

Sustainable Cultural Tourism and Human Resources Strategies: Action Research and Marketing Innovation in Quanzhou's Urban Context

Weng Manping^{1*}, Simon Kwong Choong Mun¹

¹ City Graduate School, City University Malaysia

Accepted

2025-08-02

Keywords

Sustainable Cultural Tourism,
Human Resources Strategies,
Marketing Innovations, Cultural
Heritage Preservation, Tourism
Development

Corresponding Author

Weng Manping

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<https://doi.org/10.70693/itphss.v2i8.1076>

Abstract

This study examines the integration of Human Resources (HR) strategies and marketing innovations to promote sustainable cultural tourism in Quanzhou, China, with a particular focus on preserving the region's rich cultural heritage while fostering tourism development. The research employs an action-oriented approach, combining literature review, field research, and qualitative data analysis to assess the role of HR practices, such as employee training, talent management, and community engagement, in the tourism sector. The study investigates the potential of emerging technologies like virtual reality (VR) and augmented reality (AR) in enhancing the visitor experience and raising awareness of Quanzhou's cultural significance. By engaging local businesses, HR professionals, and the community, the research identifies key strategies for balancing tourism growth and cultural preservation. The findings suggest that HR-driven marketing innovations, particularly through technology, can create a more sustainable and engaging tourism environment, benefiting both local communities and visitors. This research contributes valuable insights for policymakers, HR professionals, and tourism operators in Quanzhou, while offering a model for similar applications in other cultural tourism contexts.

1. Introduction

Cultural heritage preservation and tourism development are intricately connected, and achieving a sustainable balance between these two domains presents significant challenges. While existing research has addressed the integration of policies and management strategies in cultural tourism (Y. Cao & S. Jia, 2022), the role of human resources (HR) in driving sustainable cultural tourism and enhancing marketing innovations remains underexplored. This study aims to bridge this gap by examining how HR strategies can be integrated with marketing innovations to promote sustainable cultural tourism in Quanzhou, a city in southeastern China rich in cultural heritage.

Quanzhou, renowned for its historical significance and cultural landmarks, provides an ideal setting for this study. Previous research has primarily focused on macro-level policy analysis (Che, Yang, Wu, & Gao, 2021), but this study shifts the lens to explore micro-level dynamics. Specifically, it investigates how HR strategies within local tourism businesses can foster the

growth of sustainable cultural tourism while supporting the preservation of cultural heritage. In doing so, this study seeks to explore how HR practices, including employee training, talent management, and community engagement, can contribute to the innovative marketing of Quanzhou's cultural heritage.

An important aspect of this research is its action-oriented approach. Unlike conventional studies that rely on literature reviews or passive field observations, this study integrates action research through direct community involvement and collaboration with local businesses. By engaging HR professionals and tourism employees, this research will assess how HR strategies can facilitate the implementation of innovative marketing techniques, such as the use of virtual reality (VR) and augmented reality (AR) technologies, to enhance the visitor experience and raise awareness of Quanzhou's cultural heritage.

The anticipated findings of this study are expected to contribute to both academic and practical discussions on sustainable cultural tourism. By providing empirical evidence on the role of HR strategies in marketing innovation and cultural preservation, this research will offer valuable insights for local tourism operators, HR professionals, and policymakers. Additionally, the study's regional focus on Quanzhou lays the groundwork for future research to explore the broader applicability of HR-driven marketing innovations in other cultural and geographical contexts.

2. Materials and Methods

2.1 Literature Review

The research initiative, aimed at fostering the convergence of cultural heritage conservation and tourism development, began with an extensive literature review. The goal was to create a solid theoretical framework to understand the dynamics of Quanzhou, a city in southeastern China, known for its rich cultural heritage and growing tourism sector. The review was comprehensive, drawing on a wide array of sources including peer-reviewed academic journals, government policy documents, industry reports, and scholarly books. These sources contributed to a multifaceted understanding of cultural heritage, tourism development, and human resources (HR) strategies that can support sustainable practices in the sector.

One primary focus of the literature review was the challenges associated with the commercialization of cultural heritage. These challenges, such as over-exploitation, environmental degradation, and the loss of authenticity, have been well-documented in the academic literature. The review also highlighted the role of HR practices in managing these challenges, including workforce training, talent management, and fostering community engagement in the preservation of cultural heritage (Foster & Shrestha, 2017). Additionally, the potential for marketing innovations, particularly through emerging technologies like virtual reality (VR) and augmented reality (AR), was explored as a tool for enhancing the visitor experience while preserving cultural integrity (Barceló, Forte, & Sanders, 2000).

The review further examined past integration strategies, focusing on how HR and marketing innovations have been applied in similar contexts, both domestically and internationally. Case studies were analyzed to identify best practices and common pitfalls in balancing cultural heritage conservation and tourism development (McCool & Martin, 1994). This comprehensive analysis aimed to identify gaps in the existing literature, especially in terms of how HR strategies can effectively contribute to the sustainability of cultural heritage tourism.

This study aims to address these gaps by focusing on the role of HR in the implementation of innovative marketing strategies, with a particular emphasis on emerging technologies. The literature review emphasized the need for an action-oriented research approach, which actively involves local stakeholders, such as tourism business managers, HR professionals, and employees, in the research process. This hands-on approach is intended to ensure that the research outcomes are practical and actionable for improving HR practices in the cultural tourism sector.

The expected outcome of this study is to enrich academic discourse with empirical evidence on how HR-driven marketing innovations can enhance tourist satisfaction, raise cultural heritage awareness, and promote sustainable tourism in Quanzhou. By highlighting the regional constraints of the study's setting, this research will also lay the groundwork for future studies that can apply similar HR strategies in other cultural and geographical contexts.

2.2 Field Research

The field research component involved visits to key cultural heritage sites in Quanzhou, engaging directly with residents, tourists, and staff members working at these sites through semi-structured interviews. These interactions were designed to provide valuable insights into how local stakeholders perceive the balance between heritage conservation and tourism development, as well as the role of HR strategies in supporting these efforts.

In addition to providing empirical data to complement the theoretical insights from the literature review, the field visits focused on understanding the specific HR needs of the tourism sector in Quanzhou. These HR needs include training local employees in sustainable tourism practices, fostering a culture of community engagement, and addressing staffing challenges in heritage management (Liu, Zhang, & Zhao, 2021). Researchers conducted semi-structured interviews with a diverse range of stakeholders, including local community members, tourists from various regions, HR professionals in the tourism sector, and employees working at the heritage sites.

The interviews were designed to explore key themes such as the perceived cultural value of the heritage sites, the impact of tourism on the local community, and the role of HR practices in improving the tourism experience while preserving cultural heritage. Additionally, the interviews examined the potential role of innovative marketing technologies, like VR and AR, and the acceptance of these technologies by various stakeholders.

The data collected from these interviews were analyzed qualitatively to identify recurring themes and patterns, which provided deeper insights into the practical challenges faced by HR professionals and tourism operators. This analysis was crucial in shaping the action research strategy, ensuring that the recommendations made were grounded in the realities of the local context. Through this field research, the study aimed to develop an HR strategy that is tailored to the specific needs of Quanzhou's tourism sector, with the ultimate goal of creating a sustainable balance between heritage preservation, tourism growth, and workforce development.

3. Data Analysis

The data collected from semi-structured interviews in Quanzhou's cultural heritage sites were meticulously analyzed using qualitative methods, employing open coding, axial coding, and ensuring theoretical saturation (Glaser & Strauss, 1967). This rigorous approach enabled the development of HR-driven strategies that promote sustainable cultural tourism, addressing both cultural heritage preservation and tourism sector growth.

The open coding process began with a thorough examination of the interview transcripts to identify and label key concepts and patterns emerging from the data. This step was essential in transforming raw qualitative data into manageable codes that could be analyzed further. Key themes explored in this phase included HR strategies, such as employee training, community engagement, and staff involvement in cultural preservation (Foster & Shrestha, 2017). Additionally, codes related to perceptions of cultural heritage and tourism's impact were identified.

Following open coding, axial coding was applied to group the initial codes into broader categories, representing central themes and sub-themes. This allowed the researchers to identify relationships between the concepts and develop a deeper understanding of how HR practices intersect with sustainable tourism marketing innovations in Quanzhou (Liu, Zhang, & Zhao, 2021). Specifically, it connected how well-trained HR teams and employee engagement influence the effectiveness of marketing innovations such as virtual reality (VR) and augmented reality (AR) in enhancing visitor experiences while preserving the authenticity of cultural heritage sites.

The concept of theoretical saturation (Glaser & Strauss, 1967) was achieved when no new codes or categories emerged from the analysis, indicating that the data had been thoroughly explored and the identified themes represented the full scope of the data. Saturation ensured that the qualitative data from interviews with local residents, tourists, and heritage site staff fully captured their perspectives on heritage conservation and tourism development.

To ensure the credibility and trustworthiness of the findings, a systematic and transparent approach was adopted. Detailed audit trails were kept throughout the coding process, which ensured that all decisions were well-documented and transparent. The research team also engaged in peer debriefing sessions to discuss the coding decisions and the emerging themes (Lincoln & Guba, 1985). These discussions provided valuable feedback, helping to ensure that the interpretation of the data remained grounded in the real-world experiences of the stakeholders involved in Quanzhou's tourism sector.

The qualitative analysis provided critical insights into how HR practices can contribute to sustainable cultural tourism. It highlighted the importance of training programs for tourism staff, community involvement in heritage preservation, and the integration of marketing technologies like VR and AR to improve visitor engagement while safeguarding cultural authenticity (Baker & Lattin, 2017). These findings directly informed the development of an action research strategy, ensuring that the HR strategies proposed were practical, evidence-based, and aligned with the theoretical framework established during the literature review.

Ultimately, the qualitative analysis enabled the research team to transform the narrative data into actionable insights, guiding the development of HR strategies that can help balance cultural heritage conservation with the sustainable growth of Quanzhou's tourism sector.

3.1 Implementation of the Integration Strategy

Building on the insights from the data analysis, ABC Company organized a series of seminars in collaboration with higher education institutions in Quanzhou, a city rich in cultural heritage. These seminars were designed to foster dialogue between academia, local communities, and tourism professionals, creating a collaborative platform to explore the integration of cultural heritage preservation and tourism development (Telfer & Sharpley, 2015). The aim was to explore sustainable ways to integrate HR strategies with marketing innovations in promoting cultural heritage tourism in Quanzhou.

The seminars included presentations on successful integration models from other regions, with a focus on how HR practices—such as staff training, community engagement, and employee involvement in heritage preservation—can contribute to sustainable tourism growth. Brainstorming sessions were conducted to develop strategies for Quanzhou, discussing how to overcome local challenges such as resource limitations, stakeholder coordination, and balancing tourism development with the preservation of cultural authenticity. The discussions emphasized the need for innovative HR solutions, such as capacity-building for local staff and community members, to effectively implement the integration strategy.

In addition, the seminars served as a vital platform for academic exchange, bringing together students, faculty, and local stakeholders to discuss the significance of integrating cultural heritage preservation with tourism development in Quanzhou. This also facilitated the exchange of ideas on how HR strategies could support this integration. Students and faculty members were encouraged to propose potential methods for achieving this integration while addressing the unique needs and challenges of Quanzhou's cultural heritage tourism sector.

ABC Company used these seminars not only to gather expert opinions from various fields but also to collect initial feedback from attendees on the practicalities of implementing the integration strategies in Quanzhou. This feedback proved instrumental in shaping the final HR-focused strategies aimed at enhancing cultural heritage tourism.

Moreover, ABC Company designed a series of evaluation indicators to assess the effectiveness of the integration strategy both quantitatively and qualitatively. These indicators included improvements in tourist satisfaction and experience, the development of new tourism products and services aligned with cultural preservation, and the sustainability of the integration of HR strategies with cultural heritage protection (Connell, Page, & Bentley, 2009). The inclusion of HR indicators—such as employee satisfaction, community involvement in tourism-related activities, and the effectiveness of staff training programs—was crucial to evaluate the long-term viability of the tourism sector in Quanzhou while safeguarding its cultural assets.

Through these seminars and the development of evaluation frameworks, ABC Company aimed to create a roadmap for implementing an HR-driven, sustainable integration strategy for cultural heritage preservation and tourism development in Quanzhou, ensuring that the city could leverage its cultural assets while meeting the demands of modern tourism.

4. Results and Discussion

4.1 Emergence of Themes

ABC Company's thorough qualitative analysis revealed several key themes that are critical to developing integrated strategies for cultural heritage preservation and sustainable tourism development in Quanzhou, a city with a rich cultural history. The analysis highlighted enhancing the visitor experience as a central theme, emphasizing the need for services that are engaging, personalized, and capable of resonating with a wide demographic of tourists. This includes domestic and international visitors across various age groups and cultural backgrounds.

The data analysis revealed that tourists are not only seeking entertainment and education, but also an emotional connection with the heritage sites, which is essential for enhancing visitor satisfaction and loyalty. In the case of Quanzhou, this connection can be fostered through storytelling (which could be integrated into HR training), interactive exhibits, or greater local community involvement. Engaging community members, especially local artisans, cultural ambassadors, and historians, in guiding or participating in tours helps provide tourists with a

deeper, more authentic experience, thereby contributing to both the cultural preservation of the heritage site and improved visitor satisfaction.

The community involvement theme was particularly significant, underscoring the importance of engaging local residents in the tourism development process. In Quanzhou, local communities are the custodians of cultural heritage, and their perspectives on tourism development are crucial. This involvement not only helps ensure that the community's needs and values are considered but also garners local support for tourism initiatives. By incorporating HR strategies focused on community engagement, such as creating training programs for local guides or involving residents in decision-making processes, ABC Company can promote sustainable tourism that benefits both visitors and locals (Foster & Shrestha, 2017).

Sustainability emerged as another recurring theme in the analysis. Stakeholders expressed a strong desire for environmentally responsible and economically viable tourism development that preserves cultural integrity while offering economic benefits to the local community. This aligns with global trends in sustainable tourism, where the emphasis is on creating a balance between tourism growth and conservation. HR practices that focus on educating staff and community members about sustainable tourism practices—such as responsible waste management, sustainable architecture, and eco-friendly tourism offerings—will be key to achieving these goals (Connell, Page, & Bentley, 2009).

The analysis also highlighted the growing importance of technology in enhancing the visitor experience without compromising the authenticity of the cultural heritage sites. The use of VR and AR technologies was seen as a promising tool for providing tourists with unique, interactive experiences that deepen their understanding of Quanzhou's cultural significance. Training HR personnel to utilize these technologies effectively can contribute to enriching the visitor experience, as well as improving the operational efficiency of the heritage sites.

Finally, the theme of education emerged as crucial, focusing on how tourism can serve as a platform for learning. This includes educating visitors about the cultural heritage they are experiencing and raising awareness about the importance of preservation and sustainable practices. To ensure that tourism in Quanzhou remains sustainable, HR strategies must be integrated into the educational framework, including training local staff to educate visitors on the value of cultural preservation and encouraging responsible tourism behavior.

4.2 Implications for Integrated Strategy

By identifying these key themes, ABC Company is now better positioned to develop a comprehensive strategy for integrating HR practices with cultural heritage preservation and tourism development in Quanzhou. The company can design training programs for local tourism staff, community engagement initiatives, and technology-driven innovations that will enhance the visitor experience while ensuring the sustainable preservation of cultural heritage. The integration strategy will focus on fostering an emotional connection between visitors and the heritage sites, empowering local communities to actively participate in tourism development, and ensuring that the growth of tourism aligns with both cultural and environmental sustainability.

By moving forward with a strategy that considers the needs and desires of all stakeholders—including tourists, local residents, and cultural heritage experts—ABC Company can ensure that Quanzhou's cultural tourism sector thrives in a balanced and sustainable way. This will not only enhance the region's appeal as a tourist destination but also contribute to the preservation of its unique cultural assets for future generations.

4.3 The Role of Emerging Technologies

ABC Company's research underscored the transformative potential of emerging technologies in the cultural heritage tourism sector, particularly in Quanzhou, a city rich in history and cultural significance. Virtual Reality (VR) and Augmented Reality (AR) were identified as the most impactful technologies, offering immersive experiences that bridge spatial and temporal gaps, enhancing how visitors engage with cultural heritage.

Research indicates that VR can evoke a strong sense of presence, allowing users to explore and interact with simulated environments in a highly immersive manner (Lessiter, Freeman, Keogh, & Davidoff, 2001). In the context of Quanzhou, VR could be used to recreate historical events, offer virtual tours of ancient buildings, or even simulate historical reconstruction of cultural landmarks that no longer exist in their original form. This application allows visitors to experience Quanzhou's cultural heritage in ways that traditional methods cannot achieve, fostering a deeper emotional and intellectual connection to the past.

On the other hand, AR provides an enhanced on-site experience by overlaying digital information onto the physical environment, which enriches the visitor's engagement with heritage sites in real-time. For example, visitors at Quanzhou's heritage sites could access multimedia content—such as videos, 3D models, and audio guides—overlayed directly onto their view of the physical structures. This feature offers a dynamic, interactive learning experience, catering to different learning styles and improving overall visitor satisfaction (Sanchez & Derks, 2017). AR can also bring to life historical figures, traditional craftsmanship, or significant events, offering visitors richer context and a multi-sensory encounter with the heritage.

ABC Company's research also explored the potential of these technologies to attract new audiences, particularly younger, more technologically-savvy demographics. Younger visitors, who are often more comfortable with the integration of technology in cultural settings, may appreciate the opportunity to engage with Quanzhou's cultural heritage in innovative ways. Moreover, mobile applications, social media, and other digital platforms can help extend the reach of cultural heritage sites, promoting tourism and increasing engagement. Through these platforms, tourists can share experiences, participate in virtual tours, or access educational resources, significantly amplifying the site's visibility and accessibility (Buhalis & Law, 2008).

However, the integration of VR and AR must be handled thoughtfully to ensure that the technological innovations do not overshadow the authenticity of the heritage site. The use of technology should complement—not replace—the physical and cultural experience. For example, QR codes or interactive screens can serve as guides to explain the significance of a heritage site, without detracting from the visual and tactile experience of the place itself. The aim is to use technology to enhance the understanding and appreciation of Quanzhou's cultural heritage, while maintaining the site's integrity and authenticity (Leask, 2010).

By integrating VR and AR technologies with HR strategies—such as training local staff in tech-driven storytelling or creating virtual tourism guides—ABC Company can contribute to Quanzhou's sustainable tourism objectives. These technologies can help develop a holistic approach to cultural tourism that balances the old with the new, providing enriched experiences for visitors while preserving the cultural heritage that makes Quanzhou unique.

4.4 The Development of New Tourism Products and Services

ABC Company emphasized the necessity of developing innovative tourism products and services that meet the evolving expectations of tourists in Quanzhou, a major city in southeastern China rich in historical and cultural heritage. The strategy included the development of customized tours, interactive educational programs, and experiential offerings, with a strong focus on integrating

emerging technologies. This approach aligns with literature that calls for tourism products that are not only engaging and immersive but also educational and culturally sensitive (Richards, 2011).

The company's strategy was built on crafting tourism experiences that catered to the diverse interests and preferences of various visitor segments. For example, customized tours could range from family-friendly itineraries that appeal to children's curiosity about history, to adventure tours designed for active and exploratory travelers. Interactive educational programs, which leverage digital platforms, were introduced to enhance learning and engagement, allowing visitors to access content in an entertaining yet informative manner. These programs could include workshops, webinars, and on-site interactive exhibits that educate visitors on the cultural significance of the heritage sites they are visiting (Packer & Ballantyne, 2002).

The integration of emerging technologies, such as Virtual Reality (VR) and Augmented Reality (AR), was seen as a crucial element in differentiating these new tourism products and services. For instance, AR technology enables visitors to view digital overlays, such as historical narratives or 3D models, while experiencing heritage sites in real-time, offering an immersive, three-dimensional historical context that traditional tours cannot replicate (Pereira et al., 2016).

ABC Company also recognized the importance of immersive and experiential offerings. These could include participatory events, cultural performances, or opportunities for visitors to engage in traditional crafts, providing them with a richer understanding of local culture. Such experiences contribute not only to learning but also to emotional engagement with the heritage, deepening visitors' connections to the local culture.

In the development of these tourism products and services, sustainability and cultural sensitivity were central considerations. By working closely with local communities and heritage experts, ABC Company ensured that the new offerings adhered to local customs and traditions while fostering the preservation of cultural heritage. This focus on innovation and technology integration aimed to set a precedent for sustainable tourism that can adapt to the changing tourism landscape and meet the growing demand for authentic, unique, and meaningful travel experiences (Sharpley, 2009).

4.5 The Impact of the Integration Strategy

The integration strategy implemented by ABC Company in Quanzhou has yielded positive outcomes in terms of sustainability, tourism growth, and cultural heritage awareness. The strategy has successfully attracted a larger visitor base, increased tourism revenue, and raised awareness about the importance of cultural heritage preservation (David, 1995). This aligns with broader trends in tourism research that advocate for the implementation of sustainable tourism practices that balance economic development with the protection of cultural and environmental resources (Buckley, 2009).

Several key factors contributed to the success of the strategy. First, the focus on enhancing the visitor experience through personalized and immersive tourism products and services resonated strongly with tourists, resulting in increased visitor satisfaction and positive word-of-mouth. Tourists' positive feedback further enhanced Quanzhou's attractiveness as a tourist destination, generating greater interest in its cultural heritage (Mason, 2008).

Secondly, the incorporation of emerging technologies such as VR and AR played a vital role in providing visitors with unique and memorable experiences. These technologies helped set Quanzhou apart from other heritage destinations, while also sparking interest in the city's culture and history. This innovation has been shown to enhance the overall tourism experience, attracting both domestic and international visitors (Gonzalez-Rodriguez & Martin, 2017).

Thirdly, the active engagement of the local community in both the development and implementation of the integration strategy has fostered a sense of ownership and pride among residents. This involvement has led to greater community support for tourism initiatives and a more collaborative approach to cultural heritage preservation. Engaging local stakeholders is widely recognized as a key to sustainable tourism (Timothy, 2011).

Furthermore, the strategy's emphasis on sustainability has ensured that the growth of tourism is managed responsibly. This includes measures to minimize the environmental impact of tourism, such as promoting eco-friendly transportation options and waste management practices. These efforts are in line with the global push for responsible tourism that seeks to create a positive legacy for both the local community and future generations of tourists (Goodwin, 2011).

The positive outcomes of the integration strategy have demonstrated that sustainable tourism can not only contribute to economic growth but also preserve the cultural heritage that makes Quanzhou unique. This aligns with the global movement towards responsible tourism, which aims to foster mutual benefit for local communities, heritage preservation, and tourist satisfaction (Gretzel, 2015).

4.6 Implications for Policy and Practice

The findings of ABC Company's research carry substantial implications for policy-making and practice in the fields of cultural heritage conservation and tourism development, particularly in the context of Quanzhou. Conducted in a major city in southeastern China, the study underscores the significant role that marketing innovation, especially through the integration of emerging technologies, can play in driving sustainable tourism. This research presents a model that can be adapted to various cultural heritage sites and tourism contexts, offering valuable insights into how technology can enhance the sustainability of tourism while preserving the cultural integrity of heritage sites. The approach adopted by ABC Company aligns with existing literature, which suggests that leveraging technology in tourism fosters deeper cultural engagement and supports sustainable tourism practices (Kotler & Kotler, 2008).

For policymakers, the study suggests that integrating technology into tourism strategies should be prioritized, but this must be done while safeguarding the cultural integrity of heritage sites. Policymakers should consider developing guidelines or providing incentives to encourage the tourism industry to adopt innovative marketing strategies that incorporate technologies such as virtual reality (VR) and augmented reality (AR). For example, tax incentives for businesses that adopt these technologies or support for local tourism businesses in modernizing their offerings to enhance cultural experiences without compromising authenticity would be beneficial. The study also emphasizes the importance of fostering community engagement in tourism development, suggesting that local communities must be involved in both the planning and execution of tourism initiatives. This engagement ensures that local cultural values are respected, while tourism also contributes positively to the local economy, enhancing both the experience for visitors and the well-being of residents.

From a practical perspective, the study recommends that practitioners in the tourism sector focus on incorporating emerging technologies into tourism products and services to improve visitor experiences and raise cultural awareness. For instance, VR can be used to recreate historical events, while AR applications can provide real-time, interactive information about historical sites and artifacts, enriching visitors' connections to cultural heritage. These technologies offer opportunities for engaging a new generation of tech-savvy tourists while also educating them about the cultural significance of the heritage sites they visit. The study also stresses the need for continuous evaluation of tourism strategies. Monitoring the impact of tourism on cultural heritage

sites is crucial to adapting strategies that mitigate potential negative effects, ensuring the long-term sustainability of the tourism industry while maintaining cultural and environmental resources (Gretzel, Sigala, & Xiang, 2015).

5. Limitations

While ABC Company's study offers valuable insights, several limitations should be considered. One significant limitation is the study's focus on a major city in southeastern China. While the findings are insightful within this context, they may not be directly applicable to other regions or countries with different cultural and economic conditions. Future research should extend the geographical scope of the study to include diverse locations. This would help assess the adaptability of the integration strategy in various cultural and economic contexts and contribute to enhancing the generalizability of the findings. Expanding the geographical scope would allow researchers to assess the effectiveness of technology integration across different tourism destinations (Pereira et al., 2016).

Moreover, the study primarily focused on short-term impacts, meaning the long-term effects of technology integration on cultural heritage tourism are underexplored. Longitudinal studies would provide deeper insights into the sustained effects of these technologies on cultural engagement, visitor satisfaction, and the preservation of heritage over time. Such studies are essential for evaluating whether technology-driven initiatives lead to sustained growth in tourism while contributing to cultural conservation (Telfer & Sharpley, 2015).

Another limitation is the lack of engagement with a broader range of stakeholders. Involving local businesses, government agencies, and heritage conservation experts would provide a more holistic understanding of the tourism ecosystem and its challenges. Expanding stakeholder engagement would offer a more comprehensive perspective on the potential impacts and risks associated with integrating technology into tourism (Timothy & Boyd, 2006). The study also did not fully explore the opportunities presented by emerging technologies such as artificial intelligence (AI) and machine learning, which could further enhance the visitor experience and support heritage site management (Zhang et al., 2019).

5.1 Future Research

The findings of ABC Company's study open several avenues for future research. One promising area is the expansion of the research to other cities or regions to test the integration strategy in different cultural and economic contexts. Such studies would help determine whether the strategy is universally applicable or if adaptations are necessary to account for local differences. By exploring the adaptability of the strategy, future studies could enhance the generalizability of the findings and contribute to identifying the most effective approaches for integrating technology into tourism across various regions (Telfer & Sharpley, 2015).

Another key area for future research is the exploration of new technological advancements, particularly artificial intelligence (AI) and machine learning, and their potential applications in cultural heritage tourism. AI could be used to create personalized visitor experiences, while machine learning algorithms could help optimize heritage site management and predict visitor behavior. Future studies could investigate how these advanced technologies could further enhance visitor engagement, improve site management, and contribute to the sustainability of tourism practices (Zhang et al., 2019).

Economic impact studies also present an important direction for future research. Quantitative studies assessing the economic benefits of integrating technology into tourism, such as increased revenue, job creation, and revitalization of local businesses, would provide valuable empirical evidence. These findings could justify further investment in emerging technologies within the tourism sector (David, 1995). Furthermore, exploring the long-term effects of tourism on cultural authenticity is crucial. As tourism grows, it can place significant pressure on heritage sites, leading to the erosion of cultural authenticity. Future studies should examine these long-term impacts and propose strategies to balance tourism growth with cultural preservation. Developing best practices for managing tourism's impact on cultural integrity would ensure that heritage sites remain authentic and sustainable (Pereira et al., 2016).

Additionally, research could explore the role of education and capacity building in promoting sustainable tourism practices. Educational programs for stakeholders, such as tourism operators, local government officials, and heritage conservationists, could enhance understanding and implementation of sustainable tourism practices. These programs would empower stakeholders to make informed decisions about tourism development while preserving cultural heritage (Kotler & Kotler, 2008).

Finally, research could focus on the development of policies that support the sustainable use of cultural heritage in tourism. Policymakers would benefit from research that identifies successful policy frameworks to encourage responsible tourism and the integration of technology in a manner that respects the cultural significance of heritage sites. By creating policies that balance the needs of the tourism industry with the preservation of cultural resources, these efforts would ensure that both visitors and local communities can benefit from sustainable tourism practices (David, 1995).

5.2 Evaluation of the Integration Strategy

ABC Company's evaluation of the integration strategy has provided crucial insights into the effectiveness of technology-driven initiatives within the cultural heritage and tourism sectors of Quanzhou. The study found that younger tourists are particularly receptive to VR and AR experiences, which encouraged the company to continue investing in these technologies. These findings align with existing research that highlights the growing importance of technology in enhancing visitor experiences (Pereira et al., 2016). However, feedback from elderly visitors indicates the need for a more gradual introduction of technology. Older tourists may not be as familiar with advanced technological tools, necessitating a more inclusive approach to technology integration that accommodates diverse demographics.

In response to these insights, ABC Company plans to adjust its strategy by offering a tiered approach to technology use. This would range from traditional tours to fully immersive VR and AR experiences, enabling visitors to choose their preferred level of technological interaction. This strategy aims to ensure that all visitors, regardless of age or technological proficiency, have a positive experience. Additionally, the company plans to enhance staff training to ensure that employees are equipped with the necessary skills to assist visitors of varying technological familiarity.

ABC Company is also committed to maintaining cultural sensitivity in the commercialization of heritage sites. Collaborating closely with cultural experts and community leaders, the company will establish guidelines for the responsible integration of technology in tourism. This will ensure that technological advancements do not diminish the cultural significance of heritage sites. Moreover, the company intends to establish a longitudinal data collection system to track the impact of the integration strategy on visitor satisfaction, local economies, and heritage

preservation. This data will help inform future adjustments and ensure the long-term sustainability of tourism in the region.

Lastly, ABC Company plans to strengthen its community involvement, ensuring that local voices are heard and their interests are considered in all aspects of the strategy's implementation. By fostering collaboration between tourism stakeholders and local communities, ABC Company aims to create a more inclusive and sustainable tourism model that benefits both visitors and residents.

6. Conclusion

In conclusion, ABC Company's action research conducted in Quanzhou, a significant urban center in southeastern China, has shed light on the essential role of marketing innovations and emerging technologies in the sustainable integration of cultural heritage conservation and tourism development. The strategic application of virtual reality (VR) and augmented reality (AR) has significantly enhanced visitor engagement and satisfaction, introducing a modern and immersive approach to cultural heritage tourism. This study not only demonstrates the transformative potential of technology but also illustrates how these innovations can align with the broader goals of sustainable tourism.

The findings from this research emphasize the critical need for integrating technological advancements in a way that respects the cultural and historical sensitivities of heritage sites. This approach allows for the preservation and promotion of cultural heritage while simultaneously offering enriched experiences to visitors. The study reveals that the successful incorporation of VR and AR in Quanzhou's tourism sector has not only helped to engage tourists but has also played a vital role in raising awareness about the region's rich cultural history, thereby fostering a deeper appreciation among both local and international visitors. By adapting technology to enhance tourism experiences, ABC Company has pioneered a model for sustainable tourism that balances economic development with cultural conservation.

Moving forward, ABC Company advocates for continued research to explore the long-term impacts of technology integration on cultural heritage tourism. This research should evaluate the sustainability of these innovations in the context of different cultural and economic settings to refine and adapt the integration strategy for diverse environments. Furthermore, long-term studies will be crucial for assessing the continuous benefits of technology on cultural preservation, visitor satisfaction, and economic growth in tourism. Such initiatives will ensure that these technologies remain effective in enhancing the cultural tourism landscape while respecting and protecting cultural authenticity.

Additionally, ABC Company emphasizes the need for ongoing collaboration with key stakeholders, including local communities, policymakers, and tourism practitioners. It is essential that tourism strategies evolve in response to the changing needs and expectations of these groups. By fostering active engagement with all parties, the company can ensure that its tourism initiatives remain sensitive to local values and priorities, and that they deliver mutual benefits for both the tourism industry and the communities that depend on it.

This research contributes to the growing body of work on sustainable cultural tourism and human resources strategies. It highlights the importance of integrating emerging technologies like VR and AR into tourism practices, and the role of HR strategies in supporting the development and implementation of such innovations. ABC Company's focus on both marketing innovation and community engagement offers a valuable model for cultural heritage sites and tourism contexts

across Quanzhou and beyond, setting a foundation for future sustainable tourism practices that respect both cultural heritage and economic development.

In sum, ABC Company's commitment to continuous innovation, stakeholder collaboration, and sustainability sets a benchmark for how cultural heritage tourism can evolve in a technologically advanced and culturally sensitive manner. This approach not only provides a framework for successful tourism development in Quanzhou but also serves as an example for other cities and regions aiming to integrate technology while preserving and promoting their unique cultural heritage.

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