

From 'Cultural Origin' to 'Spatial Landing': The Construction and Model Innovation of the Integrated Culture-Commerce-Tourism Value Chain for Foshan's 'Kung Fu' and 'Lion Dance' IP

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Abstract: In the contemporary context, the value realization of traditional cultural intellectual property (IP) is undergoing a profound transformation from singular resource exploitation to systematic value chain construction. As world-class cultural symbols, the potential for the integrated culture-commerce-tourism development of Foshan's "Kung Fu" and "Lion Dance" is far from being fully tapped. The fundamental reason lies in a significant structural rupture within its value chain—the profound "cultural origin" has not been effectively translated into a systematic "industrial extension," nor has it ultimately achieved "spatial landing" as a consumer scene for deep experience. This paper aims to construct an integrated theoretical framework to bridge this rupture. The research first diagnoses the current bottlenecks in the value chain across three dimensions: the translation of the cultural core, the synergy of the industrial chain, and the experiential capacity of the spatial carrier, identifying issues of "hollowing-out," "fragmentation," and "isolation." On this basis, this paper proposes a three-dimensional linkage value chain model that extends from "cultural origin" to "spatial landing." This model emphasizes that an efficient IP value chain must achieve dynamic synergy and value resonance across three dimensions: the "deep activation of the cultural origin" (vertical), the "broad extension of the industrial chain" (horizontal), and the "experiential landing of the spatial scene" (in-depth). To promote the practical application of this theoretical model, this paper further explores two innovative models: first, the "IP + Community Co-creation" model, which aims to ensure the authenticity of cultural inheritance and the endogenous motivation for development by establishing mechanisms for benefit-sharing and collaborative creation; second, the "Digital-Physical Symbiosis" model, which aims to utilize cutting-edge digital technologies to construct a new experiential ecosystem where the online virtual world and the offline physical space are deeply integrated and mutually empowering. The theoretical contribution of this study lies in providing a systematic, integrated framework for the study of the cultural IP value chain. Its practical significance lies in offering a model reference that is both sustainable and innovative for the industrial development of Foshan and similar cultural heritage sites across the nation.

Keywords: Cultural IP; Value Chain; Integration of Culture; Commerce and Tourism; Model Innovation; Spatial Landing; Foshan Kung Fu.

1. Introduction

In the intertwined wave of globalization and digitalization, the inheritance and development of traditional cultural IP are at a critical crossroads. On the one hand, the national strategy of cultural confidence and the growing spiritual and cultural needs of the public have created unprecedented historical opportunities for its revival. On the other hand, the experience economy, driven by consumption upgrades and technological iteration, has posed severe challenges to its mode of value realization. If traditional cultural IP is to avoid being "museum-ized" in the torrent of the times or losing its soul in excessive commercial development, it must transcend the "mining-style" resource extraction thinking and turn to the "ecological-style" value chain construction thinking.

Foshan, a national historical and cultural city famous for "Kung Fu" and "Lion Dance," undoubtedly sits on a rich mine of cultural value. The stories of grandmasters such as Wong Fei-hung, Ip Man, and Bruce Lee, combined with the spirit of self-improvement and pioneering represented by the Southern Lion Dance, have forged a super cultural IP cluster with

strong global appeal. However, a thought-provoking paradox is that although this IP continues to have a worldwide influence in fields such as film and literature, its local value chain integrating culture, commerce, and tourism in its place of origin, Foshan, appears relatively fragile and unsystematic. The advantage in cultural resources has not been smoothly translated into an industrial advantage and a regional development advantage.

The root of the problem lies not in the scarcity of resources, but in the systematic rupture of the value chain. This rupture is clearly reflected on three levels: first, the translation from "cultural origin" to "industrial content" is not smooth, and the deep spiritual core of the culture is often simplified into superficial visual symbols in industrial development; second, the various links of "industrial extension," such as content creation, derivative development, and brand licensing, are isolated from each other and have failed to form a synergistic effect; finally, and most critically, the value of the entire industrial chain has not been effectively "spatially landed," that is, materialized into physical or virtual scenes that allow consumers to immerse themselves deeply, generate emotional resonance, and be willing to pay for it. This layer-by-layer

dissipation from the source to the terminal has led to a huge loss of the IPs value potential.

Therefore, this study attempts to answer the following core questions: How to systematically construct a value chain for the integration of culture, commerce, and tourism for Foshan's "Kung Fu" and "Lion Dance" IP that can seamlessly connect the "cultural origin," "industrial extension," and "spatial landing"? What are the key theoretical nodes and practical blockages in the construction of this value chain? And what innovative models should be explored to drive this value chain to operate efficiently and sustainably, and to maximize its economic, social, and cultural values? This paper will attempt to provide a systematic solution for the value chain reconstruction of Foshan's "Kung Fu" and "Lion Dance" IP by diagnosing the bottlenecks of the existing value chain, constructing a three-dimensional linkage theoretical analysis framework, and exploring specific model innovations under this framework.

2. Theoretical Foundation: The Cultural IP Value Chain and Its Integration Logic

Before delving into specific cases, it is necessary to sort out the theoretical connotation of the cultural IP value chain and its evolutionary logic in the context of the integration of culture, commerce, and tourism. This is the theoretical prerequisite for constructing the analytical framework and ensuring the depth of the research.

(A) The Ecological Evolution of the Cultural IP Value Chain

The traditional value chain theory, proposed by Michael Porter, emphasizes a series of value-creating, interrelated activities within a company. When applied to the cultural industry, the value chain of a cultural IP is usually depicted as a linear process: Cultural Resources → Content Creation → Dissemination and Distribution → Consumption and Monetization → Derivative Development [1]. However, in the age of digital media and the experience economy, this linear model can no longer explain the complex phenomena of IP operation.

The modern cultural IP value chain is showing a significant "ecological" characteristic. It is no longer a one-way "conveyor belt," but more like an "ecosystem" with the IPs worldview as its core, where all participants coexist, interact, and co-create value [2]. In this ecosystem, value creation is networked and circular. For example, user-generated content (UGC) can feed back into upstream content creation; offline immersive experiences can drive online digital content consumption; and a successful derivative product itself may become a new narrative starting point. Therefore, the analysis of the cultural IP value chain must shift from linear process thinking to non-linear, user-experience-centric ecological thinking.

(B) The Integration of Culture, Commerce, and Tourism: As a Realization Mechanism for the Spatialization of the Value Chain

The integration of culture, commerce, and tourism is a key mechanism for promoting the closed-loop realization of the cultural IP value chain, and its essence is the "spatialization" and "scenification" of IP value. If pure cultural content (such as films and games) completes value creation in the media space, then the integration of culture, commerce, and tourism anchors this value in a specific physical or virtual space, and

achieves the deepening and re-creation of value by creating experiential scenes.

- Culture is the "Soul": It provides the core attraction, story script, and emotional core for integrated development. Without the support of a profound cultural IP, commerce and tourism can easily become hollow shells.
- Commerce is the "Body": It provides diverse commercial formats and monetization channels for the transformation of cultural value. From catering, retail to accommodation and entertainment, commerce is the carrier that undertakes cultural traffic and transforms it into economic benefits.
- Tourism is the "Field": It provides a spatial platform and a flow of people engine for the integration of culture and commerce. Tourism activities bring consumers from other places (tourists) into specific cultural and commercial scenes, and it is the "final kick" to achieve the landing of the value chain.

The ideal state of integration of the three is not a simple functional superposition, but a value co-creation like a chemical reaction. In a successful integration project, tourists cannot tell whether they are visiting a cultural attraction, shopping, or taking a tour, because the three have been organically woven into a unified, IP-themed immersive experience [3].

(C) An Integrated Framework from "Cultural Origin" to "Spatial Landing"

Based on the above theoretical evolution, this paper proposes an integrated analytical framework—"from cultural origin to spatial landing." This framework believes that a complete and efficient cultural IP value chain must connect and coordinate three core links:

1. Cultural Origin: This refers to the most original cultural core of the IP, including its historical background, core values, classic stories, representative characters, visual symbols, etc. This is the starting point and soul of the value chain, and its depth and purity determine the vitality of the IP.
2. Industrial Extension: This refers to the process of creatively transforming the cultural origin and developing it into a series of market-oriented cultural products and services. This includes core content products such as film and television, animation, and games, as well as peripheral products such as brand licensing and derivatives. This is the amplifier of the value chain.
3. Spatial Landing: This refers to the process of integrating and materializing the cultural connotation and industrial products of the IP into a specific physical or virtual space to form a scene for consumers' immersive experience. This is the final realization link of the value chain and the pinnacle of user experience.

These three links are interlocked, forming a complete closed loop of value creation, transmission, and realization. The core problem of Foshan's "Kung Fu" and "Lion Dance" IP at present is that the connection path between these three links is seriously blocked.

3. Diagnosis of the Current Situation: Analysis of the Bottlenecks in the Value Chain of Foshan's "Kung Fu" and "Lion Dance" IP

Using the analytical framework of "from cultural origin to spatial landing," we can conduct a systematic "CT scan" of the current situation of the value chain of Foshan's "Kung Fu" and "Lion Dance" IP to accurately locate its structural bottlenecks.

(A) The Hidden Danger of "Hollowing-out" of the Cultural Origin: Insufficient Translation of the Spiritual Core

The "origin" of Foshan's "Kung Fu" and "Lion Dance" IP is extremely profound. It not only includes martial arts moves and dance techniques, but also contains the patriotic sentiment of "the great hero serves the country and the people," the ethical concept of respecting teachers, and the national spirit of self-improvement. However, in the current industrial practice, there is a problem of insufficient excavation, refinement, and modern translation of this spiritual core.

Development activities often focus too much on the "surface" of the IP, that is, the visual spectacle (such as exciting martial arts routines and difficult movements on plum blossom poles), while ignoring its "inside," that is, the values and stories that can trigger deep emotional resonance. This has led to a "hollowing-out" of the presentation of the cultural origin: tourists see lively performances but can hardly perceive the cultural depth behind them; they know the name of Wong Fei-hung, but do not understand his spirit of "practicing medicine and martial arts to help the world." This superficial translation makes the IPs appeal remain at the level of sensory stimulation, making it difficult to form lasting brand identity and cultural centripetal force, and weakening the foundation of the value chain from the source [4].

(B) The Dilemma of "Fragmentation" of the Industrial Chain Extension: Isolated Links and Lack of Synergy

The industrial chain extending downstream from the cultural origin shows obvious characteristics of "fragmentation" and "splintering," and has failed to form an interconnected and mutually empowering industrial ecosystem.

1. The disconnection between content creation and local culture. Although film and television works with the theme of Foshan Kung Fu are endless, the creative dominance of these head content is mostly in the hands of external film and television companies. Their original intention is more to serve the national and even global markets, and they lack deep linkage with Foshan's local culture, commerce, and tourism development strategy. The "heat" of content production and the "cold" of local industries form a sharp contrast, and a virtuous situation of "one IP, multiple developments, and mutual diversion" has not been formed [5].
2. The "infantilization" and "homogenization" of derivative development. The relevant derivatives on the market are mostly concentrated on low-value-added tourist souvenirs such as keychains, T-shirts, and ornaments, which generally lack a sense of design, quality, and cultural connotation. There is a lack of a systematic derivative matrix like that of Disney or Marvel, which can cover all age groups and multiple

consumption levels. The brand value of the IP has not been effectively extended through high-quality physical goods.

3. The chaos and absence of the licensing system. There is a lack of a unified, authoritative, and professional IP licensing management agency. This has led to the arbitrary use and abuse of the IP image, which has damaged the unity and high-end nature of its brand image. At the same time, it has also made it difficult for many small, medium, and micro cultural and creative enterprises that want to participate in the development to find a clear and convenient path for cooperation, which has suppressed the innovation vitality of the industry.

(C) The Phenomenon of "Isolation" in the Spatial Landing of Scenes: Lack of Integrated Experience

The final link of the value chain—spatial landing—is characterized by serious "isolation," that is, the various physical spaces that carry the IP experience (cultural venues, commercial blocks, tourist attractions) are separated from each other and have not been integrated into a unified, immersive "Kung Fu world."

As mentioned earlier, cultural venues such as the Ancestral Temple are like "historical islands," with single functions and static experiences. Commercial spaces such as Lingnan Tiandi are like "themed floating islands," where the IP implantation is superficial and lacks deep integration with the business formats. The tourist routes connecting these "islands" are just fragile "traffic lines" rather than "experience lines" full of stories. Tourists jump between these islands, obtaining fragmented information and impressions, and have never truly "entered" the world created by the IP. The value chain comes to an abrupt end here, and cannot form a complete closed loop from "experience" to "consumption" and then to "emotional identity," which greatly limits the IPs monetization ability and the cultivation of brand loyalty [6].

4. Framework Construction: A Three-Dimensional Linkage Model from "Cultural Origin" to "Spatial Landing"

To systematically solve the above-mentioned problem of value chain rupture, this paper proposes a "three-dimensional linkage value chain model." This model aims to build a dynamic, circular, and value-added IP ecosystem through the synergistic effect of three dimensions, ensuring that cultural value can circulate smoothly and be ultimately realized efficiently.

(A) The Vertical Dimension: Deep Activation of the Cultural Origin

This is the "depth" axis of the value chain, concerning the soul and vitality of the IP. Its core task is not simply to copy and present history, but to creatively transform and innovatively develop the cultural origin, so that it can gain new life in contemporary society.

1. Reconstruction and excavation of the narrative system: Form a professional team composed of historians, folklorists, screenwriters, and artists to systematically sort out the historical allusions, biographies, folk legends, and philosophical ideas related to "Kung Fu" and "Lion Dance," and construct a grand and rigorous IP "worldview" and "story universe." This is not only to provide material for downstream development, but

also to unify the core value of the IP and prevent it from being diluted and alienated in multiple interpretations.

2. Contemporary translation of the spiritual core: Reinterpret the core values such as "benevolence," "righteousness," "loyalty," "courage," and "self-improvement" through artistic forms (such as illustrations, comics, short dramas, and interactive installations) and discourse systems that are in line with modern aesthetics, so that they can resonate with the values of the contemporary youth and achieve intergenerational cultural inheritance.
3. Community empowerment for living inheritance: Place intangible cultural heritage inheritors, martial arts associations, lion dance troupes, and other "living cultural carriers" at the center of the activation process, support them to carry out inheritance activities, participate in content creation, and conduct cross-border cooperation, to ensure that the activation of the cultural origin is not divorced from its growing soil and maintains its authenticity and vitality [7].

(B) The Horizontal Dimension: Broad Extension of the Industrial Chain

This is the "breadth" axis of the value chain, concerning the influence and monetization ability of the IP. Its core task is to carry out systematic, multi-level, and cross-media industrial development based on the deeply activated cultural origin.

1. Constructing an IP content product matrix: Based on the reconstructed narrative system, plan and deploy content products covering different media forms and user circles. There should be both head blockbuster products such as films and games that can "make a final decision," as well as middle-waist products such as web mini-series, audiobooks, comics, and virtual idols that can continue to maintain popularity, as well as lightweight products such as emoji packs and short videos that are easy for social communication, forming a three-dimensional content attack wave.
2. Designing a derivative product ecosystem: Establish a professional IP licensing and derivative development team to carry out unified planning for derivative products. Following the idea of a "lifestyle brand," extend the product line to multiple fields such as clothing, home furnishing, stationery, food, sports, and health. According to quality and positioning, divide products into collection-level products for fans, commemorative products for tourists, and daily consumer goods for the public, to achieve full coverage of user groups.
3. Promoting cross-industry value empowerment: Actively promote the cross-border integration of "Kung Fu/Lion Dance +." For example, "+ education" to develop youth Kung Fu study camps and martial ethics education courses; "+ wellness" to create Kung Fu-themed wellness resorts and health management solutions; "+ technology" to cooperate in the development of motion-sensing games and smart wearable devices, constantly expanding the boundaries of IP value realization.

(C) The In-depth Dimension: Experiential Landing of Spatial Scenes

This is the "experience" axis of the value chain, concerning the final realization of IP value. Its core task is to integrate the cultural connotations and industrial products created in the

first two dimensions into one or more immersive spatial scenes.

1. Creating a "one core, multiple points" scene network: With a flagship, large-scale immersive themed block or park that can completely present the IP's worldview as the "core," supplemented by "multiple points" scattered throughout the city with different themes and complementary functions—such as immersive restaurants, themed hotels, VR experience halls, and intangible cultural heritage inheritance institutes. These points and the core are organically connected through themed transportation, AR navigation, and linked tasks, transforming the entire city into a huge IP theme park.
2. Achieving a seamless fusion of "physical-digital" scenes: As mentioned earlier, offline physical scenes and online virtual scenes (metaverse, digital twin) must be designed in an integrated manner. Online is a preview, extension, and supplement to the offline experience; offline is the real landing point and emotional sublimation of online social interaction. By designing an O2O/OMO (online-merge-offline) interactive mechanism, a "never-ending" IP experience that transcends time and space constraints is created.
3. Driving a virtuous cycle of "experience-consumption-community": The design of spatial scenes must aim to drive a virtuous cycle. High-quality immersive experiences stimulate consumption desire; unique consumer products (such as limited derivatives and DIY works) become materialized memories and social currency of the experience; tourists based on common experiences and consumption are easily transformed into highly sticky online or offline community members. Through continuous attention, repeat visits, and word-of-mouth communication, they bring a steady stream of new customers to the scene [8].

These three dimensions are interdependent and mutually conditional, together forming a complete value closed loop from spirit to matter, from content to scene, and from online to offline.

5. Model Innovation: Paradigm Exploration for Value Chain Realization

Under the theoretical guidance of the three-dimensional linkage value chain model, it is necessary to explore specific, operable business models and operating models to ensure the landing of the model. This paper proposes two directional innovative paradigms.

(A) The "IP + Community Co-creation" Model: Returning to the Endogenous Growth of Culture

A major drawback of traditional cultural IP development is the "predatory" development led by external capital or developers, which often severs the flesh-and-blood connection between the IP and the native cultural community, leading to cultural distortion and community resistance. To this end, the "IP + Community Co-creation" model has emerged.

The core of this model is to transform the holders, inheritors, and enthusiasts of the IP, as well as the local residents and businesses, from passive "resource providers"

or "the developed" into active "participants," "co-creators," and "sharers" in the construction of the value chain [9]. Its specific realization mechanisms include:

1. Collaborative creation mechanism: When creating content (such as story writing and game design) and designing scenes, establish formal channels to invite intangible cultural heritage inheritors, old martial arts masters, folklorists, and local resident representatives to participate deeply, integrating their oral history, professional knowledge, and life memories into the design of products and experiences, to ensure the authenticity of the culture and the vividness of the details.
2. Local employment and entrepreneurship incubation: Give priority to providing employment opportunities in IP-related projects (such as performing arts, guided tours, handicraft production, and themed catering) for local community members. At the same time, set up a "micro-entrepreneurship" incubation fund to support local youth to use IP elements to open cultural and creative studios, homestays, private kitchens, etc., with local characteristics, so that IP development becomes an endogenous engine driving the community economy.
3. "Community dividend" benefit-sharing mechanism: Explore the establishment of a model that returns part of the IP operations revenue to the core cultural community through a legal and transparent mechanism. This fund can be used for the protection of intangible cultural heritage inheritance, the improvement of community public facilities, and the holding of inheritance activities. This mechanism can allow community members to truly feel the dividends brought by the development of the IP, thereby forming a sense of consciousness and pride in protecting and developing the IP, and building a sustainable cultural ecosystem.

(B) The "Digital-Physical Symbiosis" Model: Constructing a Hyper-realistic Experience Ecosystem

Facing the wave of digitalization, the "digital-physical symbiosis" model is a transcendence of the traditional O2O model. It pursues not a simple online diversion to offline, but a "symbiotic" state where the online world and the physical world mirror each other, penetrate each other, and evolve together.

This model aims to provide users with a cross-virtual and real, multi-identity, and continuous IP experience journey [10]. Its key features include:

1. Interoperability of data and identity: Users use a unified digital identity both online (such as in a metaverse community) and offline (such as in a themed block). The levels, equipment, and virtual assets they obtain online can be converted into certain privileges or physical rights (such as priority experience rights and consumption discounts) in offline scenes; conversely, when they complete specific tasks or purchase physical goods offline, they can also unlock rare achievements or virtual items online.
2. Inter-embedding of scenes and narratives: The narrative of the online virtual world (such as the main plot update of a game) will be reflected in real-time in the changes of the offline physical scenes (such as the appearance of new NPCs and scene layout updates);

and large-scale festival events or emergencies held offline will also become new tasks or new dungeons in the online world. The two story lines of virtual and real are intertwined, jointly promoting the evolution and development of the IP world.

3. Integration of community and economy: Based on the "symbiotic" experience, users will form a strong-linked community that spans online and offline. This community is not only a loyal consumer of IP content, but also the most active disseminator and secondary creator. On this basis, a virtual-real integrated economic system can be constructed, where users can trade both virtual assets (such as NFTs and props) and experience rights, services, or goods linked to the real economy, forming a huge and vibrant IP economy.

6. Conclusion

From "cultural origin" to "spatial landing," the integrated development of culture, commerce, and tourism for Foshans "Kung Fu" and "Lion Dance" IP is a complex project that requires theoretical depth, systematic thinking, and model innovation. The research in this paper shows that the current bottlenecks in its value chain, such as "hollowing-out," "fragmentation," and "isolation," are essentially due to the lack of a top-level design that organically integrates culture, industry, and space.

The "three-dimensional linkage value chain model" proposed in this paper is an attempt to provide such a top-level design theoretical framework. It emphasizes that it is necessary to make synergistic efforts in the three dimensions of the "depth" of cultural inheritance, the "breadth" of industrial development, and the "in-depth" of spatial experience. Only through the interlocking of "cultural activation," "industrial extension," and "scene landing" can a healthy and efficient value circulation system be constructed. The two innovative models of "IP + community co-creation" and "digital-physical symbiosis" provide two feasible paths that are parallel and complementary for the practical landing of this theoretical framework. The former is committed to solving the problem of the "root" and "soul" of cultural inheritance, while the latter is committed to opening up the space of "heaven" and "earth" for future development.

Ultimately, the value chain reconstruction of Foshans "Kung Fu" and "Lion Dance" IP is not only an exploration of industrial upgrading, but also a profound practice concerning how traditional culture can find new ways of expression and survival in contemporary society. This path requires patience, wisdom, and courage, but as long as the direction is right, the systematic logic is followed, and there is the courage to innovate the model, this brilliant cultural treasure will surely bloom with more dazzling light in the new era, becoming a world-class IP in the true sense of the word, living in the present and moving towards the future.

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