

STRATEGIC MANAGEMENT OF THE GREATER KHINGAN MOUNTAINS CULTURAL HERITAGE FOR LEARNING CITY HEILONGJIANG PROVINCE THE PEOPLE'S REPUBLIC OF CHINA

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Received: January 23, 2025; **Revised:** January 28, 2025; **Accepted:**
August 15, 2025

Abstract

This research aimed to investigate and analyze the visible and intangible culture of the Greater Khingan Mountains Oroqen nationality. It focused on managing Oroqen ethnic art and cultural relics while developing data and indicators for the strategic management of Oroqen cultural heritage. The ultimate goal was to integrate this cultural heritage into the framework of a learning city, promoting sustainable development and cultural preservation. A mixed-method approach was utilized in the study, involving 380 participants, including residents, tourists, and relevant stakeholders. Data collection methods encompassed literature analysis, field visits, case studies, interviews, and questionnaires. These diverse methods ensured a comprehensive understanding of the cultural heritage and its associated challenges. **Results:** 1) The visible and intangible cultural heritage of the Oroqen nationality in the Greater Khingan Mountains is a key part of regional identity, encompassing unique traditions, rituals, art, and lifestyles. Tailored approaches are needed to document, preserve, and promote these elements, ensuring their sustainability and integration into modern society without losing authenticity. 2) Strategic management of Oroqen ethnic art and relics requires a multidimensional approach combining preservation, innovation, and education. Policies for artifact conservation, contemporary artistic expression, and cultural relics as

educational and tourism tools can drive socio-economic development in the Greater Khingan Mountains. 3) Effective data management and indicators are crucial for managing Oroqen cultural heritage within a learning city framework. A robust system to monitor and analyze cultural data will inform decisions, allocate resources, and implement policies. This ensures cultural heritage supports learning city goals, strengthens identity, and transfers knowledge across generations.

Keywords: Strategic Management ; The Greater Khingan Mountains ; Cultural Heritage; Learning city

Introduction

This study aims to investigate and analyze the tangible and intangible culture of the Oroqen people in the Daxinganling region, to manage Oroqen ethnic arts and cultural relics, and to provide data and indicators for strategic management of Oroqen cultural heritage in a learning city. The study utilized a mixed-methods approach with a total of 380 participants, including residents, tourists, and relevant stakeholders. Data were collected through literature analysis, fieldwork, case studies, interviews and questionnaires. Jingwen Wu Analysis of Strategic Management of Cultural Industry Development in Heilongjiang Province [J]. Industrial Innovation Research, 2023. With the rapid development of cultural industry in Heilongjiang Province, there are some problems. This paper analyzes the problems and corresponding development countermeasures of cultural industry in Heilongjiang Province by studying the national cultural industry policy and starting from the cultural industry environment, and finally puts forward corresponding specific measures to help the cultural industry and cultural enterprises in Heilongjiang Province develop better. The results of the study show that cultural heritage has an important impact on local culture, society and economy. At the same time, it also faces challenges in brand building, tourism development, and cultural value enhancement. The study concludes that there is a need for better integration, creative design and improved management models. chai R, Zheng Y. International Perspective and Chinese practice of Cultural heritage protection: A review of Cultural International Perspective and Chinese practice of cultural heritage protection: A review of Cultural Heritage Law: China and the World [J]. China Intangible Cultural Heritage, 2025 The study proposes a system of

strategic management indicators to improve the visibility and reputation of cultural heritage in order to promote economic growth through tourism. In *Working and Learning in Big Cities* (2017), Rocca and Puga examine how individuals in large cities accumulate human capital faster than those in smaller cities. The study emphasizes the importance of urban environments in fostering innovation, skill growth, and productivity, and provides insights into how city size and diversity can drive economic and occupational development; Yuan Ke, Kong Kun, Sun Hongwei. learning city construction: global practice and enlightenment [J] provides a corresponding reference for the research in this paper. Establishing a unified Daxinganling cultural brand and enhancing the image of Daxinganling as a learning city.



Figure 1: The oil painting of Oroqen nationality "Toward the Light", by YuLianSan 2023.

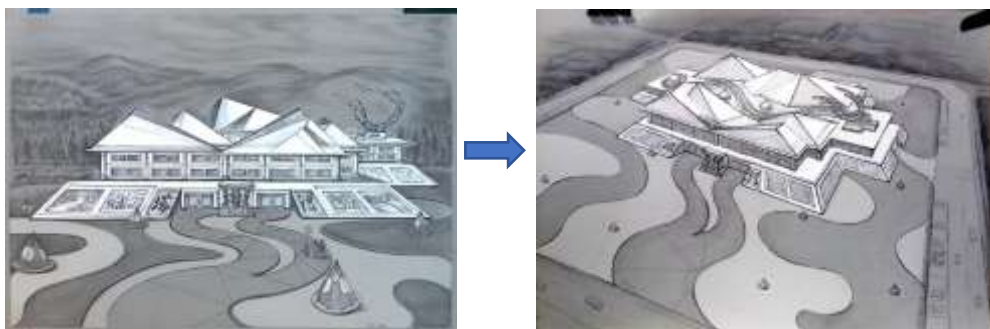


Figure 2: Great Khinganling cultural museum design sketch by YuLianSan 2023.



Figure 3: The oil painting of the Oroqen nationality by Yu Liansan 2023.

Figure 4: Girl of Oroqen nationality by Yu Liansan 2023

Statement of the research problem:

(1) At present, the Greater Khingan Mountains region does not have a comprehensive understanding of its own cultural resources, nor does it fully utilize and publicize them. This situation leads to the dilemma of insufficient cultural guidance in the process of urban cultural construction. The traditional culture of the northeast border culture and the minority nationality cannot be effectively passed on. The participation of major groups in the community is low.

(2) The cultural heritage of the Greater Khingan Mountains needs to be integrated and upgraded, and lacks more effective display and dissemination.

(3) The cultural heritage route tourism in the Greater Khingan Mountains region lacks features and innovation. The problems to be solved are:

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(1) Through research, the content of cultural heritage soft power of Greater Hinggan Mountains is proposed and the construction of cultural heritage soft power of learning cities is strengthened.

(2) Improving the soft power of the cultural heritage of ethnic minorities in the Greater Hinggan Mountains and innovating sustainable strategic management.

(3) Develop the Greater Khinganling cultural roadmap and the evaluation index of the soft power sustainable strategic management of the Greater Khinganling cultural heritage.

Research Objectives

1. To study and analysis the visible culture and intangible culture of the greater Khingan mountains Oroqen nationality.

2. To strategy management of the greater Khingan mountains Oroqen ethnic art and cultural relics management.

3. To management data and indicators for Oroqen characteristic cultural strategic management of the greater Khingan mountains cultural heritage for learning city the Heilongjiang Province the People's Republic China.

Literature Reviews

Strategic management of cultural heritage plays a pivotal role in preserving cultural identity and ensuring sustainable development, particularly in regions with unique cultural landscapes such as the Greater Khingan Mountains. This area, renowned for its rich Oroqen cultural heritage, offers a distinctive opportunity to integrate preservation efforts into the broader framework of a learning city, where education, culture, and innovation converge to promote lifelong learning. Effective strategic management encompasses tailored policies and advanced methodologies to safeguard both the tangible and intangible aspects of cultural heritage, including traditional knowledge, rituals, and historical artifacts (UNESCO, 2003).



Figure 5: Geographical area map of Greater Hinggan Mountains and heat map of museum area distribution Source: Yulianshan 2023.



Figure 6: Oroqen People's Daily life in the Greater Hinggan Mountains by YuLianSan 2024.

The Greater Khingan Mountains, with their unique ecological and cultural richness, serve as a vital repository of Oroqen traditions, which can be harnessed to enhance community resilience and socio-economic development. By embedding this heritage into the learning city model, the region can foster a culture of education that not only values preservation but also encourages cultural innovation and intergenerational knowledge transfer (UNESCO, 2015).

Such integration enhances the strategic management of cultural heritage by leveraging modern tools like digital archiving, interactive platforms, and inclusive community-driven initiatives. These approaches ensure that the cultural assets of the Greater Khingan Mountains are celebrated globally while driving local economic growth through tourism, creative industries, and cultural exchanges (Nye, 2004). Ultimately, the alignment of heritage preservation with

the learning city framework strengthens cultural identity, promotes educational engagement, and supports sustainable regional development.

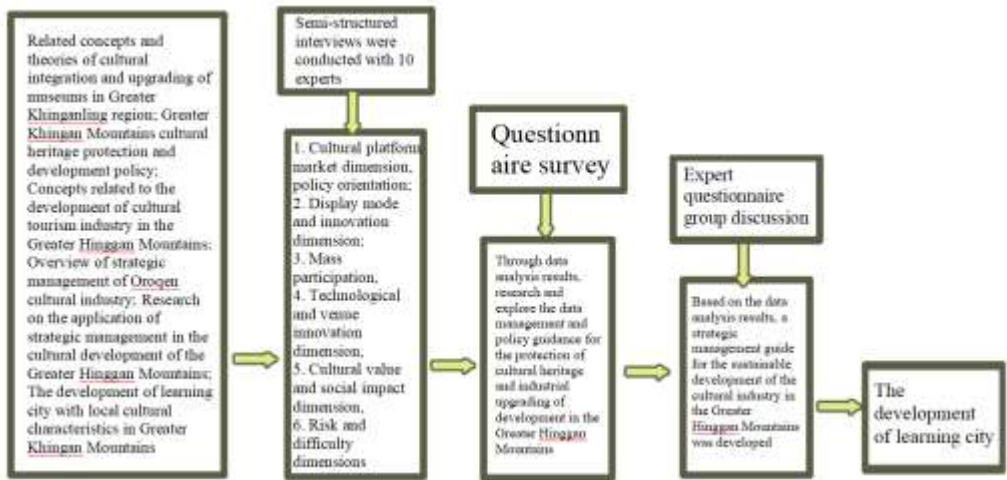


Figure 7: Research flow chart of sustainable development in Greater Khingan Mountains Source: YuLianSan 2024.

Research Methodology

The research objectives are to: (1) summarize the cultural soft power and minority cultural heritage of the Greater Hinggan Mountains; (2) outline the vision and future development experience of the region; (3) develop sustainable strategies to enhance cultural heritage impact and promote tourism. A mixed-method design, including qualitative and quantitative research, is employed across three phases: research planning, procedures, and reporting.

Research process:

1. Cultural Integration and Upgrading: Address issues in promoting cultural heritage by enhancing Oroqen cultural tourism resources, including art displays, souvenir development, and media promotion.
2. Museum Management Analysis: Examine challenges in the management of the "Greater Hinggan Mountains Culture Museum" and propose solutions.
3. Sustainable Strategies: Develop policies to sustain cultural heritage management and tourism development.

Steps:

1. Literature Review: Analyze domestic and international methods for protecting and developing historical and cultural heritage, focusing on soft power management and the unique features of the Greater Hinggan Mountains.

2. Mixed Methods: Conduct fieldwork and surveys to identify challenges in cultural heritage protection, clarify research questions, and plan for cultural heritage development.

3. Qualitative Analysis: Design cultural landscapes to enhance tourism and cultural heritage viewing. Address gaps in Oroqen cultural creative products and promote a learning city to drive economic growth. Utilize new media for promotion and make cultural heritage a regional symbol. This study integrates theoretical insights, field data, and creative strategies to advance cultural heritage preservation and foster sustainable development.

Results

To Study and Analyze the Visible and Intangible Culture of the Greater Khingan Mountains Oroqen Nationality. Result: The study identified that the visible and intangible cultural heritage of the Oroqen nationality includes traditional practices, rituals, art forms, and ecological knowledge, which are deeply interwoven with the region's natural environment. Key challenges include the erosion of traditions due to modernization and limited documentation of cultural elements. This highlights the need for tailored strategies to document, preserve, and promote Oroqen cultural identity sustainably.

To Strategically Manage Oroqen Ethnic Art and Cultural Relics. Result: A multidimensional strategy was developed to manage Oroqen ethnic art and cultural relics effectively. This includes conservation policies for protecting artifacts, fostering creative reinterpretations of traditional art forms, and leveraging cultural relics as educational and tourism resources. These measures aim to balance preservation with innovation, ensuring the integration of Oroqen heritage into regional socio-economic development.

To Manage Data and Indicators for Strategic Management of Oroqen Cultural Heritage in a Learning City Framework. Result: A comprehensive index system was proposed to monitor, evaluate, and manage Oroqen cultural heritage data.

This system facilitates informed decision-making, efficient resource allocation, and the development of policies aligned with the goals of the learning city initiative in Heilongjiang Province. It supports the preservation of cultural heritage while promoting intergenerational knowledge transfer and community engagement.

Discussions

This section discusses the findings of the study as follows: the findings of the first objective show that the identification of the Oroqen's cultural heritage as a unique and vital component of regional identity reveals both opportunities and challenges. While the traditions, rituals, and ecological knowledge reflect a deep connection to the environment, modernization has led to cultural erosion and under-documentation. Tailored strategies for documentation and preservation, such as ethnographic studies, digital archiving, and cultural mapping, are essential. Furthermore, these efforts should align with community needs, ensuring that traditional knowledge is valued and integrated into modern contexts without compromising its authenticity.

The findings of the second objective indicate that strategic management of Oroqen art and relics requires a balance between conservation and innovation. Policies that prioritize artifact protection are essential to preserving physical representations of heritage. Concurrently, fostering creative reinterpretations of traditional art forms can engage contemporary audiences and ensure cultural relevance. Utilizing these relics as educational tools and tourist attractions offers socio-economic benefits, such as increased cultural tourism and community-based development. These strategies emphasize the dual role of cultural heritage as both a legacy to be preserved and a resource to be leveraged for regional growth.

The findings of the third objective indicate that the proposal of a comprehensive index system for managing Oroqen cultural heritage data highlights the value of evidence-based decision-making. Such a system enables systematic monitoring and evaluation of cultural assets, ensuring that policies are responsive to emerging challenges and opportunities. By embedding these efforts within the learning city framework, the initiative fosters community engagement, intergenerational knowledge transfer, and lifelong learning.

Moreover, the strategic use of data enhances resource allocation and supports the integration of Oroqen cultural heritage into broader educational and economic agendas, strengthening its role in shaping the identity of the learning city in Heilongjiang Province.

Conclusions

The visible and intangible cultural heritage of the Oroqen nationality in the Greater Khingan Mountains is a vital component of regional identity, encompassing unique traditions, rituals, art forms, and lifestyles. Comprehensive study and analysis reveal the need for tailored approaches to document, preserve, and promote these cultural elements, ensuring their sustainability and integration into modern society without compromising their authenticity. Strategic management of Oroqen ethnic art and cultural relics demands a multidimensional approach that combines preservation, innovation, and education. This includes the implementation of policies for artifact conservation, fostering artistic expressions that resonate with contemporary audiences, and enhancing the role of cultural relics as both educational tools and tourist attractions. These strategies can contribute to the socio-economic development of the Greater Khingan Mountains region. Efficient data management and indicator development are essential for the strategic management of Oroqen cultural heritage within the framework of a learning city. Establishing a robust system to collect, monitor, and analyze cultural data will aid in informed decision-making, resource allocation, and policy implementation. This approach ensures that Oroqen cultural heritage not only supports the goals of the learning city in Heilongjiang Province but also strengthens cultural identity and intergenerational knowledge transfer.

New Knowledges

The following seven new knowledge provide ideas for creating a learning city for the protection of cultural heritage in the Greater Khingan Mountains

Legal Protection	Strengthen laws to protect Oroqen, ice and snow, and border cultures, ensuring clear ownership and usage rights while regulating the cultural market.
Cultural Preservation	Use modern technology, such as digital archives and virtual exhibitions, to preserve cultural heritage and ensure its long-term protection.
Cultural Promotion	Increase cultural engagement through events like the Oroqen Cultural Festival and ice and snow exchanges, while integrating culture with tourism, education, and digital platforms.
Financial Support	Create funds to support Oroqen and ice and snow cultures, attract private investment, and promote cultural enterprises to boost economic development.
International Cooperation	Expand global presence by learning from international best practices and fostering resource-sharing partnerships for mutual cultural development.
Risk Management	Develop a risk management system to monitor and address risks, ensuring sustainable cultural development.
Greater Hinggan Museum	Build a museum that promotes heritage, social cohesion, tourism, and regional economic growth while enhancing cultural identity and international influence.

Figure 8: New knowledge to create the Greater Hinggan Mountains cultural heritage protection learning city table, by YuLianSan 2024.

1) Legal Protection: Strengthen laws to protect Oroqen, ice and snow, and border cultures, ensuring clear ownership and usage rights while regulating the cultural market.

2) Cultural Preservation: Use modern technology, such as digital archives and virtual exhibitions, to preserve cultural heritage and ensure its long-term protection.

3) Cultural Promotion: Increase cultural engagement through events like the Oroqen Cultural Festival and ice and snow exchanges, while integrating culture with tourism, education, and digital platforms.

4) Financial Support: Create funds to support Oroqen and ice and snow cultures, attract private investment, and promote cultural enterprises to boost economic development.

5) International Cooperation: Expand global presence by learning from international best practices and fostering resource-sharing partnerships for mutual cultural development.

6) Risk Management: Develop a risk management system to monitor and address risks, ensuring sustainable cultural development.

7) Greater Hinggan Museum: Build a museum that promotes heritage, social cohesion, tourism, and regional economic growth while enhancing cultural identity and international influence.

Suggestions and Recommendations

Suggestions and Recommendations

1. Comprehensive documentation and research - Conduct detailed ethnographic research to document Oroqen traditions, rituals and ecological knowledge. - Develop digital archives to protect oral history, traditional art forms and intangible cultural practices.

2. Community participation - Actively involve Oroqen community members in cultural recording and protection to ensure authenticity and inclusiveness. - Provide training for local leaders to become custodians of cultural heritage and educators of the younger generation.

3. Conduct educational activities to raise awareness among locals and tourists about the importance of Oroqen culture and its role in regional identity.

4. Cultural Relics Preservation Policy - Implement legal framework and conservation guidelines to protect Oroqen cultural relics from deterioration and unauthorized exploitation. - Establish local museums or cultural centers as collection and exhibition places for Oroqen cultural relics.

5. Creative integration and innovation - contemporary artists and designers are encouraged to reinterpret Oroqen art, combining traditional aesthetics with modern trends and expanding its relevance. - Developing handicrafts, souvenirs and other cultural heritage products to support local economic development.

6. Tourism and Education development - Create cultural heritage tourism programs that focus on Oroqen traditions, including immersive experiences such as guided Tours, workshops and storytelling sessions. - Incorporating cultural heritage into regional education curricula to foster cultural pride and cultural knowledge among the younger generation.

7. Develop a cultural heritage index system - Establish a standardized Oroqen cultural heritage data collection, monitoring and evaluation system, including qualitative and quantitative indicators. - Use the system to track changes, identify risks, and prioritize resources.

8. Technology integration - Mapping and analyzing cultural heritage using modern technologies such as geographic information systems and artificial intelligence. - Develop mobile applications or digital platforms to share cultural heritage data with the public and promote public participation.

9. Strengthen the Learning City Initiative - Integrate cultural heritage education into lifelong learning projects and integrate cultural heritage management with the learning city framework. Promote partnerships among local governments, educational institutions and cultural organizations to promote intergenerational knowledge transfer and community participation.

10. Policy and stakeholder collaboration - advocating policies that integrate cultural heritage into regional development planning and sustainable tourism strategies. - Establish a multi-party platform including government, community leaders, academia and private industry to collaborate on heritage projects.

Strategic management of the Greater Khinganling Oroqen cultural heritage can effectively balance conservation, innovation and development, contributing to the sustainable development of the Greater Khinganling and the broader learning city initiative in Heilongjiang Province.

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