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The Potential for Heritage Economy Development from Historical Relics: A Case Study of the Dinh Tran Thanh Chiem Relic in Da Nang City, Vietnam

Tiềm năng phát triển kinh tế di sản từ di tích lịch sử: Nghiên cứu trường hợp di tích Dinh Trấn Thanh Chiêm ở thành phố Đà Nẵng, Việt Nam

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Abstract

The Dinh Tran Thanh Chiem relic played a pivotal "hinge" role in the nation's southward expansion and was closely associated with the prosperous development of Dang Trong during the seventeenth and eighteenth centuries. Over the course of several hundred years, most of its architectural remains have deteriorated; nevertheless, the enduring values of the Dinh Tran Thanh Chiem relic have repositioned this heritage as a strategic local resource. Drawing upon the theoretical framework of heritage economics, this study identifies the value system of the relic and analyses both the potential for and the barriers to its exploitation. The findings indicate that the Dinh Tran Thanh Chiem relic embodies a distinctive convergence of historical and cultural values and holds significant potential to be transformed into an important resource driving heritage economy development. The process of exploitation, however, continues to face considerable constraints relating to the condition of the physical remains, management mechanisms, and investment resources. On this basis, the article proposes solutions aimed at preserving and effectively promoting the relic's values, thereby helping to establish the Dinh Tran Thanh Chiem relic as an important node in the heritage economy development strategy of Da Nang city and contributing to the goal of building a creative, identity-rich heritage city.

Keywords: heritage economy development, cultural capital, the Dinh Tran Thanh Chiem relic, Da Nang city

Tóm tắt

Di tích Dinh trấn Thanh Chiêm giữ vai trò "bản lề" trong diễn trình Nam tiến của dân tộc, gắn liền với sự phát triển hưng thịnh của xứ Đàng Trong ở thế kỷ XVII – XVIII. Trải qua hàng trăm năm lịch sử, phần lớn dấu tích kiến trúc đã không còn nguyên vẹn, song các giá trị di tích Dinh Trấn Thanh Chiêm đã tái định vị di sản này như một nguồn lực chiến lược của địa phương. Trên cơ sở tiếp cận lý thuyết kinh tế di sản, nghiên cứu tập trung nhận diện hệ giá trị của Dinh trấn, phân tích tiềm năng và những rào cản trong quá trình khai thác. Kết quả cho thấy, di tích Dinh trấn Thanh Chiêm hội tụ các giá trị về lịch sử và văn hóa đặc sắc, có tiềm năng chuyển hóa thành nguồn lực quan trọng thúc đẩy phát triển kinh tế di sản; tuy nhiên, quá trình khai thác còn đối mặt với nhiều rào cản về hiện trạng vật thể, cơ chế quản lý và nguồn lực đầu tư. Từ đó, bài viết đề xuất các giải pháp nhằm bảo tồn và phát huy hiệu quả giá trị di tích, góp phần đưa di tích Dinh trấn Thanh Chiêm trở thành "mắt xích" quan trọng trong chiến lược phát triển kinh tế di sản của thành phố Đà Nẵng, đóng góp thiết thực vào mục tiêu xây dựng đô thị di sản, sáng tạo và giàu bản sắc.

Từ khóa: phát triển kinh tế di sản, vốn văn hóa, di tích Dinh trấn Thanh Chiêm, thành phố Đà Nẵng

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1. Introduction

The Document of the 14th National Party Congress states: "Preserve and effectively promote the values of cultural heritage in association with the development of the heritage economy" [2, p. 97]. This formulation reflects a shift in the Party's thinking regarding the "dual" value of cultural heritage, understood not only as a spiritual and cultural asset but also as an important resource for driving socio-economic development and enhancing national "soft power". Heritage economics is accordingly emerging as a field concerned with the selective exploitation of heritage resources for creation of cultural products and services. In a context of deepening international integration and rapid digital transformation, developing the heritage economy has become a strategic choice for many countries and localities.

Da Nang city[1] is a locality with a long history and culture and a diverse, rich heritage system formed and accumulated over many centuries. Building on this existing "cultural capital", the city government has issued and implemented schemes, plans, and action programmes intended to mobilize resources and intensify the exploitation of heritage values in the creation of cultural products and services, with a view to making the heritage economy and the creative economy an important driver of sustainable economic growth. Within this effort, the preservation and promotion of Dinh Tran Thanh Chiem has been identified as a matter of considerable importance. Unlike many relic sites that retain relatively intact architecture, however, the Dinh Tran Thanh Chiem relic exists today mainly in the form of ruins, and much of its physical evidence has been eroded or damaged by natural disasters, war, and urbanization. Progress on preservation projects remains slow, investment mechanisms are unclear, and the exploitation of heritage values for economic development remains largely at the potential stage. These conditions render heritage economy development at the relic considerably more complex than at comparable relics.

At present, most research on the Dinh Tran Thanh Chiem relic approaches it from the perspectives of history, archaeology, linguistics and heritage conservation. Notably, Chau Yen Loan's *Dinh Tran Thanh Chiem - The Second Capital of Dang Trong* (2019) reconstructs the history of Dinh Tran Thanh Chiem while emphasizing its standing as the strategic rear base of the principal seat at Thuan Hoa and as the vanguard of southward territorial expansion [8]. Dinh Trong Tuyen and Dinh Ba Truyen's *Dinh Tran Thanh Chiem, Quang Nam* (2020) systematizes its development from the era of the Nguyen lords through the Nguyen dynasty and the French colonial period to the present, while clarifying the origins of the Quoc Ngu script [17]. Research approaching the Dinh Tran Thanh Chiem relic from the perspective of heritage economics remains limited, however, particularly for a site that survives largely as ruins and has yet to receive conservation and development investment commensurate with its standing as a national-level relic. The potential for converting the relic's historical, cultural values into a development resource has consequently not been identified or assessed in any systematic way. Proceeding from that gap, this study focuses on identifying the heritage values, assessing the potential and barriers involved in its exploitation, and proposing measures for effectively promoting heritage

[1] According to Resolution No. 202/2025/QH15 (12 June 2025) of the National Assembly on "Rearranging provincial-level administrative units" from 1 July 2025 Quang Nam province and Da Nang city merged into a new city named Da Nang city.

resources within the heritage economy development of Da Nang city in the new context.

2. Theoretical framework and research methods

2.1. Theoretical framework of heritage economics

During the 1960s, a shift in awareness of the role and importance of culture in socio-economic development laid the foundation for the emergence of the field of Cultural Economics, marking an important turning point in the study of the relationship between economics and culture. However, it was not until the 1990s that the formal application of economic theory and practice to the analysis of heritage-related decisions was truly initiated [15]. In this context, "Heritage Economics" gradually took shape as an extended line of development of Cultural Economics.

The Australian economist David Throsby, who made important contributions to developing the theoretical framework of heritage economics, regards cultural heritage as a form of asset and explains this position by drawing on capital theory. Both tangible and intangible cultural heritage exist as a form of "cultural capital", which can be valued in both economic and cultural terms at a given point in time. Holding a stock of cultural capital generates a flow of capital services over time; these services may enter consumption directly or be combined with other inputs to create new cultural products and services [15]. Although cultural heritage can be exploited to generate economic value, particularly through tourism, assessing that value requires an approach distinct from the one applied to ordinary goods and services [1]. For Throsby, the central concern of heritage economics is the value of heritage, comprising both economic value and cultural value. Economic value reflects the use and non-use benefits that heritage generates, whereas cultural value is constituted by multiple dimensions including history, aesthetics, symbolism, society, and authenticity. These two groups of values stand in a complementary relationship, in which cultural value creates the distinctiveness of heritage capital and serves as the foundation for the formation of economic values over the long term [15]. As a form of cultural capital, moreover, heritage must be managed according to the principles of sustainable development. Accordingly, the preservation, exploitation, and promotion of heritage values should aim not only to generate material and non-material benefits, but also to ensure intergenerational equity as well as equity in participation in and enjoyment of the benefits derived from heritage, to adhere to the precautionary principle in heritage and the protection of heritage, and to maintain the intrinsic values of the heritage over the long term [16].

Alongside the theoretical frameworks developed by international scholars, researchers in Vietnam have also made important contributions to elucidating the substance of heritage economics. Duong Van Sau defines the heritage economy as "a type of economy that selectively exploits and effectively promotes the value of the distinctive resources and assets of the country's system of cultural and natural heritage through the most appropriate services possible in order to create characteristic cultural-ecological goods, bringing them into the service of society to meet legitimate needs and interests while orienting and regulating the needs of individuals and collectives within defined spaces and times, contributing to the sustainable development of the country" [14, p. 39]. Nguyen Hong Dien conceives of the heritage economy as "the combination of economics with the management and exploitation of heritage to create economic value. It is an interdisciplinary field of study in which heritage assets are regarded not only as assets to be preserved but also as economic resources that can be exploited

through tourism, services, and other economic activities" [5]. Nguyen Huy Phong argues that heritage economics emphasizes "exploiting the capital of cultural heritage to create new values, especially profit and economic value, thereby helping to generate employment, raise incomes, and promote the rapid and sustainable development of the country" [11].

Building on Throsby's theory and drawing on the perspectives of Vietnamese scholars, this study approaches heritage economics as a distinctive type of economy that selectively exploits heritage resources and transforms them into cultural products and services, thereby helping to increase socio-economic benefits and meet the community's need for cultural enjoyment. This is a process of converting cultural capital into economic capital, in which the economic returns obtained are reinvested in the preservation and restoration of heritage so that heritage values are safeguarded and promoted in a sustainable manner. The heritage economy accordingly emphasizes the need to balance preservation and development, and to reconcile the exploitation of economic value with the safeguarding of the originality and authenticity of heritage. On this basis, the study constructs a framework for analyzing the potential for heritage economy development at the Dinh Tran Thanh Chiem relic (Figure 1). The framework first identifies the core values of the relic which form the basis for transforming cultural capital into economic assets through tourism linkage, cultural industry products, digital technology, and creative innovation. Sustaining these values depends on a governance mechanism coordinating local government, enterprises, the community, and experts, in which revenue from heritage exploitation is reinvested in preservation, infrastructure improvement, community development, and creative innovation.

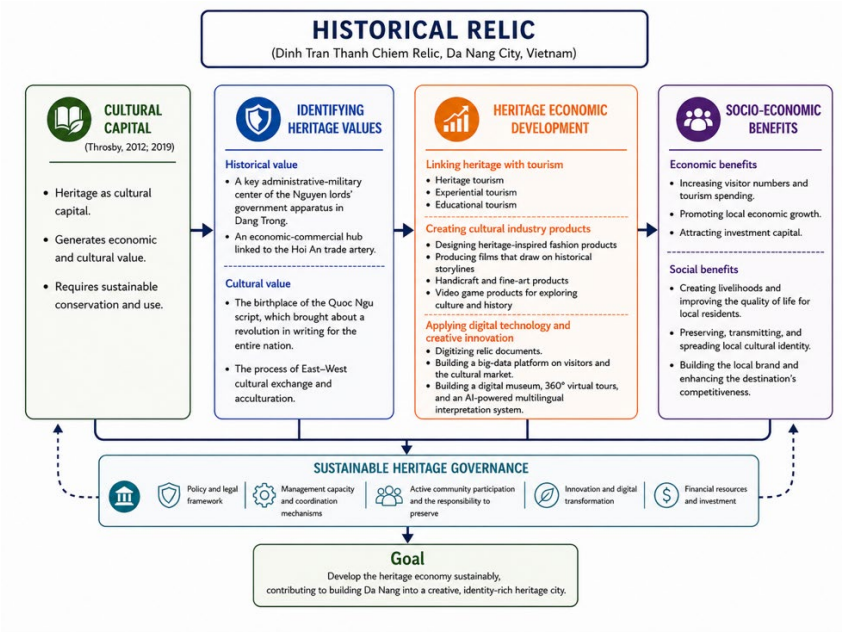


Figure 1. Conceptual Framework for Analysing Heritage Economy Development at the Dinh Tran Thanh Chiem Relic
Note. Developed by the author based on Throsby (2012, 2019).

2.2. Research methods

- Case study method: This relic is selected as a representative case in order to provide a comprehensive view of the potential and advantages, as well as the existing shortcomings, involved in promoting heritage values for heritage economy development in Da Nang city.

- Collection and synthesis of secondary data: This method is used to systematise data on heritage economic theory, on the Dinh Tran Thanh Chiem relic, and on heritage economy development in Da Nang city, drawing on sources such as scientific research works, monographs, articles in specialized academic journals, summary reports, schemes and strategies, and legal documents.

- Field observation method: Field observation was conducted at the Dinh Tran Thanh Chiem relic (Dien Ban ward, Da Nang city) in January 2026. Observation points included Nguyen Du Lower Secondary School, the Tien Hien worship house and the Thanh Chiem communal house, and the area designated for reconstruction of the relic under Decision No. 16956/UBND dated 23 October 2017. The observation results were cross-checked against secondary documents in order to assess the advantages and the barriers facing heritage economy development at Dinh Tran Thanh Chiem.

- Analytical method: This method analyzes legal documents, strategies, plans, and reports issued by the central government and the Da Nang city government on preserving and promoting cultural heritage values in general, and the Dinh Tran Thanh Chiem relic in particular, within the local orientation for heritage economy development.

3. Results and discussion

3.1. Identifying the values of the Dinh Tran Thanh Chiem relic

The Dinh Tran Thanh Chiem relic was ranked as a national historical relic in 2017, in recognition of the exceptional values of a major administrative, military, and commercial center of Dang Trong under the Nguyen lords. Although most of the relic's architecture no longer survives, the historical and cultural values of the relic are still preserved through the body of historical documents, archaeological findings, and the cultural memory of the local community. This constitutes an important basis for preserving, promoting, and effectively exploiting the relic's values in the locality's heritage economy development.

First, the Dinh Tran Thanh Chiem relic holds exceptional historical value, associated not only with the establishment and consolidation of the Nguyen lords' power in Dang Trong, but also evidencing the southward territorial expansion of the Dai Viet nation. In 1602, Lord Nguyen Hoang, recognizing that the Quang Nam region formed the "throat of Thuan Quang" ordered the "construction of a provincial citadel in Can Huc commune (Duy Xuyen district), the building of warehouses to store provisions, and assigned his sixth son to guard it" [12, p. 36]. According to the Dai Nam Nhat Thong Chi: "In the 45th year of Thai To Gia Du Hoang De, corresponding to the third year of Le Hoang Dinh (1602), the Quang Nam citadel was established, with a governor, an administrator, and a registrar appointed for the three prefectures of Thang Hoa, Tu Nghia, and Hoai Nhan, all of which remained subordinate to this citadel; three years later, Dien Ban district of Trieu Phong prefecture under Thuan Hoa was elevated to a prefecture governing five districts and placed under the jurisdiction of Quang Nam citadel" [13, p. 388]. After establishing Quang Nam Citadel, the Nguyen lords temporarily set up their seat of government at Can Huc village, known as the Can Huc Lodge. The seat was later moved to Thanh Chiem village and became Dinh Tran Thanh Chiem (now part of Dien Ban ward), also referred to in much current research as Quang Nam Citadel or Chiem Citadel. Furthermore, the relic served as an economic and commercial hub linked to the Hoi An trade artery, holding a key economic role for the Nguyen lords in the early period of their rule over the Thuan Quang region. The close

connection between the trading port and the citadel formed a dynamic economic-political system that drove the development of the regional trade network and made Quang Nam a prosperous economic center of Dang Trong.

Second, the Dinh Tran Thanh Chiem relic also embodies distinctive cultural value. Thanh Chiem is referred to as the "cradle" of the Quoc Ngu script, which brought about a revolution in writing for the entire nation. In the early seventeenth century, Western missionaries, among them Francisco de Pina and Alexandre de Rhodes, chose Thanh Chiem as a place to settle, integrating into the local community to carry out the propagation of Christianity among the Vietnamese population. The missionaries there encountered difficulties arising from differences in language and script. Consequently, between approximately 1617 and 1625, the Portuguese missionary Francisco de Pina became the first to lay the foundation for the Quoc Ngu script. With the assistance of local Vietnamese collaborators, Pina gradually developed a phonetic transcription system suited to the complex phonology and tonal system of Vietnamese [6]. He drafted teaching materials and taught Vietnamese to other missionaries, including the Frenchman Alexandre de Rhodes and the Portuguese Antonio Fonte, at the first school established in Thanh Chiem. The formation, dissemination, and extensive development of the Quoc Ngu script played a key role in popularizing education and raising literacy among the population, but also marked an important turning point in the nation's process of cultural development and integration with world civilization.

3.2. The potential for heritage economy development from the Dinh Tran Thanh Chiem relic

First, the relic's distinctive value system provides an important foundation for developing heritage-based products and services. This potential stems from the uniqueness of the Dinh Tran Thanh Chiem relic within Vietnam's system of historical relics. As a "strategic link" in the nation's southward expansion, the "cultural sanctuary" where the Quoc Ngu script was born, and an "international trade center" administering the entire bustling commercial activity of the Hoi An trading port, the relic brings together distinctive values that contribute to the creation of cultural products with an identity of their own, enhancing the attractiveness and competitiveness of the destination. The relic further benefits from its spatial context, including rural landscape, riverine features in the surrounding area, and community life, which together form a distinctive cultural space well suited to experience-oriented tourism.

Second, potential arises from the institutional and policy environment. The institutional and policy foundation is being progressively improved, creating favorable conditions for developing the heritage economy from the relic. With the orientation toward building Da Nang into a "heritage city, creative and rich in identity", cultural heritage has gradually come to be recognized as a development resource capable of generating economic value, enhancing urban attractiveness, and promoting creative activity. The city government has accordingly created a favorable policy environment for preservation combined with the exploitation of heritage values, including at the relic. A notable example is Resolution No. 01-NQ/DH of 19 September 2025, issued by the First Da Nang Municipal Party Congress for the 2025-2030 term, which emphasizes the requirement to develop culture on a par with the economy and implies a shift in approach from "passive preservation" to "value promotion" in order to create a new development driver for the city. In this spirit, Resolution No. 44/NQ-HDND

of 11 December 2025 on the "Socio-Economic Development Plan, Ensuring National Defense and Security for the 2026-2030 Period" sets out an orientation to strengthen the preservation and promotion of historical and cultural heritage values and to invest in high-quality heritage tourism. These instruments contribute to a legal environment favourable to mobilizing resources, diversifying forms of investment, and expanding the scope for exploiting heritage values. However, the capacity to convert heritage into economic value still depends on the ability to develop products suited to market demand and on the competitiveness of the destination.

Third, potential arises from the tourism market and the demand for cultural experiences. The scale of the tourism market continues to expand, with positive growth indicators. In the first six months of 2026, accommodation establishments in the city served approximately 9.8 million visitor arrivals (up 22.5%); of these, international arrivals reached 5.2 million (up 28.7%), and domestic arrivals exceeded 4.6 million (up 16.2%). Revenue from accommodation and food services exceeded VND 36.2 trillion (up 21.6%), reflecting growing demand for experiencing and consuming cultural and tourism products at the destination. In addition, the promotion of new international air routes to Bali (Indonesia), Manila (the Philippines) and Vientiane (Laos), together with a new domestic route to Phu Quoc, and the reception of large international and domestic tour groups, cruise passengers and visitors from traditional source markets in particular, have continued to support the growth in arrivals to the city [3, p. 7]. These figures indicate that the market is expanding in scale and that visitors' spending capacity and demand for diverse tourism products also continue to rise. This represents a significant advantage for the Dinh Tran Thanh Chiem relic, opening up access to a large and stable source of visitors.

Fourth, potential arises from linking heritage destinations. Located at the heart of the Central Vietnam heritage corridor, the relic enjoys favorable conditions for participating in tourism routes linked with heritage destinations such as the Marble Mountains scenic site, Hoi An Ancient Town, and the My Son Sanctuary. The relic therefore need not exist as an isolated attraction, but can be positioned within an interactive relationship with neighboring destinations, forming integrated tourism routes oriented toward regional linkage. Exploiting the relic on this basis can expand the space of visitor experiences, enhance the connectivity of the destination system, and optimize the distribution of visitor flows within the region. With scientifically grounded preservation and exploitation, the Dinh Tran Thanh Chiem relic can participate in economic value creation through cultural tourism and creative activities, generating livelihoods for the community and contributing to the sustainable development of Da Nang city.

To position the Dinh Tran Thanh Chiem relic in relation to already-established models of heritage economy development, the study compares the relic with two representative cases in the Central Vietnam region: Hoi An Ancient Town and the Complex of Hue Monuments. The comparison does not aim to assess the effectiveness of exploitation across the three heritages, which differ fundamentally in type, scale, and stage of development; rather, Hoi An Ancient Town and the Complex of Hue Monuments serve as reference points, exemplifying heritage that has successfully transformed its cultural capital into an economic resource, thereby clarifying the current standing, distinctive advantages, and room for development of the relic (Table 1).

Criterion	The Dinh Tran Thanh Chiem relic	Hoi An Ancient Town	Complex of Hue Monuments
Outstanding value	Administrative–military center of the Nguyen lords in Dang Trong, closely associated with the formation of the Quoc Ngu script.	International trading port; a place of exchange and acculturation between Eastern and Western cultures; a representative example of ancient urban architecture.	Capital of the Nguyen Dynasty; royal court art and rituals.
State of conservation	Only scattered traces remain; many components buried or encroached upon; scientific evidence is limited.	The ancient town complex is relatively well preserved in its structure.	Relatively completely restored; it has entered a phase of stable conservation and sustainable development.
Core heritage products	Historical and archaeological research, heritage education, thematic tour routes, cultural experiences	Ancient-town sightseeing, traditional crafts and craft villages, traditional festivals, folk performing arts.	Sightseeing of monuments and royal tombs, Imperial court music, the Hue Festival, the museum of royal antiquities.
Governance model	Predominantly state management, but still fragmented and lacking a sufficiently capable dedicated unit.	Local government and the Hoi An Center for Cultural Heritage Management and Preservation hold the professional role; relic owners, the community, and enterprises jointly participate in preservation and exploitation.	The Hue Monuments Conservation Center directly manages, protects, restores, and promotes the heritage value.
Heritage spatial linkage	Located on the Central Vietnam heritage axis, serving as a link connecting the Marble Mountains - Hoi An - My Son - Hai Van Quan; this potential has not yet been translated into concrete tourism routes.	Located at a central position within the Central Vietnam heritage network.	The nucleus of the "Central Vietnam Heritage Road", already operating as an inter-regional tourism route.
Competitive advantage	Distinctive historical and cultural value, associated with the southward expansion and the birth of the Quoc Ngu script; ample room for development; new products can be built from the ground up.	World cultural heritage brand, diverse tourism products, high visitor numbers.	Distinctive royal court cultural value and a world cultural heritage brand.
Main challenges	The relic exists as ruins, with a risk of inaccurate reconstruction; a lack of investment resources; low brand recognition.	Tourism overload; the pressures of commercialization and heritage conservation.	High conservation costs; the impacts of natural disasters and climate change.

Criterion	The Dinh Tran Thanh Chiem relic	Hoi An Ancient Town	Complex of Hue Monuments
Potential for heritage economy development	Very high, if invested in comprehensively across preservation, digitization, heritage interpretation, infrastructure, and regional linkage.	Already realized at a high level.	Already realized at a high level, continuing to expand toward a creative economy.

Table 1. Comparison of Heritage Economy Development among Dinh Tran Thanh Chiem, Hoi An Ancient Town, and the Complex of Hue Monuments

Note. Compiled by the author.

3.3. Barriers to heritage economy development at the Dinh Tran Thanh Chiem relic

First, although it holds exceptional historical value and has been ranked as a national historical monument, the Dinh Tran Thanh Chiem relic currently exists mainly in the form of ruins. What remains is largely a sedimentary layer of former place names such as Hanh Cung, Kho Muoi, Van Mieu, Tau Tuong, Mo Sung, Thanh Ve, and Vuon Chua. Many components of the relic have been buried underground, encroached upon, or overlapped by social and civic works, or damaged by natural disasters. Scientific evidence about the relic therefore relies mainly on limited archaeological findings and historical documents, which creates difficulties for delineating protection zones and for preserving and promoting the relic's value.

An approach based on fully restoring the lost architectural structures to their original state would carry considerable risk, since the historical record is incomplete and lacks a solid scientific basis, which could lead to speculative restoration and distortion the relic's authenticity. An excessive focus on exploiting tangible elements without sufficient attention to intangible values, particularly Thanh Chiem's role in the formation of the Quoc Ngu script and in cultural exchange, would likewise reduce the depth of the relic's value and limit the potential to create added value in heritage economy development.

Second, the implementation of the two-tier local government model has affected the progress of public investment projects, including the planning and investment project for the Dinh Tran Thanh Chiem Heritage Park. Changes in decentralization, decision-making authority, and inter-level coordination have delayed implementation and reduced investment effectiveness; even before the merger of administrative units, investment planning faced bottlenecks in management decentralization and support policy[1]. Preserving and promoting the value of the Dinh Tran Thanh Chiem relic requires placing it under the professional

[1] In Report No. 102 (23 May 2024) responding to the views of Dien Ban voters, the People's Committee of Quang Nam province (now the People's Committee of Da Nang city) stated that the Dinh Tran Thanh Chiem relic fell under the management of the People's Committee of Dien Ban town (now the People's Committee of Dien Ban ward). Under Resolution No. 12/2020/NQ-HDND (20 November 2020) of the Quang Nam Provincial People's Council (amended by Resolution No. 03/2024/NQ-HDND dated 23 January 2024), responsibility for investing in the repair and restoration of relics within the locality was assigned to the district-level budget. Meanwhile, the Quang Nam Provincial People's Council issued Resolution No. 13/2022/NQ-HDND (21 April 2022) on "Regulations on support mechanisms for investment in and repair of ranked relics in Quang Nam province for the 2022 - 2025 period" under which the Dinh Tran Thanh Chiem relic was not included in the list of supported sites [9]. This resulted in a situation where responsibility was decentralized without a corresponding allocation of resources, creating a gap between the large investment demand and the actual capacity to meet it.

management of a competent authority, at minimum directly under the Da Nang Department of Culture, Sports and Tourism, rather than entrusting it to the People's Committee of Dien Ban ward, given the considerable limitations in management capacity, human resources, and financial capacity at that level [4, p. 108].

Third, shortcomings persist in the planning, investment, and implementation of preservation and value-promotion projects for the relic site. The People's Committee of Dien Ban town (now Dien Ban ward) approved the 1/500 detailed plan for Phase 1 of the Dinh Tran Thanh Chiem Park, covering approximately 1.16 hectares, under Decision No. 16956/UBND of 23 October 2017. The People's Council of Dien Ban town (now Dien Ban ward) subsequently approved, on 6 May 2021, the investment policy for the Dinh Tran Thanh Chiem and Quoc Ngu Script Historical-Cultural Park Project (Phase 2) under Resolution No. 04/NQ-HDND, with a total estimated investment of approximately VND 100 billion from the local budget; however, the project has not yet been implemented in practice. The absence of a complete planning option, grounded in scientific evidence and broad consensus, has kept the project at the stage of research and idea competitions, prolonging the period of investment preparation.

Fourth, the rapid development of infrastructure and transportation projects risks directly affecting the relic's space, especially its core and buffer zones, undermining the integrity of the heritage site. Compensation and land-clearance costs for planning conservation spaces have become a significant constraint on financial resources. At the same time, the conflict between residents' demand to improve living conditions and the regulations on relic protection also requires solutions that harmonize these interests; otherwise, the feasibility of sustainably exploiting and promoting the relic's heritage value would be affected.

4. Recommendations

4.1. For the local government

First, the authorities should establish a Dinh Tran Thanh Chiem Relic Management Board under the Da Nang Department of Culture, Sports and Tourism, or assign a professionally competent unit to manage the relic directly. They should simultaneously review, evaluate, and adjust the mechanism for decentralizing relic management and allocating investment resources for the relic, clearly defining the authority and responsibilities between the city level and the commune/ward level, and remedying the current overlap and fragmentation of resources. The authorities should urgently review, adjust, and finalize the master plan for the relic in line with the orientation toward heritage economy development. The plan should clearly define the scope of study and the boundaries of Protection Zone I and Protection Zone II, and should organize architectural and landscape space appropriate to the character of each zone. Once the master plan is completed, the city should adjust and relaunch Phase 2 of the Dinh Tran Thanh Chiem and Quoc Ngu Script Historical-Cultural Park Project on a phased investment roadmap. The first phase should focus on demarcating boundaries, defining protection zones, clearing sites in key areas, protecting archaeological remains, and addressing urgent risks of encroachment. The subsequent phase should invest in technical infrastructure, landscaping, an information center, exhibition space, visitor pathways, parking areas, a system of signage, greenery, and public amenities. Tourism and commercial exploitation components should be implemented only after the basic conditions for preservation have been secured. For areas subject to land recovery, plans

for compensation, resettlement support, and livelihood conversion should be developed to suit each group of households.

The city government should supplement and refine preferential policies on land, credit, and taxation and simplify administrative procedures in order to attract private-sector participation in investing in and exploiting the value of the Dinh Tran Thanh Chiem relic. It should create mechanisms to encourage enterprises to participate in the public-private partnership (PPP) model in infrastructure development, heritage digitization, and the operation of tourism services. The city government should further accelerate the digitization of archaeological materials, historical documents, maps, artifacts, and the relic's scientific records, forming a unified, shared data system. Geographic information systems (GIS), remote-sensing imagery, and unmanned aerial vehicles (UAVs) should be applied to manage the relic's space, support preservation and planning work, and strengthen connectivity with cultural destinations in the region.

4.2. For investors and enterprises

Travel enterprises should coordinate with local authorities to develop linked tourism routes, taking the relic as the nucleus connecting the cultural-heritage spatial axis and the mountain-forest-sea landscape axis. A scenario should be built for each route, with a coherent narrative and distinctive highlights of history, culture, and landscape, in which the relic is identified as the center of the storyline. Travel enterprises should research, benchmark, and draw on the experience of exemplary tourism models at home and abroad in order to create tourism products suited to the relic.

(1) Educational tourism model

In China, historical relics are not merely sightseeing attractions but are also constructed as spaces for experiential education that combine the transmission of knowledge with cultural practice. A notable example is the city of Jining (Shandong, China), which develops study-tour programs based on famous historical relics such as the Three Confucian Sites (the Confucius Temple, Cemetery, and Mansion) and Nishan Sacred Land. Applying this experience, the Dinh Tran Thanh Chiem relic could offer an "Introductory Class in the Quoc Ngu Script" workshop that recreates the historical learning space, in which visitors practice spelling and writing Quoc Ngu characters; or a "Thanh Chiem Woodblock Printing" workshop offering an experience of carving characters, inking, and printing impressions on traditional do paper.

(2) Smart tourism model

Digital transformation is creating new ways of preserving and exploiting heritage value. For example, the Old City of Zuoying (OZC) in Kaohsiung, Taiwan, has applied technologies such as AR, VR, moving models, and projection mapping to enhance visitor experience and strengthen community awareness of the value of cultural heritage [7]. The Palace Museum in Beijing has developed a game feature through which users explore artifacts and carry out museum-management tasks. Drawing on these examples, VR, AR, and 3D simulation technologies could be applied at the Dinh Tran Thanh Chiem relic to build a digital museum and a 360^0 virtual tour. At the same time, a multilingual automated interpretation system integrating artificial intelligence (AI) and QR codes could be developed to provide in-depth information on the history of the relic, the formation of the Quoc Ngu script, and the related historical figures.

(3) Experiential tourism model

Many provinces and cities in Vietnam have developed experiential tourism products at historical relic sites, including the "Sacred Night" tour, which recreates the story of political

prisoners escaping at the Hoa Lo Prison relic; the night tour "Decoding Thang Long Imperial Citadel" at the Thang Long Imperial Citadel relic, among others. Following this orientation, a night tour titled "Memories of Thanh Chiem" could be developed. Such a product would recreate the space of a center of power in Dang Trong, portraying meaningful moments such as the court audiences of the Nguyen lords, the bustling commercial atmosphere associated with the Hoi An trading port, the process of East-West cultural exchange, and the journey toward the formation of the Quoc Ngu script.

In addition, satellite products should be developed alongside the main tour to create multisensory experiences. Examples include "A Day as a Triem Tay Mat-Weaving Artisan", with the experience of splitting sedge, weaving mats, and taking home a handcrafted product; and the tourism product "Thanh Chiem Market Fair", simulating a historical market space with specialties such as Phu Chiem noodles and Cau Mong roasted veal. In parallel, a line of souvenir products bearing the identity of the relic should also be developed, such as Dinh Tran Thanh Chiem postcards; a mini-map entitled "The Thanh Chiem Narrative"; miniature Phuoc Kieu bronze bells, among others.

4.3. For the local community

Residents should be encouraged to participate in the heritage-linked service value chain through household-managed business models. The establishment of hamlet, commune, ward-level tourism management boards or service groups should be encouraged to coordinate business activities, manage visitors, ensure environmental sanitation, and maintain security and order. Training for residents should be strengthened in tourism service business knowledge, foreign language skills, digital transformation, and environmental protection. A fair and transparent benefit-sharing mechanism should be established, in which revenue from entrance tickets, services, business premises, or events is used to support community welfare programs, sustain traditional crafts, improve the environment, and protect the relic. The local community plays the role of the central "link" connecting the government, tour operators, and visitors throughout the entire process of heritage economy development.

4.4. For experts and researchers

Archaeologists, historians, cultural researchers, and linguists should coordinate work to clarify the scale, spatial structure, and function of each area of the relic, while continuing to supplement the scientific evidence regarding the role of the relic in the southward expansion, the formation of the Dang Trong government, and the birth of the Quoc Ngu script. On the basis of the research findings, experts should build a unified system of interpretation for the Dinh Tran Thanh Chiem relic, encompassing the heritage narrative, a system of themes, interpretive content, historical maps, scientifically grounded reconstruction images, and educational materials. Scholars in the fields of economics, tourism, and cultural management should conduct studies assessing destination carrying capacity, market demand, visitor satisfaction, the community's capacity to participate, and the socio-economic effectiveness of heritage products. The research results will serve as a scientific basis for adjusting the management model, refining tourism products, and formulating policies for heritage economy development in a sustainable direction.

5. Conclusion

Drawing on the heritage economics approach, this study has constructed and applied an analytical framework comprising four components: identifying the heritage capital, assessing the potential to transform heritage into

an asset, forecasting the value created, and orienting sustainable governance. This framework has been used to interpret the case of the Dinh Tran Thanh Chiem relic, a site that exists mainly in the form of ruins. The research results show that the relic constitutes an exceptional humanistic resource capable of being transformed into a cultural asset and of participating in the process of creating economic and social value for the locality. Transforming the relic's value into a resource for sustainable development requires coherence in management mechanisms and investment policy, creativity in cultural products and services, and the proactive participation of the resident community. A development strategy for this type of relic should place the capacity to interpret heritage value at its center while closing the cycle through a mechanism for reinvesting economic revenue back into preservation. The key principle must stem from an understanding of "preservation for development" and "development for preservation" in a synchronized and consistent manner.

In theoretical terms, the study broadens the scope of applying heritage economics to historical relics that exist in the form of ruins, a subject still rarely addressed in existing Vietnamese scholarship. In practical terms, the analytical framework and the set of solutions provide a reference basis for the Da Nang city government in formulating heritage economy development policy toward the goal of building a creative, identity-rich heritage city; they may also be applied by way of comparison to relics with similar conditions in other localities. Alongside the results achieved, the study has certain limitations. The article relies mainly on qualitative research methods, secondary data analysis, and field observation; the economic values of the relic are examined only as expected values and have not yet been quantified using heritage economic valuation methods such as contingent valuation method (CVM) or choice modelling. Further studies could carry out quantitative surveys of market demand, visitors' willingness to pay, and the destination's carrying capacity, as well as assess the socio-economic impact after preservation projects are implemented, in order to provide fuller empirical evidence for the process of transforming cultural capital into economic capital at Dinh Tran Thanh Chiem in particular and within the heritage system of Da Nang city in general.

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