HO CHI MINH NATIONAL ACADEMY OF POLITICS

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DEVELOPMENT OF CULTURAL INDUSTRIES IN QUANG NINH PROVINCE IN THE CONTEXT OF INTERNATIONAL INTEGRATION

ABSTRACT OF DOCTORAL
THESIS: OLITICAL ECONOMY

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INTRODUCTION

1. The Urgency of the Research Topic

In the context of globalization and international integration, culture has increasingly become an important economic resource and a component of national "soft power." In Vietnam, the Party and the State have identified cultural industries as a new driving force for economic growth and sustainable development. However, the implementation of these policies at the local level remains uneven, highlighting the need for research tailored to the specific conditions of each locality

From a theoretical perspective, research on the development of cultural industries at the provincial level from the perspective of Political Economy still has certain gaps, particularly in clarifying the relationships among institutions, resource mobilization and allocation, product and value chain development, markets, international integration, and the interests of different stakeholders. Therefore, an analytical framework is needed to clarify the mechanisms through which cultural resources are transformed into socio-economic value.

Quang Ninh possesses abundant cultural resources, relatively well-developed infrastructure, and considerable capacity for resource mobilization. However, the development of cultural industries has not yet matched its potential. Investment remains largely concentrated on infrastructure, cultural heritage preservation, and tourism, while creative industries such as film, performing arts, design, and digital media remain underdeveloped. Value chain linkages, creative human resources, and the capacity to participate in international markets are still limited.

For the above reasons, the selection of the research topic ***"Development of Cultural Industries in Quang Ninh Province in the Context of International Integration"*** is necessary from both theoretical and practical perspectives. The research contributes to clarifying the theoretical foundations of cultural industry development from the perspective of Political Economy, while providing a scientific basis for the formulation and implementation of policies to develop cultural industries in Quang Ninh in the context of international integration.

2. Research Objectives and Tasks

2.1. Research Objectives:

The thesis clarifies the theoretical and practical foundations of cultural industry development at the provincial level in the context of international integration; analyzes and evaluates the current situation of cultural industry development in Quang Ninh Province during the period 2016–2025; and, on that basis, proposes perspectives and solutions for cultural industry development to 2030, with a vision to 2045.

2.2. Research Tasks:

To achieve the above-mentioned research objectives, the thesis focuses on the following tasks:

- Firstly, reviewing relevant research works, identifying their achievements and the research gaps that the thesis seeks to address;

- Secondly, clarifying the theoretical foundations of cultural industry development at the provincial level from the perspective of Political Economy; identifying its main contents, evaluation criteria, and influencing factors; examining the experiences of selected localities in Vietnam and other countries in developing cultural industries; and drawing lessons for Quang Ninh;

- Thirdly, analyzing and evaluating the current situation of cultural industry development in Quang Ninh Province during the period 2016–2025; identifying achievements, limitations, and their underlying causes; and providing additional survey evidence on the influencing factors;

- Fourthly, forecasting development trends, identifying guiding perspectives, and proposing solutions for cultural industry development in Quang Ninh Province to 2030, with a vision to 2045.

3. Research Object and Scope

3.1. Research Object:

The research object of the thesis is the development of cultural industries in Quang Ninh Province from the perspective of Political Economy.

3.2. Scope of Research:

- *Regarding content:* The thesis examines the development of cultural industries in Quang Ninh Province in the following aspects: institutions, policies, and implementation; mobilization, allocation, and utilization of resources; development of industries, products, and value chains; and market development, economic efficiency, and international integration. Among the cultural industries, the thesis focuses on an in-depth analysis of three sectors that have comparative advantages and are representative of Quang Ninh: cultural tourism, performing arts, and film.

- *Regarding space:* The research is conducted within Quang Ninh Province, with comparisons to selected localities in Vietnam and international experiences to draw relevant lessons for the province.

- *Regarding time:* The thesis focuses on analyzing the current situation of cultural industry development in Quang Ninh Province during the period 2016–2025, in association with the process of promoting international integration and implementing Vietnam's Strategy for the Development of Cultural Industries. The proposed solutions are directed towards 2030, with a vision to 2045.

4. Research Methods

The thesis applies the methodology of Marxist-Leninist Political Economy, combined with modern scientific research methods, including:

- Dialectical materialism and historical materialism: These methods are used to clarify the relationships between economy and culture, productive forces and production relations, and economic development and the preservation and promotion of cultural values.

- Scientific abstraction: This method is used to define the concept and

essential characteristics of cultural industry development and clarify the roles of institutions, stakeholders, interest relations, and mechanisms for resource mobilization and allocation.

- Analysis, synthesis, and comparison: These methods are employed to systematize the theoretical foundations, analyze the current situation, and examine domestic and international experience.

- Statistical methods and data processing: These methods are used to collect, synthesize, and process secondary data related to cultural industry development, such as the number of enterprises, employment, revenue, tourist arrivals, performing arts activities, and film industry activities. On this basis, the thesis evaluates development trends, economic contributions, and challenges facing cultural industry development at the local level.

- Survey method: The thesis employs a questionnaire-based survey using purposive non-probability sampling, conducted both in person and online in Quang Ninh in June 2026. The survey covers three groups of respondents: (i) managers, professional staff, and representatives of public service units; (ii) enterprises, household businesses, and providers of cultural products and services; and (iii) experts, lecturers, researchers, artisans, and creative professionals. A total of 250 questionnaires were distributed, of which 176 valid responses were collected, representing a valid response rate of 70.4%. The sample size meets the requirements for quantitative analysis assuming a medium effect size, according to Cohen (1988).

The survey focuses on five groups of factors influencing cultural industry development: institutions and governance; resources; creative capacity, science and technology, and digital transformation; stakeholder linkages and harmonization of interests; and international integration. Data were measured using a five-point Likert scale and analyzed with SmartPLS 4 software through the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to assess the reliability and validity of the measurement scales and the effects of the influencing factors. The findings were compared with secondary data and qualitative analysis to provide additional evidence for evaluating the current situation, identifying underlying causes, and proposing solutions. Due to the use of purposive sampling, the survey findings serve as supplementary evidence and are not intended for statistical generalization to the entire province.

5. New Scientific Contributions of the Thesis

5.1. Theoretical Contributions

Firstly, the thesis contributes to clarifying the concept of cultural industry development at the provincial level from the perspective of Political Economy, emphasizing the process of mobilizing, allocating, and transforming cultural resources into economic value, in association with the preservation and promotion of cultural values in the context of international integration.

Secondly, the thesis develops an analytical framework for cultural industry development at the provincial level based on four dimensions:

institutions, policies, and implementation; resources; industries, products, and value chains; and markets, economic efficiency, and international integration. This framework provides a basis for establishing evaluation criteria and analyzing practical realities.

5.2. Practical Contributions

Firstly, the thesis provides additional empirical evidence on the factors influencing cultural industry development in Quang Ninh Province. Among these factors, institutions and governance capacity have the greatest impact, followed by international integration, stakeholder linkages and harmonization of interests, and the capacity to mobilize and access resources.

Secondly, the thesis proposes development orientations and groups of solutions for cultural industry development in Quang Ninh to 2030, with a vision to 2045. These solutions focus on improving institutions, enhancing the efficiency of resource utilization, developing products and value chains, strengthening stakeholder linkages, and expanding international markets, thereby providing a scientific basis for local policy formulation and implementation.

6. Structure of the Thesis

In addition to the Introduction, Conclusions, Recommendations, List of References, and Appendices, the thesis is divided into four chapters:

Chapter 1: Overview of Domestic and International Research Works Related to the Thesis Topic

Chapter 2: Theoretical and Practical Foundations of Cultural Industry Development in the Context of International Integration

Chương 3: The Current Situation of Cultural Industry Development in Quang Ninh Province in the Context of International Integration

Chương 4: Perspectives and Solutions for Cultural Industry Development in Quang Ninh City in the Context of International Integration

Chapter 1
OVERVIEW OF DOMESTIC AND INTERNATIONAL RESEARCH WORKS RELATED TO THE THESIS TOPIC

1.1. RESEARCH WORKS ON THE THEORETICAL FOUNDATIONS OF CULTURAL INDUSTRY DEVELOPMENT

1.1.1. Research works on the nature, characteristics, and values of cultural industries

1.1.2. Research works on the concepts and models of cultural industry development

1.1.3. Research works on the main aspects of cultural industry development

1.1.4. Research works on institutions and policies for cultural industry development

1.2. RESEARCH WORKS ON CULTURAL INDUSTRY DEVELOPMENT IN THE CONTEXT OF INTERNATIONAL INTEGRATION AND DIGITAL TRANSFORMATION

This group of studies focuses on the impacts of globalization, digital transformation, international trade, and the development of digital platforms on the production, distribution, and consumption of cultural products. The findings indicate that international integration not only expands markets, cooperation networks, investment opportunities, and the promotion of soft power, but also intensifies competition, increases the risks of platform dependence and copyright infringement, and poses threats of cultural homogenization. Therefore, institutional capacity, intellectual property protection, creative human resource development, and cultural branding are considered essential conditions for cultural industry development.

1.3. RESEARCH WORKS ON CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH PROVINCE IN THE CONTEXT OF INTERNATIONAL INTEGRATION

Studies related to Quang Ninh mainly focus on tourism development, the heritage economy, the preservation and promotion of the values of Ha Long Bay, event organization, digital transformation in tourism, and local branding. These studies provide valuable practical data but have not yet established a comprehensive analytical framework for cultural industry development at the provincial level from the perspective of Political Economy, particularly regarding resource mobilization and allocation, value chain organization, benefit sharing among stakeholders, and the capacity to transform cultural resources into new economic value.

1.4. GENERAL ASSESSMENT AND ISSUES REQUIRING FURTHER RESEARCH

1.4.1. General Assessment of Published Research Findings

1.4.1.1. Areas of Consensus

Firstly, studies generally agree that cultural industries constitute a distinctive economic sector based on creativity, knowledge, technology, and cultural values, contributing to economic growth, job creation, and the preservation of cultural identity.

Secondly, studies affirm the important roles of institutions, policies, resources, technology, markets, and the participation of the State, enterprises, and communities in cultural industry development.

Thirdly, international integration and digital transformation create opportunities for market expansion and innovation in creative activities, production, and distribution, while also posing challenges related to competition, intellectual property rights, and the protection of cultural identity.

Fourthly, local conditions and specific advantages, particularly cultural resources, human resources, infrastructure, and markets, play an important role

in cultural industry development. These findings provide a basis for examining the case of Quang Ninh Province.

1.4.1.2. Areas of Divergence

Firstly, the scope of cultural industries, development dimensions, and evaluation criteria vary across studies and need to be specified in accordance with provincial-level conditions.

Secondly, the mechanisms for transforming cultural resources into economic value, the relationships of interests among stakeholders, and the integration of economic development with cultural preservation have not been fully clarified.

Thirdly, cultural industry development models have not been consistently adapted to local conditions, particularly regarding the relationships among institutions, resources, products, value chains, and markets.

Fourthly, the impacts of international integration and digital transformation on cultural industry development at the provincial level require further examination, taking into account local adaptive capacity and practical conditions.

1.4.2. Research Gaps to Be Addressed by the Thesis

Firstly, regarding theoretical aspects, the approach to cultural industry development at the provincial level from the perspective of Political Economy has not been fully clarified, particularly concerning economic relationships among stakeholders and the mechanisms for transforming cultural resources into economic value. The thesis therefore focuses on further developing the theoretical foundations, main development dimensions, and evaluation criteria.

Secondly, regarding research methodology, the integration of Political Economy analysis with quantitative assessment of influencing factors at the provincial level remains limited. The thesis combines qualitative analysis, statistical methods, surveys, and Partial Least Squares Structural Equation Modeling (PLS-SEM) to provide additional empirical evidence.

Thirdly, regarding practical aspects, existing studies on Quang Ninh have mainly adopted sector-specific approaches, without comprehensively evaluating the mechanisms through which cultural advantages are transformed into economic value. The thesis analyzes the current situation during the period 2016–2025, identifies limitations and their underlying causes, and proposes solutions to 2030, with a vision to 2045.

Based on these research gaps, the thesis focuses on clarifying the theoretical foundations, influencing factors, current situation, and solutions for cultural industry development in Quang Ninh Province in the context of international integration.

Chapter 2
THEORETICAL AND PRACTICAL FOUNDATIONS OF CULTURAL INDUSTRY DEVELOPMENT IN THE CONTEXT OF INTERNATIONAL INTEGRATION

2.1. GENERAL ISSUES OF CULTURAL INDUSTRY DEVELOPMENT IN THE CONTEXT OF INTERNATIONAL INTEGRATION

2.1.1. Concepts of Cultural Industry Development in the Context of International Integration

2.1.1.1. The Evolution of Theoretical Understanding of Cultural Industries and Cultural Industry Development

2.1.1.2. Culture, Dimensions of Cultural Values, and the Concept of Cultural Industries

The thesis adopts the following definition: Cultural industries are a distinctive economic sector based on creativity and the utilization of cultural values, in which stakeholders organize the creation, production, dissemination, and distribution of cultural products and services through appropriate methods and technologies, in association with market mechanisms and intellectual property rights, to meet society's cultural needs, generate economic value, and simultaneously contribute to the preservation, promotion, and dissemination of cultural values.

2.1.1.3. The Concept of Cultural Industry Development in the Context of International Integration

The thesis defines: Cultural industry development in the context of international integration is the process of expanding the scale, improving the quality, efficiency, and competitiveness of cultural industries through the promotion of creativity, effective mobilization and utilization of resources, and development of products, value chains, and markets. This process is associated with the improvement of institutions, economic relations, and the harmonization of interests among stakeholders, while proactively taking advantage of opportunities arising from international integration, preserving and promoting cultural values, and pursuing sustainable development.

2.1.1.4. The Concept of Cultural Industry Development at the Provincial Level in the Context of International Integration

The central concept of the thesis is defined as follows: Cultural industry development at the provincial level in the context of international integration is the process of expanding the scale, improving the quality, efficiency, and competitiveness of cultural industries through the improvement of institutions, policies, and their implementation; effective mobilization, allocation, and utilization of resources; promotion of creativity and development of industries, products, and value chains; market expansion; and enhancement of international integration capacity. This process involves the participation, cooperation, and

harmonization of interests among stakeholders, while being closely associated with the preservation and promotion of distinctive local cultural values and sustainable local development.

2.1.2. Characteristics of Cultural Industry Development in the Context of International Integration

Firstly, cultural industry development is characterized by a high degree of creativity; Secondly, cultural industry development is closely associated with science, technology, and intellectual property rights; Thirdly, cultural industry development generates both economic and socio-cultural values; Fourthly, cultural industry development is governed by market economic laws and the regulatory role of the State; Fifthly, cultural industry development is characterized by openness and is strongly influenced by international integration.

2.1.3. Roles of Cultural Industry Development in the Context of International Integration

Cultural industry development contributes to creating new drivers of economic growth, expanding employment opportunities, promoting service development and innovation, while also supporting the preservation, revitalization, and dissemination of cultural values. In terms of international relations, cultural products and cultural images serve as important instruments for enhancing soft power, strengthening the position of countries and localities, and improving their connectivity within international networks.

2.1.4. Opportunities and Challenges of International Integration for Cultural Industry Development

International integration creates opportunities for market expansion, investment attraction, access to technology and management experience, the development of co-production activities, and the integration of local cultural products into broader value chains. However, international integration also poses challenges, including competition from imported products, the risk of excessive commercialization, intellectual property infringement, disparities in digital capabilities, and dependence on international platforms. These challenges require local authorities to proactively strengthen institutional capacity, improve the quality of resources, and enhance market organization capabilities.

2.2. CONTENTS, EVALUATION CRITERIA, AND FACTORS AFFECTING CULTURAL INDUSTRY DEVELOPMENT IN THE CONTEXT OF INTERNATIONAL INTEGRATION

2.2.1. Contents of Cultural Industry Development in the Context of International Integration

2.2.1.1. Improving Institutions, Policies, and Implementation for Cultural Industry Development

Improving institutions, policies, and implementation aims to create a favorable environment for cultural industry development, regulate economic

relations, and harmonize the interests of stakeholders. Regarding institutions, it is necessary to improve the legal framework, protect intellectual property rights, clearly define responsibilities, and strengthen intersectoral coordination. Regarding policies, priority should be given to encouraging investment and creativity, mobilizing social resources, and promoting digital transformation and international integration in association with the preservation of cultural values. Regarding implementation, policies should be translated into programs and plans tailored to local advantages, with clearly defined responsibilities for stakeholders and priority allocation of resources to key sectors

2.2.1.2. Mobilization, Allocation, and Utilization of Resources for Cultural Industry Development

Resources for cultural industry development include creative human resources, capital, cultural resources, infrastructure, technology, and supporting conditions. The key issue is not merely mobilizing more resources but, more importantly, allocating, integrating, and utilizing them effectively. Human resources should be trained in accordance with creativity, digital skills, and market demands. Financial resources should be diversified through a combination of state budget allocations and private-sector resources. Cultural resources should be utilized in association with preservation and community interests. Physical infrastructure, digital infrastructure, and technology should directly support the creation, production, and distribution of cultural products. At the same time, a creative ecosystem should be established to strengthen connections among creators, enterprises, investors, educational institutions, and management agencies.

2.2.1.3. Development of Cultural Industries, Products, and Value Chains

The development of cultural industries, products, and value chains is the direct process through which cultural resources, creative labor, capital, and technology are transformed into economic and socio-cultural values. First, priority should be given to industries with strong potential and comparative advantages, avoiding fragmented investment. Cultural industry products and services should be based on distinctive cultural values while promoting innovation, technological applications, quality improvement, and cultural identity. Value chain development requires stronger linkages from creation and production to promotion, distribution, and consumption, while enhancing connections with tourism, trade, media, technology, and services. The interests of enterprises, creators, artisans, and communities should be harmonized to maintain development incentives and ensure sustainability.

2.2.1.4. Market Development and Enhancement of International Integration Capacity of Cultural Industries

Market development is essential for realizing the economic value of cultural products, expanding consumption, and generating resources for

reinvestment. For the domestic market, it is necessary to diversify products, develop modern distribution systems and digital channels, improve public access to and enjoyment of cultural products, and strengthen intellectual property protection. For international markets, priority should be given to identifying target products and markets, developing brands, promoting cultural products, strengthening co-production partnerships, and participating in regional and international creative networks and value chains. At the same time, the State should create a favorable competitive environment and support international integration; enterprises should enhance their management, branding, and distribution capacities; and creators should adapt to market demands while preserving the cultural identity and values of their products.

2.2.2. Criteria for Evaluating Cultural Industry Development in the Context of International Integration

The evaluation criteria provide a basis for assessing the development of cultural industries in accordance with practical requirements and supporting the formulation of appropriate development policies and plans, including:

2.2.2.1. Criteria for Institutions, Policies, and Implementation of Cultural Industry Development: These criteria assess the extent to which development orientations are translated into programs, plans, and policies; the consistency and appropriateness of the policy system; the level of responsibility assignment and coordination among agencies; and the effectiveness of local implementation.

2.2.2.2. Criteria for Mobilization, Allocation, and Utilization of Resources for Cultural Industry Development: These criteria assess the scale, structure, quality, and efficiency of utilizing human resources, capital, cultural resources, infrastructure, and technology, while examining the capacity to connect resources and stakeholders within the creative ecosystem

2.2.2.3. Criteria for the Development of Cultural Industries, Products, and Value Chains: These criteria assess the scale and structure of cultural industries; the quantity, quality, creativity, and commercialization potential of cultural products; the formation and integration of stages within value chains; and the outcomes in terms of revenue, employment, and income generation.

2.2.2.4. Criteria for Market Development, Efficiency, and International Integration of Cultural Industries: These criteria assess market size, distribution channels, branding, and competitiveness; socio-economic efficiency through revenue, employment, income, and economic contributions; as well as the capacity to expand markets and participate in international activities and networks.

2.2.3. Factors Affecting Cultural Industry Development at the Provincial Level in the Context of International Integration

2.2.3.1. External Environmental Factors: (1) Trends in globalization and

international integration; (2) Development of science, technology, and digital transformation; (3) Central government institutions, guidelines, policies, and regional development orientations; (4) Competition and cooperation among localities, regions, and markets.

2.2.3.2. Factors Related to Local Internal Capacity: (1) Quality of local institutions and governance capacity; (2) Capacity to mobilize and access resources for cultural industry development; (3) Creative capacity, science and technology, and digital transformation; (4) Level of stakeholder linkages and capacity to harmonize interests; (5) Capacity to take advantage of opportunities arising from international integration.

2.3. EXPERIENCES IN CULTURAL INDUSTRY DEVELOPMENT IN SELECTED INTERNATIONAL AND DOMESTIC LOCALITIES AND LESSONS FOR QUANG NINH PROVINCE

2.3.1. Experiences of Selected Cities Around the World

The thesis examines the experiences of Sydney (Australia) and Hangzhou (China) in cultural industry development, focusing on the following aspects: (1) Selecting key cultural industries based on comparative advantages; (2) Improving policies and support mechanisms; (3) Utilizing cultural resources and identity in association with creativity and technology; (4) Developing creative clusters, spaces, and ecosystems; (5) Developing human resources, expanding markets, and promoting international integration.

2.3.2. Experiences of Selected Domestic Localities

The thesis examines the experiences of Hanoi, Ho Chi Minh City, and Da Nang, focusing on the following aspects: (1) Promoting the advantages of local heritage, cultural identity, and cultural resources; (2) Identifying priority cultural industries; (3) Developing creative spaces and ecosystems; (4) Strengthening technological applications and linkages with tourism and services; (5) Organizing events, building brands, and expanding markets for cultural industry products.

2.3.3. Lessons for Quang Ninh Province on Cultural Industry Development in the Context of International Integration

Firstly, formulating a focused development strategy and selecting key sectors based on comparative advantages; *Secondly*, improving institutions, policies, and support mechanisms for cultural industry development; *Thirdly*, transforming cultural resources into valuable products through creativity and technology; *Fourthly*, developing creative ecosystems and strengthening linkages among stakeholders; *Fifthly*, developing creative human resources in accordance with practical needs; *Sixthly*, building a distinctive local cultural brand and proactively promoting international integration.

Chapter 3
THE CURRENT SITUATION OF CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH PROVINCE IN THE CONTEXT OF INTERNATIONAL INTEGRATION

3.1. OVERVIEW OF CONDITIONS AND ADVANTAGES FOR CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH PROVINCE

3.1.1. Socio-Economic Characteristics and International Integration Linkages Affecting Cultural Industry Development

Quang Ninh possesses a strategic geographical location, modern transport infrastructure, a large economy, high economic growth, and a favorable investment environment. Urbanization, rising household incomes, and deepening international integration create favorable conditions for market expansion, investment attraction, tourism development, and connections with domestic and international economic and creative centers.

3.1.2. Cultural Resources and Advantages for Cultural Industry Development

Quang Ninh possesses rich and distinctive cultural resources, notably Ha Long Bay, historical and cultural relics, festivals, intangible cultural heritage, maritime and island culture, and the culture of coal miners. These resources provide an important foundation for developing cultural tourism, film, performing arts, handicrafts, digital products, and the heritage economy, creating distinctive competitive advantages for the province's cultural industries.

3.2. CURRENT SITUATION OF THE IMPLEMENTATION OF CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH PROVINCE DURING THE PERIOD 2016 - 2025

3.2.1. Current Situation of Improving Institutions, Policies, and Implementation for Cultural Industry Development

3.2.1.1. Translating Strategic Guidelines into Practice and Improving Policies for Cultural Industry Development

During the period 2016–2025, Quang Ninh gradually translated central government guidelines on cultural and cultural industry development into provincial resolutions, plans, programs, and policy mechanisms. Initially, cultural industry development was mainly integrated into policies on culture, tourism, and services. However, during the period 2022–2025, development orientations became increasingly clear, providing a foundation for resource mobilization, product development, linkages between culture and tourism, and broader participation by enterprises and other social stakeholders.

3.2.1.2. Organization of Implementation, Assignment of Responsibilities, Coordination, and Policy Enforcement

The implementation mechanism has gradually shifted from integration within cultural and tourism management toward a clearer division of

responsibilities among the Provincial Party Committee, the Provincial People's Committee, provincial departments, agencies, and local authorities. At the same time, intersectoral coordination, inspection, monitoring, and policy adjustments during implementation have been strengthened. The roles of enterprises, communities, and other social stakeholders have also received increasing attention. However, coordination mechanisms across sectors and the substantive participation of the non-state sector still require further improvement.

3.2.2. Current Situation of Mobilization, Allocation, and Utilization of Resources for Cultural Industry Development

3.2.2.1. Creative Human Resources

Human resources in Quang Ninh's cultural industries include managers, public employees, artists, artisans, employees in enterprises, and creative professionals. In 2024, the culture and tourism sector employed 1,208 people, of whom 61.3% held bachelor's degrees, 27.9% master's degrees, and 3.39% doctoral degrees. However, only approximately 9.9% of the workforce had intermediate-level or higher foreign language qualifications, while around 4.8% had intermediate-level or higher information technology qualifications. These figures indicate that creative human resources remain limited in digital skills and international integration capacity.

3.2.2.2. Financial Resources

Financial resources are mobilized from the state budget, private-sector contributions, enterprises, and other investments related to culture, tourism, and services. During the period 2016–2020, provincial budget investment in culture reached approximately VND 1,967 billion. During 2022–2025, funding for the restoration and preservation of historical and cultural relics amounted to approximately VND 1,997 billion. Notably, since 2016, the non-state sector has invested in more than 500 cultural and sports facilities, with total investment exceeding VND 10,000 billion. Nevertheless, funding specifically allocated to content creation, film, digital media, and applied arts remains limited.

3.2.2.3. Cultural Resources

Quang Ninh possesses rich cultural resources that have been increasingly recognized and enhanced. During the period 2016–2025, the total number of historical and cultural relics increased from 600 to 641, including an increase in special national relic sites from 6 to 8, national relic sites from 50 to 56, and provincial-level relic sites from 85 to 101. The number of nationally recognized intangible cultural heritage elements increased from 7 to 12, while the number of UNESCO World Heritage sites increased from 1 to 2. These resources provide distinctive advantages for the development of cultural tourism, performing arts, and creative products. However, the capacity to transform cultural resources into high-value-added products has not yet fully matched the province's potential.

Table 3.7. Historical and Cultural Relics and Cultural Heritage in Quang Ninh Province during the Period 2016–2025

Category	Beginning of Period (2016)	End of Period (2025)	Increase
Total number of historical and cultural relics	600	641	41
Special national relic sites	6	8	2
National relic sites	50	56	6
Provincial-level relic sites	85	101	16
UNESCO World Heritage sites	1	2	1
National intangible cultural heritage elements	7	12	5

Source: Compiled from the Draft Proposal for Cultural Industry Development in Quang Ninh Province (November 2025) and the Vietnam News Agency (October 2023).

3.2.2.4. Infrastructure, Technology, and Supporting Conditions for Resource Utilization

Quang Ninh has invested in relatively well-developed and coordinated cultural, tourism, and digital infrastructure. Since 2016, the non-state sector has invested in more than 500 cultural and sports facilities. In 2024, the province had 1,633 accommodation establishments with 36,718 rooms. Regarding digital infrastructure, 100% of tourist attractions and destinations have been equipped with QR codes, and the province has updated seven specialized tourism databases. By 2025, the province continued to develop four sectoral databases and three dedicated digital platforms. However, specialized infrastructure for cultural industry production and the creative ecosystem are still in the process of development.

3.2.3. Current Situation of the Development of Cultural Industries, Products, and Value Chains

3.2.3.1. Current Situation of Cultural Industry Development

During the period 2016–2025, cultural industries in Quang Ninh gradually emerged and expanded through the utilization of cultural heritage, natural landscapes, creative labor, and growing demand for cultural consumption. Cultural industry activities are present in various fields, including performing arts, film, advertising, fine arts, photography, exhibitions, radio and television, publishing, handicrafts, and tourism-related activities. Among these, the thesis focuses on an in-depth analysis of three representative sectors: cultural tourism, performing arts, and film.

Total revenue from tourists increased from VND 29,487 billion in 2019 to approximately VND 57,000 billion in 2025. Revenue from creative, arts, and entertainment activities rose from VND 1.5 billion in 2019 to nearly VND 16 billion in 2023, while revenue from film, television program production, and sound recording increased from VND 3.9 billion to approximately VND 25.2 billion. However, development remains uneven across cultural industries, and the

province has not yet established a separate and continuous statistical indicator system covering all cultural industries.

Unit: VND billion

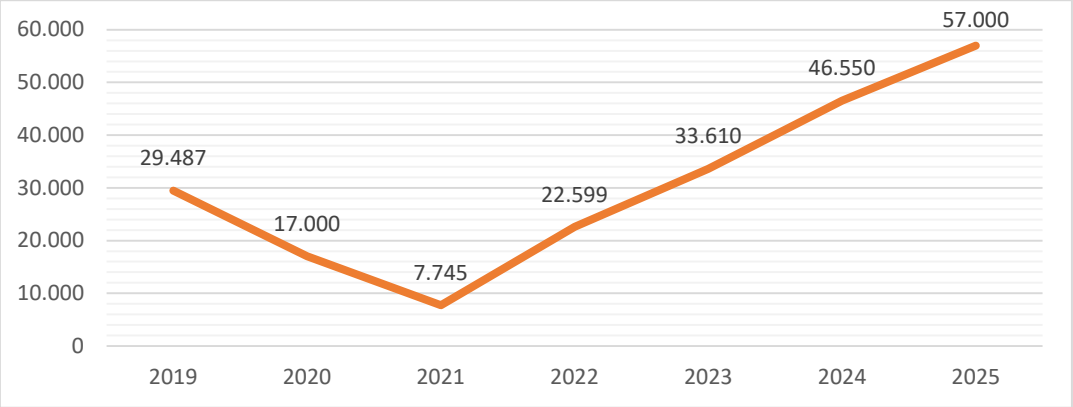


Figure 3.1. Total Revenue from Tourists in Quang Ninh Province during the Period 2019–2025

Source: Compiled from the Reports on the Implementation of Tasks in Quang Ninh's Tourism Sector for the Period 2019–2025.

3.2.3.2. Current Situation of the Development of Cultural Industry Products and Services

Cultural industry products and services in Quang Ninh have become increasingly diverse, particularly those associated with cultural heritage and cultural tourism, performing arts and events, film and media, community culture, and digital experiences. The geographical coverage of these products has expanded from Ha Long to Bai Tu Long, Yen Tu, Dong Trieu, Van Don, Co To, Binh Lieu, Tien Yen, Ba Che, Hai Ha, and Mong Cai. In 2024, the province identified 67 new tourism products, of which 41 were put into operation, accounting for 61.2%. It also organized more than 150 programs, events, and tourism promotion activities. By 2025, performing arts activities had continued to expand, with 48 approved programs and 172 participating enterprises and household businesses, attracting nearly 68,000 visits by local residents and tourists.

The provision of products through digital channels has also expanded, with 100% of tourist attractions and destinations equipped with QR codes, along with databases and digital platforms supporting product promotion, presentation, and accessibility. However, many products still rely primarily on the utilization of cultural resources and tourism services, while their creative content and capacity to generate high added value remain relatively limited.

3.2.3.3. Current Situation of the Formation and Development of Cultural Industry Value Chains

Along with the expansion of cultural industries and products, Quang Ninh has begun to establish cultural industry value chains associated with heritage tourism, performing arts and events, film, and community-based cultural products. In the cultural tourism value chain, cultural resources, heritage, and local

communities are connected with travel agencies, accommodation establishments, transportation, food services, entertainment, shopping, and media. By 2025, the province had 198 travel enterprises and 2,898 tour guides. The 2024 tourism promotion program attracted more than 300 participating enterprises, indicating increasingly strong market linkages.

In the performing arts sector, the value chain has expanded from creative production, performance staging, and event organization to ticket distribution, media promotion, and related accommodation, food, and shopping services. In the film industry, Quang Ninh possesses advantages in filming locations and destination promotion. However, most major projects are still undertaken by film crews and enterprises from outside the province, while local participation is mainly limited to providing filming locations, supporting services, and promotional activities. Overall, cultural industry value chains have begun to emerge but remain fragmented. Linkages among different stages are not yet sufficiently sustainable, while high-value-added activities in creation and production remain limited.

3.2.4. Current Situation of Market Development and Enhancement of International Integration Capacity of Cultural Industries

3.2.4.1. Current Situation of Domestic Cultural Industry Market Development

During the period 2016–2025, Quang Ninh's cultural industry market developed relatively dynamically, closely associated with tourism, services, the nighttime economy, and urbanization. In 2024, average per capita expenditure on cultural, sports, and tourism activities reached approximately VND 2.3 million per person per year, representing a 2.5-fold increase compared with 2016. The urban population accounted for 69.7% of the total population, providing a foundation for expanding demand for cultural, entertainment, and experiential products.

The supply system has also become increasingly diversified, with more than 1,200 enterprises and business establishments operating in cultural, entertainment, and artistic services, approximately 60% of which are concentrated in Ha Long, along with 19 professional and semi-professional performing arts organizations. However, the market remains highly seasonal, with more than 70% of cultural and tourism service business activities concentrated during peak seasons. Distribution systems for creative products remain limited, while cooperation among the State, enterprises, and artists has not yet achieved the desired effectiveness.

3.2.4.2. Current Situation of International Market Expansion and Integration of Cultural Industries

Quang Ninh has gradually expanded its cultural industry market internationally by taking advantage of its border gates, airport, tourism infrastructure, and cultural heritage resources. By 2024, Van Don International Airport had opened eight international air routes, while the Mong Cai border gate

maintained an annual import-export turnover exceeding USD 6 billion, creating favorable conditions for cultural exchange, tourism, and the consumption of cultural products. The province has expanded cooperation with various international localities and partners in tourism, performing arts, film, and heritage preservation. It has also utilized international events, film festivals, exhibitions, and promotional activities to enhance its cultural brand recognition. In 2024, direct export revenue from cultural and tourism services was estimated at over USD 430 million, an increase of more than 60% compared with 2019. However, international market development remains limited in both scale and depth. Exported cultural products are still fragmented, international brand recognition remains weak, intellectual property protection and human resources with expertise in international markets are insufficient, while international cooperation has largely remained focused on cultural exchanges rather than the establishment of well-developed cross-border cultural value chains.

3.3. SURVEY RESULTS ON FACTORS AFFECTING CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH PROVINCE IN THE CONTEXT OF INTERNATIONAL INTEGRATION

3.3.1. Overview of the Survey and Reliability of the Measurement Scales

The survey was conducted to provide additional empirical evidence for the analysis of the current situation, focusing on five groups of factors: institutional quality and governance capacity (TH); capacity to mobilize and access resources (NL); creative capacity, science and technology, and digital transformation (CN); stakeholder linkages and harmonization of interests (LK); and capacity to take advantage of opportunities arising from international integration (HN). A total of 176 valid questionnaires were analyzed using SmartPLS 4. The results show that Cronbach's Alpha ranged from 0.792 to 0.881, Composite Reliability (CR) from 0.857 to 0.913, and Average Variance Extracted (AVE) from 0.547 to 0.679. These results indicate that the measurement scales meet the requirements for reliability and convergent validity, providing a basis for further model analysis.

3.3.2. Survey Results on Factors Affecting Cultural Industry Development in Quang Ninh Province

The PLS-SEM results indicate that four out of five factors have positive and statistically significant effects on cultural industry development. Institutional quality and governance capacity have the strongest effect ($\beta = 0.263$; $p < 0.001$), followed by the capacity to take advantage of international integration opportunities ($\beta = 0.242$), stakeholder linkages and harmonization of interests ($\beta = 0.227$), and the capacity to mobilize and access resources ($\beta = 0.220$), all with $p < 0.001$. In contrast, creative capacity, science and technology, and digital transformation have a coefficient of $\beta = 0.076$ ($p = 0.198$), indicating no statistically significant direct effect. These findings suggest that cultural industry development in Quang Ninh depends primarily on

institutional quality, coordination capacity, resource mobilization, and the ability to take advantage of international integration opportunities. Meanwhile, creativity and technology may generate more tangible outcomes when supported by appropriate institutional conditions and stakeholder linkages..

3.4. ASSESSMENT OF CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH PROVINCE DURING THE PERIOD 2016 - 2025

3.4.1. Achievements

Firstly, institutions, policies, and implementation mechanisms for cultural industry development have gradually improved. Awareness of cultural industries has become clearer, particularly since 2023. Implementation mechanisms have gradually shifted from fragmented management toward intersectoral and multilevel coordination, while the participation of enterprises and social stakeholders has expanded. By 2024, the province had more than 1,200 enterprises and business establishments operating in cultural, entertainment, and artistic services. Revenue from performing arts increased from VND 1.5 billion in 2019 to nearly VND 16 billion in 2023, while total tourism revenue reached approximately VND 57,000 billion in 2025.

Secondly, resources have been mobilized from diverse sources, and competitiveness has gradually improved. Since 2016, the non-state sector has invested in more than 500 cultural and sports facilities, with total investment exceeding VND 10,000 billion. Cultural resources have continued to be preserved and enhanced, including eight special national relic sites, 12 nationally recognized intangible cultural heritage elements, and two World Heritage sites. At the same time, cultural, tourism, transport, and digital infrastructure have received relatively coordinated investment.

Thirdly, cultural industries and products have gradually become more diversified. Cultural tourism has emerged as the largest sector, attracting approximately 21.28 million tourist arrivals and generating VND 57,000 billion in total tourism revenue in 2025. Performing arts have become increasingly connected with the market, tourism, and the event economy. Meanwhile, revenue from film, television program production, and sound recording increased from approximately VND 3.9 billion in 2019 to VND 25.2 billion in 2023.

Fourthly, linkages within cultural industry value chains have begun to emerge. Such linkages have become relatively evident in cultural tourism, performing arts, film, and community-based cultural products, covering resource utilization, creation, production organization, promotion, distribution, and consumption. The roles of enterprises, artisans, households, cooperatives, and intermediary stakeholders have become increasingly important. In 2025 alone, Quang Ninh had 198 travel enterprises operating within the province.

Fifthly, markets have expanded, while international integration capacity and socio-economic efficiency have gradually improved. In 2024, the province identified 67 new tourism products, of which 41 were put into operation. Market

reach has expanded through international tourism, film promotion activities, events, and branding initiatives. At the same time, revenue generated from tourism and heritage-related activities has been reinvested in cultural preservation. During the period 2022–2025, nearly VND 3,000 billion was allocated to the restoration and renovation of more than 120 key historical and cultural relic sites.

3.4.2. Limitations and Their Causes

3.4.2.1. Limitations

Firstly, institutions, policies, and implementation mechanisms remain insufficiently coordinated. Certain mechanisms supporting investment, capital mobilization, creative enterprise development, and intersectoral coordination still face shortcomings. Gaps between policy formulation and implementation persist, particularly in content creation, film, digital media, and applied arts.

Secondly, although substantial resources have been mobilized, their allocation structure, quality, and capacity to generate creative capabilities remain limited. Investment continues to focus primarily on infrastructure, cultural preservation, and tourism. There is a shortage of creative human resources with foreign language proficiency and digital skills, with only approximately 9.9% of the workforce possessing intermediate-level or higher foreign language qualifications and 4.8% having intermediate-level or higher information technology qualifications. Despite abundant cultural resources, their transformation into high-value-added creative products remains limited.

Thirdly, development remains unbalanced across cultural industries, while products and value chains have not fully matched the province's potential. Cultural industries remain heavily dependent on tourism and heritage utilization, while film, design, fine arts, digital content, and other modern creative industries remain relatively small in scale. Of the 67 new tourism products identified in 2024, only 41 were put into operation. Linkages among the stages of creation, production, promotion, distribution, and consumption remain insufficiently developed.

Fourthly, despite market expansion and increasing international integration, market development remains limited in depth and competitiveness. The market continues to depend heavily on tourism and is characterized by seasonality. Cultural industry branding primarily relies on Ha Long, Yen Tu, and established tourism brands. Exports of creative products, international co-production, foreign direct investment (FDI) in cultural industries, and participation in cross-border value chains remain limited. Moreover, the creative ecosystem and intermediary support institutions have not yet been fully developed.

3.4.2.2. Causes of the Limitations

Firstly, awareness and development thinking regarding cultural industries remain insufficiently comprehensive. Institutions and policies at both central and local levels are still being improved, particularly those related to cultural markets, intellectual property rights, public-private partnerships, and creative industries.

Secondly, the quality of human resources has not fully met the requirements

of international integration and digital transformation. There is a shortage of highly qualified personnel in film, design, digital media, digital content, and event organization, while linkages among educational institutions, enterprises, and markets remain weak.

Thirdly, the capacity to transform cultural resources into high-value-added products remains limited. Coal miners' culture, maritime and island culture, folk arts, and various community cultural values have not yet been effectively utilized to develop competitive creative products.

Fourthly, infrastructure and creative ecosystems have developed unevenly. Creative spaces, enterprise support centers, and cultural industry clusters remain at an early stage of development and have not yet established extensive networks of cooperation.

Fifthly, the scale and competitiveness of cultural industry enterprises remain limited. Most enterprises are small or micro-sized, with relatively weak financial capacity and limited investment in innovation. Their linkages with tourism, media, and e-commerce have not yet developed sufficiently.

Sixthly, international integration, digital transformation, and competition from imported cultural products have created increasing pressure. Meanwhile, many local stakeholders still have limited capacities in digital content creation, technological applications, and international market expansion. These challenges have been further compounded by the disruptions caused by the COVID-19 pandemic during the period 2020–2021.

Chapter 4
PERSPECTIVES AND SOLUTIONS FOR CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH CITY IN THE CONTEXT OF INTERNATIONAL INTEGRATION

4.1. FORECASTS OF DEVELOPMENT TRENDS AND PERSPECTIVES ON CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH CITY TO 2030, WITH A VISION TO 2045

4.1.1. Forecasts of Cultural Industry Development Trends to 2030

4.1.1.1. International and Domestic Contexts Affecting Cultural Industry Development

Globally, cultural industries are increasingly associated with the knowledge economy, the creative economy, and competition in soft power. Artificial intelligence (AI), Big Data, blockchain, virtual reality (VR), augmented reality (AR), and digital platforms are transforming the entire process of creating, producing, distributing, and consuming cultural products. In Vietnam, the economic role of culture has been increasingly recognized. The Strategy for the Development of Cultural Industries to 2030, with a Vision to 2045, sets a target for cultural industries to contribute approximately 7% of GDP by 2030. With a population exceeding 100 million, a growing middle class, and widespread access

to digital technologies, Vietnam has favorable conditions for market expansion and the establishment of a modern cultural industry ecosystem.

4.1.1.2. Forecasts of Major Trends in Cultural Industry Development

Four major trends in cultural industry development in Quang Ninh are forecast: (1) A shift toward the experience economy and diversification of high-value-added cultural products; (2) Acceleration of digital transformation and technological applications in the creation and distribution of cultural products; (3) Development of personalized cultural products associated with green growth and sustainable development; (4) Formation of cultural industry clusters, strengthening of regional linkages, and participation in international value chains.

4.1.2. Perspectives on Cultural Industry Development in Quang Ninh Province to 2030, with a Vision to 2045

Firstly, cultural industry development must be integrated into the province's overall socio-economic development strategy, with institutional improvement and enhanced implementation capacity serving as fundamental conditions.

Secondly, cultural industry development must be based on the effective mobilization, allocation, and utilization of resources, with creative human resources and cultural resources playing particularly important roles.

Thirdly, cultural industry development must take creativity as a driving force, promote the application of science and technology, and accelerate digital transformation to enhance production capacity, product quality, and added value.

Fourthly, cultural industry development must be associated with strengthening linkages among stakeholders, improving value chains, and ensuring the harmonization of interests among the State, enterprises, creators, and communities.

Fifthly, cultural industry development must be market-driven, proactively take advantage of opportunities arising from international integration, while preserving cultural identity and enhancing the competitiveness of Quang Ninh's cultural products.

4.2. SOLUTIONS FOR CULTURAL INDUSTRY DEVELOPMENT IN QUANG NINH CITY IN THE CONTEXT OF INTERNATIONAL INTEGRATION

4.2.1. Improving Institutions, Policies, and the Effectiveness of State Management of Cultural Industries

(1) Developing and improving a specific policy framework for cultural industry development in Quang Ninh, including exploring the expansion of public-private partnership (PPP) mechanisms for cultural and creative projects; (2) Introducing preferential mechanisms for land use, credit, taxation, and startup support for cultural industry enterprises and projects; (3) Exploring the establishment of a provincial Cultural Industry Development Fund to support promising creative projects; (4) Strengthening intellectual property rights protection, supporting copyright registration and addressing infringements,

particularly in the digital environment; (5) Establishing intersectoral coordination mechanisms for cultural industry development, ensuring linkages among culture, tourism, investment, science and technology, trade, and education; (6) Developing a system of statistical indicators, databases, and periodic evaluation mechanisms for cultural industries; (7) Enhancing the capacity of management personnel in the creative economy, project management, intellectual property rights, and international integration.

4.2.2. Developing and Improving the Quality of Resources for Cultural Industries

(1) Diversifying investment capital sources, promoting the leading role of public investment while expanding capital mobilization from enterprises and society; (2) Adjusting the investment allocation structure to increase resources for content creation, film, performing arts, design, digital cultural products, and other high-value-added sectors; (3) Improving access to finance for enterprises, creators, and cultural startups; (4) Strengthening the attraction of investment from outside the province and foreign direct investment (FDI), associated with technology, management expertise, distribution networks, and international markets; (5) Enhancing the efficiency of financial resource utilization and monitoring based on products, revenue, employment, and social outcomes; (6) Developing creative human resources in accordance with market demands, emphasizing digital skills, foreign languages, content management, intellectual property rights, and international integration capacity; (7) Diversifying training, professional development, talent attraction, and the development of the next generation of creative professionals; (8) Strengthening linkages among educational institutions, enterprises, and the labor market through commissioned training programs, internships, practical projects, and regular feedback mechanisms from enterprises.

4.2.3. Enhancing the Capacity to Transform Cultural Resources into High-Value-Added Cultural Industry Products

(1) Strengthening the inventory, digitization, and development of databases and cultural resource maps to support management, creativity, and investment; (2) Establishing a distinctive cultural identity for Quang Ninh based on characteristic values such as Ha Long Bay, coal miners' culture, maritime and island culture, borderland culture, and the cultures of ethnic communities; (3) Improving benefit-sharing mechanisms among the State, enterprises, communities, and heritage custodians; (4) Developing artistic products, films, music, and creative content based on local cultural materials; (5) Innovating traditional craft and handicraft products in association with design, branding, and market demands; (6) Developing cultural tourism products with greater emphasis on experiences, interaction, and added value; (7) Developing the nighttime economy associated with arts, cuisine, handicrafts, souvenirs, and local cultural identity; (8) Diversifying cultural products that can be offered

throughout the year to reduce seasonality and strengthen linkages with travel agencies, accommodation services, trade, and digital platforms.

4.2.4. Developing Infrastructure and Creative Ecosystems and Promoting Digital Transformation in Cultural Industries

(1) Investing in the development of modern, smart, and multifunctional cultural facilities capable of hosting events, artistic performances, and high-tech cultural experiences; (2) Developing a network of creative spaces by utilizing industrial facilities, rehabilitated mining areas, and suitable urban spaces; (3) Improving transport, telecommunications, and service infrastructure connecting heritage sites, creative centers, and markets; (4) Establishing incubation and support mechanisms for enterprises and creative groups in business models, intellectual property rights, branding, financing, and market access; (5) Strengthening linkages among enterprises, educational institutions, artists, technology experts, and intermediary organizations to establish a creative ecosystem; (6) Developing a Quang Ninh cultural digital platform integrating databases, digital museums, digital libraries, and distribution channels for creative products; (7) Promoting cultural e-commerce and expanding the distribution of cultural products through domestic and international digital platforms; (8) Developing virtual reality (VR) and augmented reality (AR) products, digital heritage experiences, and expanding digital cultural consumption within communities.

4.2.5. Expanding Markets, Strengthening International Integration, and Building the Quang Ninh Cultural Brand

((1) Developing a strategy for both domestic and international markets, focusing on reducing seasonality and expanding cultural consumption throughout the year; (2) Identifying key export markets for cultural products, particularly Northeast Asia and ASEAN, while supporting enterprises and artisans in participating in international trade fairs, events, and e-commerce platforms; (3) Shifting from conventional cultural exchanges toward production partnerships, co-production, and collaborative design with international partners; (4) Strengthening participation in international creative networks, including exploring a roadmap for Ha Long to join the UNESCO Creative Cities Network; (5) Taking advantage of Mong Cai, Van Don, and the province's border gate, seaport, and airport infrastructure to promote trade and exports of cultural products; (6) Developing a distinctive Quang Ninh cultural brand identity based on the core values of heritage, cultural identity, and creativity; (7) Enhancing the status of Ha Long Carnival, festivals, and international events as key cultural branding highlights; (8) Promoting digital diplomacy, multilingual communication, cooperation with cultural ambassadors and international Key Opinion Leaders (KOLs), and gradually professionalizing the management of the province's cultural brand.

CONCLUSION

Cultural industry development is the process of mobilizing and integrating cultural resources, human resources, capital, science and technology, and markets to create products and services with socio-economic value, while preserving and promoting cultural values. In the context of international integration, cultural industries have increasingly become a new driving force for economic growth, contributing to market expansion, enhanced competitiveness, and the promotion of local soft power.

From a theoretical perspective, the thesis has clarified the concept of cultural industry development at the provincial level from the perspective of Political Economy and identified four main dimensions: institutions, policies, and implementation; mobilization, allocation, and utilization of resources; development of industries, products, and value chains; and market development, efficiency, and international integration. In addition, the thesis has identified five groups of influencing factors: institutions and governance; resources; creativity, science and technology, and digital transformation; stakeholder linkages; and the capacity to take advantage of opportunities arising from international integration..

From a practical perspective, Quang Ninh possesses significant advantages in cultural heritage, cultural identity, its strategic position as an international gateway, infrastructure, and tourism markets. During the period 2016–2025, the province's cultural industries experienced positive developments in policies, resources, products, and markets. Cultural tourism achieved particularly notable growth, while performing arts and film gradually expanded. However, several limitations remain, including insufficient institutional coordination, shortcomings in resource allocation and utilization efficiency, limited capacity to create high-value-added products, weak value chain linkages, and limited depth of international integration.

The PLS-SEM results indicate that institutions and governance, the capacity to take advantage of international integration opportunities, stakeholder linkages, and resources are factors with statistically significant direct effects on cultural industry development outcomes in the province.

On this basis, the thesis determines that cultural industry development in Quang Ninh should integrate cultural preservation with economic value creation, promote the enabling role of the State and the participation of enterprises, creators, and communities, accelerate the application of science and technology and digital transformation, expand markets, and proactively engage in international integration. The proposed solutions focus on improving institutions; developing resources; enhancing the capacity to transform cultural resources into high-value-added products; developing infrastructure, creative ecosystems, and digital transformation; expanding markets, strengthening international integration, and building the Quang Ninh cultural brand.

In conclusion, cultural industry development represents a strategic direction consistent with Quang Ninh's advantages and development orientations, contributing to transforming culture into a direct endogenous resource for socio-economic growth, sustainable development, and international integration./.

LIST OF THE AUTHOR'S PUBLISHED WORKS RELATED TO THE THESIS TOPIC

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