

MANAGING CREATIVITY IN ADVERTISING AGENCIES FOR INNOVATION & INFRASTRUCTURE (SDG 9)

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Abstract

The current paper focuses on how creative management of advertising agencies can be applied as a lever to achieve the intended innovation and Infrastructure through SDG 9 (Sustainable Development Goal 9). Being the sources of the evolution of thoughts and the creativity, advertising agencies not only facilitate the markets and consumers behavior, but also contribute to the increasing level of industrialization and evolution of structures through the integration of approaches in creativity with the progress in technologies. The balanced creativism, the teamwork, and the use of the digital technologies (artificial intelligence and data analytics) as a means of turning into more innovative can serve to manage the agency creativity successfully. However, the competition problem, the regarding of the resources and the obligating newness are also recognized as the problems that need the systematised approaches to the organisation of creatorship. This paper illuminates the prospects that the advertising agencies could go beyond the traditional communicative capacities and position themselves to be productive stakeholders in the formation of sustainable, resilient, and inclusive infrastructures, and hence take part in the global agenda of sustainable industrialization and innovations.

Keywords: Creativity Management, Advertising Agencies, Innovation, Infrastructure, Sustainable Development Goal 9 (SDG 9)

Introduction

One of the conditions that have made ads agencies creative is the control of creativity, which has motivated the inclusion of Interpreting Innovation and Infrastructure in the Sustainable Development Goal 9 (SDG 9) that identifies the significance of planning resiliency infrastructural settings to enhance inclusive and sustainable industrialization and amplify reception of innovation. Modern knowledge based economy has not made a point of giving advertising agencies its sole aim in offering a place to talk but as a talent incubation center

where a novel idea is developed, cultivated and then packaged to alter the industry, markets and society. The process dynamism of advertising that necessitates the ongoing dynamism of the conveyances of messages, made-up of contents and technology realignment cuts directly to the betterment of the infrastructural improved organizational and societal infrastructure. Under these circumstances, with adequate management of creativity, the agencies will have the opportunity to write strategies that can bring technological development such as digital media, artificial intelligence, and data analytics into the creative approach and, therefore, adjust the practice of advertising to sustainable industrial and infrastructural growth. However, agency creativity is a complex notion requiring a fine line between creativity and market dynamics, as well as, promotions of market teamwork and risk-taking, understanding and anti-disciplinary relationships.

Ineffective management is never simple and might be urged by the causes like client constraints, rivalry and necessity of being constantly innovative but at the same time give the tracks of innovation when addressed on the correct path. To a larger magnitude, the force behind the improvement of consumer attainment and industrial inclinations is the advertising agencies facilitating campaigns to instill the worth of possessing sustainable habits, application of technology and formation of infrastructures, which validates the larger society change. The successful application of creativity is, consequently, not only one of the instruments of attaining business success but also a means of adding the sustainable development. The current paper dwells on the meeting point of creativity management and SDG 9, which examines how advertising companies can re-architect their organizations, this paradigm, and technology infrastructure to have an effective and sustainable culture of innovation. The paper has tried to shatter the theoretical and practical views about creativity in advertising in H, trying to find its way into functioning as active stakeholder in ensuring the industry goes beyond the conventional communication roles as delivering robust, innovative and inclusive communication infrastructural environments and this will be aligned with the overall sustainability agendas worldwide.

Need of the Study

The topicality of the given research is predetermined by the increased significance of the management of Netflix in the context of advertising agencies as the means of the implementation of the Sustainable Development Goal 9 (SDG 9): Industry, Innovation, and Infrastructure. The essence of the advertising agencies in the fast changing digital and industrial world is collaborative because the role of a communication facilitator or better an innovation centre, influences consumer behaviour and market direction and infrastructural development through the activities that it participates in. The issue of creativity must be controlled so that the advertising practices do not merely advertise the brand, but also produce sustainable industrialization as well as development of technology. However, the agencies are set this challenge, client imposed constraints, competition and the desire to always receive something different which requires an orderly system to handle the creativity. Based on the exploration of how creativity could be harnessed and used to meet an end, the current study finds in the potential of the advertising agencies to deliver towards stronger infrastructure and enhancing growth of industries, through the most accommodation method and encouragement of innovation. It bridges the gap between the traditional role of advertising and the disruption wants of the sustainable growth.

Purpose of the Study

This study aims to analyze how the aspect of Innovation and Infrastructure can be promoted in advertising agencies through the proper management of creativity in consideration of the Sustainable Development Goal 9 (SDG 9). The study targets at understanding the how, when, and why agencies invest their creative talent, merge new technological discoveries, and convert

innovative thoughts into influential campaigns which would create sustainable industrialization. The study would enable tackling the question of how the advertising agencies can redesign themselves as the tools of the industrial and infrastructural progress rather than the entities being perceived as the promoters of the brands. Further, it will be the target of the study whether it is possible to employ innovative management to resolve the problem of resource limitation, the demands of clients and competitive environments and at the same time, creating innovation. Lastly, this research paper tries to provide the knowledge and models which can enable the advertising firms to be actively involved in establishing resilient, inclusive, and sustainable infrastructure.

Advertising Agencies as Creative Centres

The advertisement companies too have come as rainbow art centers that have played the focal role in design industries, markets and societies in a mood of innovativeness and generating ideas. Traditionally, advertising had embedded agency who reached mass markets through various effective advertising approaches i.e. the print media i.e. the Radio and the T.V which creatively had their expressive imagery, effective copy writing inputs as well as the effective story telling. The introduction of digital-based ecosystems has had an adverse impact on the sphere of advertisement, though; the agencies are forced to change their creative activity and employ digital ecosystems, applying them to social media, artificial intelligence, big data and interactive technologies, which are located indoors. This has not solitarily broadened the field of advertisement, but similarly, has redefined the concept of creativity which requires finesse, personalization and creativity at each level of communication. The creative management situation here has been formally magnified where the agencies have to assume a balance between freedom of creativity and client and business constrained goals, efficacy in the agencies and submission to the market. Best creative management means that creativeness and trial and error as well as cross-disciplinary cooperation must impetrate originality and problem-solution through brainstorming ideas in group and non-homogenized setting. It is also the role of agencies leaderships and managers to play a facilitation role, introducing a culture of innovation, streamlining the creative outputs toward increased business and sustainability goals, such as the Sustainable Development Goal 9 (SDG 9). In addition to this, advertising firms in the modern contexts also transform to the types of knowledge organisation where the power of information, cultural perception, customer behaviour and technological dexterity are continually being utilised to come up with significant methods. Knowledge based strategy enables the agencies not just to provide messages, but to act more like nurturants of innovative solutions that can help to change the behavior of the industry to be more sustainable in terms of infrastructure and causing the use of technologies. It is here that agencies become the bipolar field into which two types of creativity through agency are realised not just in the sense of brand advertising but also modes of influencing the consciousness of consumers, industries, multiform formation. Being an engine of innovations, advertising agencies form the rivers of innovations that combine the cultural edibility and the technological experience, and originate a campaign which will appeal to the global audience and at the same time meet the demands of the locals. They will seemingly contribute to establishing a robust and resilient infrastructure by virtue of their capability of uncovering the emerging technology, condensing it into the ability of data, and creating multidimensional networks. This is where advertising agencies not only have rest and assume the traditional communicative functions but also continue to be thematic power, with their input of creative management in place triggering the greater outcomes of socio-economic and industrial transformation.

Creativity and Innovation at Advertising

The resourcefulness of the advertisements can be determined as an exercise of inventing original, meaningful, and communicating clearly capacities that can contribute to the

management of consumer behavior as well as the direction of perceptions of the packed-society. In comparison to novelty, this creativity is planned and strategically directed with the notion that, it is to appeal to the viewers and is most likely based on the dimensions of cultural awareness, interrelatedness through technology and the market demands. The ability to learn abstract concepts and transform them into catchy campaigns that would be attract and pleasurable than complicated communication matters is a skill. It is the innovation intimately associated with a creativity that is occurring when the ideas culminate in the inventions of new methods, technologies, or practices of promotion of the advertisement industry and the objectives of the society in general. The instructive knowledge could be used to sparkers of infrastructural and industrial innovation, which creates awareness of creative problem-solving in advertising, embraces and installs new technology, and develops sustainable solutions and resilience using resiliency. One of such campaign is one in the concentration of renewable energy, sustainable transport or digital financial inclusion that can somehow inform industries to be consumer preferred and proliferate on developing the infrastructure based on sustainability.

The relationship between creativity and industrial innovation is particularly in how the technological change has been normalized through advertising; the creative methods have means of de-mystifying some complex technologies and making them apparent and approachable to the common people. Apple Think Different campaign is such an example, not only rebranding, but also quickly recreating the way consumers thought about personal computing as a lifestyle choice, hence, driving the digital infrastructure boom. Similarly, Tesla has significantly contributed over repositioning of electric vehicle and reshaped more ecological infrastructure worldwide owing to the bolder narrative-building and interpersonal contact that are the core of the innovative ways they package their offerings. The other example is in the campaigns that persuade the necessity of saving water or adopting environmentally friendly construction principles whereby the loop between scientific discoveries and the everyday consumer habit where the industries are enticed to use the eco friendly infrastructures is closed. This role is further improved in the recent years with the digital medium where the agencies will create the interactive campaigns, which are executed with the help of artificial intelligence, augmented reality, and immersive storytelling that has a double point of advertizing the products as well as selling the innovative practices. These campaigns do not just bring awareness, but they also cause behavior and change in systems which to us again give the synergy between creativity and progress of industries.

Difficulties in the Management of Creativity

Creativity management in advertising agencies is such a complicated issue to address as it needs to pull levers between the dynamics of artistic, cultural and structural organization, and the article needs to lean towards the commercial and industrial needs of the client and markets. The design of advertising also ensures the existence of the agency in which it is preconditioned to work on hard deadlines of completion, the top-down approach to decision making and the resource limitation that may inhibit the unhindered circulation of ideas. Being an organization with a firm organizational hierarchy in which efficiency and profitability are put heavily above experimentation and innovation, creative teams will be crippled. On culture, the agencies have the obligation to promote what can be defined as multicultural and inclusive cultures that can incorporate every type of opinion but on the other hand, the agencies should be unified and uniform on their parts in their creative productions. This tension can in some instances prevent the extraordinary ideas which otherwise lead to breakthrough innovations. The biggest problem is that artistic freedom and the requirements of clients and industries are in conflict situation because advertising professionals should make numerous concessions in their creative vision to achieve goals of the market, brand specifications or customer expectations. Although

creativity is based on taking risks and being creative, clients will want to use safe and tested methods which may cause conflict that may kill an innovation. Additionally, advertising agencies are in extremely competitive settings, and the pressure to produce unique, high-impact campaigns all the time can lead to creative burnout and fatigue among the employees. The extensive working hours, compelled to pitch everything, and forced to create the idea with the definite deadline serve as the factors burning the motivation and reducing the quality of the creative results. Its competitiveness also is a threat since this generates internal competition, which can be surpassed by individual recognition and rewards systems. This is also complicated by the compounding of these challenges by client driven restrictions whereby the clients no longer merely guide the direction in the strategy rather they often participate into the creative process to the point of contaminating the originality through over revisioning, or on cost considerations. The restrictions may make spiritually creative professional dull because they will not be pertinent to creating ideas anymore but offering services, and this will satisfy the customer. This incentive of clients is inclined towards providing formulaic campaigns in which temporary profits over the market are sought rather than sustained innovation and long term sustainability. These problems are compounded by the requirement that any digital-first world must always be new since the agencies must keep up with the new types of platforms technologies and consumer demands in addition to an adequate management of internal resources. These challenges pose the question to which the business of advertising is treated at the time: on the one hand, it transforms the business of advertising their most powerful means, creativity, and on the other hand so difficult to operate. To overcome such challenges effectively, the agencies will have to formulate flexible layouts, facilitate a supportive culture, and models of leadership that are flexible to artistic and business worlds so that the innovation and infrastructure development according to SDG 9 remains one of the major driving forces.

Literature Review

Hales, R., & Birdthistle, N. (2022). Was the emphasis of their involvement in which the resilient infrastructure is connected to the sustainable industrialization and global innovation systems thus SDG 9 is the keystone to implementation of more developmental goals to be achieved by 2030. The authors make an underline on the fact that industrial growth based on sustainability could play an important role of ensuring inclusive economic growth as well as ensuring that the environment is responsive. They highlight the idea of innovation as not just about technology but about forging creativity, exchange of knowledge, and other new forms of doing business in line with the continually shifting situations in the world.

Denoncourt, J. (2020). The premise around which the paper has developed was that to achieve the industry, innovation and infrastructure goals, the businesses need to do not just strive to increase profits, but also engage in sustainable operations in which the society needs are on par with the shareholders needs. Denoncourt documents the importance of the corporate law in creating systems of accountability that would take firms to invest on sustainable infrastructures and innovation that would remain in tandem with the UN 2030 Agenda. The study identifies such opportunities that companies can have to make system change by integrating SDG 9 goals in business strategies, governance and reporting. It also considers how multinational firms, by their global supply chain and innovation ecosystem are able to influence the creation of infrastructure and how things are conducted across the borders.

Ramya, U., et al (2023). According to their study, marketing as a craft that is creatively formulated can be an effective tool in the formation of the resilient infrastructure and development of innovations, particularly in tourism motivated economies. The authors focus on the capability of the interactive marketing approaches in rendering a destination competitive, i.e., digital engagement, experience customization and participatory branding, and promote sustainability in the industrialization approach. They also demonstrate that

destination branding does not only entail image making but also involves instilling sustainability principles into the image of the tourism infrastructure hence aligning the local industries with the global trends in terms of innovation.

Küfeoglu, S. (2022). The chapter identifies the possibility of the development of industrial through the application of technologies such as artificial intelligence, blockchain, and renewable energy innovations and their ability to simultaneously promote the sustainability of the environment. According to Kuefeoglu, the development of infrastructure here should be visionary and it should also harmonize the development of digital technologies, green technologies to meet the demands of the emerging economy of the world. The article identifies the necessity of having a heuristic innovation system that would allow the developing nations to employ and employ technologies to curb inequalities without inculcating it.

Mahajan, N., Mehta, M., & Garg, S. (2023). Those technological-based programs that are dubbed in India, which encompass the digitalization of industries, development of smart infrastructure, and innovation based strategy are deemed to be necessary in the process of promoting sustainable industrialization, the authors contend. According to the paper, the most visible state-owned corporations Navratna companies have been on the forefront in various industries including energy and telecommunication and transport that has contributed to their operations to align with SDG 9 goal. These companies set the example of how national and global sustainability mechanisms can be promoted by industrial giants and are the ones that should be invested in in terms of research, introducing the most recent technologies, and developing digital ecosystems.

Methodology

The study methodology will be aimed at explaining the management of creativity within advertising agencies and its role in the Innovation and Infrastructure under Sustainable Development Goal 9 (SDG 9). Descriptive and analytical research design was adopted with the combination of both qualitative and quantitative research designs to have the complete idea on the topic. Structured questionnaires were utilized to gather primary data on the perceptions, challenges and strategies of creativity management by administering structured questionnaires to professionals working in advertising agencies and including creative directors, copywriters, designers, and strategists. Besides, face-to-face interviews were carried out with the top managers and professionals working in the industry to gain qualitative insights on organizational culture, leadership styles, and how technological tools are integrated in the promotion of innovation. Academic journals, industry reports, books, and case studies on creativity, advertising and SDG 9 were used as the source of secondary data. Data collected was subjected to the statistical tools to create a frequency distribution, percentage and tabulation, and thematic analysis was carried out on the qualitative responses. This combined-methodology design has allowed both quantifiable results and contextual insight to be available, and the study has been able to find patterns, challenges, and best practices. Generally, the methodology was reliable, valid, and relevant in terms of answering the question on how advertising agencies can strategically manage creativity as a way of fostering innovation and development of infrastructure.

Result and Discussion

Table 1: Perceptions of Creativity Management in Advertising Agencies

Aspect of Creativity Management	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Creativity is central to agency success	45	40	10	3	2
Effective leadership enhances creativity	50	35	8	5	2

Client demands restrict creative freedom	55	25	10	7	3
Collaboration across teams boosts innovation	60	30	5	3	2
Technological tools improve creative output	52	32	8	5	3

The findings of Table 1 can be used to point out the extent to which people working in advertising agencies attach importance to the idea of creativity as the key to the success of organizations. The fact that creativity is the main focus of agency development is strongly affirmed by a large majority (85% of the people) and also agreed by the huge majority (85%). In the same manner, 85 percent acknowledge that strong leadership is an enabler of creativity, which implies that when leaders are supportive, they have the potential to bring out talent and unlock innovative ideas. Nonetheless, one can also note a conflict between the artistic vision and commercial realities as 80 percent of the respondents say that client demands have usually limited their creativity showing that there is a conflict between originality and market demand. Positively, teamwork is identified as a critical innovation source, 90 percent of them concur that teamwork drives creativity and 84 percent support the view that technology tools improve creative performance. These results highlight the significance of leadership, collaboration and technology in maintaining innovation and also reveal the problem of being affected by clients.

Table 2: Challenges in Managing Creativity

Identified Challenge	Frequency (%)	Rank Order
Balancing client demands vs. artistic vision	68	1
Burnout and work pressure	55	2
Limited resources for experimentation	47	3
Competition and internal rivalries	42	4
Lack of structural support	38	5

Table 2 reveals the most urgent problems that advertising agencies have to deal with when it comes to balancing the demands of clients with the artistic vision, as the latter is defined as the primary problem (68%). This proves to be the main quandary of the industry whereby originality is often sacrificed to satisfy the needs in the market. The second most popular concern is burnout and work pressure (55%), which demonstrates the culture of high stress and deadline in advertising that often causes creative fatigue. Lack of experimentation resources (47%) also limit the creativity of the creative professionals to experiment with new methods and competition and internal rivalries acts as a vice (42) to collaboration and teamwork. Also, 38 percent of the respondents identified lack of structural support and referred to organizational barriers that inhibit the prosperity of creativity. On the whole, the results demonstrate that the limits of the clients, as well as the internal forces, like the organizational culture and the distribution of resources, play an important role in the creative process. These challenges also need to be addressed in order to support creative agencies in a well organized and sustainable way.

Table 3: Role of Creativity in Advancing SDG 9 (Innovation & Infrastructure)

Contribution Area	Very High Impact (%)	High Impact (%)	Moderate Impact (%)	Low Impact (%)	No Impact (%)
Promoting technological adoption	40	35	15	7	3
Encouraging sustainable industrial practices	38	32	20	7	3

Building resilient organizational infrastructure	42	34	15	6	3
Driving inclusive industrial growth	37	30	18	10	5
Enhancing innovation through digital tools	45	33	12	7	3

Table 3 reveals that creativity in advertising is a major contributor to SDG 9 which is concerned with innovation and infrastructure. The impact of creativity on the further spread of technological adoption is also regarded as high or very high, according to 75% of the respondents, which speaks in favour of the role of advertising as a means of acquiring the knowledge of the consumers about the new technologies, including digital platforms or even green technologies. Simultaneously, 70 per cent also identifies its role in ensuring sustainable industrial practices, and shows how industrial campaigns can ensure the industrial practices are environmentally friendly. The other input important to establish resilient organizational infrastructure based on 76% is when there is creativity and flexibility in shaping the development of the futureproofing systems. Another instance of industry growth that includes everyone and enhances innovation through the assistance of digital applications is also reflected in the ratings of important implications, 67% and 78% of respondents believe that it should be the case respectively. These results support the fact that advertising creativity is not limited to the brand communication, but rather, the capacity is transformative in the way it factors industries, cultivates inclusivity and leads to sustainability, and is directly connected to SDG 9 goals.

Table 4: Strategies for Managing Creativity Effectively

Strategy	Percentage of Respondents Supporting
Encouraging collaboration & teamwork	65
Investing in digital tools & infrastructure	60
Providing creative freedom with flexible structures	58
Balancing client expectations with innovative solutions	55
Leadership fostering a culture of innovation	52

The consequences of Table 4 are that there is an apparent disposition towards collaborative and structural strategies on working on bettering creativity in advertising firms. The best strategy that will result in the greatest efficiency would involve teamwork and collaboration but under the support of 65 percent of respondents which underlines the idea generation and problem solving as a group activity. It is also strongly suggested (60%). Privacy Digital tools and infrastructure investment are also strongly suggested (60%), meaning the greater importance of technology in optimization of creative work and make innovation possible. The other strategy is believed to be the application of creative freedom based on the more flexible forms of organizations (58%), which means that settings in which the professionals are free to be independent, yet they are held accountable are useful. On the same note, 55 percent endorse the strategies with an attempt to balance the expectations of the clients with the innovativeness of solutions, restating the necessity to negotiate creative originality with business requirements. Lastly, the leadership that promotes the culture of innovation is supported by 52% and it is necessary to mention that dominant leaders in maintaining creativity are visionary leaders. These strategies combined imply the importance of a multi-dimensional view on handling creativity.

Conclusion

The analysis of the management of creativity in advertising agencies in Innovation and Infrastructure under Sustainable development goal 9 (SDG 9) concludes that creativity is the blood of advertisement and one of the factors that contribute to the development of industries, adoption of technology and development of sustainable infrastructure. Conclusions are that agencies are the areas that come up with creativity where ideas are translated into strategies which impact not only consumer behaviour but also the practice in the industry as a whole. Creativity management demands an effective control of creativity via management through leadership, teamwork, and integration of technology that will assist the agencies to harmonize an artistic expression and a commercial and an industrial need. However, the limitations of its customers, burnout, resource limitation, and obstacles of the structure tend to limit the creativity of the creative work, which has to be less fixed and contain more enabling conditions. The study also implies that advertisement creativity also has a significant role to play in SDG 9 in terms of technological advancements, sustainable operations, and robust organizational systems. Markedly, a competitive environment should be sustained with creativity by using team collaboration, investments in digital tools and creative leadership among others. Here the paper puts emphasis on the necessity of having agencies involved beyond the usual functions of brand communication consisting in the participancies of industrial innovation and sustainable industry actors, into subject agents of socio-economic change. This way, the advertising agencies will be able to transform marketing agencies into tools of market service providers to actors of resilient, inclusive and sustainable infrastructures. Hence, creativity management is not only the key to the agency success, but as the path to the world agenda concerning the innovation and sustainable development development.

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