

Research on the Cooperative Governance Mechanism of Stakeholders in Tourism Development of Cultural Heritage Sites

Kexin Cheng

School of Geography and Tourism, Shaanxi Normal University, Xi'an, 710000, Shaanxi, China

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Abstract: This article focuses on the cooperative governance mechanism of stakeholders in the tourism development of cultural heritage sites. At present, the problems of tourism development in cultural heritage sites are frequent, and the interests of stakeholders are diverse and conflicts occur from time to time. This article uses stakeholder theory, collaborative governance theory and cultural heritage protection theory to sort out relevant achievements and systematically analyze the relationship between stakeholders. The study identifies government departments, tourism enterprises, local community residents, cultural heritage protection organizations and tourists as the main stakeholders, and analyzes their interest demands and relationships. On this basis, a collaborative governance organizational structure covering decision-making, implementation and supervision levels is constructed with the goal of realizing cultural heritage protection and sustainable tourism development and following the principles of fairness and justice. At the same time, design operational mechanisms such as communication and coordination, benefit distribution, supervision and evaluation. The research shows that building a scientific collaborative governance mechanism can effectively coordinate the interests of all parties and promote the sustainable development of tourism in cultural heritage sites.

1. Introduction

With the vigorous development of global tourism, cultural heritage sites, as unique tourism resources, attract the attention of more and more tourists [1]. Cultural heritage not only carries human history and civilization, but also is an important cultural capital of contemporary society [2]. However, in the process of tourism development in cultural heritage sites, many problems have gradually emerged, which seriously affect the protection of cultural heritage and the sustainable development of tourism [3]. In some areas, excessive pursuit of tourism economic benefits and predatory development of cultural heritage have damaged the authenticity and integrity of cultural heritage [4]. Conflicts of interest between stakeholders occur from time to time, such as the contradiction between tourism enterprises and local community residents in the distribution of interests, and the imbalance of government departments in the decision-making of protection and development [5]. If these problems are not properly solved, it will greatly hinder the long-term development of cultural heritage sites.

Under this background, it is particularly urgent to study the cooperative governance mechanism of stakeholders in the tourism development of cultural heritage sites [6]. Stakeholder theory emphasizes that the decision-making and activities of an organization need to comprehensively consider the needs and influences of multiple stakeholders. The theory of collaborative governance provides a new perspective and approach for solving complex social problems, and advocates multiple subjects to achieve common goals through cooperation and consultation.

The purpose of this article is to use stakeholder theory and collaborative governance theory to deeply analyze the interests and relationships of stakeholders in tourism development of cultural heritage sites, and then build a scientific and reasonable collaborative governance mechanism. It is expected that through this move, the interests of all parties can be effectively coordinated, the balance between protection and development in tourism development of cultural heritage sites can be achieved, and the sustainable development of tourism in cultural heritage sites can be promoted.

2. Related theoretical basis and literature review

Stakeholder theory holds that the operation and development of enterprises and other organizations are not only related to the interests of shareholders, but are closely related to many stakeholders. As far as tourism development of cultural heritage sites is concerned, the government, tourism enterprises, local community residents, cultural heritage protection organizations and tourists are all important stakeholders. Various stakeholders have different interests and influences on the tourism development of cultural heritage sites, and their participation and relationship directly affect the effectiveness and sustainability of the development.

The theory of collaborative governance emphasizes that multiple subjects can jointly deal with complex social problems through cooperation, consultation and interaction [7]. In the field of tourism development of cultural heritage sites, collaborative governance means breaking the traditional single-subject governance model and building a governance pattern in which multiple subjects such as government, market and society participate and cooperate with each other, so as to achieve a win-win situation for cultural heritage protection and tourism development.

The theory of cultural heritage protection covers the principles and methods of protecting the authenticity, integrity and sustainability of cultural heritage. In tourism development, we should follow these theories to ensure that cultural heritage is properly protected and its historical and cultural value is continued.

Many scholars have done a lot of research on stakeholders and collaborative governance in tourism development of cultural heritage sites. In terms of stakeholders, many studies are devoted to identifying different stakeholders and analyzing their interests and conflicts. Some documents point out that tourism enterprises pursue the maximization of economic benefits, while cultural heritage protection organizations pay more attention to the authenticity protection of heritage, which is prone to conflict. In the field of collaborative governance, many scholars have discussed the model, mechanism and influencing factors of collaborative governance [8]. However, the existing research still has some limitations. On the one hand, the research on the dynamic relationship between stakeholders and the power game in the process of collaboration is relatively weak; On the other hand, there are few empirical studies on collaborative governance mechanism, and there is a lack of in-depth test on the actual application effect. Therefore, it is of great significance to further deepen relevant research and build a scientific and effective collaborative governance mechanism.

3. Stakeholder analysis in tourism development of cultural heritage sites

3.1. Identification of stakeholders

Tourism development of cultural heritage sites involves many stakeholders, and accurate identification of these stakeholders is the basis for in-depth study of collaborative governance mechanism. This study identified government departments, tourism enterprises, local community residents, cultural heritage protection organizations and tourists as the main stakeholders [9]. The identification process is mainly based on the close relationship between each subject and the tourism development activities of cultural heritage sites, the influence on the development decision-making and implementation process, and the way to obtain benefits from tourism development.

3.2. Analysis of stakeholders' interest demands

The government expects to promote regional economic growth and increase fiscal revenue through tourism development of cultural heritage sites, and at the same time fulfill the responsibility of cultural inheritance and protection, and enhance the soft power and popularity of regional culture. For example, tourism development can promote the construction of surrounding infrastructure, attract investment and promote the development of related industries. Pursuing profit maximization is the core goal of tourism enterprises. They expect to develop a variety of tourism products through effective market operation, attract a large number of tourists and obtain high economic returns. At the same time, we also hope to maintain good cooperative relations with the government and other

stakeholders in order to obtain policy support and a stable business environment. Community residents hope to improve their living conditions, increase employment opportunities and raise their income level through tourism development. At the same time, they have deep feelings for local cultural heritage, and expect that in the process of tourism development, cultural traditions will be respected and passed on, and they can participate in tourism development decisions and protect their rights and interests. Cultural heritage protection organizations put the protection of cultural heritage in the first place and are committed to ensuring that the authenticity and integrity of cultural heritage are not destroyed. They expect that in the process of tourism development, they will strictly follow the principles and norms of cultural heritage protection, and through professional guidance and supervision, tourism development and heritage protection will be coordinated. Tourists are eager to get a unique, rich and high-quality travel experience in cultural heritage sites and gain a deep understanding of local history and culture. They hope that the cultural heritage sites will have perfect tourism facilities and high-quality services, and at the same time, the price of tourism activities will be reasonable and the environment will be comfortable and safe. In order to present the interests of all stakeholders more clearly, Table 1 is specially formulated:

Table 1 Stakeholders' Interest Demands in the Tourism Development of Cultural Heritage Sites

Stakeholder	Main Interest Demands	Specific Manifestations
Government Departments	Economic Growth and Cultural Heritage Preservation	Promoting infrastructure construction, increasing fiscal revenue, and enhancing regional cultural influence
Tourism Enterprises	Profit Maximization	Developing tourism products, attracting tourists, and obtaining policy support
Local Community Residents	Improvement of Living Standards and Cultural Heritage Preservation	Increasing employment and income, participating in tourism decision-making, and protecting cultural traditions
Cultural Heritage Protection Organizations	Heritage Preservation	Adhering to preservation principles, supervising development activities, and ensuring the authenticity and integrity of heritage
Tourists	High-Quality Tourism Experience	Improving facilities and services, offering reasonable prices, and providing a comfortable and safe environment

3.3. The relationship between stakeholders

There are both cooperative relations and conflicts of interest among stakeholders. For example, the government and tourism enterprises have a cooperative foundation in promoting tourism development and economic development. The government provides policy support and infrastructure construction, and tourism enterprises are responsible for market operation. However, there may be differences on the intensity of resource development and environmental protection. Between tourism enterprises and local community residents, the business activities of tourism enterprises can provide employment opportunities for residents, but there may be conflicts in interest distribution and land use. Between cultural heritage protection organizations and tourism enterprises, the former emphasizes heritage protection, while the latter pays attention to economic interests, which is prone to contradictions in the scale and mode of tourism development. Tourists, as consumers of tourism activities, depend on the joint efforts of other stakeholders to meet their needs, but when the tourism experience is not good, they may be dissatisfied with tourism enterprises and governments. These complex relationships need to be coordinated through a reasonable collaborative governance mechanism to achieve the sustainable development of tourism in cultural heritage sites.

4. Construction of collaborative governance mechanism for tourism development in cultural heritage sites

4.1. Objectives and principles of collaborative governance

The goal of collaborative governance is to realize the effective protection of cultural heritage sites and the sustainable development of tourism industry. By balancing the interests of all parties, we can promote the proper protection and inheritance of cultural heritage in tourism development, meet the needs of tourists for cultural experience, promote local economic growth, improve the quality of life of community residents, and achieve the coordinated development of culture, economy and society.

Collaborative governance adheres to the principle of fairness and justice, ensuring that all stakeholders enjoy equal participation and decision-making rights in the process of tourism development and rationally distribute benefits. Relevant departments should adhere to the principle of sustainable development, take the long-term protection of cultural heritage as the key work, rationally plan development projects, avoid over-exploitation, and finally realize the sustainable utilization of resources. Management agencies and cultural heritage protection units should follow the principle of public participation, and encourage local community residents, cultural heritage protection organizations and tourists to actively participate in the governance process by formulating relevant policies and activity plans to ensure that all parties can fully express their opinions and demands.

4.2. Collaborative governance organizational structure

Construct a collaborative governance organizational structure including decision-making, execution and supervision layers (see Figure 1).



Figure 1 Organizational structure of collaborative governance of tourism development in cultural heritage sites

The decision-making layer gathers many key representatives to control the direction of tourism development from the macro level; The executive layer carries out specific work according to the decision; The supervision layer ensures the compliance and effectiveness of the whole governance process, and the three layers cooperate and restrict each other.

4.3. Collaborative governance operation mechanism

Communication and coordination mechanism: The management department shall establish a regular and irregular communication and meeting system, and organize all stakeholders to participate in the exchange and consultation on major issues, interests and contradictions in tourism development. At the same time, government agencies set up information sharing platforms, and timely released cultural heritage protection trends, tourism market information, project progress and other contents to enhance the understanding of all parties.

Benefit distribution mechanism: according to the contribution, investment and risk-taking of all stakeholders in tourism development, a scientific and reasonable benefit distribution scheme is

formulated. For example, the government realizes the balance between fiscal revenue and public service investment through tax policy adjustment; Tourism enterprises obtain operating profits according to market rules, and use a certain proportion for community development and heritage protection; Community residents share tourism income through employment and dividends.

Supervision and evaluation mechanism: the supervisory layer uses professional standards and public feedback to comprehensively supervise tourism development activities. The cultural heritage management department should regularly carry out evaluation work, establish professional evaluation teams, and use scientific evaluation methods to quantitatively evaluate the effectiveness of cultural heritage protection, tourism economic benefits, social satisfaction, and other dimensions. At the same time, based on the evaluation results, timely adjustments to governance strategies and measures are made to ensure the efficient operation of collaborative governance mechanisms.

5. Conclusions

This article studies the cooperative governance mechanism of stakeholders in the tourism development of cultural heritage sites and obtains the following results. Through in-depth analysis of the applicability of stakeholder theory, collaborative governance theory and cultural heritage protection theory in this field, it lays a solid theoretical foundation for follow-up research. Through systematic identification and analysis, the main stakeholders, such as government departments, tourism enterprises, local community residents, cultural heritage protection organizations and tourists, and their complex interest demands and relationships are clarified. These relationships contain both cooperation potential and conflicts of interest, which will hinder the tourism development of cultural heritage sites if not handled properly.

Based on the above research, a comprehensive and targeted collaborative governance mechanism is constructed. Taking the protection of cultural heritage and the sustainable development of tourism as the core goal, and following the principles of fairness, justice, sustainable development and public participation, this article builds a collaborative governance organizational structure including decision-making, execution and supervision, and designs operating mechanisms such as communication and coordination, benefit distribution, supervision and evaluation. This mechanism is helpful to balance the interests of all parties and make all stakeholders form a joint force in the tourism development of cultural heritage sites. In the future, empirical research can be further carried out, and the differential application of collaborative governance mechanism in different types of cultural heritage sites can be discussed in depth, so as to provide more practical and guiding suggestions for the sustainable development of tourism in cultural heritage sites.

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