several Measures on Supporting the High-Quality Development of Guangxi's Cultural Industry’, and ‘The Implementing Opinions of Guangxi on Accelerating the Development of the Deep Integration of the Media’. These policies are aimed at promoting the

informatization management of the cultural industry, strengthening the management and coordination of state-owned cultural enterprises, promoting the in-depth implementation of cultural reforms, and encouraging the development of cultural market players and agglomerations. This series of policies provides policy guarantee and support for the further development of cultural and creative industries in Guangxi, and promotes the industry to gradually become an important part of the local economy.

2.3.2 Collaborative Innovation

Collaborative innovation originally originated from synergism, and its core idea is that through cooperation between individual members, the group can obtain results in the whole that are beyond what can be achieved when individual members act independently. Simply put, collaborative innovation emphasizes the improvement of group productivity and creativity through collective cooperation. Herman Haken's research points out that collaborative innovation is a process of studying a large number of subsystems that form a composite system through complex interactions. Under specific conditions, these subsystems produce synergistic effects through nonlinear interactions, allowing the system to form a self-organizing structure with functionality, thus achieving innovation(Haken, 1973). According to Trivellato, collaborative innovation, although complex and fraught with risk, when successful, will contribute significantly to the creation of public value(Trivellato et al., 2019). In contrast, Miles et al.'s study views co-innovation as an innovation process realized by sharing ideas, knowledge, expertise, and opportunities across firm and even industry boundaries(Miles et al., 2005). Feranita's study further expands the scope of co-innovation by arguing that it can encompass a wide range of external collaborators such as customers, suppliers, competitors, as well as universities and research institutions. The study also noted that collaborative innovation involves various forms of innovation interactions such as alliances, partnerships, networks, and cooperative agreements(Feranita et al., 2017). Taken together, although there is no uniform definition of collaborative innovation, most scholars believe that

collaborative innovation is primarily an integrative innovation model that achieves major scientific and technological breakthroughs through the sharing of knowledge, skills, and technology. This innovation model usually crosses organizational and industry boundaries to drive innovation and create greater value.

Taking Guangxi as an example, the region is rich in ethnic culture and natural resources, which provides important support for the development of cultural and creative industries. Guangxi's cultural and creative industries show a diversified development mode, with different requirements and development paths for different projects, which should not be stuck in a single mode. The key to the development of cultural and creative industries in Guangxi lies in the flexible response to the characteristics of various cultural industries, combining different cultural resources with market demand, and exploring the best production and operation mode suitable for the project. For example, Guilin's "Impression - Liu Sanjie" project combines the natural scenery of the Li River with the cultural connotation of Liu Sanjie, creating a cultural industry model of large-scale landscape live performance and successfully realizing the deep integration of culture and tourism. This innovative model provides a useful reference for the development of cultural industry in Guangxi.

2.3.3 Strategic decision-making and innovation in cultural and creative industries

The results of the research on the direct impact of strategic decision on the innovation of cultural and creative industries show that strategic decision has an important impact on the innovation direction of enterprises (Tao & Liu, 2012).

Through research, Kovpak found that strategic decision-making effectively promoted the innovation and development of cultural and creative industries by providing tools and policy support. For example, during the crisis, the right decisions helped the industry to innovate business models and product types, obtain financial and institutional guarantees, and bring significant social and economic benefits (Kovpak & Lebid, 2022). LI believes that through policies to provide direction and support for the industry, and

integrate talents, technology, capital and other resources, to provide a good environment for the cultural and creative industry, to achieve the cross-industry "culture +" model integration(Hamdouch & Depret, 2010).

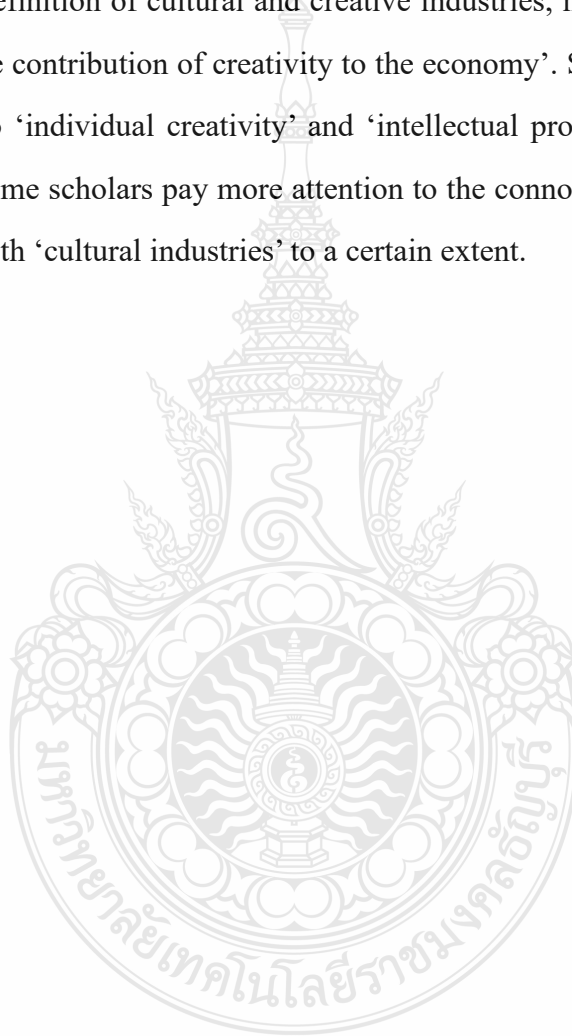
2.4 Cultural and Creative Industries (CCIs)

Prior to the reforms in the 1980s, most of the cultural sectors in China belonged to the category of public institutions, and culture was regarded as a public good(Science, 2007). With the rise of the market economy, the Chinese government gradually realized that culture not only has ideological attributes, but also has commodity attributes and industrial functions, and in 2002, the report of the 16th National Congress explicitly pointed out that the development of the cultural industry should be regarded as an important part of the market economy and a basic element of the national economy. The report also categorized the fields of press and publishing, production and sale of cultural goods and equipment as cultural industries(GAO, 2010).

Compared with other industries, cultural and creative industries are characterized by diversity and rely on close interaction between markets, economies, creativity, products, workers and consumers. Cultural and Creative Industries (CCIs) are emerging industries developed against the backdrop of innovation as a core driver, representing the process of transforming human thinking, creativity, innovation and design capabilities into economic value. The rapid expansion of China's cultural and creative industries over the past decade has attracted increasing academic attention, particularly on the issues of creative industries and urban development, the role of the state in creative industry clusters, and the relationship between the creative industries and the economic development of a country or region(Zhang, 2014).According to Schiuma and Lerro, the cultural and creative industries are an important source of potential benefits for the economy as a whole source that profoundly affects people's social and cultural life(Kalfas et al., 2024). John Howkins suggests that the creative industries encompass all

sectors of the economy that are protected by intellectual property rights, a definition that greatly expands the creative industries to include virtually all activities related to innovation(Howkins, 2002).

From the above combining of the concept of cultural and creative industries at home and abroad, it can be seen that, although academics and industrialists have not yet formed a unified definition of cultural and creative industries, most scholars emphasize ‘creativity’ and ‘the contribution of creativity to the economy’. Some scholars regard all activities related to ‘individual creativity’ and ‘intellectual property rights’ as creative industries, while some scholars pay more attention to the connotation of culture and art, and equate them with ‘cultural industries’ to a certain extent.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Population and sample

3.1.1 Population

The population used in this study is as follows: This paper selects a series of enterprises closely related to cultural and creative industries from various cities in Guangxi Region, as follows:

Table 3.1 The population used in this study

Population	Number of employees in the company
1. Guangxi Cultural Industry Group Co., Ltd.	800
2. Guilin Guangwei Wenhua Tourism and Cultural Industry Co., Ltd.	390
3. Guangxi Cloud Digital Media Group Co., Ltd.	240
4. Nanning Art Theatre Co., Ltd.	200
5. Guilin Yangshuo Scenic Tourism Development Co., Ltd.	150
6. Guangxi Publishing and Media Group Co., Ltd.	90
7. Guilin Zhihe Culture Communication Co., Ltd.	50
8. Nanning Dadifeige Cultural Industry Group Co., Ltd.	45
9. Beihai Ancient Prefecture Silk Road Tourism Development Co., Ltd.	30
10. Guangxi Ningming Luoyue Cultural Tourism Development and Investment Co., Ltd.	30
Total number	2,025

3.1.2 Sample

The sample group comprises 10 representative cultural industry companies from various regions of Guangxi, totaling 2,025 individuals. Due to the large population, the size of the sample was calculated using a known number of samples. The calculation formula for the size of the population sample was determined and the confidence level was determined at 95 percent. Determine the level of error not exceeding 5 percent. Using the calculation principle. Taro Yamane (Wallap, Chataranon, 2563, North.17) The formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

when n = Sample Size

N = Total population size

and e = Dislocation allows for 0.05 (At the percentage of confidence. 95)

Instead of the value

$$\begin{aligned} n &= \frac{2,025}{1 + 2,025 * 0.05^2} \\ &= 334.71 \approx 350 \text{ sample} \end{aligned}$$

Based on calculations, the initial sample size was determined to be 350. However, in order to minimize sampling error and account for incomplete questionnaire responses, an additional 20% of the sample, approximately 70 participants, was included. Therefore, the total sample size used in the study was 420.

The sampling method used to select participants for this study followed these steps:

Step 1: Purposeful sampling was employed, targeting individuals currently employed within the cultural and creative industries.

Step 2: Subsequently, a convenience sampling method, a type of non-probability sampling, was applied to select the sample.

3.2 Determining the quality of the tool

1.The questionnaire was assessed using the method of content validity. Meanwhile, the items in the questionnaire will be reviewed by three experts in the field of management, aiming to get their opinion on the consistency of all the items in the questionnaire with the objectives of the study and the definitions of the terms. After modifying the items according to their suggestions, the IOC index will be calculated, and the questions will be adjusted and improved afterwards based on the assessment results to make them more accurate.

2.After being reviewed by experts, the questionnaire will be tested for reliability. The revised questionnaire will be administered to a group outside the main sample population. The reliability will be assessed by calculating Cronbach's Alpha Coefficient, determining the correlation between each question and the total score in each section. A coefficient of 0.7 or higher is required to confirm the questionnaire's reliability. The test will also ensure that each question is easy to understand and that the questionnaire can be completed within an appropriate time frame.

The questionnaire employs a 7-point rating scale based on the Likert Scale, as follows(Nguyen et al., 2020):

Level 7: Strongly Agree

Level 6: Very Agree

Level 5: Agree

Level 4: Moderately Agree

Level 3: Slightly Agree

Level 2: Disagree

Level 1: Strongly Disagree

The criteria for interpreting the average score range are:

Average Rating 6.51-7.00: Strongly Agree

Average Rating 5.51-6.50: Very Agree

Average Rating 4.51-5.50: Agree

Average Rating 3.51-4.50: Moderately Agree

Average Rating 2.51-3.50: Slightly Agree

Average Rating 1.51-2.50: Disagree

Average Rating 0.00-1.50: Strongly Disagree

3.3 Research tools

This survey was conducted through the Questionnaire Star website design, publish survey questionnaires(<https://www.wjx.cn/>). Researchers collected information based on concepts, theories, and research related to various samples. The survey questionnaire consisted of 4 sections of closed-ended questions, specifically detailed as follows:

Part 1: This section contains general questions regarding personal information, including: respondents' gender, age, position, education level, and years of experience, which play an important role in data stratification analysis and representativeness of the questionnaire. These questions are presented in a checklist format, with respondents selecting their answers in the designated fields.

Part 2: This section analyzes digital transformation from 3 parts, It consists of closed-ended questions using a 7-point Likert scale, where 1 = Strongly Disagree, 4 = Neutral, and 7 = Strongly Agree. There are 15 questions in total, divided into the following 3 aspects:

Leadership—5 questions

Organizational Culture—5 questions

Technology-Driven—5 questions

Part3: This section analyzes strategic decision-making from two perspectives, using a 7-point Likert scale with 10 closed-ended questions, where 1 = Strongly Disagree, 4 = Neutral, and 7 = Strongly Agree. The questions are divided into 2 aspects:

Policy Support—5 questions

Decision-Making Innovation—5 questions

Part 4: This section focuses on the analysis of cultural and creative industry innovation. It includes 5 closed-ended questions with a 7-point Likert scale, where 1 = Strongly Disagree, 4 = Neutral, and 7 = Strongly Agree.

3.4 Data Collection

In the research titled "The Impact of Digital Transformation and Strategic Decision-Making on Cultural and Creative Industry Innovation," the researcher collected data based on relevant theoretical concepts and research findings related to the study topic, and guided by the data being investigated. The tools created for learning purposes are as follows:

Part 1: Secondary data from the research is based on studied and collected data, specifically as follows:

1.1 Academic books, including concepts and theories derived from academic articles, dissertations, and related research.

1.2 Relevant cultural industry enterprises in Guangxi.

1.3 Data sourced from the internet.

Part 2: Primary Resources (Primary Data), with the following steps:

2.1 Preparation for using Wenjuanxing as a tool to collect data from the target sample of 420 individuals through simple random sampling.

2.2 The researcher requested an official letter from the Graduate School of Rajamangala University of Technology Thanyaburi, Thailand, seeking permission to collect questionnaire data.

2.3 The researcher conducted online and offline surveys.

2.4 Coding of the questionnaires was carried out for further statistical analysis.

3.5 Data Analysis

3.5.1 Descriptive Statistical

Descriptive statistics include minimum, maximum, mean, percentage, and standard deviation.

3.5.2 Linear Multiple Regression

Multiple linear regression is a statistical technique that uses a regression equation to describe the dependency relationship between a dependent variable and multiple independent variables. The following are the statistical criteria for linear regression:

- 1.1) Independent and dependent variables must be quantitative data.
- 1.2) Data should be a normal distribution, this research test by QQ plot, Box Plot and Histogram, it could be transformed if data is not a normal distribution.
- 1.3) e was normal distribution and mean of e equaled to zero.
- 1.4) $V(e) (= \sigma^2)$ is constant if not, there are the heteroscedastic problem
- 1.5) There is no error term with error in the previous or e_t and e_{t-n} were independent, this research test by Durbin-Watson value should be between 1.5-2.5.
- 1.6) There are no multicollinearity problem, this research test by Variance Inflation Factor should be less than 10.

3.6 Questionnaire design

3.6.1 Digital transformation

1. Respondent Information

The respondent information section of my questionnaire has five questions, including the respondent's gender, age, position, highest level of education, and years of work experience. The investigation of personal information helps me understand the basic composition of the sample, so as to evaluate whether the sample is representative, and to analyze the differences or correlations between different groups. In addition,

understanding the background information of the respondents can also help researchers interpret the answers to the questionnaire more deeply. The specific content is as follows:

Table 3.2 Respondent Information

Respondent Information	Questions
Q1	Your gender: ☐ Male ☐ Female
Q2	Your age: ☐ 21 years old and below ☐ 22-31 years old ☐ 32-41 years old ☐ 42-51 years old ☐ 52 years old and above
Q3	Your position : ☐ High-level manager ☐ Middle-level manager ☐ Basic manager ☐ Ordinary staff
Q4	Your highest education level: ☐ Junior high school and below ☐ Senior high school/Junior college ☐ Bachelor's degree/Junior college ☐ Master's degree ☐ Doctoral degree
Q5	Your working experience ☐ Within 3 years ☐ 3-5 years ☐ 5-10 years ☐ 11-15 years ☐ More than 16 years

2. Leadership

Leadership refers to leaders who drive the overall transformation of a business or organization through the effective use of digital technologies, ensuring that technological innovation is aligned with strategy, culture, and operational processes. In this survey, the researcher used Liu's questionnaire project to assess leadership in digital transformation(Liu, 2024).

Table 3.3 Leadership refers

Leadership	Questions	Source
Q6	My leadership has a sense of digital transformation or change	Liu (2024)
Q7	My leader is open to digital technology	Liu (2024)
Q8	My leadership ensures that digital resources are open and shared, and connected online and offline	Liu (2024)
Q9	My leadership is well-versed in the digital technologies most closely related to the industry sector	Liu (2024)
Q10	My leadership has the ability to design, deploy and scale new digital businesses	Liu (2024)

3. Organizational culture

Organizational culture refers to the organization's promotion of cultural change through the application of digital technologies to promote innovation, agility and collaborative spirit, which enables employees and management to jointly face and navigate the challenges and opportunities brought by technological change. In this survey, the researchers adopted Firican questionnaire project to evaluate organizational culture in digital transformation(Firican, 2024)

Table 3.4 Organizational culture refers

Organizational culture	Questions	Source
Q11	A collaborative atmosphere in an organization is critical to the success of a digital transformation project	Firican (2024)

Organizational culture	Questions	Source
Q12	Employee acceptance of digital transformation is largely dependent on the supportive organizational culture	Firican (2024)
Q13	I work in an organizational culture that encourages innovation, which accelerates digital transformation	Firican (2024)
Q14	I work in an organization whose culture adapts to rapid technological change and facilitates digital transformation	Firican (2024)
Q15	I work in an organizational culture that encourages continuous learning and development to effectively address the challenges of digital transformation	Firican (2024)

4. Technology-driven

Technology-driven in digital transformation is that the application of word technology is not merely instrumental, but strategically drives innovation and transformation in all aspects of the enterprise. It includes emerging technologies such as cloud computing, big data and artificial intelligence. The researchers adopted the questionnaire items of Ye's and Zhang's to evaluate the technology drivers in digital transformation (Ye, 2022; Q. Zhang, 2024).

Table 3.5 Technology-driven in digital transformation

Technology-driven	Questions	Source
Q16	My company is constantly exploring new ways to enhance the efficiency of the use of IT technology in the enterprise	Ye (2022)
Q17	My organization has established a flexible and effective IT implementation plan	Ye (2022)
Q18	My business supports new ways to experiment with digital technologies	Zhang (2024)
Q19	My organization is constantly looking for new ways to increase the effectiveness of digital technology use	Zhang (2024)
Q20	The company I work for keeps up with digital innovations	Zhang (2024)

3.6.2 Strategic decision-making

1. Policy support

Policy support refers to the policy framework, regulations and guidelines from the government, industry regulators or within the enterprise that provide constraints, guidance or support for the strategic decision-making process of the enterprise. In this study, Heidi Auvinen's questionnaire project was used to assess policy support in strategic decision-making (Auvinen et al., 2015).

Table 3.6 Policy support refers

Policy support	Questions	Source
Q21	Government policy has an important impact on your organization's strategic decisions	Heidi Auvinen (2015)
Q22	Policy support to help your organization better adapt to complex transformations	Heidi Auvinen (2015)
Q23	Your organization can effectively assess the impact of policy changes on strategic decisions	Heidi Auvinen (2015)
Q24	The choice and use of policy tools has a direct impact on your organization's strategic decision-making process	Heidi Auvinen (2015)
Q25	Policy support can effectively enhance your organization's strategic resilience in the face of rapid environmental change	Heidi Auvinen (2015)

2. Collaborative innovation

Collaborative innovation means that different organizations, departments or teams jointly create new products, technologies, services or business models through cooperation and resource sharing to achieve higher innovation efficiency and effect. It breaks the traditional mode of isolated innovation, emphasizes cross-field and cross-industry cooperation, integrates the superior resources of all parties, so as to enhance the overall innovation ability and competitiveness. This study used James E. Carter's questionnaire project to evaluate collaborative innovation in strategic decision making(Carter, 2018).

Table 3.7 Collaborative innovation

Collaborative innovation	Questions	Source
Q26	Collaborative innovation has been crucial for my organization to adapt to a rapidly changing environment	James E. Carter (2018)
Q27	My organization identifies and captures new innovation opportunities through cross-functional collaboration	James E. Carter (2018)
Q28	Purposeful collaboration helps companies set and execute new strategic directions	James E. Carter (2018)
Q29	Through organizational learning and collaborative innovation, our decision-making process becomes more efficient	James E. Carter (2018)
Q30	By collaborating with key partners, we are able to implement our innovation strategy more effectively	James E. Carter (2018)

3.6.3 Innovation in cultural and creative industries

Innovation in cultural and creative industries refers to the creation of products, services or experiences with cultural and commercial value through the introduction of new ideas, new technologies, new models or new resources in cultural and creative industries. It emphasizes the deep integration of culture and economy through the integration of cultural content, creative elements and technological means, thus

promoting industrial development and social progress. This paper adopts the questionnaire project of Luo's to study the innovation of cultural and creative industries in Guangxi(Luo et al., 2023).

Table 3.7 Innovation in cultural and creative industries refers

Innovation in cultural and creative industries	Questions	Source
Q31	The innovation of cultural and creative industry projects has directly promoted the social impact of my company	Luo (2023)
Q32	The company I work for has promoted the development of the regional economy through cultural and creative projects	Luo (2023)
Q33	The cultural and creative industries project promotes the sustainable development of my company	Luo (2023)
Q34	Innovation in cultural and creative industries helps to strengthen the brand image of my company in the industry	Luo (2023)
Q35	The cultural and creative program of my company has attracted more investors through innovative ways	Luo (2023)

3.7 Questionnaire pretest

In order to ensure the accuracy of the data and the rationality of the questionnaire design during the study, the prediction was made before the questionnaire was officially issued. Through the small sample pre-survey, we can find the possible problems in the questionnaire design, and modify and improve it in time. In addition, the pre-test also helps to confirm the validity and applicability of the questionnaire structure and question setting. The pre-test phase also includes expert conformance assessment to improve the content validity of the questionnaire, thus ensuring the reliability and validity of the formal data collection phase.

3.7.1 Objective Consistency Analysis (IOC)

In the pretest phase, the questionnaire was evaluated by three subject-matter experts:

1. Mr.Narongchai Kittrangsikul,Ph.D.
2. Mr.Somchai Mongcolpitakkul,Ph.D.
3. Mr.Jakraphun Srisawa,Ph.D.

The experts conducted a comprehensive review of the questionnaire items and calculated the project Objective Alignment Index (IOC) for each question, assessing the fit between the project and the theoretical model, the research objectives and the operational definitions used in the study. The resulting mean IOC score was 0.96 (Appendix B), indicating that the questionnaire items had a satisfactory fit.

3.7.2 Cronbach alpha Testing

In this part, 30 samples were randomly selected for the pre-test, and Cronbach alpha coefficient of the pre-test samples was analyzed to check the internal consistency of each dimension of the questionnaire. The analysis results show that the overall α coefficients of the scale are greater than 0.9 (Table 3.1), indicating that the questionnaire has a high reliability. This reliability analysis provides an important basis for the reliability evaluation of the formal questionnaire.

Table 3.8 Prediction samples-The overall Cronbach alpha statistics

Cronbach's Alpha	N of Items
0.911	30

George and Mallery (2019) divided Cronbach's Alpha into 6 evaluation levels, the standards are:

- $\alpha \geq 0.90$: Excellent
- $0.80 \leq \alpha < 0.90$: Good
- $0.70 \leq \alpha < 0.80$: Acceptable
- $0.60 \leq \alpha < 0.70$: Questionable
- $0.50 \leq \alpha < 0.60$: Poor
- $\alpha < 0.50$: Unacceptable

Through the reliability analysis of the pre-test samples, it can be seen that the α coefficients of leadership, organizational culture, technology driven, policy support, collaborative innovation and cultural and creative industry innovation are all greater than 0.8, indicating that the reliability quality of the research data is good (Table 3.2).

Table 3.9 Prediction samples - Reliability test results of each dimension

	Dimensions	N of Items	Cronbach's Alpha	Results
DT	leadership	5	0.898	Good
	organizational culture	5	0.854	Good
	Technology driven	5	0.805	Good
Strategic Decision-making	policy support	5	0.876	Good
	collaborative innovation	5	0.890	Good

	Dimensions	N of Items	Cronbach's Alpha	Results
Innovation in CCI		5	0.898	Good

3.8 Summary

This chapter describes the research methods used in this study, including the identification of the study population and sample, data collection methods, questionnaire design and distribution, etc., which ensure the reliability and validity of the research data and provide a solid foundation for the subsequent analysis and conclusions.



CHAPTER 4

REASEARCH RESULT

After completing the questionnaire data collection, this study used SPSS statistical software to systematically analyze the 420 valid questionnaire data. Data processing mainly includes reliability and validity analysis, descriptive statistics, and inferential techniques like t-tests, one-way ANOVA, and regression analysis.

4.1 Data analysis results

After completing the questionnaire data collection, this study systematically analyzed 420 valid questionnaire data using SPSS statistical software. Analysis methods include descriptive statistics, reliability and validity analyses, and inferential statistical analyses such as T-tests, one-way analysis of variance, and multiple regression analysis. The purpose of the analysis is mainly to influence the overall result of Guangxi's cultural and creative industry innovation through different dimensions. This section details the steps and results of the data analysis.

4.1.1 Descriptive statistics

This section provides an in-depth analysis of the survey results to understand the demographics of the participants and their views on digital transformation and strategic decision making. Demographic data is introduced first, summarizing the composition and diversity of the sample by analyzing factors such as gender, age, position, education, and years of work. After that, participants evaluated factors such as digital transformation and strategic decision-making through mean analysis to reveal the evolution of innovation in cultural and creative industries.

4.1.1.1 Demographic analysis

According to the analysis, there were 420 respondents in the sample, of which 189 were male, accounting for 45% of the total; There were 231 female, or 55%

of the total, which indicates that slightly more female than male participated in the survey.

Variable	Options	Frequency	Percentage
Gender	Male	189	45.00%
	Female	231	55.00%
	Total	420	100%

In terms of age distribution, the respondents aged 32-41 were the largest, 122 people, accounting for 29.05%; The second group is 22-31 years old, 103 people, accounting for 24.52%; There were 75 participants in the 42-51 age group, accounting for 17.86%; There were 60 participants aged 21 and under and 60 participants aged 52 and over, accounting for 14.29% respectively. This indicates that the majority of respondents are between the ages of 22 and 41, with the highest proportion in the 32-41 age group in particular.

Variable	Options	Frequency	Percentage
Age	21 years old and below	60	14.29%
	22-31 years old	103	24.52%
	32-41 years old	122	29.05%
	42-51 years old	75	17.86%
	52 years old and above	60	14.29%
	Total	420	100%

In terms of job position distribution, the majority of respondents are ordinary employees, with a total of 302, accounting for 71.90%; There were 77 grass-roots managers, accounting for 18.33%; There are 26 middle managers, accounting for 6.19%; There are 15 senior managers, accounting for 3.57%.

Variable	Options	Frequency	Percentage
job position	High-level manager	15	3.57%
	Middle-level manager	26	6.19%
	Basic manager	77	18.33%
	Ordinary staff	302	71.90%
	Total	420	100%

In terms of education distribution, most of the participants had bachelor's degree or college degree, with a total of 330, accounting for 78.57%; There are 60 postgraduate students, accounting for 14.29%; There are 14 doctoral students, accounting for 3.33%; There were 13 participants with high school/technical secondary education, accounting for 3.10%; There were 3 students with junior high school or below, accounting for 0.71%. From this part of the data, it can be seen that a large proportion (78.57%) of the respondents have bachelor's degree/college degree, which indicates that the overall educational background of the respondents is at a normal level.

Variable	Options	Frequency	Percentage
highest education level	Junior high school and below	3	0.71%
	Senior high school/Junior college	13	3.10%
	Bachelor's degree/Junior college	330	78.57%
	Master's degree	60	14.29%
	Doctoral degree	14	3.33%
	Total	420	100%

In terms of working years, most of the interviewees have 3-5 years of working experience, with 119 accounting for 28.33%; 98 people, accounting for 23.33%, worked for 5-10 years. 95 people (22.62%) had work experience within 3 years; There were 64 participants with 11-15 years of working life, accounting for 15.24%; There were 44 respondents with 16 years or more of work experience, accounting for 10.48%. This indicates that most respondents have 3-10 years of work experience, among which the largest number of respondents have 3-5 years of work experience.

Variable	Options	Frequency	Percentage
working experience	Within 3 years	95	22.62%
	3-5 years	119	28.33%
	5-10 years	98	23.33%
	11-15 years	64	15.24%
	More than 16 years	44	10.48%
	Total	420	100%

4.1.1.2 Analysis of digital transformation, strategic decision-making and innovation in cultural and creative industries

In order to deeply understand the impact of digital transformation and strategic decision-making on the innovation of cultural and creative industries, SPSS software was used to calculate descriptive statistics. For each factor, the mean and standard deviation are determined. Descriptive statistics for each item are shown in Tables 4.1 and 4.2 below.

Table 4.1 Digital Transformation-Descriptive Statistics

Dimension	Name	Min	Max	Mean	SD	Result
Leadership	My leadership has a sense of digital transformation or change	1	7	4.24	1.57	Moderate
	My leader is open to digital technology	1	7	4.27	1.65	Moderate
	My leadership ensures that digital resources are open and shared, and connected online and offline	1	7	4.34	1.65	Moderate
	My leadership is well-versed in the digital technologies most closely related to the industry sector	1	7	4.32	1.65	Moderate
	My leadership has the ability to design, deploy and scale new digital businesses	1	7	4.28	1.63	Moderate
	Average			4.29		Moderate

Organizational culture	A collaborative atmosphere in an organization is critical to the success of a digital transformation project	1	7	4.34	1.64	Moderate
	Employee acceptance of digital transformation is largely dependent on the supportive organizational culture	1	7	4.32	1.64	Moderate
	I work in an organizational culture that encourages innovation, which accelerates digital transformation	1	7	4.35	1.69	Moderate
	I work in an organization whose culture adapts to rapid technological change and facilitates digital transformation	1	7	4.41	1.58	Moderate
	I work in an organizational culture that encourages continuous learning and development to effectively address the challenges of digital transformation	1	7	4.36	1.68	Moderate
	Average			4.36		Moderate
Technology-driven	My company is constantly exploring new ways to enhance the efficiency of the use of IT technology in the enterprise	1	7	4.31	1.59	Moderate
	My organization has established a flexible and effective IT implementation plan	1	7	4.37	1.51	Moderate
	My business supports new ways to experiment with digital technologies	1	7	4.38	1.61	Moderate

My organization is constantly looking for new ways to increase the effectiveness of digital technology use	1	7	4.39	1.57	Moderate
The company I work for keeps up with digital innovations	1	7	4.38	1.61	Moderate
Average			4.37		Moderate

As shown in Table 4.1, leadership, organizational culture, and technology drive all show intermediate levels in digital transformation.

In digital transformation, respondents' perceptions of leadership were designed to assess leaders' ability to drive change, strategic vision, and effectiveness in addressing challenges and leading organizations to achieve transformation goals. The top three items with the highest average scores were: 1) My leadership ensures that digital resources are open and shared, and connected online and offline (Mean=4.34, SD=1.65); 2) My leadership is well-versed in the digital technologies most closely related to the industry sector (Mean= 4.32, SD=1.65);and 3) My leadership has the ability to design, deploy and scale new digital businesses (Mean=4.28, SD =1.63). Overall, the average score for this dimension was 4.29 (with an SD value range of 1.57 to 1.65), indicating moderate approval of leadership among respondents.

By assessing respondents' perceptions of digital transformation through organizational culture, the top three scores were: 1)I work in an organization whose culture adapts to rapid technological change and facilitates digital transformation (Mean=4.41,SD=1.58);2) I work in an organizational culture that encourages continuous learning and development to effectively address the challenges of digital transformation (Mean=4.36,SD=1.68);and 3) I work in an organizational culture that encourages innovation, which accelerates digital transformation (Mean=4.35,SD=1.69). The average score for this dimension was 4.36, with SD values ranging from 1.58 to 1.69, reflecting the moderation of the positive impact of organizational culture on digital transformation.

By assessing respondents' perceptions of digital transformation through technology-driven assessments, the top three scoring items were: 1) My organization is constantly looking for new ways to increase the effectiveness of digital technology use (Mean=4.39, SD=1.57); 2) My business supports new ways to experiment with digital technologies (Mean=4.38, SD=1.61); and 3) The company I work for keeps up with digital innovations (Mean=4.38, SD=1.61). The average score for this dimension was 4.37, with SD values ranging from 1.51 to 1.61, reflecting a modest perception of the positive impact of technology-driven digital transformation.

Table 4.2 Strategic Decision-making-Descriptive Statistics

Dimension	Name	Min	Max	Mean	SD	Result
Policy support	Government policy has an important impact on your organization's strategic decisions	1	7	4.43	1.59	Moderate
	Policy support to help your organization better adapt to complex transformations	1	7	4.32	1.54	Moderate
	Your organization can effectively assess the impact of policy changes on strategic decisions	1	7	4.35	1.60	Moderate
	The choice and use of policy tools has a direct impact on your organization's strategic decision-making process	1	7	4.51	1.60	Moderate
	Policy support can effectively enhance your organization's strategic resilience in the face of rapid environmental change	1	7	4.41	1.58	Moderate
	Average			4.40		Moderate

Collaborative Innovation	Collaborative innovation has been crucial for my organization to adapt to a rapidly changing environment	1	7	4.20	1.68	Moderate
	My organization identifies and captures new innovation opportunities through cross-functional collaboration	1	7	4.27	1.55	Moderate
	Purposeful collaboration helps companies set and execute new strategic directions	1	7	4.22	1.67	Moderate
Dimension	Name	Min	Max	Mean	SD	Result
	Through organizational learning and collaborative innovation, our decision-making process becomes more efficient	1	7	4.34	1.62	Moderate
	By collaborating with key partners, we are able to implement our innovation strategy more effectively	1	7	4.26	1.62	Moderate
	Average			4.26		Moderate

As shown in Table 4.2, the analysis of strategic decision-making is mainly conducted through two dimensions: policy support and collaborative innovation. In strategic decision-making, respondents' perceptions of policy support are used to assess how effective the policy environment is in ensuring the implementation of decisions and how effective it is in promoting the achievement of goals. The items with higher average scores are: 1) The choice and use of policy tools has a direct impact on your organization's strategic decision-making process (Mean=4.51, SD=1.60); 2) Government policy has an important impact on your organization's strategic decisions (Mean=4.43, SD=1.59); and

3)Policy support can effectively enhance your organization's strategic resilience in the face of rapid environmental change(Mean=4.41,SD=1.58). Overall, the average score of this dimension is 4.40, indicating that respondents have moderate views on policy support and believe that policy formulation and support have a positive impact on strategic decision-making to some extent.

Respondents' understanding of collaborative innovation is to evaluate the efficiency and effectiveness of multi-party cooperation and resource integration in promoting innovation and achieving common goals. Top priorities include:1)Through organizational learning and collaborative innovation, our decision-making process becomes more efficient(Mean=4.34,SD=1.62);2)My organization identifies and captures new innovation opportunities through cross-functional collaboration(Mean= 4.27;SD=1.55;and 3)By collaborating with key partners, we are able to implement our innovation strategy more effectively(Mean=4.26,SD=1.62). The average score of this dimension is 4.26, which reflects the moderate impact of collaborative innovation on strategic decision-making.

Overall, both dimensions show moderate levels of influence, with the policy support dimension(Mean=4.40)slightly higher than the collaborative innovation dimension(Mean=4.26).

Table 4.3 Innovation in Cultural and Creative Industries-Descriptive Statistics

Dimension	Name	Min	Max	Mean	SD	Result
Innovation in Cultural and Creative Industries	The innovation of cultural and creative industry projects has directly promoted the social impact of my company	1	7	4.35	1.64	Moderate
	The company I work for has promoted the development of the regional economy through cultural and creative projects	1	7	4.27	1.65	Moderate

The cultural and creative industries project promotes the sustainable development of my company	1	7	4.42	1.61	Moderate
Innovation in cultural and creative industries helps to strengthen the brand image of my company in the industry	1	7	4.36	1.60	Moderate
The cultural and creative program of my company has attracted more investors through innovative ways	1	7	4.42	1.60	Moderate
Average			4.34		Moderate

As shown in Table 4.3, the Cultural and creative Industries Innovation analysis assesses the respondents' propensity for innovation and the environment. Overall, the mean score for this dimension is 4.36, with a standard deviation range of 1.60 to 1.65. Of these projects, The highest average score was in The cultural and creative industries project promotes the sustainable development of my company (Mean = 4.42, SD = 1.61) and The cultural and creative program of my company has attracted more investors through innovative ways (Mean = 4.42, SD = 1.60), this indicates that respondents are moderately active in corporate sustainability and enhancing their brand image in the industry.

4.2 Reliability and Validity Analysis

4.2.1 Reliability Analysis

The Alpha coefficient is used to assess the internal consistency of the questionnaire or scale, that is, the reliability. The Alpha coefficient ranges from 0 to 1, with higher values indicating better internal consistency of the scale. In this study, the overall reliability of all the items of independent variables is first tested, and the results show that the Alpha coefficient is .922, indicating that the scale has good reliability, that

is, the items of the questionnaire have high consistency, and can measure the relevant factors of CCIs innovation more reliably.

Table 4.4 The overall Cronbach alpha statistics of the scale

Cronbach's Alpha	N of Items
.922	420

Secondly, the reliability analysis is conducted on the items of the three dimensions (including independent variables and dependent variables) respectively, including DT, strategic decision-making, CCIs innovation and other dimensions.

Table 4.5 Reliability test results of each dimension

	Dimensions	N of Items	Cronbach's Alpha	Results
DT	leadership	5	.891	Good
	organizational culture	5	.888	Good
	Technology driven	5	.875	Good
Strategic Decision-making	policy support	5	.884	Good
	collaborative innovation	5	.891	Good
collaborative innovation and cultural and creative industry innovation		5	.886	Good

4.2.2 Validity Analysis

Validity indicates the degree to which a measurement method can effectively and correctly measure the desired measurement variable. In this study, SPSS software was used for factor analysis, and its detection indexes included KMO and Bartlett test. The value of KMO ranges from 0 to 1, and the closer the value is to 1, the better it is for factor analysis. It can be seen in Table 4.6, the KMO value obtained in this

questionnaire is .922 and the DF is 435, The significance level of Bartlett sphericity test is $<.001$, which indicates that the questionnaire data can be factor analyzed.

Table 4.6 Validity analysis table

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	7044.4
	df	435
	Sig.	$<.001$

As can be seen from Table 4.7, the value of this questionnaire is 69.15%, which is greater than 60%, so it is an available questionnaire.

Table 4.7 Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.24	30.8	30.8	9.24	30.8	30.8	3.525	11.749	11.749
2	2.582	8.608	39.408	2.582	8.608	39.408	3.503	11.675	23.424
3	2.488	8.294	47.702	2.488	8.294	47.702	3.451	11.504	34.928
4	2.267	7.558	55.259	2.267	7.558	55.259	3.449	11.498	46.426
5	2.227	7.425	62.684	2.227	7.425	62.684	3.449	11.496	57.922
6	1.94	6.466	69.15	1.94	6.466	69.15	3.368	11.228	69.15
7	0.58	1.932	71.082						
8	0.559	1.864	72.947						
9	0.531	1.771	74.718						
10	0.52	1.732	76.45						
11	0.489	1.63	78.08						
12	0.467	1.558	79.638						
13	0.441	1.472	81.109						
14	0.415	1.384	82.494						
15	0.412	1.373	83.867						
16	0.402	1.34	85.207						
17	0.392	1.306	86.512						
18	0.385	1.283	87.796						
19	0.361	1.203	88.998						
20	0.351	1.17	90.168						

Component	Total	Initial		Extraction Sums of			Rotation Sums of		
		Eigenvalues		Squared Loadings			Squared Loadings		
		% of	Cumulative	Total	% of	Cumulative	Total	% of	Cumulative
		Variance	ve %		Variance	%		Variance	ve %
21	0.346	1.152	91.321						
22	0.333	1.109	92.43						
23	0.323	1.076	93.506						
24	0.314	1.047	94.553						
25	0.308	1.026	95.579						
26	0.301	1.003	96.581						
27	0.274	0.912	97.493						
28	0.266	0.886	98.38						
29	0.252	0.84	99.22						
30	0.234	0.78	100						

As can be seen from Table 4.8 after deleting data <0.5, we get Q6-Q10 as factor 1, that is, leadership; Q11-Q15 is factor 2, that is, organizational culture; Q16-Q20 is factor 3, that is, technology-driven; Q21-Q25 is factor 4, that is, policy support; Q26-Q30 is factor 5, namely collaborative innovation; Q31-Q35 is the dependent variable, that is, the innovation of cultural and creative industry.

Table 4.8 Rotated Component Matrix a

	Component					
	1	2	3	4	5	6
Q6		.801				
Q7		.808				
Q8		.788				
Q9		.801				
Q10		.776				
Q11				.792		
Q12				.783		
Q13				.777		
Q14				.782		
Q15				.772		
Q16						.782
Q17						.741
Q18						.809
Q19						.772

	Component					
	1	2	3	4	5	6
Q20						.744
Q21			.788			
Q22			.785			
Q23			.786			
Q24			.816			
Q25			.788			
Q26	.792					
Q27	.814					
Q28	.779					
Q29	.796					
Q30	.801					
Q31					.790	
Q32					.767	
Q33					.801	
Q34					.781	
Q35					.801	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

4.3 Correlation analysis

Correlation analysis is a statistical analysis method used to study the correlation between two or more variables, which can be used to understand the correlation properties between variables. In this study, SPSS was used to verify the correlation between each variable, as well as the closeness level and correlation direction.

As can be seen from the correlation analysis results in Table 4.9, all correlation coefficients are marked with *(* indicates $P < .05$) and all correlation coefficients are greater than 0. It means that there is a significant positive correlation between digital transformation, strategic decision-making and cultural and creative industry innovation.

Table 4.9 Correlation Analysis

	Leadership	Organizational Culture	Technology-driven	DT Inventory	Policy Support	Collaborative Innovation	Strategic Decision-Making Inventory	Innovation in the Cultural and Creative Industries
Leadership	1							
Organizational Culture	.331**	1						
Technology-driven	.332**	.434**	1					
DT Inventory	.735**	.779**	.765**	1				
Policy Support	.327**	.332**	.331**	.434**	1			
Collaborative Innovation	.333**	.351**	.338**	.449**	.270**	1		
Strategic Decision-Making Inventory	.414**	.429**	.419**	.554**	.788**	.806**	1	
Innovation in the Cultural and Creative Industries	.344**	.352**	.329**	.450**	.296**	.352**	.407*	1

** . Correlation is significant at the 0.01 level (2-tailed).

4.4 Hypothesis Testing

Multiple regression analysis is a statistical method used to evaluate the relationship between one dependent variable and multiple independent variables. In a rapidly developing market for cultural and creative industries, understanding digital transformation and strategic decision-making is crucial to innovation in cultural and creative industries. This section explores two key assumptions: First, How does digital transformation(DT)affect innovation in Guangxi's cultural and creative industries;

Secondly, How does strategic decision-making affect innovation in Guangxi's cultural and creative industries.

To test these assumptions, I used multiple regression analysis to evaluate various dimensions of digital transformation, such as leadership, organizational culture, and technology-driven how cultural and creative industries innovate. In addition, I also studied the impact of strategic decision-making, including the role of policy support, collaborative innovation and other factors on the innovation of cultural and creative industries. The analysis aims to provide valuable insights for improving innovation in the cultural and creative industries in the context of digital transformation and strategic decision-making by elucidating the relationship between these variables.

4.4.1 The Digital Transformation Analysis Results

Hypothesis 1: Digital transformation has a positive impact on innovation in Guangxi's cultural and creative industries.

H1: Digital transformation has a positive impact on the innovation of Guangxi's cultural and creative industries.

H0: Digital transformation has no significant impact on the innovation of cultural and creative industries in Guangxi.

The first hypothesis tested is that digital transformation has a positive impact on Guangxi's cultural and creative industries. *H0* indicates that digital transformation has no significant impact on the innovation of Guangxi's cultural and creative industries, while alternative hypothesis *H1* suggests that it has a significant impact. The purpose of hypothesis testing is to assess whether digital transformation has a significant impact on the cultural and creative industries in Guangxi. The regression analysis tested three influence factors: leadership, organizational culture and technology drive to examine their impact on the innovation of Guangxi's cultural and creative industries.

Table 4.10 The Digital Transformation Analysis Results

Analysis items	β	Std. Error	Beta	t	Sig.	VIF
(Constant)	1.796	.257	-	6.975	<.001	-
Leadership	.217	.047	.22	4.628	<.001	1.181
Organizational Culture	.203	.049	.206	4.146	<.001	1.295
Technology-driven	.173	.052	.166	3.338	<.001	1.296
R²			0.203			
Adj R²			0.197			
F			F=35.316 P<.001 ^b			
D-W value			1.812			

Note :dependent variable= Innovation in the Cultural and Creative Industries

As shown in Table 4.10, the multiple regression equation of this analysis can be expressed as: cultural and creative industry innovation = 1.796 + (.217* Leadership) + (.203 * organizational culture) + (.173* technology-driven).

The constant ($\beta=1.796$, $p<.001$) represents the baseline level of innovation in cultural and creative industries when the predictive variable is zero. The leadership coefficient ($\beta=.217$, $p<.001$) indicates that, if other factors remain unchanged, the innovation of cultural and creative industries will increase by .217 units for every one unit increase in leadership. Organizational culture ($\beta=.203$, $p<.001$) shows a positive effect, which indicates that an increase of one unit of organizational culture leads to an increase of .203 units of innovation in cultural and creative industries. Similarly, technology-driven ($\beta=.173$, $p<.001$) shows a positive effect, suggesting that an increase of one unit of technology-driven leads to an increase of .173 units of innovation in cultural and creative industries.

The R^2 value of the model is .203, indicating that approximately 20.3% of the variance in innovation behavior can be explained by digital transformation factors. F statistics 35.316 and $P < .001$ confirm that the model is statistically significant at $p < .05$. Based on these findings, we reject H_0 and conclude that digital transformation has a positive impact on the innovation of Guangxi's cultural and creative industries.

4.4.2 The Decision-making Analysis Results

Hypothesis 2: Strategic decision-making has a positive impact on innovation in Guangxi's cultural and creative industries.

H1: Strategic decisions have a positive impact on the innovation of Guangxi's cultural and creative industries.

H0: Strategic decision-making has no significant impact on the innovation of cultural and creative industries in Guangxi.

Table 4.11 The Decision-making Analysis Results

Analysis items	β	Std. Error	Beta	T	Sig.	VIF
(Constant)	2.151	.252	-	8.546	<.001	-
Policy Support Collaborative Innovation	.222	.048	.217	4.677	<.001	.927
	.29	.046	.294	6.326	<.001	.927
R^2			.168			
Adj R^2			.164			
F			F=42.003 $P < .001^b$			
D-W value			1.834			

Note :dependent variable= Innovation in the Cultural and Creative Industries

As shown in Table 4.11, the multiple regression formula derived from this analysis is: Innovation in cultural and creative industries = 2.151+ (.222* policy support) + (.29* collaborative innovation).

The constant term ($\beta=2.151$, $p<.001$) represents the baseline level of innovation in cultural and creative industries when the predictive variable is zero. The policy support coefficient ($\beta=.222$, $p<.001$) indicates that if other factors remain unchanged, the innovation of cultural and creative industries will increase by 0.222 units for every one unit increase of this factor. Similarly, collaborative innovation ($\beta=0.29$, $p<.001$) shows a positive effect, indicating that an increase of one unit of collaborative innovation leads to an increase of 0.29 units of innovation in cultural and creative industries.

The R^2 value of 0.168 implies that 16.8% of the variance of innovation behavior can be explained by strategic decision factors, while the F statistic 42.003 and $P<.001^b$ confirm the statistical significance of the model at $p<0.05$. Based on these results, we reject H_0 and conclude that strategic decisions have a positive impact on the innovation of Guangxi's cultural and creative industries.

The regression analysis results of the two hypotheses show that they are both established (Table 4.12):

Table 4.12 Hypothesis Analysis Results

Hypothesis	Description	Test Method	Test Statistic	p-value
H1	Digital transformation has a positive impact on innovation in Guangxi's cultural and creative industries.	Multiple regression analysis	$\beta=1.796, t=6.975$	<.001
H2	Strategic decision-making has a positive impact on innovation in Guangxi's cultural and creative industries.	Multiple regression analysis	$\beta=2.151, t=8.546$	<.001

CHAPTER 5

DISCUSSION AND RECOMMENDATIONS

This chapter is divided into two sections: the first section contains the conclusions of the study, and the second section contains the recommendations of the study.

5.1 Conclusions of the study

The purpose of this study is to explore and analyze the innovation of cultural and creative industries in Guangxi by taking some of them as research objects. The main research objectives of this study are: 1) The promotion and impact of digital transformation on innovation in Guangxi's cultural and creative industries. 2) The promotion and impact of strategic decision-making on innovation in Guangxi's cultural and creative industries. In order to achieve the research objectives, this study builds a theoretical foundation and framework based on the results of literature analysis, data were collected through questionnaires, and statistical methods such as reliability analysis, validity analysis, variance analysis and regression analysis were used to test the hypotheses, finally, the data obtained are statistically analyzed and conclusions and recommendations are summarized.

The data analysis results in Chapter 4 show that DT has a significant role in promoting the innovation capacity of Guangxi's CCIs. It shows that the key dimensions of DT include leadership, organizational culture, and technology-driven, all of which have a significant positive impact on industrial innovation. Leadership plays a key role in promoting technology application and implementing transformation strategies. For every unit increase in leadership, the innovation capacity of the CCIs will increase by 0.217 units ($\beta=0.217$, $p<.001$). In addition, organizational culture accelerates the effective application of digital technology by creating an atmosphere that supports learning and

innovation. Each unit improvement in organizational culture can lead to a 0.203 unit increase in innovation capability ($\beta=0.203$, $p<.001$). Technology-driven growth improves companies' ability to respond to market changes by introducing intelligent processes and data analysis tools. Each unit of technology-driven growth can increase innovation capabilities by 0.173 units ($\beta=0.173$, $p<.001$). DT can also help companies improve their brand influence and attract more investors through data-driven decision-making models and digital marketing methods, thereby further enhancing their market competitiveness. Its role is not limited to optimization at the technical and operational levels, but also creates sustainable competitive advantages for enterprises in terms of brand building and capital introduction. DT has provided multi-dimensional support for Guangxi's CCIs. Through the synergy of leadership, organizational culture and technology-driven, it has not only effectively enhanced the overall innovation capabilities of the industry, but also laid a solid foundation for the sustainable development of the regional economy.

In addition, the Strategic decision-making has had a significant positive effect on improving the innovation capacity of Guangxi's CCIs through policy support and collaborative innovation. Policy support as an important basis for strategic decision-making, provides the cultural and creative industries with the necessary external environment guarantees and resource support ($\beta=0.222$, $p<.001$). Specifically, the selection and implementation of policy tools directly affect the effectiveness of corporate strategic decision-making. The guidance of government policies helps companies better adapt to complex market environments and industrial transformation needs. In addition, policy support has effectively improved the innovation efficiency and sustainable development capabilities of the CCIs by enhancing the strategic resilience of enterprises in rapidly changing environments. At the same time, collaborative innovation further improved the innovation efficiency of Guangxi's CCIs through multi-party cooperation and knowledge sharing ($\beta=0.29$, $p<.001$). This collaborative innovation model emphasizes cross-departmental and cross-industry collaboration, enabling companies to

discover and capture new innovation opportunities, promote resource integration and optimize strategic execution efficiency. For example, by collaborating with key partners, companies can implement innovation strategies more efficiently and enhance market competitiveness and overall industry vitality. Strategic decision-making has played a key supporting and driving role in the development of Guangxi's CCIs. Policy support has provided institutional guarantees and resource support for enterprises, and collaborative innovation has further enhanced the industry's innovation capabilities and market competitiveness through multi-party cooperation. This research finding emphasizes the core role of policy making and multi-party collaboration in promoting the sustainable development of the CCIs.

The conclusion of this study reveals how the combination of DT and Strategic Decision-making affects innovation in CCIs. DT enables technology to improve the efficiency of creative production and promote the diversified development of cultural content. Strategic Decision-making enables enterprises to effectively respond to market dynamics and grasp the opportunities of technological change. The combination of the two can not only optimize the allocation of industrial chain resources and improve innovation efficiency, but also promote cross-border integration and create new business models and value chains. In addition, the synergy of these two factors also plays an important role in promoting the sustainable development of cultural entrepreneurship. The research shows that when enterprises adopt scientific strategic planning with the support of digital technology, it can not only reduce the risk of innovation, but also greatly improve the market competitiveness and cultural influence. Therefore, the synergy of DT and Strategic Decision-making has become a key path for the innovative development of CCIs, providing important support for the realization of the dual value of economy and culture.

5.2 Discussion

The results of this study on DT and Strategic Decision-making on innovation in CCIs are consistent with and extended by previous studies in several important aspects.

5.2.1 Impact of DT on innovation of CCIs

According to this report, the inventive growth of the cultural and creative sectors is significantly influenced by digital change. In addition to creating new art forms, the extensive use of digital technology has encouraged the diverse evolution of corporate cultures and business models and raised audience engagement. The Palace Museum of China, for instance, creates virtual exhibitions using AR, VR, and 3D modelling technologies to enhance cultural communication. It also develops digital derivatives, online educational content, and cultural and creative products to increase the market value-added of cultural assets. The public's cultural participation has also significantly increased since the advent of digital media, and mini-programs and interactive experiences allow viewers to fully engage with the cultural content. Furthermore, digital technology has aided in the structural modernisation of Guangxi's creative and cultural sectors as well as the advancement of traditional cultural industries in the areas of business model innovation, channel diversification, and content digitisation. Utilising technologies like cloud computing and big data analysis has streamlined the supply chain, increased the effectiveness of resource allocation, and sped up the modernisation and transformation of the creative and cultural sectors.

Strong business leadership is also required to promote digital transformation in order to manage many stakeholders and offer strategic direction. For instance, by strengthening its corporate leadership in supporting the development of the Disney+ digital platform to facilitate the seamless execution of its digital strategy, Disney has effectively aligned the interests of content producers, technological teams, platform operators, and viewers. Its leadership team encourages the use of AR, VR, and other technologies in immersive theme parks to accomplish diverse expansion and market-

oriented innovation of cultural and creative material, and they rely on big data analysis to optimise the user experience. Similar to this, Guangxi's creative and cultural businesses have transcended geographic boundaries by using social media, live e-commerce, short videos, and other digital platforms to increase market channels and encourage the transformation of the value of local cultural resources. Simultaneously, digitalisation has bolstered the industrial agglomeration effect and collaborative innovation capacity, facilitated the development of Guangxi's "culture, tourism, and technology" model, and improved the integration of culture with tourism, science and technology, education, and other industries. Guangxi's cultural and creative sectors have benefited greatly from digital transformation, but they still confront obstacles such as a lack of technological skills, data security threats, and inadequate infrastructure. In order to guarantee the sustainable growth of the cultural and creative industries in the digital age, the government should bolster policy support through initiatives like enhancing digital infrastructure, encouraging digital talent training, bolstering intellectual property protection, and improving the investment and financing environment.

5.2.2 Impact of Strategic Decision-making on CCIs

The growth of Guangxi's cultural and creative industries depends heavily on strategic decision-making. In addition to promoting technical empowerment, market expansion, and personnel training, sensible strategic planning may optimise the industrial structure. To encourage the thorough blending of culture and tourism, improve the cultural experience with the aid of digital technology, and encourage the marketization of national cultural resources, for instance, the government has put into practice the "integration of culture and tourism" policy. The digital transformation of local Guangxi businesses, the introduction of short films, live e-commerce, and other new marketing modalities are examples of how strategic decisions at the company level impact business models and product positioning in order to accomplish accurate distribution and commercialization. Additionally, strategic choices promote market flexibility, optimize

resource allocation, coordinate stakeholders, and boost the cultural and creative industries' capacity for innovation. For instance, in order to increase the global influence of the nation's cultural brand, the Thai government has used tax breaks and incentives to draw in foreign film and television productions.

Furthermore, strategic decision-making is essential to industrial upgrading and technical innovation. Technological innovation is essential to the high-quality growth of Guangxi's cultural and creative industries, and the extent of technology application is determined by the strategic decisions made by businesses and the government. The government, for instance, encourages the digitisation of non-heritage, uses AI, VR, AR, and other technologies to preserve and distribute cultural resources, and enhances the commercial value and acknowledgement of cultural heritage. To increase their competitiveness in the market, businesses, on the other hand, optimise their operations through data-driven optimisation and intelligent management. According to research, collaborative innovation can enhance industrial competitiveness, create an innovation ecosystem, and successfully combine technology innovation with policy assistance. Shenzhen, for instance, depends on government support policies and technical advancements to create an innovation environment that fosters international collaboration and economic expansion in the creative and cultural sectors.

Strategic choices have also been taken to support the internationalization and cross-border integration of Guangxi's creative and cultural sectors. By encouraging businesses to enter the South-east Asian market and promote domestic cultural items through international exhibits and cross-border e-commerce, the government has developed a "Belt and Road" cultural cooperation policy. Moreover, the cooperative innovation approach among businesses encourages the growth of industrial clusters and raises the industry's general level of competitiveness. Guangxi's "culture and tourism + science and technology" strategy, for instance, encourages the development of cultural intellectual property, digital performing arts, and intelligent scenic spots. It also makes it

easier to integrate the cultural and creative industries with tourism, science and technology, education, and other sectors. In conclusion, rational and scientific strategic choices can boost global competitiveness, encourage technological innovation, optimise industrial structure, and ease cross-border integration. Nonetheless, in order to guarantee that Guangxi's cultural and creative industries maintain a competitive edge in the global market, the government and businesses must continue to collaborate in order to enhance policy support, optimise resource allocation, and actively address the challenges posed by digital transformation.

5.3 Theoretical Contribution

This study aims to fill the theoretical gap of how DT and Strategic Decision-making jointly affect the innovation of CCIs. First it constructs a multi-dimensional strategic decision-making framework, which covers two major elements: policy support and collaborative innovation. This framework not only enriches the theoretical connotation of strategic decision-making, but also provides a valuable reference direction for enterprises' future strategic decision-making.

At the same time, this study incorporates digital transformation and strategic decision-making into a unified analytical model, revealing their interaction in promoting CCIs innovation. The study finds that the implementation of digital transformation has a significant impact on the ability improvement of CCIs in terms of production efficiency, content innovation, market expansion and user interaction. This phenomenon is supported by the theory of digital empowerment, that is, the introduction of technology not only optimizes the allocation of resources, but also stimulates the innovation potential of the industry through the construction of data-driven, intelligent tools and digital ecology.

In addition, CCIs acquires and optimizes key resources (such as data, technology, and talent) through digital transformation, laying a foundation for building core competitiveness. For example, by using data analysis technology to explore market

trends, to provide support for the design of cultural products. At the same time, value co-creation based on digital platforms enriches the collaborative innovation path of creative industries, and reveals how enterprises, consumers and technology providers form a more open and diversified cultural and creative ecology through data sharing and collaborative development.

In summary, the theoretical contributions of this study provide a systematic theoretical foundation for CCIs in improving production efficiency, innovating content forms, realizing market globalization, and deepening user experience, and provide strategic guidance for coping with complex and changeable environments.

5.4 Practical Contribution

The practical contributions of this study are mainly reflected in content production optimization, business model innovation, market expansion and user experience improvement. First of all, the research promotes the transformation of content production through digital and intelligent means, and uses advanced technologies such as Virtual Reality (VR) to optimize the creative process and reduce the production cost, thus improving the efficiency and quality of content production.

Secondly, in terms of business model innovation, this study provides strategic decision-making guidance for cultural and creative enterprises on synergy and sharing economy models, helping them adapt to market changes in the digital era and achieve optimal allocation of resources and value maximization. In terms of market expansion, this study promotes the cultural and creative industries to build a cross-regional and cross-cultural market network through digital empowerment, and uses digital platforms to realize efficient distribution and communication of cultural products, thus expanding the market coverage and enhancing the influence of cultural products.

Finally, the study highlights the digital upgrading of user experience to enhance user engagement and loyalty through data analysis and personalized recommendation

systems. For example, museums can use Augmented Reality (AR) technology to create immersive visiting experiences, or blockchain technology to provide digital collections to protect users' rights and enhance user experience.

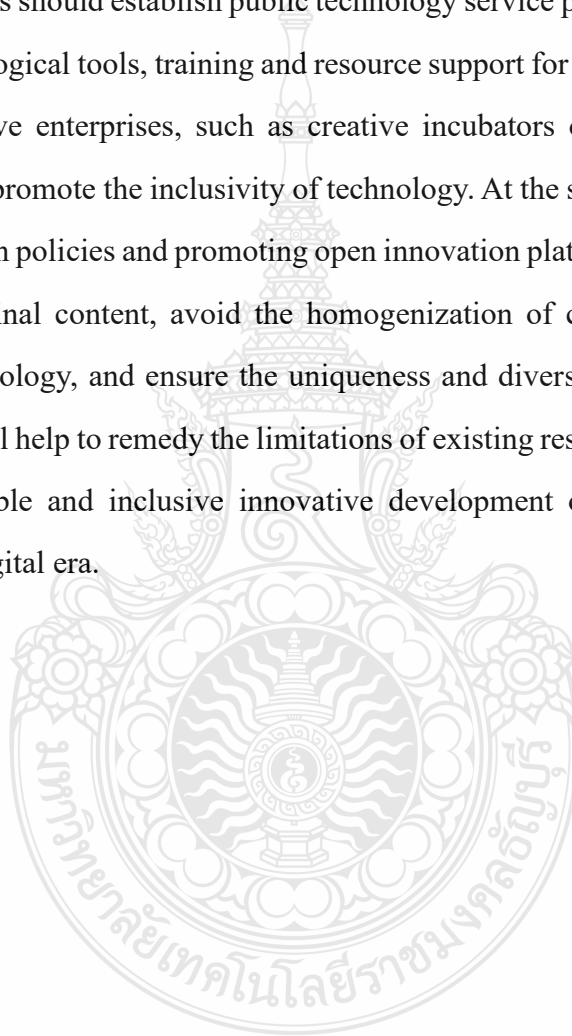
In summary, these practical contributions not only directly promote the innovation ability of cultural and creative enterprises, but also help the industry realize the systematic transformation and value creation of the whole chain from production to consumption in the era of digital economy, providing new power and direction for the sustainable development of cultural and creative industries.

5.5 Limitations and Future Research

Although this study provides a significant boost to the innovative development of cultural and creative industries, it also has several limitations. First, the research samples are mainly concentrated in the Guangxi region of China, which limits its theoretical universality in cross-cultural and cross-regional collaboration, making it difficult to comprehensively solve the problems of cultural adaptability and market expansion of CCIs in the national context or in the context of globalization.

Secondly, there are contradictions in the integration process of creativity and technology, and over-reliance on data and technology may lead to the homogenization of creative production, thus weakening the uniqueness and artistic value of cultural products. Third, the research does not adequately discuss the policy environment and ethical challenges, such as data privacy and copyright protection, which may lead to inequity and social disputes in the dissemination of digital content. These limitations suggest that while promoting digital transformation and optimizing strategic decision-making, we must pay attention to the fairness of technology, the uniqueness of ideas, the compliance of ethics and the inclusiveness of culture to achieve the sustainable innovation development of CCIs.

In response to these limitations, future research and practice should consider the following resolution strategies. First of all, enterprises can use digital platforms to integrate multicultural creative resources by building cross-regional cooperation networks and cultural and creative alliances, and at the same time meet diversified market demands by combining the localization strategies of Guangxi. Secondly, the government and large enterprises should establish public technology service platforms to provide low-cost or free technological tools, training and resource support for small and medium-sized cultural and creative enterprises, such as creative incubators or digital skills training programs, so as to promote the inclusivity of technology. At the same time, by improving copyright protection policies and promoting open innovation platforms, we encourage the production of original content, avoid the homogenization of creative ideas under the leadership of technology, and ensure the uniqueness and diversity of cultural products. These measures will help to remedy the limitations of existing research and promote more equitable, sustainable and inclusive innovative development of cultural and creative industries in the digital era.



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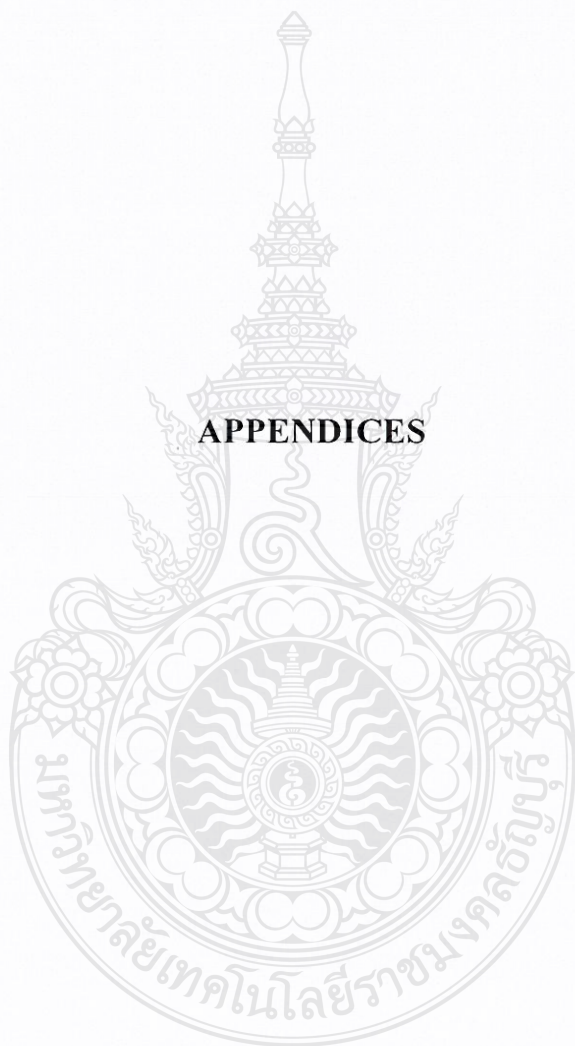
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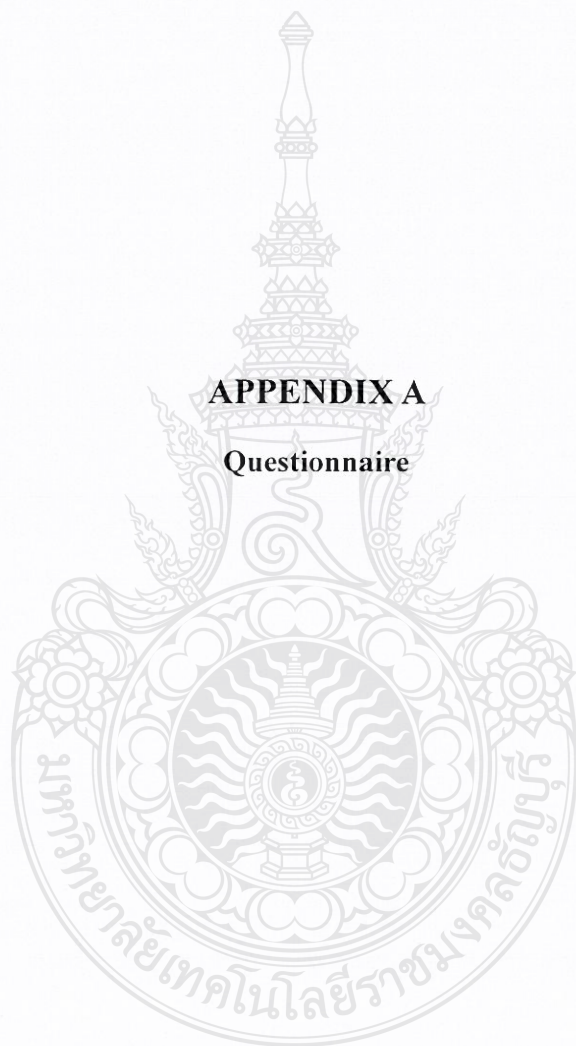
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APPENDICES





APPENDIX A

Questionnaire

The Impact of Digital Transformation and Strategic Decision-Making
on the Innovation of Cultural and Creative Industries in Guangxi

Dear Respondents,

Thank you for taking time to participate in this survey. I am a master student from Rajamangala University of Technology Thanyaburi and currently conducting research on the Impact of Digital Transformation and Strategic Decision-Making on the Innovation of Cultural and Creative Industries in Guangxi. This questionnaire is divided into 4 parts shown as following:

Part 1: Respondent Information

Part 2: Digital Transformation

Part 3: Strategic Decision Making

Part 4: Innovation in cultural and creative industries

Your opinions are valuable, and the researcher sincerely hopes to receive your kindness in answering this questionnaire. Please answer objectively based on your genuine thoughts. The survey is conducted anonymously, and reliable measures will be taken to ensure the confidentiality of the data and personal information you provide. The data will be used solely for academic research purposes.

The researcher would appreciate your support for this study. Thank you!

Yu Ting

Master Student,

Faculty of Business Administration,

Rajamangala University of Technology Thanyaburi

Part 1: Respondent Information

1. Your gender

- ☐ Male
- ☐ Female

2. Your age

- ☐ 21 years old and below
- ☐ 22-31 years old
- ☐ 32-41 years old
- ☐ 42-51 years old
- ☐ 52 years old and above

3. Your position

- ☐ High-level manager
- ☐ Middle-level manager
- ☐ Basic manager
- ☐ Ordinary staff

4. Your highest education level

- ☐ Junior high school and below
- ☐ Senior high school/Junior college
- ☐ Bachelor's degree/Junior college
- ☐ Master's degree
- ☐ Doctoral degree

5. Your working experience

- ☐ Within 3 years
- ☐ 3-5 years
- ☐ 5-10 years
- ☐ 11-15 years
- ☐ More than 16 years

Part 2: Questionnaire about Digital Transformation

Explanation: Please indicate your opinion level with the following statements. Where: 1= Strongly Disagree, 2= Disagree, 3= Slightly Agree, 4= Moderately Agree, 5= Agree, 6= Very Agree, 7= Strongly Agree

Digital Transformation	Opinion level						
	Strongly Disagree	Disagree	Slightly Agree	Moderately Agree	Agree	Very Agree	Strongly Agree
	1	2	3	4	5	6	7
Leadership							
6. My leadership has a sense of digital transformation or change							
7. My leader is open to digital technology							
8. My leadership ensures that digital resources are open and shared, and connected online and offline							
9. My leadership is well-versed in the digital technologies most closely related to the industry sector							
10. My leadership has the ability to design, deploy and scale new digital businesses							

Organizational culture							
11.A collaborative atmosphere in an organization is critical to the success of a digital transformation project							
12.Employee acceptance of digital transformation is largely dependent on the supportive organizational culture							
13.I work in an organizational culture that encourages innovation, which accelerates digital transformation							
14.I work in an organization whose culture ADAPTS to rapid technological change and facilitates digital transformation							

15.I work in an organizational culture that encourages continuous learning and development to effectively address the challenges of digital transformation							
Technology-driven							
16.My company is constantly exploring new ways to enhance the efficiency of the use of IT technology in the enterprise							
17.My organization has established a flexible and effective IT implementation plan							
18.My business supports new ways to experiment with digital technologies							

19. My organization is constantly looking for new ways to increase the effectiveness of digital technology use							
20. The company I work for keeps up with digital innovations							

Part 3: Questionnaire about Strategic Decision-Making

Explanation: Please indicate your opinion level with the following statements. Where: 1= Strongly Disagree, 2= Disagree, 3= Slightly Agree, 4= Moderately Agree, 5= Agree, 6= Very Agree, 7= Strongly Agree

Strategic Decision-Making	Opinion level						
	Strongly Disagree	Disagree	Slightly Agree	Moderately Agree	Agree	Very Agree	Strongly Agree
	1	2	3	4	5	6	7
Policy support							
21. Government policy has an important impact on your organization's strategic decisions							
22. Policy support to help your organization better adapt to complex transformations							

23. Your organization can effectively assess the impact of policy changes on strategic decisions							
24. The choice and use of policy tools has a direct impact on your organization's strategic decision-making process							
25. Policy support can effectively enhance your organization's strategic resilience in the face of rapid environmental change							
Collaborative Innovation							
26. Collaborative innovation has been crucial for my organization to adapt to a rapidly changing environment							
27. My organization identifies and captures new innovation opportunities through cross-functional collaboration							

28.Purposeful collaboration helps companies set and execute new strategic directions							
29.Through organizational learning and collaborative innovation, our decision-making process becomes more efficient							
30.By collaborating with key partners, we are able to implement our innovation strategy more effectively							

Part 4: Questionnaire Survey on Innovation in Cultural and Creative Industries

Explanation: Please indicate your opinion level with the following statements. Where:1= Strongly Disagree, 2= Disagree, 3= Slightly Agree, 4=Moderately Agree, 5 =Agree, 6=Very Agree, 7=Strongly Agree

Innovation in Cultural and Creative Industries	Opinion level						
	Strongly Disagree	Disagree	Slightly Agree	Moderately Agree	Agree	Very Agree	Strongly Agree
	1	2	3	4	5	6	7
31.The innovation of cultural and creative industry projects has directly promoted the social impact of my company							

32.The company I work for has promoted the development of the regional economy through cultural and creative projects							
33.The cultural and creative industries project promotes the sustainable development of my company							
34.Innovation in cultural and creative industries helps to strengthen the brand image of my company in the industry							
35.The cultural and creative program of my company has attracted more investors through innovative ways							

APPENDIX B

Item-objective Congruence (IOC) score

Item-objective Congruence (IOC) score

Variable	Item	Subject-matter expert			Average	Total Average	Result
		1	2	3			
Part 1 Respondent Information							
	Q1	+1	+1	+1	1.00	1.00	Accept
	Q2	+1	+1	+1	1.00		Accept
	Q3	+1	+1	+1	1.00		Accept
	Q4	+1	+1	+1	1.00		Accept
	Q5	+1	+1	+1	1.00		Accept
Part 2 Digital Transformation							
Leadership	Q6	+1	+1	+1	1.00	0.87	Accept
	Q7	+1	+1	+1	1.00		Accept
	Q8	+1	+1	+1	1.00		Accept
	Q9	+1	+0	+1	0.67		Accept
	Q10	+1	+0	+1	0.67		Accept
Organizational culture	Q11	+1	+1	+1	1.00	0.93	Accept
	Q12	+1	+1	+1	1.00		Accept
	Q13	+1	+1	+1	1.00		Accept
	Q14	+1	+0	+1	0.67		Accept
	Q15	+1	+1	+1	1.00		Accept
Technology-driven	Q16	+1	+1	+1	1.00	1.00	Accept
	Q17	+1	+1	+1	1.00		Accept
	Q18	+1	+1	+1	1.00		Accept
	Q19	+1	+1	+1	1.00		Accept
	Q20	+1	+1	+1	1.00		Accept
Part 3 Strategic Decision-Making							
Policy support	Q21	+1	+0	+1	0.67	0.93	Accept
	Q22	+1	+1	+1	1.00		Accept
	Q23	+1	+1	+1	1.00		Accept
	Q24	+1	+1	+1	1.00		Accept
	Q25	+1	+1	+1	1.00		Accept

Collaborative Innovation	Q26	+1	+1	+1	1.00	1.00	Accept
	Q27	+1	+1	+1	1.00		Accept
	Q28	+1	+1	+1	1.00		Accept
	Q29	+1	+1	+1	1.00		Accept
	Q30	+1	+1	+1	1.00		Accept
Part4 Innovation in Cultural and Creative Industries							
	Q31	+1	+1	+1	1.00	1.00	
	Q32	+1	+1	+1	1.00		
	Q33	+1	+1	+1	1.00		
	Q34	+1	+1	+1	1.00		
	Q35	+1	+1	+1	1.00		
Total IOC average score					0.96		



Biography

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