

Living Inheritance and Industrial Synergy: A Study on the Multi-stakeholder Governance Mechanism for Foshan 'Kung Fu' and 'Lion Dance' IP Empowering the Integration of Culture, Commerce, and Tourism

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ABSTRACT

Against the backdrop of the national strategy for cultural confidence and the deep integration of culture and tourism, how to achieve the living inheritance and industrial value transformation of local characteristic cultural IP has become a significant issue of our time. As cultural symbols with global influence, Foshan's "Kung Fu" and "Lion Dance" face practical dilemmas in their integrated development of culture, commerce, and tourism, including the erosion of cultural authenticity, the lack of an industrial linkage mechanism, and an imbalance of rights and responsibilities among multiple stakeholders. Traditional single-governance models led by the government or driven by the market are no longer adequate to meet the developmental needs of this complex system. Based on the theory of multi-stakeholder governance and integrating the intrinsic requirements of industrial synergy and the living inheritance of cultural IP, this paper systematically analyzes the interaction logic and governance imbalances among the three main stakeholders—government, enterprises, and social communities—in the process of Foshan's "Kung Fu" and "Lion Dance" IP empowering the integrated development of regional culture, commerce, and tourism. The study posits that the key to resolving the current dilemmas lies in constructing a new paradigm of multi-stakeholder governance centered on synergistic co-existence. The core of this mechanism is to promote the precise repositioning of each stakeholder's role: the government should shift from being a "leader" to a "guide" and "regulator," focusing on top-level design, platform construction, and market order maintenance; enterprises should transform from "developers" to "innovators" and "co-constructors," assuming social responsibility for cultural inheritance while pursuing economic benefits; and social communities must evolve from "passive inheritors" to "active participants" and "supervisors," becoming the guardians of cultural authenticity and proactive forces in value co-creation. To ensure the effective operation of this mechanism, it is imperative to establish regular platforms for negotiation and dialogue, innovative mechanisms for benefit distribution and incentives, a dynamic evaluation and feedback system, and to improve corresponding policies, regulations, and intellectual property protection systems. This research aims to provide a theoretical reference and practical guide for the protective development and sustainable growth of similar local characteristic cultural IPs in Foshan and across the nation.

KEYWORDS

Cultural IP; Living Inheritance; Industrial Synergy; Integration of Culture, Commerce, and Tourism; Multi-stakeholder Governance; Foshan Kung Fu; Lion Dance Culture

1. INTRODUCTION

In the new era, culture, as a vital force for the survival and development of a nation and its people, has assumed an increasingly prominent strategic position. General Secretary Xi Jinping has repeatedly emphasized that "cultural confidence is a more fundamental, profound, and enduring force," and the report of the 20th National Congress of the Communist Party of China explicitly proposed to "promote the deep integration of culture and tourism," pointing the way for the high-quality development of our country's cultural and tourism industries. Against this macroeconomic backdrop, the creative transformation and innovative development of local characteristic cultural intellectual property (hereinafter referred to as "Cultural IP"), which embodies profound historical heritage and unique spiritual identity, is not only an inherent requirement for inheriting excellent traditional Chinese culture but also a core engine driving regional economic and social transformation and upgrading, and enhancing urban cultural soft power.

Foshan, a national historical and cultural city and a core node in the Guangdong-Hong Kong-Macao Greater Bay Area, has nurtured the splendid Lingnan culture, represented by "Kung Fu" and "Lion Dance." Foshan Kung Fu, symbolized by masters like Ip Man, Wong Fei-hung, and Bruce Lee, has long transcended regional boundaries to become a global symbol of Chinese martial arts. The Foshan Lion Dance, as a national intangible cultural heritage, is not only a collection of festive folklore but also carries the spiritual totem of the Chinese nation's self-improvement and unity. These two major cultural IPs are deeply rooted in the urban fabric of Foshan and possess enormous potential for transformation into powerful industrial momentum. However, in the practical wave of integrating culture, commerce, and tourism, how to transform these valuable cultural resources from static "heritage" into dynamic, sustainable "living assets" and achieve the organic unity of their cultural, social, and economic values is a complex issue that urgently needs to be addressed.

Current academic research on Cultural IP and the integration of culture and tourism has accumulated rich results. Some studies focus on the brand building and marketing strategies of Cultural IP [1], exploring how to enhance its market appeal through storytelling, symbolization, and branding. Other studies focus on industrial model innovation in the integration of culture and tourism, such as "IP + Tourism" and "IP + Technology," analyzing the role of digital technology in expanding cultural consumption scenarios [2]. There are also studies from the perspective of cultural economics that explore the productive protection and market transformation paths of intangible cultural heritage [3]. However, existing research often tends towards single-dimensional instrumental analysis or simplifies the research subjects into a binary opposition framework of "government" and "market," lacking a systematic, in-depth discussion of the interaction, game, and collaborative governance mechanisms among multiple stakeholders within the complex ecosystem of Cultural IP development. Especially when dealing with the core tension between "living inheritance" and "industrial synergy," research often falls into the dilemma of "emphasizing protection over development" or "excessive commercialization."

The practice of integrating culture, commerce, and tourism for Foshan's "Kung Fu" and "Lion Dance" IP is a typical epitome of the aforementioned dilemma. On the one hand, rich cultural relics such as the Ancestral Temple, memorial halls, and inheritance bases provide physical carriers for integrated development. On the other hand, fragmented development, broken industrial chains, and the "symbolization" or even "trivialization" of cultural connotations are common phenomena. Cultural inheritors and communities, as the original holders of the culture, are often marginalized in terms of their right to speak and benefit from industrial development. Enterprises, in pursuit of short-term economic benefits, may neglect the maintenance of cultural authenticity. The government, in its macroeconomic regulation, also faces the challenge of balancing the public welfare nature of cultural undertakings with the market attributes of the cultural industry. This imbalance in the governance structure has directly led to the failure to fully release the value potential of Cultural IP, which even faces the risk of "hollowing out."

Therefore, the core question of this study is: In the process of Foshan's "Kung Fu" and "Lion Dance" characteristic IP empowering the integrated development of regional culture, commerce, and tourism, how can a multi-stakeholder governance mechanism be constructed that can effectively balance the two major goals of "living inheritance" and "industrial synergy"? This mechanism needs to clarify the role positioning, rights and responsibilities boundaries, and interaction logic of key actors such as the government, enterprises, and social communities, and design operational strategies to ensure their synergistic co-existence. This paper intends to use the multi-stakeholder governance theory as the core analytical framework, combined with the practical context of the development of Foshan's "Kung Fu" and "Lion Dance" IP. Through an in-depth analysis of the governance dilemma, it aims to systematically construct a governance model that is both theoretically forward-looking and practically operable, in order to provide useful intellectual support for promoting the sustainable development of Cultural IP in Foshan and throughout the country.

2. THEORETICAL FOUNDATIONS AND CONCEPTUAL DEFINITIONS

To conduct an in-depth study of the multi-stakeholder governance mechanism for Foshan's "Kung Fu" and "Lion Dance" IP empowering the integration of culture, commerce, and tourism, it is first necessary to sort out and define core concepts and related theories such as "living inheritance of Cultural IP," "industrial synergy," and "multi-stakeholder governance," so as to build a solid theoretical foundation for subsequent analysis.

2.1. Living Inheritance of Cultural IP: A Dynamic Development View Beyond Static Protection

"Living Inheritance" is a concept relative to "static protection," especially applicable to the field of intangible cultural heritage. Static protection tends to regard cultural heritage as solidified historical relics, emphasizing its originality and integrity, with protection methods mostly being museum-style collection, recording, and display. In contrast, living inheritance holds that the vitality of culture, especially intangible cultural heritage like Kung Fu and Lion Dance which are closely linked to human practice and community life, lies in continuous practice, application, and intergenerational transmission [4]. It acknowledges the adaptive changes of culture in the process of inheritance, emphasizes the importance of "people" as the core carriers of inheritance, and advocates for gaining new vitality by constantly being reinterpreted and recreated through integration with contemporary social life, while maintaining its core values and spiritual essence.

When "living inheritance" is combined with "Cultural IP," its connotation is further enriched. Cultural IP is not only a symbolic representation of cultural heritage but also an intangible asset that includes specific values, emotional connections, and narrative systems. Therefore, the core meaning of the living inheritance of Cultural IP lies in: First, the stability of the core, which means that the core spirit, technical essence, and historical context embodied in the Cultural IP must be adhered to, preventing it from being distorted or vulgarized in commercial development. This is the "root" and "soul" of inheritance. Second, the contemporaneity of form, which encourages the use of modern aesthetics, digital technology, and diverse media to innovate its expression, narrative, and communication channels, so that it can resonate emotionally and in terms of values with the contemporary public, especially the younger generation. Third, the sustainability of the ecosystem, which means that inheritance activities must be integrated into the daily life of the community and the economic and social development of the region, so that cultural inheritors can obtain a decent life and social respect through inheritance activities, thereby forming a sustainable, endogenous inheritance ecosystem. In short, the living inheritance of Cultural IP is a dialectical process of seeking a dynamic balance between adhering to cultural authenticity and embracing contemporary innovation.

2.2. Industrial Synergy Theory: Achieving "1+1+1>3" Value Co-creation

Industrial Synergy originates from synergy theory and refers to the way different industries form an organic whole of mutual correlation and promotion through resource sharing, functional complementarity, and element recombination, thereby generating a "synergistic effect" that exceeds the sum of the benefits of each industry developing independently. In the context of the integration of culture, commerce, and tourism, the industrial synergy theory provides a key perspective for us to understand how Foshan's "Kung Fu" and "Lion Dance" IP can empower regional development.

The three industries of culture, commerce, and tourism are inherently highly interconnected and complementary. Culture is the soul and core attraction of tourism, which can enhance the connotation and taste of tourism products; tourism is an important channel for cultural communication and the main way to realize its value, which can transform static cultural resources into dynamic economic benefits; and commerce provides consumption scenarios, service support, and value realization platforms for culture and tourism, and is the key link connecting cultural experience and economic circulation.

The industrial synergy of Foshan's "Kung Fu" and "Lion Dance" IP is specifically manifested in the following three levels: First, value chain synergy. With IP at the core, it extends upstream to the in-depth excavation, creative transformation, and derivative design of cultural content, midstream covers the development of tourism products (such as themed routes, festival events, and study tour bases), and downstream expands to diverse business formats such as commercial retail, catering and accommodation, and brand licensing. By breaking down industrial chain barriers, a closed loop of "content production - scene application - value transformation" is formed. Second, spatial synergy. The physical spaces that carry IP culture (such as the Ancestral Temple, Wong Fei-hung Memorial Hall) are integrated with commercial spaces (such as Lingnan Tiandi, shopping malls) and tourism spaces (such as Xiqiao Mountain, theme parks) in terms of planning and function, achieving seamless connection between cultural landmarks, commercial supporting facilities, and tourist experience, and forming a cluster effect. Third, element synergy. It promotes the free flow and optimal allocation of production factors such as cultural talents, commercial capital, tourism management, and digital technology among the industries of culture, commerce, and tourism, and stimulates innovation vitality through cross-border cooperation, giving rise to new products, new business formats, and new models. The ultimate goal of achieving industrial synergy is to build Foshan's "Kung Fu" and "Lion Dance" IP into a self-reinforcing ecosystem in which the prosperity of culture can attract more tourists, the consumption of tourists can in turn support the development of commerce, and the vitality of commerce can provide stronger economic support for the inheritance and innovation of culture [5].

2.3. Multi-stakeholder Governance Theory: From Power Games to Collaborative Governance

Multi-stakeholder Governance theory emerged in the field of public administration as a reflection on and transcendence of the traditional state-centric governance model. This theory holds that in dealing with complex public affairs, any single entity (whether government or market) has limitations in its capabilities and resources and cannot effectively solve problems independently. Therefore, it is necessary to construct a networked governance structure with the joint participation, equal consultation, and cooperative interaction of multiple stakeholders such as the government, the market (enterprises), and society (non-governmental organizations, communities, citizens, etc.) [6].

Applying the multi-stakeholder governance theory to the field of the integration of culture, commerce, and tourism for Foshan's "Kung Fu" and "Lion Dance" IP has strong explanatory and guiding significance. The protection and development of Cultural IP is essentially a complex affair with the dual attributes of a public good and a market product. It has numerous stakeholders with diverse demands. Relying solely on the administrative orders of the government or the market logic of enterprises is likely to lead to governance failure.

Within this theoretical framework, the roles and relationships of the three core stakeholders can be re-examined:

Government: As the representative of public interest and the maintainer of market order, the government plays a key role in the governance network in rule-making, macro-guidance, public service provision, and conflict of interest coordination. Its governance tools include policy planning, financial support, legal regulation, intellectual property protection, etc.

Enterprises: As the main participants in market economic activities, enterprises are the core driving force for the industrialization and marketization of Cultural IP. They possess advantages in capital, technology, management, and channels, and are responsible for transforming cultural resources into products and services with market competitiveness and realizing their economic value through commercial operations.

Social Communities: This is the most easily overlooked but crucial party. It includes cultural inheritors (such as martial arts masters, lion dance artists), industry associations, cultural research institutions, local community residents, and enthusiast communities. They are the original creators, living carriers, and ultimate arbiters of the authenticity of Cultural IP. In the governance network, they should have the right to participate in decision-making, express their demands, share benefits, and supervise development.

Therefore, the effective governance of Foshan's "Kung Fu" and "Lion Dance" IP inevitably requires a shift from a traditional, linear, top-down management model to a non-linear, networked, multi-center collaborative governance model. This model emphasizes not a zero-sum game of power, but the formation of a synergistic and co-existent relationship of converging goals, complementary advantages, shared risks, and shared benefits among multiple stakeholders by establishing effective communication, consultation, cooperation, and supervision mechanisms, ultimately achieving a win-win situation for the living inheritance of culture and the synergistic development of industries.

3. PRACTICAL DILEMMAS AND GOVERNANCE IMBALANCES IN THE INTEGRATED DEVELOPMENT OF CULTURE, COMMERCE, AND TOURISM FOR FOSHAN "KUNG FU" AND "LION DANCE" IP

Despite the unique cultural heritage and broad social recognition of Foshan's "Kung Fu" and "Lion Dance" IP, a series of deep-seated contradictions and problems have been exposed in its practical integration with culture, commerce, and tourism. On the surface, these problems relate to development models and industrial linkage, but their root cause lies in the absence and imbalance of a multi-stakeholder governance mechanism. This leads to conflicting action logics among the various parties, making it difficult to form a synergistic effect and severely weakening the comprehensive value of the cultural IP.

3.1. The Risk of Eroding Cultural Authenticity: "Symbolic Hollowing Out" under Excessive Commercialization

Driven by strong market logic, the one-sided pursuit of economic benefits often leads to the simplification, misinterpretation, or even alienation of the cultural IP's connotation, putting it at risk of "symbolic hollowing out." This means the cultural symbol becomes detached from its deep spiritual core, historical context, and technical system.

First, the "performance-ization" and "homogenization" of exhibitions. To cater to the viewing needs of tourists and the fast pace of consumption, many Kung Fu and Lion Dance performances have been choreographed into fast-food-style, visually stimulating stage shows. The martial ethics, offensive and defensive philosophies, and health wisdom embodied in traditional martial arts, as well as the complex narratives and allegories in the traditional Southern Lion's "cai qing" (plucking the greens)

ceremony, have been greatly simplified in standardized tourism products. The unique styles and inherited skills of different martial arts schools and lion dance troupes have been blurred, replaced by homogeneous performances lacking depth and distinctiveness. This makes the cultural experience superficial, difficult to touch people's hearts, let alone transmit spiritual values.

Second, the "spectacularization" and "low-quality" of derivative products. The market is flooded with a large number of derivative products related to "Kung Fu" and "Lion Dance," but the vast majority are limited to simple image licensing and symbol reproduction. For example, T-shirts and keychains printed with cartoon images of Wong Fei-hung and Ip Man, and crudely made miniature lion head models. These products lack creative design and in-depth translation of cultural connotations. They fail to integrate the craftsman spirit, aesthetic value, and cultural stories embodied by the IP into the products themselves, making them merely "souvenirs" of a visit. This makes it difficult to form a cultural and creative brand with lasting vitality and high added value. In the long run, this superficial use of cultural symbols will overdraw the IP's brand credibility.

The root cause of this erosion of cultural authenticity lies in the silence of the social community stakeholders in the governance mechanism. As the core carriers of the living inheritance of culture, martial arts inheritors, intangible cultural heritage artists, folklore experts, and others often lack sufficient voice in the decision-making chain of the IP's commercial development. For reasons of cost and efficiency, enterprises tend to adopt the most marketable development methods, and there is a lack of effective mechanisms to ensure that the opinions of cultural experts are fully respected and adopted. Government supervision is also sometimes focused on macro aspects such as safety and order, and is still insufficient in controlling the accuracy and quality of cultural connotations in commercial activities. An authoritative cultural authenticity certification and supervision system has not yet been established.

3.2. The Lack of an Industrial Linkage Mechanism: The "Island" Dilemma of Multiple Business Formats

The integration of culture, commerce, and tourism for Foshan's "Kung Fu" and "Lion Dance" IP should be an ecosystem in which multiple industries and links are closely coupled. However, in reality, it exhibits a significant "island" characteristic. There is a lack of effective linkage mechanisms between various business formats and links, making it impossible to share resources and difficult to transfer value.

First, the functional separation of cultural, tourism, and commercial spaces. The operational models of places that carry the core cultural value of the IP, such as the Ancestral Temple, various martial arts schools, and intangible cultural heritage inheritance bases, are mostly stuck in the traditional ticket economy or teaching and training, and lack organic functional integration with the surrounding commercial districts and tourism supporting facilities. After visiting the cultural venues, tourists find it difficult to find matching immersive consumption scenarios, such as themed catering, interactive experience halls, and high-quality cultural and creative flagship stores. Conversely, when commercial complexes hold related themed activities, they are mostly temporary marketing gimmicks and fail to establish long-term, in-depth content cooperation with cultural venues. This "neighborly but not integrated" spatial relationship leads to a disconnection between cultural experience and consumption activities, making it impossible to form a complete consumption closed loop.

Second, the disconnection and insufficient synergy of the industrial chain. The value chain with IP at its core has not been effectively constructed. The upstream cultural content research and creative transformation capabilities are weak, lacking the ability to continuously produce high-quality core content products such as stories, films and television, animation, and games. The midstream tourism product design is monotonous, mostly sightseeing and watching performances, and lacks in-depth participation in study tours and experiential tours. The downstream brand licensing and derivative product development present a pattern of being small, scattered, and chaotic, lacking unified planning,

professional operation, and strong channels. Enterprises in each link fight their own battles, with poor information flow and difficult cooperation, failing to form the synergistic advantages of an industrial cluster [7].

The lack of industrial linkage reflects that both the government's "guiding" role and the "synergistic" mechanism among enterprises need to be strengthened in the governance mechanism. At the government level, although some macro policies have been introduced, there is a lack of an integrated linkage promotion mechanism that can effectively coordinate different departments such as culture, broadcasting, tourism, and sports, commerce, and planning, as well as coordinate resources from different administrative divisions. The lack of cross-departmental and cross-regional synergistic planning and policy support has led to the fragmentation of resource allocation. At the market level, due to the lack of an authoritative and credible industry collaboration platform or the leadership of a leading enterprise, the cooperation barriers between small and medium-sized enterprises are high, and the trust costs are large, making it difficult to spontaneously form a stable industrial alliance and synergistic network.

3.3. The Ambiguity and Conflict of Stakeholder Rights and Responsibilities: The "Tragedy of the Commons" in the Cooperative Game

In an effective governance structure, the rights, responsibilities, and interests of each stakeholder should be clear and relatively balanced. However, in the development practice of Foshan's "Kung Fu" and "Lion Dance" IP, the boundaries of rights and responsibilities among stakeholders are blurred, and the benefit distribution mechanism is unfair. This often leads the cooperative game into the dilemma of the "tragedy of the commons," where each party tends to excessively extract short-term benefits from shared resources, while lacking the motivation for their long-term maintenance and cultivation.

First, the asymmetry of rights and responsibilities of cultural inheritors. Intangible cultural heritage inheritors, old martial arts masters, and others, as the "living dictionaries" of the cultural IP, bear the most core inheritance responsibilities. However, in industrial development, their rights and interests are often not fully protected. When their knowledge, skills, and portraits are used commercially, there is often a lack of standardized licensing contracts and reasonable benefit distribution. They are more often regarded as "cultural resources" rather than equal "partners," and their voice in project decision-making, brand management, and other aspects is minimal. This asymmetry of rights and responsibilities seriously dampens the enthusiasm of the inheritors and may even lead to the loss of core skills.

Second, the unclear boundary between government and market. In some projects, the government's intervention is too deep, acting as both "referee" and "player," directly participating in the operation of specific commercial projects. This may lead to problems such as low administrative efficiency and competition with the market for profits. In other areas, government supervision is lacking, especially in intellectual property protection, market access standards, and cultural content review, failing to provide a fair and transparent rule-based environment for the healthy development of the market. The relationship between government and market has not been clearly defined as a benign interaction between a "limited government" and an "effective market."

Third, the conflict between short-term interests and long-term development. Due to the lack of a top-level design and institutional arrangement that focuses on long-term development and coordinates the interests of all parties, enterprises and some participants are more inclined to pursue immediate economic returns. For example, quickly replicating popular IP images and holding short-term commercial activities. However, there is generally a lack of enthusiasm for investing in basic work that requires long-term investment and has a long return cycle, such as the systematic sorting out of cultural connotations, the continuous creation of high-quality content, and the cultivation of a梯队 of inheritors. This short-termism is actually constantly consuming the cultural capital of the IP and

poses a serious threat to its sustainable development. This governance imbalance highlights the extreme importance and urgency of constructing a multi-stakeholder governance mechanism with clear rights and responsibilities, compatible incentives, and a balance between fairness and efficiency.

4. CONSTRUCTION OF THE MULTI-STAKEHOLDER GOVERNANCE MECHANISM: LOGIC, RESPONSIBILITIES, AND PATHWAYS

Faced with the practical dilemmas in the integrated development of culture, commerce, and tourism for Foshan's "Kung Fu" and "Lion Dance" IP, it is necessary to transcend the limitations of traditional governance models and construct a new paradigm of multi-stakeholder governance with synergistic co-existence as its core concept, clear rights and responsibilities as its basic premise, and institutionalized cooperation as its operational path. The key to the construction of this mechanism lies in promoting the profound role transformation and functional repositioning of the three main stakeholders—government, enterprises, and social communities—and forming a benign interactive cooperative relationship on this basis.

4.1. The Role of Government: From "Leader" to "Guide" and "Regulator"

In the multi-stakeholder governance network, the role of the government is no longer that of an all-encompassing "omnipotent leader," but shifts to a more precise and efficient "guide," "regulator," and "service provider." Its core function is to create a macro environment conducive to the living inheritance of culture and the synergistic development of industries.

First, as a "planner of top-level design" and "guide of development direction." The primary responsibility of the government is to formulate forward-looking, systematic, and scientific development plans. This includes: clarifying the overall brand positioning and development vision of Foshan's "Kung Fu" and "Lion Dance" IP; delineating the core areas for cultural protection and the boundaries for development and utilization, and establishing the basic principle of "protection first, rational utilization"; coordinating the spatial layout of urban and rural planning, land use, and transportation construction with the integrated development of culture, commerce, and tourism, breaking down administrative barriers, and promoting the integration of regional resources. At the same time, the government should use industrial policies, financial funds (such as establishing a special fund for the development of the cultural industry), and tax incentives to guide social capital to invest in key areas such as basic research, content creation, and talent cultivation of cultural IP, rather than directly intervening in the commercial operation of specific projects.

Second, as a "builder of public service platforms" and "regulator of market order." The government should focus on building public service platforms to reduce the transaction costs of market entities. This includes: establishing an authoritative database of Foshan's "Kung Fu" and "Lion Dance" cultural resources and an IP licensing information platform to achieve information transparency; supporting the development of industry associations and other social organizations to formulate industry standards, and carry out training and qualification certification for practitioners; building an international cultural exchange and promotion platform, organizing high-level international competitions and cultural festivals to enhance the global influence of the IP. In terms of regulation, the core task of the government is to maintain a fair, just, and orderly market environment. The focus is on strengthening intellectual property protection, cracking down on infringement and piracy, and protecting the legitimate rights and interests of original creators [8]; establishing and improving a cultural content review and quality evaluation mechanism to prevent excessive commercialization from eroding cultural authenticity; and improving tourism market supervision to protect consumer rights and interests and maintain Foshan's good reputation as a tourist destination.

4.2. The Role of Enterprises: From "Developers" to "Innovators" and "Co-constructors"

Enterprises are the core engine of the industrialization of Cultural IP. However, under the new governance mechanism, their role must transform from that of a "resource developer" solely pursuing profit maximization to a "value innovator" with both market sensitivity and cultural reverence, and an "ecosystem co-creator" with social responsibility.

First, focusing on being a "value innovator of cultural translation." The core advantages of enterprises lie in their market insight, creative transformation ability, and capital operation efficiency. Enterprises should focus on how to use contemporary, market-oriented, and international language to deeply translate and innovatively express the cultural core of the "Kung Fu" and "Lion Dance" IP. This includes: investing in the development of high-quality core content products such as film and television, animation, games, and performing arts to build a rich and diverse IP content matrix; using digital technologies such as VR/AR and the metaverse to create immersive and interactive new scenes for cultural experience, breaking the limitations of time and space; deeply intervening in the design, production, and branding operation of derivative products, integrating cultural stories and craftsman spirit into product details, enhancing the cultural added value and aesthetic value of cultural and creative products, and shifting from "manufacturing souvenirs" to "creating a cultural lifestyle."

Second, acting as an "active co-creator of the industrial ecosystem." Leading enterprises should play a leading role in the industrial chain, and through strategic investment, project cooperation, and supply chain integration, drive the common development of small and medium-sized cultural and creative enterprises, design studios, and tourism service providers, forming an industrial cluster with complementary advantages and shared risks. At the same time, all enterprises participating in IP development must establish a strong sense of social responsibility and regard cultural inheritance as an intrinsic part of their development. This requires enterprises to proactively communicate with cultural inheritors, community representatives, and experts and scholars in the project planning stage, and establish a regular consultation mechanism; consciously accept social supervision and respect cultural traditions during operation; and actively give back to cultural inheritance and community development through reasonable licensing fees, sales commissions, and the establishment of cultural protection funds in benefit distribution, so as to achieve the unity of economic and social benefits.

4.3. The Role of Social Communities: From "Passive Inheritors" to "Active Participants" and "Supervisors"

Social communities, especially cultural inheritors and local communities, are the root of Cultural IP and the source of its vitality. In the multi-stakeholder governance mechanism, they must be transformed from passive, marginalized providers of "cultural resources" to active, core "value co-creators" and "cultural guardians."

First, as "authoritative interpreters of cultural authenticity" and "core participants in living inheritance." Cultural inheritors (martial arts masters, artists, etc.) have the most profound and authoritative understanding of the skills and cultural connotations of Kung Fu and Lion Dance. It is necessary to ensure, through institutional design, that they have a veto or key review power over the cultural content of major commercial development projects. They should be encouraged and supported to establish inheritor associations and other organizations to participate in the planning, development, and management of the IP with collective strength. At the same time, they should be supported to establish inheritance centers and studios, carry out apprenticeship and teaching, education and popularization activities, and explore the "inheritor +" model, that is, to encourage inheritors to cooperate across borders with designers, entrepreneurs, and artists to combine traditional skills with modern creativity, and develop new products and services that have both cultural heritage and market appeal, so that they can obtain decent economic returns and social dignity in the inheritance [9].

Second, as "direct expressers of community interests" and "effective supervisors of the development process." The local community is the soil where the Cultural IP grows. The integrated development of culture, commerce, and tourism directly affects the living environment and vital interests of the community residents. A community participation mechanism must be established to fully listen to and respect the opinions of the community residents in all aspects of project planning, construction, and operation. For example, by holding community hearings and establishing community councils, residents can participate in decisions related to community interests. More importantly, a community sharing mechanism should be explored, such as "community dividends" and "local employment priority," so that the community can directly benefit from the IP development, thereby transforming the community residents from possible "bystanders" or even "opponents" into "supporters" and "co-constructors" of the development. At the same time, the community and cultural communities should also play the role of supervisors, conducting social supervision over the business behaviors of enterprises and the regulatory effectiveness of the government, forming a bottom-up social force to maintain the health of the cultural ecosystem.

Through the role reshaping and functional synergy of the above three main stakeholders, a new paradigm of multi-stakeholder governance of "government guidance, market operation, social participation, and synergistic co-existence" is established. In this paradigm, the three main stakeholders are no longer game players that constrain each other, but play a role in their respective advantageous fields, and are jointly committed to the common goal of maximizing the cultural and industrial value of Foshan's "Kung Fu" and "Lion Dance" IP.

5. OPERATIONAL GUARANTEES AND COLLABORATIVE STRATEGIES FOR THE MULTI-STAKEHOLDER GOVERNANCE MECHANISM

The role positioning and division of rights and responsibilities at the theoretical level must be transformed into specific, operable operational mechanisms and collaborative strategies at the practical level to ensure that multi-stakeholder governance moves from an "ideal model" to "effective practice." Building a dynamic, open, and flexible operational guarantee system is the key to activating governance effectiveness, resolving potential conflicts, and achieving sustainable development.

5.1. Establishing a Regular Platform for Negotiation and Dialogue

Synergy among multiple stakeholders begins with effective communication and ends with consensus. Due to the different positions, demands, and levels of information held by each party, it is necessary to build an institutionalized, multi-level negotiation and dialogue platform to replace temporary, fragmented communication, and to transform potential conflicts into constructive cooperation.

Consider establishing a "Foshan 'Kung Fu' and 'Lion Dance' IP Culture, Commerce, and Tourism Integration Development Council." This council should be a non-statutory, non-permanent deliberative and coordinating body. Its membership should fully reflect diversity, including representatives from relevant functional departments of the municipal and district governments (culture, broadcasting, tourism, sports, commerce, planning, market supervision, etc.), heads of key enterprises, representatives of national and provincial intangible cultural heritage inheritors, heads of industry organizations such as the martial arts association and the lion dance association, experts and scholars from universities and research institutions, and representatives of local communities. The council would hold regular meetings to fully discuss core issues such as major plans, key projects, important policies, and benefit distribution principles for IP development, form consensus opinions, and provide important references for government decision-making and market actions.

Within the framework of the council, several professional committees can also be established according to specific topics, such as a "Cultural Authenticity Review Committee," led by inheritors and experts and scholars, responsible for the prior review of the cultural content of major commercial

development projects; and an "Industrial Development Promotion Committee," led by entrepreneurs and industry associations, responsible for studying market trends, promoting industrial cooperation, and formulating standards. Through this matrix-style platform structure, it can be ensured that voices from different levels can be heard, and professional issues can be discussed professionally, thereby improving the scientificity of decision-making and the synergy of execution.

5.2. Innovating Benefit Distribution and Incentive Mechanisms

Interest is the strongest bond connecting multiple stakeholders. A fair, reasonable, and long-term incentive-based benefit distribution mechanism is the cornerstone for maintaining the stability of the governance structure and stimulating the enthusiasm of all parties to participate [10]. The short-sighted practice of the past, where cultural inheritors and communities only received a one-time, symbolic compensation, must be abandoned. A new mechanism that reflects the principles of value co-creation and benefit sharing must be established.

First, promoting a standardized IP licensing and revenue-sharing model. The government, in conjunction with industry associations, should formulate and promote standardized IP licensing contract templates that clarify the scope of authorization, the term of use, quality control requirements, and the revenue-sharing ratio. A composite model of "basic licensing fee + floating commission on sales" should be explored. A portion of the proceeds should be directly distributed to the relevant cultural inheritors or their collective organizations; another portion should be injected into the aforementioned "Cultural Industry Development Special Fund" to support broader cultural protection, talent cultivation, academic research, and community cultural construction, achieving a virtuous circle of "sustaining culture with culture."

Second, exploring a "Cultural IP + Community" equity cooperation and local dividend model. For cultural and tourism projects that rely on specific community resources (such as the revitalization of historical districts, and the development of rural tourism), development enterprises can be guided to establish equity cooperation relationships with community collective economic organizations (or cooperatives formed by community residents). The community can use land, houses, and intangible assets such as cultural resources as equity to become a "shareholder" of the project and participate in dividends based on the annual operating conditions. This not only allows community residents to share in the development dividends in the long term and stably, but also fundamentally binds the fate of the community with the sustainable development of the IP, stimulating its endogenous motivation for protection and development.

5.3. Constructing a Dynamic Evaluation and Feedback System

An effective governance mechanism must have the ability to self-learn and adapt. To this end, a comprehensive dynamic evaluation and feedback system that goes beyond single economic indicators needs to be established to continuously track and scientifically evaluate the effectiveness of the integrated development of culture, commerce, and tourism, and to provide a basis for subsequent policy adjustments and strategic optimization.

This evaluation system should include three dimensions: cultural inheritance effectiveness, which mainly evaluates the vitality of the inheritance of the IP's core skills (such as the number and quality of apprentices), the breadth and depth of the dissemination of cultural connotations, and the public's recognition of cultural authenticity, which can be conducted through qualitative methods such as in-depth interviews, public opinion surveys, and online public opinion analysis; industrial development capacity, which evaluates the completeness of the IP-related industrial chain, the synergistic effect of the industrial cluster, the innovation level and market competitiveness of cultural and creative products, and the comprehensive contribution to the regional economy; and social integration breadth, which evaluates the project's contribution to local employment, the improvement of the quality of life

of community residents, the enhancement of community cultural identity, and the fairness of participation of different social groups.

The evaluation work can be entrusted to an independent third-party research institution to be carried out regularly. The evaluation results should be made public and serve as an important basis for the council's discussions and decisions, and for the government's policy adjustments. Through the closed-loop management of "evaluation-feedback-adjustment," it can be ensured that the governance mechanism can dynamically adapt to changes in the internal and external environment and always maintain its effectiveness and forward-looking nature.

5.4. Improving the Policy, Legal, and Intellectual Property Protection System

Institutional guarantees are the fundamental prerequisite for the smooth operation of the multi-stakeholder governance mechanism. The government must advance the construction of the governance system on the track of the rule of law and provide a stable, transparent, and predictable institutional environment for all participants.

On the one hand, strengthening the systematic protection of intellectual property. In addition to the traditional protection of copyrights and trademarks, paths for the holistic and specialized legal protection of traditional knowledge and folklore such as Foshan's "Kung Fu" and "Lion Dance" should be actively explored. This may involve promoting the formulation of local regulations to clarify their legal status as local public cultural resources, define their scope of protection, the subjects of rights, and the rules for commercial use. At the same time, it is necessary to establish an efficient and convenient intellectual property rights protection assistance mechanism to reduce the costs for cultural inheritors and small and medium-sized enterprises to protect their rights.

On the other hand, introducing precise supporting policies. The policy system should be more targeted and synergistic. For example, in terms of financial support, financial institutions should be encouraged to develop products such as intellectual property pledge financing and special loans for the cultural industry for asset-light cultural and creative enterprises. In terms of talent policy, high-level intangible cultural heritage inheritors and leading talents in the cultural and creative industry should be included in the local high-level talent support system to enjoy corresponding preferential treatment in housing, taxation, and children's education. In terms of land use policy, priority should be given to the supply of land for major cultural, commercial, and tourism integration projects that comply with the plan. Through the combined use of a "policy toolbox," obstacles to the synergistic governance of multiple stakeholders can be cleared and momentum can be injected.

6. CONCLUSION

Foshan's "Kung Fu" and "Lion Dance" IP, as brilliant pearls of excellent traditional Chinese culture in the land of Lingnan, their living inheritance and synergistic industrial development in contemporary society is a systematic project of profound significance. By analyzing the practical dilemmas faced by Foshan's "Kung Fu" and "Lion Dance" IP in empowering the integrated development of regional culture, commerce, and tourism, this study points out that their root cause lies in the imbalance of rights and responsibilities and the lack of a synergistic mechanism among multiple stakeholders under the traditional governance model. Relying solely on the administrative directives of the government or the spontaneous regulation of the market cannot effectively balance the inherent tension between the authenticity demands of cultural inheritance and the market-oriented logic of industrial development, and can easily lead to a situation of "cultural hollowing out" or "unsustainable development."

To this end, based on the multi-stakeholder governance theory, this study proposes the construction of a new governance paradigm of "government guidance, market operation, social participation, and synergistic co-existence." The core of this paradigm lies in promoting the profound role

transformation and functional synergy of the three main stakeholders. The government needs to shift from "omnipotent leadership" to "precise empowerment," focusing on top-level design, platform construction, and order regulation to create a favorable development environment for the market and society. Enterprises need to shift from "resource extraction" to "value co-creation," and shoulder the dual mission of cultural innovation and social responsibility while pursuing commercial success. And the long-marginalized social communities, especially cultural inheritors and local communities, must be empowered to become guardians of cultural authenticity, participants in industrial development, and direct beneficiaries.

To ensure that this governance mechanism moves from theory to practice, this paper further proposes four key operational guarantee strategies: establishing a regular platform for negotiation and dialogue to build consensus and resolve conflicts; innovating benefit distribution and incentive mechanisms to share the fruits of development and stimulate endogenous motivation; constructing a dynamic evaluation and feedback system to achieve scientific decision-making and continuous optimization; and improving the policy, legal, and intellectual property protection system to provide a solid institutional guarantee for the cooperation of all participants.

In summary, the future of Foshan's "Kung Fu" and "Lion Dance" IP lies not in choosing the single path of "inheritance" or "development," but in exploring a co-existent path of "inheriting in development, and innovating and developing in inheritance." The opening up of this path is highly dependent on a more intelligent, inclusive, and synergistic governance model. The multi-stakeholder governance mechanism constructed in this paper is a theoretical exploration of this model. Of course, the construction of any theoretical model is only a starting point. Its true vitality lies in the test of practice and continuous improvement. In the future, how to refine this governance framework into operable policies and executable projects in the specific context of Foshan, and to continuously adjust it in operation, will be a more arduous and valuable challenge. The conclusions of this study are expected to provide a useful reference for Foshan's practice, and also to provide a reference way of thinking and analytical framework for other regions in the country when dealing with similar issues of cultural IP protection and development.

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