

STRATEGIC MANAGEMENT OF WANG GRAND COURTYARD FOR CREATIVE ECONOMY, SHANXI PROVINCE, CHINA

Cui Cuihong¹, Pichai Sodhibhan²

Faculty of Fine and Applied Arts, Bangkokthonburi University¹⁻²
China,¹ Thailand²

Email: 798292489@qq.com¹⁻²

Received: February 10, 2025; **Revised:** March 10, 2025; **Accepted:**
August 15, 2025

Abstract

This research paper studies the management strategies of Wang Grand Courtyard for creative economy, Shanxi Province, People's Republic of China. The objectives of the research are 1) to study and analyze the vastness and diversity of the value of the Wang Grand Courtyard and further enhances the living legacy and innovative development of the Wang Grand Courtyard under the perspective of creative economy; 2) to establishing a strategic management model for the protection, inheritance and innovative development of the Wang Grand Courtyard. The research method of this paper adopts mixed research method, combining qualitative analysis and quantitative analysis shout open. VOS viewer was used for literature analysis and SPSS was used for quantitative analysis of 400 questionnaire samples to provide theoretical basis and data support for this study. **The research results** will be based on the current management status of Wang Grand Courtyard cultural heritage site, deeply excavate the artistic value, cultural connotation, and economic value of Wang Grand Courtyard, construct a new management model in line with the current creative economy era, promote the development mode of multi-professional synergy, multi-space integration, and multi-party co-construction, and push forward the protection, inheritance, and innovative development of Wang Grand Courtyard Cultural Heritage Site. Wang Grand Courtyard is not only a physical product of Jinshang economy, but also a carrier of Jinshang culture, which is of great significance in stimulating cultural vitality, enhancing the cultural

awareness of local residents and promoting regional economic development.

Keywords: Strategic Management; innovation; Wang Grand Courtyard; Creative economy; Culture and belief in economic

Introduction

Wang Grand Courtyard is located in Jing Sheng Ancient Town, Lingshi County, Shanxi Province, which is the largest residential ancient architectural complex in China, and is a typical official residence-family fortress-style architectural complex of the Jin Merchant Courtyard. Wang Grand Courtyard was built over 300 years in Ming and Qing Dynasties, and consists of five lanes, five forts and five ancestral halls, which has high architectural and artistic value, artistic aesthetic value and cultural value. Among them, the brick carvings were selected as one of the first batch of national intangible cultural heritages in China.

Wang Grand Courtyard, as China's outstanding traditional architectural cultural heritage and residential art, preserves a large amount of first-hand information about the social system and folk culture in Shanxi, reflecting to the maximum extent the cultural concepts and values of merchants and scholars in that era, providing a rich reference object for the study of the social customs of modern Shanxi, local customs, commercial culture, architectural art and the political system and economic situation of the Qing Dynasty. system and economic situation of the Qing Dynasty, provides a rich reference object.

In the exploration of economic transformation and development in Shanxi Province, adhering to innovation to lead the transformation and development of resource-based economy is the fundamental way out for Shanxi to promote high-quality development in all aspects. The Outline of the Fourteenth Five-Year Plan and 2035 Vision for the National Economic and Social Development of Shanxi Province (2021) states that Shanxi should deeply excavate and revitalize cultural resources, improve the system of cultural relics protection, strengthen the protection and inheritance of the use of cultural resources, and accelerate the development of the cultural and tourism industry into a strategic pillar industry and an industry of people's well-being.

In the Creative Economy Outlook 2030, it is shown that the creative economy is a key factor in the growth of global export trade and GDP. The data suggests that global exports of creative services will surge to \$1.4 trillion and exports of creative goods will total \$713 billion in 2022, up 29% and 19% from 2017, respectively. The most exported creative services are software services (41.3%) and R&D (30.7%). Driven by Industry 4.0, represented by digitalization and artificial intelligence, the creative economy has great potential for inclusive economic transformation and social development (Tetsushi Sonobe, 2022).

With the advent of the era of creative economy, the creative economy makes technological innovation and creativity, knowledge production and human resources as economic resources have gained an unprecedented strategic position. In the era of creative economy, key projects with distinctive local characteristics as well as emerging cultural industries full of development potential should be actively developed in order to activate the economic development mode of cultural heritage sites, which can be realized from the development of new business forms, cultivation and introduction of talents, creation of distinctive cultural brands, and strengthening of technological research and development (caoyuting, 2024).

In the protection and innovative development of cultural heritage sites, the introduction of strategic management perspective emphasizes the overall situation, which helps to integrate the advantageous resources of all parties; focuses on long-term development (Guo Gaoping, 2019). Promote the protection of Wang Grand Courtyard cultural heritage site, the protection and inheritance of non-heritage culture and the integration and development of creative economy and cultural tourism, and form the development ecology of “cultural heritage-industrial system—cultural inheritance—industrial system”, and help the local society, society and industry to develop. Industry System” development ecology of continuous cycle upgrading, helping the local society, economy and reputation.

Research objectives

1. To study and analyze the vastness and diversity of the value of the Wang Grand Courtyard and further enhances the living legacy and innovative development of the Wang Grand Courtyard under the perspective of creative economy.

2. To establishing a strategic management model for the protection, inheritance and innovative development of the Wang Grand Courtyard.

Literature Reviews

As a systematic project, the strategic management of cultural heritage is a system that integrates dynamic changes in politics, economy, science and technology, culture, information and methods. It needs the joint participation of government departments, management departments, local residents and tourists to establish a scientific management model that is in line with the living heritage and innovative development of the heritage site. Strategic management models for cultural heritage must be dynamic, flexible and conducive to innovation.

Integrating the preservation, restoration and reuse of historic buildings with the process of building with the city to make them culturally, ecologically and economically significant. It is also important to prevent faceless utilization from destroying authenticity (Xu dongfeng, 2012).The inheritance of cultural heritage sites should be perceived from three latitudes: living whole understanding, living evolution understanding and living development understanding, combining tangible and intangible cultural heritage and integrating the living inheritance into the social, cultural and economic life of the contemporary people, so as to make the living inheritance (Zhang Qi, 2015).

In the article “Cultural Heritage Protection and Inheritance in the Context of Building Modern Civilization of the Chinese Nation: The Importance of the Times and System Construction”, it is proposed that it is necessary to solve the blockage in the management mechanism, build a multi-level and systematic cultural heritage management mechanism from the top to the bottom and by absorbing the strength of the civil society, make up for the short boards in the detailed fields, and fine-tune the management of tangible cultural heritage and intangible cultural heritage, set up a system of service and guarantee for the inheritors, and increase the cultivation of talents. In addition, it should innovate public services, industrial models and dissemination methods to stimulate public participation; moreover, it should grasp the requirements of the times and reconstruct the innovation methods of cultural heritage; build a good heritage research system and publicity system, and promote the advantages of cultural heritage resources to be transformed into points of economic growth and cultural influence. (Yang, Mingyue, Xia, Jiechang, 2024).

The creative economy requires creative and innovative human capital to enhance public art education for creative talent to meet the needs of economic and social development, thereby creating a pooling effect of talent and a broader social effect. (Khussamov Rail, Garaeva Aisylu, 2024) With the rapid development of digital technologies such as artificial intelligence and big data, it is driving the creative economy to improve the efficiency of the industry, promote sustainable development, and enrich the human experience (Chen, Yiming, and Xie, Yahong; Cao, Shiyun, 2024).

Research Methodology

The research methodology of this paper consists of literature research method, field survey, mixed method of qualitative and quantitative analysis. VOS viewer was used for literature analysis, fieldwork through photography and interviews, NVIVO-based qualitative analysis of face-to-face interviews, SPSS was used for quantitative analysis of 400 questionnaire samples to provide theoretical basis and data support for this study. The details are as follows:

Through the literature research method, domestic and foreign papers, books and journals were consulted to understand the research results on the Wang Grand Courtyard, creative economy, and heritage site protection and development in recent years, which provided the theoretical basis for the subsequent research; through field investigation, field visits were conducted in the Wang Grand Courtyard, and through interviews and questionnaires, the current management status of the Wang Grand Courtyard and the evaluation of the status quo by various stakeholders and their ideas about future development were understood; through qualitative and quantitative analysis and mixed quantitative analysis, the study was carried out in depth. Ideas; through qualitative and quantitative mixed research method, combined with the research data and interview results for data analysis, to provide a reliable basis for the subsequent development countermeasures proposed. The keywords“strategic management “living heritage” “innovation”“creative economy”were searched for the period 2000-2024. The keywords in the retrieved literature were analyzed for co-occurrence and the results are shown in Figure 1:



Source: Cui Cuihong drawing, 2024.

In addition, “Technology / Information Technology / Technology Management, etc.” appeared 31 times, indicating that the development of various types of technology has significantly enhanced the support and leading role for economic and social development. However, econometric analysis shows that there is a relative gap in the research of these fields of city, scholar and residence, and it is necessary to strengthen the research in this field, so as to promote the protection and innovative development of cultural heritage sites and

non-heritage cultural heritage, and help the development of regional socio-economic culture and people's livelihood.

Research Trends Publications: International and domestic scientific data policy research are in the exploratory stage of development, the volume of research literature is fluctuating upward trend; the research direction is dominated by the innovation economy, and more attention is paid to culture, cultural heritage sites, non-heritage, creative industry research results.

Data Acquisition and Processing

The data for this study were selected from 400 tourists for questionnaire survey and 7 key persons for semi-structured interviews to establish the database. The time span is August-October 2024. **Descriptive Statistical Analysis:** According to Table 1, this questionnaire accounted for 48.05% of males and 51.95% of females, with a relatively balanced gender structure of the sample. In terms of the age distribution of the sample, tourists aged 19-30 accounted for the highest proportion (39.02%), and the group aged 31-45 accounted for 26.34%, totaling 65.36%, highlighting that the middle-aged and young groups are the core clientele of the Wangjia Grand Courtyard, which is more in line with the tourism consumer groups of cultural heritage sites. Sample occupation distribution, showing that tourists are mainly corporate employees (56.34%) and students (20.49%), sample regional source distribution, 74.88% of the proportion of provincial tourists, indicating that the expansion of tourists from outside the province, culture and tourism brand dissemination is weak. **Reliability and Validity Analysis:** Before further analysis of the questionnaire data, the official questionnaire needs to be tested for reliability and validity to ensure the reliability of the questionnaire data and the validity of the questionnaire structure.

Results

Through the quantitative analysis. It is found that the development of living heritage and creative economy of the Wang Grand Courtyard is a multi-dimensional and comprehensive process, which needs to be synergistically promoted from various aspects such as attractiveness of the scenic spot, environmental quality, infrastructure, service quality, activity design, cultural demonstration, price reasonableness and strategic management. By optimizing

the environment and landscape, strengthening infrastructure construction, enhancing service quality, enriching activity content, deepening cultural display, and formulating a reasonable pricing strategy, we can effectively promote the living heritage of the Wang Grand Courtyard and the strategic management of the creative economy to achieve its sustainable development. These findings provide an important theoretical basis and strategic direction for further research and practice, and provide a scientific basis for the protection, inheritance and development practice of the Wang Grand Courtyard.

Discussions

This study investigates the exploration of strategic management of the multiple values of the Wang Grand Courtyard driven by the creative economy. In recent years, the study mainly focuses on tourism, heritage protection, architectural art, and cultural creation, and does not explicitly discuss the introduction of the net economy and the global concept of strategic management for the protection and development of cultural heritage sites.

The correlation analysis of this study reveals a strong connection between the dimensions, with all of them showing significant positive correlations ($p < 0.01$), emphasizing the importance of a comprehensive strategy in promoting the living heritage of the Wang Grand Courtyard and the development of the creative economy.

As suggested in the study of cultural heritage sites by Li, Ling, and Song, Xiao et al. (2025), the creative economy is contributing to the realization of sustainable development goals in many ways, and under this drive, it is necessary to strengthen the diversification of cultural heritage values, further improve the construction of cultural heritage management systems, and accelerate the support of cultural resources for economic development in terms of soft power. Therefore, this paper fills the gap in the management of the Wang Grand compound driven by creative economy from the perspective of quantitative and strategic management. Of course, there are some limitations in this study, which does not distinguish the value perception of groups of different ages, occupations and literacy levels.

New Knowledges

By deeply exploring value diversification and focusing on attractions, culture, services and other dimensions of the scenic spot, we have constructed a strategic management model of the Wang Grand Courtyard under the drive of creative economy, which is helpful to promote the protection of cultural heritage and innovative development of the Wang Grand Courtyard. At the same time, through the value symbiosis model of “protection and inheritance + innovative development”, we construct a strategic management model of multi-professional synergy, multi-space integration, multi-body co-construction, and common governance and sharing in line with the characteristics of the current era, which complements and improves the research field of creative economy and strategic management of the Wang Grand Courtyard, and provides reference cases for other courtyards in Shanxi and even the whole country. It provides reference cases for other courtyards in Shanxi and the whole country.

Conclusions

In the era of booming creative economy and high-frequency out of the circle of China's traditional culture, the case of Wang Grand Courtyard shows that the traditional cultural heritage has unlimited market potential in the era of creative economy, and can be transformed into cultural productivity through systematic strategic management, and proposes a symbiotic theoretical framework of “inheritance and protection + innovation and development”, and cross-disciplinary integration of It proposes a symbiotic theoretical framework of “inheritance protection + innovative development”, interdisciplinary integration of tourism, sociology, cultural heritage, digital technology and other disciplines, to better explore the cultural, artistic, historical and aesthetic values of the Wang's compound, and to provide a solution for the contemporary revitalization of the Wang's compound, which will lead to the development of the local culture, tourism, economy, and society.

References

- Tetsushi Sonobe, Nicolas J. A. Buchoud, Jonathan Tan Ghee Tiong, Seungju Baek, Nella Sri Hendriyetty, and Erica Paula Sioson. (2022). **Creative Economy 2030: Imagining and Delivering a Robust, Creative, Inclusive, and Sustainable Recovery**. Retrieved from: <https://www.adb.org/sites/default/files/publication/804501/adbi-creative-economy-2030.pdf>
- Cao, Yuting. (2024). **Research on the development path of Changsha's cultural and creative industries in the context of the digital economy era**. *International PR* (20), 116-118. doi: 10.16645/j.cnki.cn11-5281/c.2024.20.006.
- Guo, Gao-Ping. (2019). **Research on the Inheritance Path of Intangible Cultural Heritage under Strategic Management Perspective--Taking Lingnan Region as an Example**. *Journal of Hubei Institute of Vocational Technology* (04), 57-62. doi: 10.16347/j.cnki.cn42-1742/z.2019.04.013.
- Xu, Dongfeng. (2012). **Doctor of Chongqing Industrial Heritage Conservation and Utilization and Urban Revitalization**. Chongqing University. <http://101.42.170.182:8085>.
- Zhang Qi. **Living Heritage and Protection and Utilization of Historical and Cultural Villages and Towns--Taking Hejiang Yaoba Ancient Town as an Example**[J]. *Small Town Construction*, 2015, (04), pp. 94-98.
- Yang, Mingyue & Xia, Jiechang. (2024). **Protection and Inheritance of Cultural Heritage under the Perspective of Building Modern Civilization of the Chinese Nation: The Importance of the Times and System Construction**. *Journal of Shanxi Normal University (Social Science Edition)* (03), 105-112. doi: 10.16207/j.cnki.1001-5957.20240410.001.
- Chen, Yiming, Xie, Yahong & Cao, Shiyun. (2024-04-25). **Digital technology empowers tourism industry development**. *People's Daily*, 017. doi: 10.28655/n.cnki.nrmrb.2024.004239.