

**HUE UNIVERSITY
SCHOOL OF HOSPITALITY AND TOURISM**



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**RESEARCH ON EXPLOITING FRENCH
ARCHITECTURAL HERITAGE FOR TOURISM
DEVELOPMENT IN HUE: RELEVANT
STAKEHOLDERS'S POINTS OF VIEW**

**Major: Tourism
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1. National library of Viet Nam
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PART I. INTRODUCTION

1. Research Background

In the context of increasing competition in the tourism market, strategic efforts to enhance the destination's attractiveness become one of the key factors determining the development of tourist destinations. In this regard, the cooperation of stakeholders plays a crucial role in the success or failure of destinations (Amoako et al., 2022). Predecessor studies also suggest that achieving sustainable goals in the development, management, and exploitation of French Architecture Heritage for Tourism Development (FAH-TD) values requires the participation and cooperation of all destination SLs, based on a reasonable governance mechanism that can establish a close and effective relationship between SLs, ensuring their involvement in the destination management process (Byrd, 2007; Kisić, 2014; Cruz, 2022; Ferreira et al., 2023; Nam & Thanh, 2024). Only when both market supply and demand are present is there an opportunity for the successful implementation of strategies and programs for heritage tourism development. From a practical perspective, the Imperial City of Hue during the French colonial period was planned and constructed methodically and scientifically (Dung, 2020). Notably, many French architectural works were built with diversity and richness in architectural styles, creating a valuable architectural heritage resource in Hue. These works not only did not 'infringe' on the beauty of the overall Hue architecture but can also be seen as a historical piece that adds to the unique charm of the Old Imperial City, which needs to be exploited for tourism development.

Based on these arguments, the dissertation "Research on Exploiting French Architectural Heritage for Tourism Development in Hue: relevant stakeholders' points of view" was chosen for execution. The research results are expected to contribute to and enrich the related research literature, as well as provide a scientific and practical basis for exploiting the values of French architectural heritage for tourism development in Hue as a heritage tourism city.

2. Research Objectives

The main research objective of the dissertation is to further refine the analytical research framework, clarifying the cooperation mechanisms and roles of stakeholders in exploiting heritage for tourism development. This will provide a scientific basis for heritage construction, leading to the proposal of strategies and solutions aimed at optimally exploiting and promoting this type of heritage tourism based on French Architectural Heritage values to serve the development of Hue city as a tourist destination.

3. Research Questions

This research aims to address several key questions as follows:

First, can an integrated model of heritage management and utilization be developed that both harmonizes the diverse concerns and interests of relevant stakeholders and ensures flexibility in decentralization and the distribution of

authority in heritage governance, in accordance with the specific characteristics of different heritage categories and particular management contexts?

Second, given that the heritage tourism market constitutes a fundamental element in heritage-based tourism development, how should this market be identified and classified in order to provide a scientific and rational foundation for formulating strategies for heritage tourism product development and marketing?

Third, what specific solutions and policy recommendations are required to strengthen the role of stakeholders in the management and sustainable utilization of French colonial architectural heritage for tourism development in Hue?

4. Research Subjects

4.1. Research Subject

The dissertation focuses on researching the cooperation model among stakeholders that impacts the process of exploiting French Architectural Heritage for Tourism Development in Hue.

4.2. Survey Subjects

The survey subjects are representatives of the Stakeholders involved in the exploitation of French Architectural Heritage for Tourism Development in Hue, consisting of four specific groups:

- Local Authorities
- Tourism Companies
- Local Residents
- Tourists

5. Research Scope

The dissertation focuses on clarifying the cooperation relationship among stakeholders and the fundamental factors impacting the performance of stakeholder roles in the management and exploitation of French Architectural Heritage in Hue

• Spatial Scope

The research focuses on the French Architectural Works located within Hue city.

Note on Administrative Boundaries: It should be noted that from January 1, 2025, Hue city will officially become a centrally-governed city, with its administrative boundaries encompassing the entire Thua Thien Hue province. However, the name "Hue city" used in the author's dissertation (pursuant to Decision No. 915/QĐ-ĐHH dated July 3, 2024, of the Director of Hue University) remains in place, referring to Hue as a city under Thua Thien Hue province (referring to its boundaries *prior* to January 1, 2025).

• Temporal Scope

The specialized topic focuses on researching the French Architectural Works present in Hue since 1884 onwards. The data sources utilized are drawn from relevant sources, ensuring reliability and scientific value. Primary

information and data were collected during the period from April 2024 to December 2024.

CHAPTER I. SCIENTIFIC BASIS OF HERITAGE EXPLOITATION IN TOURISM DEVELOPMENT

1.1. Some Basic Concepts

1.1.1. Heritage and Architectural Heritage

Heritage is a polysemous word, most of its meanings relating to its general interpretation as "that which is inherited from the past" (Herbert, 1995, p. 10). The term 'heritage' has been used in relation to the natural world, referring to mountains and rivers, buildings and monuments, art, and social customs and traditions. Heritage can also be understood as the activity of "illuminating the past to transmit them for current purposes" (Lowenthal, 1998, p. 15).

Architectural Heritage is formed based on the needs and functions of a city throughout its historical periods. Architectural heritage becomes a repository of culture and simultaneously reflects of the city's space (Shuyi et al., 2023).

1.1.2. Cultural tourism and cultural tourism motivations

1.1.2.1. Concept of Cultural Tourism

Geographically, cultural tourism encompasses both urban tourism, especially in historical or heritage cities, and rural tourism associated with the traditions, values, and lifestyles of indigenous communities, or destinations linked to industrial tourism, creative tourism, etc. (Graham, 2001; Timothy & Nyaupane, 2009; Farmaki, 2019a).

1.1.2.2. Cultural Tourism Motivations

Understanding the levels of learning motivation makes it possible to explore different degrees and dimensions of cultural tourism needs, thereby providing a foundation for diversifying experiential service packages. Discussions on the growth of the cultural tourism market and tourists' demand for cultural experiences have highlighted the importance of heritage tourism products developed from a customer-oriented perspective and based on value co-creation, while also emphasizing the need to pay due attention to the challenges of mass cultural tourism (Vong & Ung, 2012; García-Hernández et al., 2017; Richards, 2018).

1.1.3. Heritage Tourism and Heritage Tourism Motivations

1.1.3.1. Concept of Heritage Tourism

Heritage tourism is regarded as travel involving visits to historical sites and cultural places, participation in special events and festivals, sightseeing along streets with performances, or visits to museums (McKercher & du Cros, 2015). Research indicates that heritage tourism represents a form of engagement in a wide range of activities or experiences in which cultural space constitutes one of the key attractions. Participants in such experiences can therefore be understood as heritage tourists.

The scale of heritage tourism visitation may vary from a single building to a group of buildings, a streetscape, an area within a complex, an entire city or town, a region, or even what may be considered an entire country (Bob McKercher & Hilary du Cros, 2002).

1.1.3.2. Heritage Tourism Motivations

Based on the motivations that drive heritage tourism behavior, it can be argued that individuals hold different expectations regarding their travel experiences. This implies the existence of distinct customer segments and markets, in which some tourists seek entertainment, while others prioritize the educational value offered by heritage experiences (Soliman et al., 2023; Poria et al., 2006). Understanding these motivations can assist policymakers and practitioners in designing and developing appropriate tourism products, thereby effectively meeting the diverse needs of tourists.

1.1.4. Tourism Products and the Structure of Tourism Service Products

According to Kotler et al. (2006), tourism service products can be categorized into four levels:

Core product or core benefit.

Functional product.

Supporting/supplementary product.

Augmented or extended product.

1.1.5. Tourism Destination Product

According to Morrison (2013), there are two perspectives that define a tourism destination product: the way customers perceive the destination product and the destination product itself. From the latter perspective, the destination product is composed of both tangible and intangible elements. Aligning with this view, Morrison argues that “a destination product is a combination of the destination or the interaction of its elements. All elements must work together to create a satisfying experience for tourists, including five components: attractions and events, facilities, infrastructure, transportation, and hospitality” (Morrison, 2013, p. 156).

1.2. Management and Exploitation of Heritage in Tourism Development

1.2.1. Heritage Ownership

According to Vietnam’s Law on Cultural Heritage promulgated on June 29, 2001, by the National Assembly of the Socialist Republic of Vietnam (Law on Cultural Heritage of Vietnam, 2001), cultural heritage in Vietnam is characterized by multiple forms of ownership. In this system, the state plays a significant role in supporting communities and individuals in preserving and utilizing cultural heritage.

In principle, the creators of cultural heritage are its owners and are also those responsible for preserving and exploiting Vietnam’s cultural heritage assets. The state, through cultural management ministries and agencies as well as research

institutions, acts as a representative of these stakeholders in carrying out tasks related to inventorying heritage resources, conducting research and identification of heritage forms, and organizing the protection and sustainable utilization of cultural heritage resources.

1.2.2. Governance and management of heritage exploitation

1.2.2.1. Management in Heritage Exploitation

Heritage management is a multifaceted endeavor, and its success or failure hinges on the complex relationship between various factors that influence it, such as stakeholder participation, policy, finance, etc. These factors can be categorized as a combination of shortcomings in the government structure, the planning of administrative procedures, the legal framework followed by the government, and the budget allocated by the state, in addition to issues related to dealing with stakeholders, particularly the local community (Seile, 2025).

1.2.2.2. Governance of Heritage exploitation

Participatory heritage governance has become increasingly prominent in the fields of public policy and management. The foundation of participatory governance lies in prioritizing and promoting the direct involvement of citizens in public decision-making processes. The growing importance of participatory approaches aligns with the evolution of the governance concept within the contemporary public administration context (Bouckaert, 2017; Marafa et al., 2019; Ferreira et al., 2023).

The trans-temporal and trans-spatial nature of heritage renders it a tool for constructing shared norms and values within a community, and the identification of cultural heritage can therefore be regarded as a political act.

1.2.3. Types of Heritage Exploitation Management

These forms of governance operate on the perspective that heritage is not merely managed as a tangible asset, but also as a process of socio-cultural dynamics (Rhodes, 2007; Kisić, 2014; Rudenko & Polyvach, 2018; Seila et al., 2025). Accordingly, depending on the approach taken, there are suitable management forms, which can be broadly summarized into the following models:

- Heritage Value-Chain Model
- Governance Dimensions Model (Multi-Component Heritage Governance Model)
- Participatory and Polycentric Models
- Biocultural Heritage Frameworks

1.2.4. The relationship between heritage management and tourism development

In the process of heritage preservation, community participation, including cooperation among community members to achieve common goals, is necessary, improving the local community and pursuing individual interests (McCloskey et al., 2011).

1.3. Stakeholders in Heritage Exploitation for Tourism

1.3.1. Stakeholders in Tourism

Since Freeman's initial work on Stakeholders (SLs), SL theory has been incorporated into the business management literature (Clarkson 1995; Donaldson & Preston 1995; Jones 1995). Freeman (1984, p. 46) defined a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives." Other studies suggest that effective management and exploitation of heritage require efficient cooperation among all stakeholders (SLs): government, local community residents, tourists, inheritors, private tourism businesses, experts, and non-governmental organizations (NGOs) (Chen, 2022; Katielieva et al., 2020; Kim, Whitford, & Arcodia, 2019; Tan et al., 2018).

1.3.2. Roles of Stakeholders in Heritage Exploitation for Tourism Development

Local Authorities/Government: In the process of managing tourism development in general and exploiting heritage for tourism in particular, government agencies hold a crucial role as the primary entity responsible for establishing and maintaining cooperative efforts and relationships among the parties (Tam et al., 2024; Li, Y. et al., 2020; Li, J. et al., 2020). **Tourism and Related Businesses:** Tourism and service enterprises are the main entities involved in providing tourism products to the market, while also creating jobs and livelihood opportunities for the local community. According to Ramukumba (2014), tourism businesses have enabled disadvantaged entrepreneurs to find livelihoods and raise their standard of living.

Local Community: Community participation can be realized in various forms and levels, either by directly participating in the planning and strategy for conservation and promotion of heritage values, or through private enterprises operated by outsiders, enterprises operated by local entrepreneurs, community enterprises, joint ventures between the community and the private sector, and tourism planning bodies (Li et al., 2020; Nagarjuna, 2015).

Tourists: They experience heritage tourism products, gain more understanding of the destination's local culture and history, experience and provide feedback on heritage values, etc.. These are tourism activities through which tourists fulfil their role in the process of preserving and promoting heritage values. Additionally, tourists may purchase souvenirs, experience the destination's cuisine, sightsee, observe local life, etc. (Andrew et al., 2020).

1.3.3. Criteria for enhancing stakeholder collaboration

- Multi-stakeholder collaboration
- Improvement of training and incentive systems
- Promotion of stakeholder participation
- Strengthening the roles of stakeholders

1.3.4. Value Co-creation in Heritage Tourism Experience

Value Co-creation refers to the collaborative process in which both the service provider and the customer actively engage in the creation and enhancement of value through their interactions and engagement (Jeong & Kim, 2020).

1.4. Overview of Relevant Research Trends

1.4.1. International Research Trends

Research Group on Heritage Tourism..

Research Group on Stakeholder Relationships in Heritage Tourism

Research Group on Heritage Tourism linked to Sustainable Development

1.4.2. Trends in Domestic Studies

1.5. Research Gaps

- Most existing studies tend to focus on analyzing one or a few isolated aspects, hence lacking integrated research that comprehensively analyzes the multifaceted issues in the management and exploitation of French Architectural Heritage for Tourism Development (FAH-TD). Therefore, continuing research on a theoretical model or an integrated analytical framework, suitable for the complex and multifaceted nature of heritage exploitation and promotion issues for tourism development, is truly necessary.

- Further research is needed to clarify issues related to decentralization and delegation of authority, as well as rational and effective distribution of responsibilities to promote the sustainable and reasonable exploitation of FAH-TD.

- Reviewing existing tourism governance frameworks, it is evident that studies primarily focus on the relationship among stakeholders (SLs), while their roles, coordination, and shared responsibilities have not been fully discussed. Specifically, no research has clarified the benefits that can be achieved when SLs cooperate and leverage each other's strengths.

- There is a need for more empirical evidence examining the classification of the heritage tourism market, contributing to increasing general understanding as well as its application in destination marketing activities.

CHAPTER 2: RESEARCH AREA AND RESEARCH METHODS

2.1. RESEARCH AREA

2.1.1. Overview of the Tourism Situation in Hue

Known as a tourism destination rich in tourism resources and recognized as the festival city of Vietnam, Hue embodies eight World Heritage sites inscribed by UNESCO, thereby becoming an official member of the international heritage network. The project entitled “*Tourism and Tourism Service Development in Hue City for the Period 2025–2030, with a Vision to 2045*” emphasizes that “...with its cultural, historical, and natural landscape advantages, Hue possesses great potential to develop into a high-class urban area oriented

toward becoming a heritage city."

Hue is also one of the localities in Vietnam where the tourism sector has experienced stable growth, gradually asserting itself as a key economic pillar and a leading industry in the local economy.

2.1.2. Overview of French Architectural Heritage

Following the French attack and occupation of Thuan An, the gateway to the Imperial Capital of Hue, the Nguyen Dynasty signed the Harmand Treaty with France in 1883. The Mang Ca area became a concession in 1884 (Phuong, 2018). The French gradually established their rule by constructing numerous architectural works (Dam, 2001). Initially, the French built only a single building for the first French representative (who was not yet called the *Résident Supérieur*—Khâm sứ, but the *Légation*—Trụ sứ). France sent Mr. Rheinart des Essart to Hue along with a small staff (Xuan, 1996). He chose a favorable location right on the South bank of the Perfume River, opposite the Thuong Bac trading office, to build the legation. The legation was situated on a square plot of land, approximately 200m on each side. This was the first administrative agency on the South bank of the Perfume River, facing the Imperial Citadel of Hue. From here, systems of public offices, mansions, and streets continued to form (Dam, 2001).

2.1.3. The Process of Urban Expansion South of the Perfume River: The "Western" Quarter

According to Luong Lan Phuong's research: "From the location of the legation, the French expanded construction towards the South and West (An Cuu, Phu Cam, and Hue Station areas). By the end of the 19th century, the French had established an isolated architectural zone on the South bank of the Perfume River, opposite to the ancient urban area of the Nguyen Dynasty" (Phuong, 2018).

The map of Hue in 1885 shows that structures at the time were primarily concentrated on the North bank of the Perfume River, where the Hue Imperial Citadel was systematically planned and completed. On the other hand, the South bank of the Perfume River was almost devoid of clearly defined structures. The first structure on the South bank was the Residency Palace (Tòa Khâm sứ), built in 1876 (currently the location of Hue University of Education).

By 1964–1968, the urban structure of Hue on the South bank of the Perfume River had clearly taken shape. Several architectural works were newly constructed or expanded. An added Y-shaped building block was placed at the location of the former Residency Palace. Other architectural works were built or expanded. Several transport axes were established through the extension of certain roads, creating a complete transportation system, especially in the triangle area of Le Loi, Nguyen Hue, and Hung Vuong streets (Tung et al., 2021).

Over approximately 80 years (1875 – 1954), the French built a complete urban area in Hue on the South bank of the Perfume River. The "Western Quarter" (Khu

phố Tây)—a small urban model built in the new architectural style—existed in parallel with the traditional urban style for a long time. Over time, it evolved into an old quarter with a European architectural style (Phuong, 2018).

2.2. Research Process

2.2.1. Research case design

First, the selected case must clearly demonstrate the dynamic and complex nature of the heritage conservation–utilization process, thereby allowing for an in-depth investigation of the multidimensional interactions among conservation efforts, urban development, and the participation of diverse social actors.

Second, the research subject should function as an important resource for contemporary social development, even though its role may currently be diminishing or has not yet been fully acknowledged.

Within this context, Hue—a city that has been strongly institutionalized as a “heritage city,” where the Nguyen Dynasty heritage system holds a dominant position—offers a particularly suitable research setting.

Many French architectural structures in Hue today have been, and continue to be, subject to functional conversion, replacement, or interventions that prioritize short-term practical needs. This reality vividly reflects the tensions between conservation, heritage utilization, and urban development. The selection of this case is both opportunistic and pragmatic, as it aligns with available research resources, accessibility to the field, and the researcher’s existing social networks, thereby facilitating the collection of in-depth and multidimensional data.

Another important motivation for choosing French architectural heritage in Hue as the case study stems from the author’s personal attachment and family professional tradition in the heritage sector.

Furthermore, an academic experience in Paris more than five years ago marked a turning point in the author’s awareness of urban heritage. Paris, as a representative European heritage city, demonstrates how citizens can take pride in and actively sustain the presence of multiple layers of heritage within everyday urban life. This experience led the author to continuously question: Hue is also a heritage city and shares certain similarities in historical urban structure, yet why are some heritage layers—particularly French colonial architectural heritage—gradually being obscured and falling into neglect?

In this sense, French architectural heritage in Hue is selected as a typical case study through which to explain the mechanisms by which a heritage layer is formed, maintained, and valorized for tourism development, or conversely, diminished and forgotten as part of a fading heritage memory within the context of a contemporary heritage city.

2.2.2. Research Procedure

The study was conducted in Hue City and employed a mixed-methods approach with a rigorous eight-step research procedure.

First, the research problem was identified in order to clarify the objectives, scope, and overall approach of the study. Based on this, a literature review was carried out to systematize relevant previous studies, thereby identifying research gaps and establishing the theoretical foundation for the research.

Next, the research model was developed to guide the entire process of data collection and analysis. In parallel with this step, expert consultations and pilot interviews with relevant stakeholders were conducted to assess the suitability of the proposed model and to refine key concepts and measurement variables in accordance with the practical context.

After incorporating and synthesizing the feedback obtained, the in-depth interview guidelines and survey questionnaire were finalized to ensure clarity, comprehensiveness, and the ability to collect the necessary information. Subsequently, in-depth interviews and survey data collection were implemented according to the established research plan.

Finally, the collected data were systematically coded to support data processing, followed by data analysis and synthesis in order to generate research findings. These results serve as the basis for discussion as well as for proposing both scientific and practical implications.

2.2.3. Data Collection Methods

2.2.3.1. Secondary Data

Secondary data sources, policies, and historical documents related to French architectural heritage in Hue were collected from information sources of organizations, state agencies, historical researchers, and scholars in this field.

2.2.3.2. Primary Data

Qualitative Data CollectionTo achieve the objectives of this study, the primary research question is: How does the participation of the Management Board affect the exploitation of French heritage? Consequently, we adopted a qualitative research design proven across various contexts for theory building (Winn, 2001). Qualitative research is prioritized due to the exploratory nature of this study, offering an opportunity for an in-depth exploration of perceptions and experiences (Hennink et al., 2020) regarding French heritage and the role of the Management Board in heritage exploitation. We categorized the interviewees into two groups: Group 1: Managers and members of the local community living in Hue. Group 2: Travel companies and tourists (those who have visited or are currently visiting Hue).

- **Quantitative Data Collection**Primary data collection was conducted using structured questionnaires with two groups: travel companies and tourists (those currently traveling in Hue). Due to the specific characteristics and attributes required from participants to answer the research questions, we applied the snowball sampling technique (Hennink et al., 2020). Using this method, initial participants from the author's professional network were asked to recommend

potential participants who met the eligibility criteria and might be interested in providing useful information about their stakeholder management experiences.

2.2.4. Data Analysis Method

2.2.4.1. Qualitative Data – Thematic Analysis

Thematic analysis, a form of qualitative coding analysis, was applied. It facilitates the development of deeper-level themes compared to mere surface-level codes (Bryman, 2012) and allows researchers to immerse themselves in the data to discover truly emerging themes, rather than reflecting the researchers' own beliefs (Fielding & Warnes, 2009; Matthew & Sutton, 2011).

2.2.4.2. Quantitative Data Analysis:

Descriptive statistical analysis was primarily employed to process and analyze the survey data, including frequency distributions, percentages, and mean values.

One-way Analysis of Variance (ANOVA), along with cross-tabulation analysis and corresponding statistical tests (such as the T-test and Chi-square test), was used to compare evaluation opinions across different respondent groups based on specific classification criteria. All data were processed using SPSS software version 28.0.

The hypotheses for statistical testing were formulated as follows:

H0: $\alpha_1 = \alpha_2 = \dots = \alpha_n$ (there is no statistically significant difference among the groups)

H1: At least one group differs statistically ($\alpha_1 \neq \alpha_2 \neq \dots \neq \alpha_n$)

When the p-value is greater than 0.05, the null hypothesis (H0) is accepted, indicating that there is no statistically significant difference among the groups. Conversely, if the significance level (sig.) is less than or equal to 0.05, H0 is rejected and H1 is accepted, meaning that a statistically significant difference exists among the groups.

However, the basic ANOVA results only indicate whether differences exist between groups, without specifying which groups differ and in what way. Therefore, to clarify these detailed differences, post hoc ANOVA tests were conducted using the Bonferroni correction method to compare group differences.

Pre-condition testing for ANOVA was also applied. Before conducting ANOVA, Levene's test was used to examine the homogeneity of variances across groups. If the assumption of equal variances was satisfied, the standard ANOVA procedure was employed. In cases where variances were not homogeneous, Welch's test and the Games–Howell post hoc test were applied as alternative methods to examine group differences, thereby providing deeper insights into the research questions.

2.3. Proposed Management Model for Heritage Exploitation in Tourism Development

2.3.1. Underlying Theoretical Frameworks

- Stakeholder Theory
- Collective Memory Theory

2.3.2. *Proposed Analytical Framework for Heritage Exploitation in Tourism Development*

The proposed framework identifies four key stakeholder groups involved in the management and exploitation of heritage for tourism:

- First, local authorities
- Second, tourism enterprises
- Third, the local community
- Finally, tourists

CHAPTER 3: RESEARCH FINDINGS

3.1. The Current State of Stakeholder Cooperation in Managing and Exploiting French Colonial Architectural Heritage in Hue

3.1.1. *Stakeholders' Awareness and Perceptions of Hue Heritage and French Architectural Heritage*

To determine stakeholders' (SLs) perceptions of French Architectural Works (FAW), interviewees were asked about their views and awareness of Hue heritage and the FAW. A surprising initial finding was the perception of Hue heritage. When asked what first came to mind about Hue heritage, all respondents across all interviewed groups replied that the first image they thought of was the Nguyen Dynasty architectural works.

3.1.2. *Current Status of Management and Exploitation of French Architectural Heritage Works in Tourism Development*

In the case of French Architectural Heritage in Hue, with the exception of three structures—Quoc Hoc High School, Hue Industrial College, and Van Nien Water Plant—which are classified as historical relics and are currently managed by the Department of Culture and Sports, all other structures currently lack a specific responsible management agency.

Facing the risk of many valuable French architectural works being damaged and having their functions changed over time, the Provincial People's Committee of Thua Thien Hue issued Official Letter No. 862/UBND-XD regarding the inventory of remaining French architectural works in Hue city. The Department of Construction subsequently issued Official Letter No. 342/SXD-PTDT&HTKT, requesting the agency in charge of managing and using French architectural works to specifically report on related contents concerning the structures under their management (CV 342/SXD-PTDT&HTKT).

3.1.3. *Existing Issues Regarding Stakeholder Participation in the Exploitation of French Architectural Heritage for Tourism Development*

3.1.3.1. *Differences in the Concerns and Objectives of Stakeholders Regarding the Exploitation of French Architectural Heritage*

The variation of objectives and interests of stakeholders is reflected through three preferences for the development of this urban heritage: redevelopment, functional adaptation, and conservation. Given the current degraded status of the French Architectural Heritage (FAH), as well as the change of its usage, a long-term plan dedicated to conservation is necessary.

3.1.3.2. Factors Influencing Stakeholder Collaboration

Overall, the study found that establishing effective collaboration between Management Boards and heritage tourism is recognized by the boards as a crucial priority. A lack of cooperation not only undermines collaboration and the development of sustainable ecotourism but also contributes to various other challenges in sustainable heritage tourism development, such as stakeholder engagement, leadership, coordination, and empowerment (Cole, 1999; Honey, 2008; Moscardo, 2008; Stronza & Gordillo, 2008; Timothy, 1999; Tosun & Timothy, 2003).

3.1.4. Role of Stakeholders in the Exploitation of French Architectural Heritage

Currently, the involvement of stakeholders is limited to putting policies for conserving FAH that are recognized as relics or having some basic legal actions such as developing the master plan along the Perfume River and compiling a list of some prominent FAW present in Thua Thien Hue province. However, there are currently no specific overall decisions or comprehensive actions regarding this heritage. Tourists and residents alike express their limited understanding of and current participation in the management and exploitation of this heritage.

In contrast to the practical reality of SL participation in the exploitation of FAW, the question regarding the role of each party when putting FAH into exploitation and management was posed. Regarding the question focusing on assessing the research participants' understanding of the concept of attracting SL roles, key themes emerged: contribution to the local economy, respect and protection of heritage, heritage promotion, heritage products, and resource allocation, as shown in (Figure 3.3). The participants' knowledge of this concept indicates they understand their roles. Most participants described the involvement of stakeholders, including local authorities, tourism companies, tourists, and the local resident community, as important.

3.2. Market Demand for Tourism Products Associated with French Architectural Heritage

3.2.1. Basic Information on the Survey Sample

The tourist survey was conducted using a questionnaire for direct interviews with both international and domestic tourists visiting the selected relics mentioned above, between August 2024 and February 2025.

Using a convenience sampling method, 270 questionnaires were distributed, resulting in 259 valid and usable responses. Descriptive statistical analysis and statistical hypothesis testing methods were then used to summarize

the basic characteristics of the survey sample and analyze tourist demand for FAH Products when integrated into tourism activities. At the same time, tests for differences between tourist groups based on various classification criteria were conducted to further clarify the factors influencing tourist demand, thereby proposing specific solutions for exploiting FAH in tourism development in Hue.

On the part of the residents, interviewees view the function of the French Architectural Heritage (FAH) works as an urban space with the ability to transmit urban vitality and generate economic benefits. They lean towards the perspective that urban space is dynamic rather than static. One participant also emphasized that tourist participation and experience are key factors for the development of FAH, and their main role is to promote and communicate about the heritage to enhance the tourist experience.

3.2.2. Market Demand for Tourism Products Associated with French Architectural Heritage

Analyzing motivations to visit heritages, and subsequently identifying and classifying heritage tourists, will provide useful information for product design. This information indicates positive signals for the heritage tourism market in Hue generally, as well as specific opportunities for exploiting the values of FAH in Hue's tourism development.

However, the proportion of tourists visiting Hue with general heritage tourism motivations is also quite high: merely stating "just wanted to know" (22.0% of respondents), and "checking-in/taking photos of the relics" (21.2%). Statistical testing also showed a difference between international and domestic tourists regarding their motivation for visiting Hue's heritage ($\$Pearson \setminus \chi^2 \setminus$ 2-tailed = 0.002).

This information can be explained from both the supply and demand sides. On the supply side, there are issues related to the inadequate awareness and attention given to FAH in Hue in relation to Hue's overall heritage, destination product development policies, and the product strategies of travel businesses, and consequently, promotional strategies. These issues can also explain the currently limited level of awareness and, as a result, the demand of a segment of the market for tourism products associated with the FAH in Hue.

3.3. Tourist Assessment of Prominent French Architectural Heritage Sites in Hue

The survey results regarding tourists' awareness and assessment of prominent FAH in Hue show that all 10 listed prominent heritage sites were assessed by tourists as attractive, with a Mean Value (MV) of 3.95 or higher. Among them, Quoc Hoc High School was rated the highest by tourists. This was followed by the relics: Phanxico Church, Quoc Hoc Stele, and Diem Phung Thi Museum.

3.4. The current status of the exploitation of French architectural heritage in Hue

3.4.1. Market characteristics and main products of the travel companies participating in the survey

In this study, the data showed that the majority of travel companies focused their operations mainly on the domestic market, accounting for up to 57.7%.

For the international market, the area most prioritized for exploitation by travel companies was Southeast Asia, with a proportion of 26.6%. This region benefits from geographical proximity, cultural similarity, and low travel costs, aligning with the companies' expansion strategies. The European tourist market was considered a market that is still less focused on exploitation, accounting for 22.63%. This presents an opportunity to develop FAH tourism products in Hue to diversify offerings for these companies, helping to strengthen the market share in this region. Finally, markets such as North and Northeast Asia, the US-Canada, and Australia-New Zealand have lower proportions (from 11.6% to 15.13%) but are still exploited by some travel companies.

3.4.2 Travel Companies' Assessment of the Potential of French Architectural Heritage for Tourism Development

3.4.2.1 Travel Companies' Assessment of the Potential of French Architectural Heritage for Tourism Development

It can be seen that the development of tourism products based on FAH needs a comprehensive approach, focusing not only on exploiting destinations that already have appeal, such as Quoc Hoc High School and Phanxico Church, but also having a strategy to promote and raise awareness of lesser-known heritage sites. The harmonious combination of preserving cultural-historical value and innovative creativity in tourism products and services will contribute to promoting sustainable tourism development while preserving the valuable cultural identity of the FAH.

3.4.2.2. Travel Companies' Assessment of the Potential of French Architectural Heritage for Tourism Development

Overall, the survey results clearly reflect the high appreciation for cultural, historical, and architectural values within FAH tours. They also show a growing interest in applying digital technology to enhance the visitor experience in Hue.

When developing a tourism product, besides tour length and affordability, a very important factor is supplementary services to diversify the tourist experience. For FAH products in Hue, according to survey data:

The survey data indicates that supplementary services play a very important role in enhancing customer experience when participating in FAH tours. Specifically, the service "Interpretation narration upon request" had the highest average score ($\text{MV} = 3.83$), with 83.3% of participants rating this service as "Important". This reflects the high demand from customers for a deeper and clearer understanding of architectural and historical values through detailed explanations tailored to individual request.

The service "On-site tour guides" also received the rating as a quite

important factor in tours connecting FAH sites, with an average score of 3.71, of which 70.8% rated it as "Important". This shows the indispensable role of direct guides at the attractions in giving customers a more visual, lively, and fully informative experience.

3.4.2.3. Proposed Tour Length and Price for French Architectural Heritage

Data on proposed tour length shows a clear difference in preference between the two customer groups: tourists and businesses. Tourists tend to favor tours of moderate duration, especially the 1-day tour with a rate of 37.1%, followed by the 2-day tour (29.3%) and the tour longer than 2 days (18.9%). This reflects the tourists' demand for a rich experience within a reasonable timeframe, sufficient for exploration but not too long to cause fatigue. In contrast, businesses show diversity in tour duration, with 33.3% choosing the 2-day tour and 29.2% choosing the half-day tour, while only 20.8% selected the 1-day tour. Tours longer than 2 days received less interest from both groups, although tourists still tended to choose them more often than businesses. Overall, this difference indicates that tour design needs to be flexible, based on the characteristics and needs of each customer segment, to increase options for tourists to choose their experience.

CHAPTER 4: DISCUSSION OF RESEARCH FINDINGS, POLICY RECOMMENDATIONS, AND PROPOSED SOLUTIONS

4.1. Discussion of Research Findings

4.1.1. Cooperation Among Stakeholders in the Heritage Exploitation Process

First, the management and exploitation of urban heritage through collaborative processes require joint identification and/or definition of the heritage. This process must create opportunities for stakeholders to identify and understand the heritage values.

Second, the heritage management process needs to consider the relationships between stakeholders. The research results demonstrated a lack of participation mechanisms among stakeholders in the management of French Architectural Heritage (FAH) in Hue. Collaborative management and exploitation of urban heritage must consider the prevailing power relations that may hinder the participation and increase tensions among stakeholders. The findings of this study demonstrate the power imbalance among stakeholders in heritage management.

4.1.2. Issues of Management and Conservation of French Architectural Heritage

Through surveys and interviews, many FAH sites are facing the risk of decline or abandonment for various objective and subjective reasons. According to Steinberg (1996), the desire for modernization leads many to believe that only new and modern structures have value. There are three main stakeholder groups

in heritage management: the public sector (planners and decision-makers), the private sector (owners, developers, investors), and the community (professional organizations, volunteers, academia, NGOs, media) (Amar, 2017). However, in the case of FAH, it appears to be falling outside this management process. From a heritage management perspective, there is still a lack of research providing a positive basis for the conservation process of FAH. The core policy is Vietnam's Law on Cultural Heritage (2024), with the principles of prioritizing protection, focusing on emergency rescue, rational use, and tight management.

4.1.3. Classification of Heritage Tourists

The application of McKercher and du Cros's five-group classification model of cultural tourists to the context of FAH in Hue shows that this resource has the potential to meet the diverse needs of different visitor segments, which are differentiated by the centrality of cultural motivation in their travel decisions and the depth of experience they seek.

- For the purposeful cultural tourists group, FAW serves as the primary motivation for their visit to Hue; therefore, they require in-depth products on colonial history, the urban modernization process, and the architectural-artistic values of each structure.

- Conversely, the sightseeing cultural tourists group, while appreciating the cultural value of FAW, often engage at a shallow and visual level only, mainly through visiting, taking photos, or easily accessible experiences.

This diversity emphasizes the requirement for developing differentiated tourism products based on the depth of experience, ranging from specialized tours for purposeful guests, to lively, visual, and easily accessible interpretation products for less interested guests. At the same time, the analysis results show the crucial role of a quality interpretation system and compelling storytelling methods in "transforming" a portion of casual tourists into the group seeking deeper experiences. This suggests that enhancing the quality of conservation interpretation and experience design will be key to optimizing the exploitation value of French Architectural Heritage (FAH) in Hue, while expanding the accessibility of this type of tourism to various visitor segments.

4.2. Implications and Policy Recommendations to Enhance Stakeholder Collaboration in Heritage Tourism Exploitation

4.2.1. Development Orientations and Objectives for Tourism in Hue

4.2.1.1. Guiding Principles

The tourism development orientation of Hue City is established based on the principle of closely integrating socio-economic development with the conservation and promotion of heritage values.

4.2.1.2. Objectives for Destination Product Development in Hue City

- Hue's tourism product development strategy focuses on building a heritage-centered tourism ecosystem that reflects the city's former imperial identity.

4.2.1.3. Mechanisms to Encourage and Attract Investment Capital for the Development of Hue's Tourism Destination Products

To ensure sufficient resources, Hue emphasizes improving the legal framework, administrative reforms, and a transparent and competitive investment environment, while strengthening public-private partnerships (PPP) in infrastructure development, heritage conservation, and key tourism sites. The city also encourages the socialization of resources through greater participation of communities and businesses, aiming for sustainable tourism development that balances heritage preservation with economic growth.

4.2.2. Improving Mechanisms, Policies, and the Legal Framework to Support the Utilization of French Architectural Heritage (FAH)

4.2.2.1. Establishing a Conservation and Restoration Inventory of French Architectural Works

- Developing a conservation and restoration list of French architectural structures
- Establishing associations or dedicated management bodies for French architectural heritage

4.2.2.2. Enhancing Comprehensive Master Plans for Heritage Tourism Development Linked to French Architectural Heritage Sites

- Ensuring utilization is closely integrated with conservation, considering FAH as a key asset for all tourism-related activities
- Planning and exploitation of FAH should be developed through an interdisciplinary approach
- Developing specific strategies and procedures aligned with sustainable development goals

4.2.2.3. Digitalizing Heritage Tourism Resources in General, and French Architectural Heritage in Hue in Particular

- Building a centralized digital database to provide local interdisciplinary management agencies with effective tools for cooperation, monitoring, and assessment of heritage conditions and tourism resources
- Managing visitor flows and reducing peak-season overcrowding through data-driven systems
- Digitalization enhances access to information and supports the application of smart tourism products

4.2.3. Solutions for strengthening stakeholder linkages in the management and exploitation of French architectural heritage

4.2.3.1. Establish partnerships among relevant management authorities stakeholder

4.2.3.2. Establish associations or dedicated bodies for the management of French architectural heritage

4.2.3.3. Ensure fair benefit distribution and promote the participation of local communities

4.2.3.4. Recognize tourists as legitimate stakeholders

4.2.4. Solutions related to the development of French architectural heritage products

4.2.4.1. Solutions related to the development of heritage tourism products

4.2.4.2. A strategy combining on-site experiences with digital transformation

4.2.4.3. Solutions for designing product duration and pricing policies for French architectural heritage tourism products

4.2.4.4. Emphasize improving interpretation and storytelling for products based on French architectural heritage

4.2.4.5. Marketing strategies and destination image enhancement

PART III. CONCLUSION AND RECOMMENDATIONS

1. Conclude

From a theoretical perspective, first, the study indicates that governance decentralization, managerial capacity, and accountability mechanisms among relevant actors play a decisive role in determining the success or failure of heritage management and exploitation systems. A lack of centralized coordination has resulted in fragmented and inconsistent decision-making regarding conservation, management, and utilization. The application of stakeholder theory in this research highlights the necessity of expanding and adopting appropriate governance models across different management contexts in order to conduct in-depth analyses of specific cases. This approach not only helps clarify the distribution of authority and the roles of stakeholders in heritage governance, but also provides a foundation for proposing improvements to management models in the future.

The study confirms that the development of heritage tourism products cannot be separated from an analysis of market demand. In the context of rapidly changing tourism needs, examining potential markets becomes essential for accurately identifying target customer groups, cultural consumption trends, cultural tourist segments, and willingness to pay for French architectural heritage tourism products (DSP). However, heritage tourism, as a form of cultural tourism, possesses distinctive characteristics that require an appropriate segmentation approach in order to effectively identify and classify market needs. Recognizing these specific issues in cultural tourism demand analysis, and integrating different market segmentation perspectives, this study adopts a cultural tourism market segmentation method based on levels of learning and exploratory motivation. The findings provide additional evidence supporting this segmentation approach and offer a basis for stakeholders to shape sustainable market strategies aligned with the expectations of different visitor groups.

Finally, the study emphasizes the significance of adopting a multi-actor governance model grounded in a service-dominant logic and value co-creation perspective in the process of utilizing heritage for tourism development

From a practical perspective, in the context where many values of French architectural heritage (DSP) in Hue are gradually fading and being transformed in terms of functional use, the study sheds light on the current limited awareness and level of concern among stakeholders. Drawing on collective memory theory, this decline is shown to stem not only from the passage of time but also from the absence of a sufficiently strong communication and community education strategy capable of reviving the true value of heritage. Therefore, one key contribution of this research lies in emphasizing the role of awareness-raising mechanisms as a prerequisite for effective and sustainable conservation and utilization practices.

2. Novel Contributions of the Dissertation

Theoretical Contributions

Recognizing the complexity and multidimensional nature of this issue, the present study proposes an integrated management and utilization model for tourism development heritage. This model aims to generate synergy through stakeholder linkages and collaboration, grounded in transparency regarding coordination, responsibilities, and benefit-sharing among stakeholders. The study therefore contributes to establishing a basis for identifying and analyzing emerging problems and conflicts in stakeholder cooperation across different contexts, thereby supporting the refinement of heritage management and utilization models at various levels and scopes of heritage governance, particularly in developing-country settings.

Second, most previous studies on the management and exploitation of tourism development heritage have relied primarily on qualitative research techniques to synthesize and evaluate management-related issues. These studies have mainly drawn upon document review and field observation, often reflecting subjective researcher perspectives and separating findings into thematic categories, while lacking analytical approaches and techniques that capture the network-based interactive nature of stakeholder relationships.

In contrast, this study adopts an appropriate combination of qualitative and quantitative methods in order to obtain multidimensional information and analyze stakeholder interactions in an interconnected manner. Consequently, the research provides meaningful methodological evidence and serves as a valuable reference for future studies in this field.

Third, consistent with the general view regarding cultural tourism markets and the difficulties in identifying, exploiting, and developing these markets (Nguyen & Cheung, 2013; Du Cros & McKercher, 2015; Timothy, 2018; Cerquetti & Romagnoli, 2022), the dissertation affirms the essential need to classify cultural tourist markets in general, and heritage tourist markets in

particular. Such classification provides a basis for identifying heritage tourism market segments according to different motivational groups, thereby supporting the scientific and rational formulation and implementation of marketing strategies and activities.

This segmentation not only helps clarify the relationship between cultural tourism motivations and tourists' experiences at heritage destinations, but also offers empirical evidence that enhances market understanding and guides the development of marketing strategies. This represents an underexplored research gap within the broader literature on cultural tourism development.

Practical Contributions

First, given that the exploitation of heritage assets for tourism development (heritage tourism development) is inherently multidimensional and characterized by interactive relationships, clearly identifying the leading roles of stakeholders in management, utilization, and use is critically important. In practice, if attention is limited solely to management and conservation, governance functions are relatively clear in terms of responsible actors and management objects, making it easier to identify and address heritage-related challenges.

However, within the context of utilizing and promoting heritage values for tourism development, issues become far more complex due to the involvement of multiple stakeholders with differing, and sometimes conflicting, objectives. Therefore, the management model proposed in this study provides an integrated analytical framework for examining problems, opportunities, and challenges in the utilization of tourism development heritage, thereby helping to reduce governance gaps and multi-stakeholder pressures in heritage management and exploitation.

Second, this dissertation can be considered the first systematic study on the utilization of French architectural heritage tourism products French heritage in Hue, particularly through an analytical approach that incorporates both the supply side (government with its decentralized management system, businesses, and local communities) and the demand side (tourist needs). The findings provide a scientific database that can assist policymakers, managers, and enterprises in developing, embedding, and integrating appropriate DSP utilization programs and plans into Hue's tourism destination development strategies.

This contribution is especially significant in the context of Hue's ongoing efforts to realize its strategic vision of preserving and promoting Hue's cultural, heritage, ecological, and identity characteristics, worthy of the titles of ASEAN Cultural City, National Green City, and ASEAN Clean Tourism City.

Third, the research findings serve as a valuable reference source for travel enterprises and stakeholders in developing tourism products that diversify both visitor choices and tourism experiences. This contributes to achieving key objectives

such as increasing length of stay, tourist expenditure, enhanced visitor experiences, and overall satisfaction among tourists visiting Hue.

3.Limitations of the Dissertation and Directions for Future Research

First, in terms of methodology, this study adopted a typical case study approach within qualitative research. A case study is particularly appropriate when a researcher seeks an in-depth understanding of a contemporary phenomenon within its real-life context. For this reason, the case study approach has been widely applied in many fields, especially tourism, heritage governance, planning, and socio-cultural development. However, this dissertation focuses only on French architectural heritage in Hue and does not extend to a comparative examination of governance models in other destinations.

Second, another limitation concerns the survey sample structure, in which students accounted for a higher proportion than other occupational groups. This imbalance may to some extent have influenced respondents' perceptions, particularly regarding experiential value and willingness to pay for tourism products.

Third, the proposed management model was developed based on a specific research context, namely the utilization of French architectural heritage for tourism development in Hue. Therefore, applying this model to other research contexts that differ in heritage governance structures and decentralization conditions across various levels and scales requires careful consideration in order to avoid overgeneralization or unwarranted extrapolation. In other words, the model proposed in this study provides a foundation for subsequent research in this field. Several key directions can be summarized as follows.

First, the model can be applied to analyze the current status of heritage utilization for tourism development in other localities or countries with similar contexts. This would provide additional empirical evidence to support the generalization of the multi-actor governance model in heritage-based tourism development.

Second, based on this model, future studies may conduct comparative analyses and further refine heritage governance models across different contexts.

Third, given the methodological and sample-size limitations resulting from constrained research resources, future research with larger samples and more diverse respondent groups could provide more robust evidence to confirm, strengthen, or extend the study's findings.

Finally, because the utilization of French architectural heritage for tourism development in Hue remains at an early stage, there has not yet been sufficient information to apply more comprehensive and multidimensional techniques for analyzing stakeholder collaboration networks, such as Social Network Analysis (SNA). Therefore, in destinations where heritage utilization for tourism development is more established and mature, the application of such techniques could better clarify the extent, roles, and influence of specific stakeholders. This

would, in turn, provide a more comprehensive understanding of multi-actor governance in heritage utilization for tourism development.

LIST OF RESEARCH WORKS

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2. Nguyen Vu Quynh Thi (2025). Lessons Learned in Developing Heritage Tourism Products: A Case Study of French Architecture in Hue. *Journal of Economics and Forecasting*, 15, 1859 – 4972
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