Tourists' experience of The Palace Museum in Beijing: An analysis of online reviews

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Abstract

In this study, by studying the tourist experience of cultural heritage tourism as reviewed on Trip Advisor and C-trip, the factors influencing tourists' experiences at the Palace Museum were analysed from the point of view of cultural heritage tourism and the construction of heritage tourism. The study proposed strategies and suggestions for cultural heritage conservation and cultural heritage tourism development.

The Palace Museum in Beijing is known as a cultural heritage destination with a rich traditional culture, attracting a large number of tourists to this cultural symbol in China, but it also generates a series of problems. In this context, this study used secondary data in the form of reviews by tourists who had visited the Palace Museum after 2019. The data were used as primary data for this study and analysed to identify the factors influencing tourists' cultural heritage tourism experience and the importance of each factor. The study also examined the tourist interpretations of the Palace Museum in Beijing in terms of both the content and medium of interpretation.

By analysing the travel website reviews, it was found that tourists' experiences of world heritage tourism at the Palace Museum were positive, negative and neutral, and could be categorised as into two themes, product and service, From the data, it was found that the architectural experience of the Palace Museum in Beijing was memorable in the perception of tourists. As an important tourism resource, historic buildings began to receive widespread attention in the 1990s, and conservation attempts have evolved from pure conservation to practical conservation. In the process of tourism, the behaviour of visitors and their satisfaction with their experience, has had a significant impact on the conservation of historic buildings. It was found that visitors have a good overall impression of the Palace Museum buildings, but do not have a strong sense of conservation. Based on the disciplines of economics, management, architecture, tourism and communication, this study analyses the tourists' evaluation of the experience of cultural heritage tourism sites, examines the relationship between world heritage conservation and tourism, and summarizes and analyses the cultural promotion content, tour guide literacy, interpretation content, interpretation skills, facilities and equipment of cultural heritage tourism sites from multiple perspectives. In addition, in terms of interpretation content, tourists prefer guided tours, followed by audio tours, and other media are used less than these. In this study, the interpretation content was divided into self-guided and guided tours. Based on the analysis of tourists' evaluation of the

interpretation experience, it was found that in terms of the content of self-guided interpretation, the interpretation lacked interest and storytelling, the translation was not adequate, and the annotation of traditional culture in the interpretation was not sufficient, making it difficult for tourists to understand. The role of self-guided interpretation media is weak; in terms of interpretation staff, the language ability of guides is low, the quality of service varies, and little attention is paid to issues such as interpretation of cultural relics. In response, this study offers some suggestions for tourism development at similar World Heritage sites in order to create unique cultural symbols and enhance the visitor experience, and hopefully provide lessons for tourism conservation and development at heritage sites.

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Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Signed:

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Date: 22/12/2021

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Chapter 1.   Introduction

1.1 Study Background

The World Travel and Tourism Council has forecast that the average annual GDP (Gross domestic product) contribution will increase by 3.9% from 2015 to 2025, reaching NZ$359.32 billion in 2025 (Yadav & Kumar, 2017). With the development of tourism, the tourism market is becoming more sophisticated, and tourists are not so much in favour of sightseeing tourism, but seek tourism products with more cultural heritage, preferring cultural activities with long-standing cultural connotations, hoping to fully experience the deep cultural heritage and characteristics of tourist places by actively participating in the activities and experiences there. The conservation and utilisation of the world's cultural and natural heritage that began in 1972, has created a new opportunity for tourism to integrate with heritage, so cultural heritage tourism now has viable and promising potential in the tourism industry (Rössler, 2006).

China is rich in heritage resources and several world heritage sites. By July 2021, China has 56 World Cultural and Natural Heritage sites on the world heritage list: 33 world heritage sites, five world heritage Cultural Landscapes, four world heritage Dual Cultural and Natural Heritage sites, and 14 world heritage Natural sites, making it a leading country in the world in terms of world heritage sites. It is also one of the countries with the highest number of natural world heritage sites and the highest number of dual-world cultural and natural heritage sites (tied with Australia). On 5th February 2012, the General Office of the Central Committee of the Communist Party of China and the General Office of the State Council published the "Outline of the National Cultural Reform and Development Plan for the 12th Five-Year Plan" (Su & Wall, 2014). The plan states:

> Actively develop cultural tourism, providing government support for cultural heritage tourism; develop cultural tourism while scientifically and correctly handling the relationship between conservation and development, heritage and development; promote the formation of cultural heritage resources into an industrial situation and combine them with the market to realise the heritage and The development of cultural tourism is supported by a scientific and correct approach to the relationship between conservation and development, heritage and development.

In line with the requirements of China's cultural development strategy, an in-depth study of cultural heritage tourism is consistent with the trend of national industrial development

and reflects the richness and diversity of China's national culture; indeed, various relevant management and administrative departments stand to benefit from such a study.

1.2   Research Background

The Palace Museum in Beijing is a popular world heritage site and attraction for tourists visiting Beijing. The Palace Museum was the imperial palace of the Ming and Qing dynasties of ancient Chinese society and in 2021 was 601 years old. It carries the traditions of ancient Chinese civilisation, is a witness of Chinese history and culture, and a shining pearl of world cultural heritage (Lai, 2016). The Palace Museum is representative of both its traditional cultural heritage and the internationalisation of its visitors. As a window for visitors through which to understand China's ancient and modern culture, a palace tour can make a deep impression, and proper interpretations can deepen visitors' emotional connections and understandings of the Palace Museum (Gao, 2016).

In addition, many visitors to the Palace Museum are interested in the buildings within the Palace Museum, so these have an important role in the prosperous development of this world heritage site and of tourism. As an important part of the tourism industry, historic buildings have become increasingly visible to tourists, and the historical and cultural remains, architectural achievements, and artistic and aesthetic values contained therein, are recognised by the public, attracting many travellers. Zhao and Li (2018) commented that there has been a shift in the way historic buildings are preserved, from the original notions of "don't dare to move" and "don't move" approaches, which led to some historic buildings slowly disintegrating, to the more sustainable approach which is now gradually developing. This is a more conservation focused approach based on rational use, such as on scientific research, and education, tourism, and cultural ideals. Among these forms of use, tourism is the best way to solve the problem of the conservation of historic buildings (Light, 2015). The use of buildings as tourist attractions has existed since ancient times. The conservation of historic buildings should therefore be reflected in the field of tourism research, as an important tourism resource, so that historic buildings can be given their full value, and rapid tourism development can be achieved (Scerri et al., 2016).

China has a long history and culture; 5000 years of culture have led to many historical buildings on the Chinese landscape, reflecting the diligence and wisdom of the ancient people of China, and providing the conditions for heritage tourism. However, while being

utilised as a tourism resource, they also face many problems that have not previously arisen, bringing new challenges to their conservation (Zhang et al., 2015). How to better protect historic buildings to provide for the sustainable development of tourism is one of many issues that must be considered to maintain the healthy development of tourism.

Figure 1 *The Palace Museum*

*Note.*The Palace Museum in China, the many palaces in the museum. From *vcg.com,* by Li Jingwang(Getty Creative), n.d. (https://www.vcg.com/creative/809907948). E+,RF

Figure 2 *The Palace Museum*
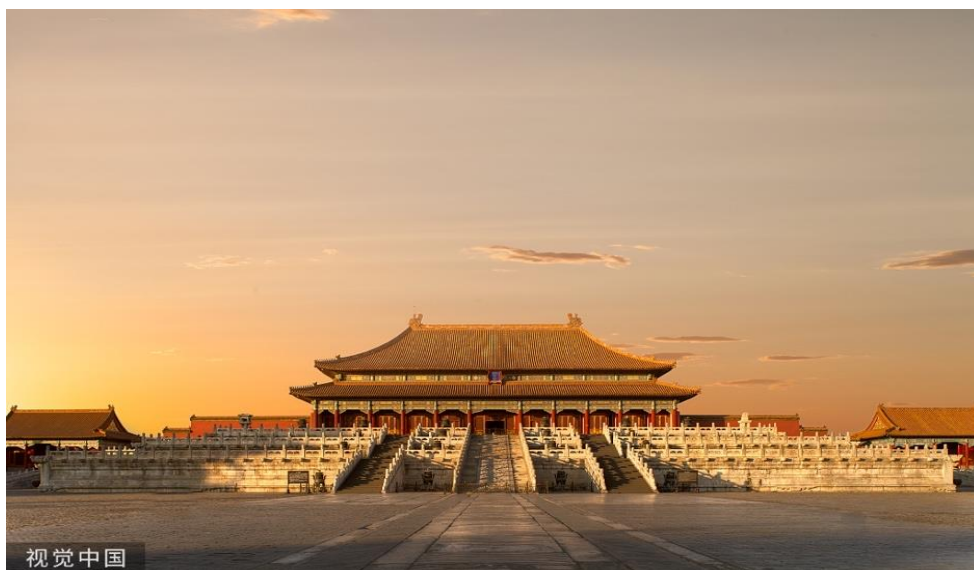
Note. The Forbidden City without people. From *vcg.com,* by CZQS2000/STS|CZQS2000/STS/Getty Creative, n.d. (https://www.vcg.com/creative/1003294169). Photodisc, RF

1.3   The Experience Economy and Visitor Experience Theory

Pine and Gilmour (2011) observed that people today are no longer satisfied with simple products or services. People want great experiences and are willing to pay for them, and companies are evolving from providing services to creating experiences. Now, the idea of the experience economy has spread widely around the world. A typical industry in the era of the experience economy is tourism, which offers people the opportunity to seek out intellectually enjoyable experiences. The variety of tourism products available today is enough to dazzle travellers, and as their knowledge grows, their horizons broaden and their travel experience enriches. People are no longer satisfied with mere sightseeing, leisure, and shopping, and as traditional forms of tourism fail to meet the individual needs of tourists, they may become bored with traditional tourism and begin to pursue high-quality travel experiences (Radder & Han, 2015). The experience economy brings both opportunities and challenges to the tourism industry (Chang, 2018). Tourism enterprises should consider the issue of tourists' experiences when developing tourism products, try to meet the needs of tourists, enrich the variety of tourism products, improve the characteristics of tourism products, pay more attention to the tourism experience, and be able to meet the expectations of tourists in tourism destinations.

1.4   Objectives

1.4.1   Purpose of the study

What needs to be discussed is how to maximize the benefits of the World Heritage Site and the tourism industry while ensuring that the World Heritage Site is not destroyed. This thesis aims to clarify the relationship between the impact of World Heritage sites and tourism by summarizing the problems of the Palace Museum from the perspective of tourists through their reviews posted on Trip Advisor and C-Trip websites, and by understanding the factors that affect their experience. In addition, by analysing secondary data obtained from tourism websites, the extent to which these factors influence heritage visitors and the reasons for this influence were obtained. The research and analysis identified problems in heritage tourism and provided recommendations for heritage tourism operators to address these problems.

To achieve these objectives, there were three main goals:

1. summarise data from visitors' evaluations of the Palace Museum.

2. identify the positive and negative factors that influence visitors' experiences of the Palace Museum.

3. provide recommendations for an improved visitor experience at the Palace Museum.

Due to the rampant COVID-19 in early 2020, which brought tourism to an abrupt halt, the Palace Museum was only officially opened to the public from May 1, 2020. Therefore, visitor evaluations for the entire year of 2019 before the epidemic were collected as sample data for this study, with four seasons of data from spring to winter without interruption and without extraneous factors that interfere with the target data, which is more comprehensive and representative. Although only one year of the 600-year history of the Forbidden City was selected, the more comprehensive and more recent data can be achieved by using a small sample to infer the overall.

1.4.2   Theoretical implications

This study used tourists' evaluations of the experience of visiting the Palace Museum, as posted on tourism websites, to develop a model of factors affecting the tourism experience. The study mainly investigated the experiences of tourists in cultural heritage tourism sites. The study aimed to investigate tourists' comments on the architecture, cultural relics, explanation content and media of the Palace Museum, and summarise their experience of the museum. This enabled me to make practical suggestions for all kinds of problems, in order to improve the comfort of tourists when they visit the Palace Museum, and further strengthen the integration between the Palace Museum and tourism activities, spread traditional culture, and protect cultural relics and historic sites.

1.4.3   Practical implications

The practical significance of heritage tourism research cannot be ignored. The non-renewable nature of heritage sites determines the importance that heritage tourism developers attach to their conservation efforts, in order to avoid conflicts between the conservation of cultural heritage and tourism development. Most tourists are willing to experience the originality of heritage sites during their visits, however, the excessive commercialisation of heritage sites has seriously affected the tourists' experiences of these sites and endangered the preservation of the cultural connotations of the sites themselves. Because the Palace Museum in Beijing has a certain status and is able to be representative of other heritage tourism destinations, this study collected the evaluations of tourists who

had visited the Palace Museum and analysed the data to evaluate their experiences. An analysis of the successes and problems of the Palace Museum in terms of heritage tourism was undertaken and suggestions made to facilitate more effective management of the Museum in the future. A win-win development path was found for heritage conservation managers and tourism developers to promote a healthy development of the Palace Museum and other heritage tourism sites, while also benefiting the heritage and development of the cultural heritage itself.

1.5   Overview of the Dissertation

This dissertation is divided into six chapters. This chapter introduced the research topic, the research purpose and research method, and overviewed the theoretical and practical significance of the study. The second chapter is a literature review, providing a background to the study from domestic and international research. The third chapter the findings, summarises the data collection and presents the analysis. Through charts and graphs, the influencing factors can be clearly seen and summarised as a solid foundation for future research. Chapter 4 discusses the data summarised in Chapter 2 and analyses them to identify the problems of the Palace Museum and the data analysis of this study. The fifth chapter provides recommendations and suggestions for the solution of the problems found in this study, to provide a reference for future research. The final chapter is the Conclusion, which reviews the original objectives and findings and summarises them in a discussion before presenting some possible limitations and the ethical aspects of the study.

Chapter 2.   Literature Review

2.1   Cultural Heritage and Heritage Tourism

2.1.1 Cultural heritage

Heritage can be divided into five heritage systems: world heritage, intangible, memory of the world, globally important agricultural heritage systems (GIAHS), and world geoparks (Kajihara et al., 2018). According to Han (2012), world heritage sites can be divided into four categories: world cultural heritage, world natural heritage, natural and cultural dual heritage, and cultural landscape.

Cultural heritage is the material and spiritual wealth from the evolution and inheritance of human history, and can bring economic value (Cai, 2010). Compared with other tourism resources, cultural heritage is non-renewable, unique, and integrated. Cultural heritage can be divided into tangible and intangible cultural heritage. Generally speaking, "cultural heritage" refers to tangible cultural heritage. According to the FRANCIONI and LENZERINI (2008), cultural heritage includes monuments, groups of buildings, and sites of human cultural heritage.

Cultural heritage is a living fossil that records humans' long-term activities and historical footprints and is an important symbol of social development for a specific period. Feilden and UK (1993) noted that cultural heritage includes and records all signs of long-term human activities and achievements. Cultural heritage is heritage with cultural value created by human beings in social and historical events and includes all the material and spiritual wealth so created (Dümcke & Gnedovsky, 2013). According to Utanova (2019), cultural heritage is a broad concept: the sum of spiritual wealth from past human history.

2.1.2 Heritage tourism

Cultural heritage tourism can involve inherited human substance and phenomena such as cultural relics and historic sites (i.e., human spiritual and material civilisation remains), and is a part of tourism that has adapted to the changing needs of the tourism market (Kumar, 2017). Tourist education and improved literacy levels, provide tourists with a strong desire for knowledge, encouraging cultural heritage development. Cultural heritage tourists have increased in numbers visiting museums, historical and cultural cities, ancient villages, parks, and cultural relics sites. At cultural heritage tourism sites,

people can get close to the history and perceptions of ancient civilisations and build a connection between history and the current reality (Perera, 2015). Cultural heritage tourism can be a sustainable form of tourism based on the protection of cultural heritage (Li et al., 2020). For example, the Thai government has combined the protection of cultural heritage with the development of tourism, which on the one hand has increased the economic income of the people and made them participate in the protection of the national cultural heritage (Shi, 2019).

There are different definitions of cultural heritage tourism. Wahab (1997) suggested that monuments and other material remains of human spiritual civilisation and material civilisation should be regarded as important tourist attractions; the consumption of cultural heritage has always been a part of tourists' travel experience. The uniqueness of a cultural heritage site determines its attractiveness. The term "heritage" covers not only landscapes, cultural history, architecture, artifacts and cultural traditions, but also implies components or objects of an archaeological nature that can bring research value to archaeology. Archaeological components can be buildings, monuments and murals etc., and archaeological objects can be structures, caves, inscriptions, architectural complexes, landscape complexes, and sites. These monuments enrich tourism resources (Prentice, 1993). Yale (1991) indicated that heritage tourism not only focuses on the cultural heritage inherited by human beings, but also includes historical buildings, cultural connotations, historical heritage, and beautiful landscapes. Arts and heritage tourism is a core component of cultural tourism, and motivates tourists to travel for cultural purposes, such as on learning trips, for performing arts and cultural tourism, trips to festivals and other cultural events, visits to monuments, research cultural trips, visits to folklore or art, and pilgrimages, among others (Zeppel & Hall, 1992). The role and importance of cultural heritage not only exists in tourist destinations but is also closely related to national concepts and cultural identity, which are an important part of daily experiences (Hitchcock, 1997). Tunbridge and Ashuonth (1996) pointed out that tourists can feel a cultural influence that is different from their daily life through visits to cultural heritage sites and draw pleasure from visits.

Visitors are interested in heritage tourism, because historic sites are not only representative of what happened in the past but are also seen as a contemporary attraction. Cultural heritage can be described as a living witness of the authenticity of history. The existence of cultural heritage is an indispensable part of human life, so the protection of

cultural heritage has become a responsibility of governments and local residents. Nevertheless, when tourism development and heritage come together, it seems that the two concepts come into conflict. Tourism development has both positive and negative effects on cultural heritage. Santa-Cruz and López-Guzmán (2017) highlighted that there has always been a conflict in the merging of cultural heritage and tourism. Ghermandi et al. (2020) explained that the development of heritage tourism has some negative impacts on the environment. Environmental impacts include heritage and cultural elements, representing a major problem for tourism. Overcrowded and over-developed areas tend to have smaller and more fragile cultural environments. During the peak tourism period, tourists may be three or more times the permanent population, and unintentional behaviours by tourism companies and tourists can damage cultural heritage sites without the operators or tourists being aware of this. However, Santa and Tiatco (2019) regarded cultural heritage tourism as the core content of cultural tourism.

Cultural heritage is a carrier of history, a tangible cultural heritage, and a materialised historical culture. Based on Xing et al.'s (2007) study, it is evident that more than 70% of inbound tourism in China is aimed at cultural heritage tourism, especially in provinces with large cultural heritage sites. Therefore, it is clear that the development of cultural heritage resources enriches the tourism content.

2.1.3 Cultural heritage tourism reflects on the value of monuments

Jones (2009) indicated that only through contact with cultural heritage monuments can their value be better understood. Hall et al. (1993) advocated that by developing cultural heritage tourism, more people are attracted to visit the sites of cultural heritage, participate in cultural activities, learn about the history contained in the local heritage sites, and enhance cultural exchange. Various operators interpret and provide cultural heritage through physical displays, textual images, and other materials, enriching them through increased publicity from multiple perspectives and extensive cultural transmission. The cultural heritage resources thus become revitalised, and cultural heritage is no longer the exclusive domain of a few cultural relic workers, but a way for ordinary people to enrich their knowledge. This not only promotes the traditional culture of humanity, but also reflects the value of cultural heritage.

2.2 Protection and Utilisation of Cultural Heritage

Svensson (1997) observed that cultural heritage is the product of specific historical stages in a certain historical period. It has the characteristics of non-renewable resources, public welfare, rarity, and profound cultural connotations, and is thus the focus of human attention. It also has historical data value, scientific value, social value, cultural emotional value, aesthetic value and tourism value. Poulios (2014) suggested three kinds of cultural heritage protection: material-based, values-based, and a living heritage approach. Value oriented conservation emphasises the continuity between community and heritage and pays attention to the authenticity of heritage. With the development of cultural heritage tourism, there are more protection modes and experiences. Furthermore, with such rapid development, research on the protection and utilisation of cultural heritage tourism resources has become the focus of research on the development and management of cultural heritage tourism. Protection covers a wide range of contents, the essence of which is that people attach importance to them with specific behaviours and use certain methods to restore and maintain their original appearance as much as possible. The ultimate goal of protection is to effectively maintain and reasonably utilise cultural heritage (Chen et al., 2014).

2.2.1 Cultural heritage protection and tourism

Cultural heritage is the activity record of human history, reflects the living conditions of human beings in a specific historical period, and is evidence of an historical heritage environment. In order to develop the economy through tourism development, a great deal of construction work is being done at cultural heritage sites. Such a practice is undoubtedly destroying, damaging or even eliminating cultural heritage. The protection of cultural heritage tourism resources has therefore become an urgent problem.

Sun (2007) stated that effective ways to protect cultural heritage tourism resources include rationalising the management system, legislating to strengthen protection, scientific planning for strengthening conservation management and monitoring and maintenance of conservation management. There is strong opposition to commercial development in reserve areas (Xie & Zheng, 2003). Xie and Zheng (2003) believed that major tourist services should be outside reserve areas to maintain their authenticity and integrity.

2.2.2 Cultural heritage protection and legislation

Through the analysis of the existing natural heritage protection and legal system, it was found that some relevant laws are ambiguous in terms of the protection provisions of heritage sites, and the legislative effect is not strong, so it is very difficult to promote these sites (Huang & Zhu, 2007). Deng (2005) indicated that the legal provisions for heritage protection in China are far different from those in Australia, which has allowed heritage protection problems to emerge. The main reasons for this are: inadequate laws and regulations, the lack of a complete system of laws and regulations, and the weak operability of laws and regulations. Today, China does not clarify the value of cultural heritage property rights registration and the limits of its role in the legal provisions for cultural heritage protection law, nor has it established a sound system of property rights registration code preparation and representation confirmation for movable and immovable cultural relics. These legal loopholes may be used by unscrupulous elements to over-exploit cultural heritage, etc., causing irreversible damage to it.

2.3 Experiential Tourism

Traditional forms of tourism may not meet the individual needs of tourists, who may be bored with traditional tourism, and therefore seek high quality tourism experiences. Tourism experience related theories are needed to support other theories, such as tourism travel motivation theory, tourism expectation theory, tourism satisfaction theory, and behavioural intention theory. Tourism motivation theory suggests that the main motivations for tourists to travel and participate in tourism activities are influenced by both intrinsic psychological factors and external objective factors (Heitmann, 2011). Tourism satisfaction theory holds that tourism satisfaction is a kind of standard that can be used to detect the quality of tourism. The factors affecting tourism satisfaction are mainly environmental factors, tourists' personal attribute characteristics, and tourists' experience factors. Tourism experiences are divided into shallow experiences, general experiences, and deep experiences' traditional sightseeing tourism is classified as a shallow experience (Neal & Gursoy, 2008). Tourists feel the human environment of cultural heritage tourism places from the visual and auditory aspects belonging to general experience. Tourists not only experience the culture contained in cultural heritage tourism places, but also interact with cultural heritage tourism places and have unforgettable experiences; the participatory tourism activities of heritage places are classified as deep experiences. The application of experience economy theory to the study of cultural heritage tourism development is in line with the current development needs of cultural heritage tourism and the needs of the tourism market and can promote the tourism

industry to drive the steady development of the economies of cultural heritage tourism sites.

2.4 The Influence of Online Information on Travellers' Decision Making

The globalisation of information communication is increasing (Cornali & Tirocchi, 2012). Cao and Yang (2016) proposed that tourists' reviews on tourism websites are a form of media developed with computer and internet technology and allowed rapid and wide dissemination of information and information exchange. In its current social form, tourism, as the main way for people to enrich their spare time, has developed into the most popular form of leisure globally. This change to network media has laid a solid foundation for the development of tourism, promoting the transmission of all kinds of information that can be effectively transmitted all over the world. Governments actively promote the development of tourism information technology, and tourism enterprises attach great importance to the opportunities brought to them by this technology; the innovative and adaptive decision-making behaviour of tourists is a key driving force for the development of tourism information technology (Xiang, 2018). At the level of tourist behavior description research, information technology provides new data sources. Compared with the tourist behavior data obtained by traditional questionnaire methods, the mobile data obtained based on information technology has four characteristics: massive information, real information, spatial coverage and real-time information. The new data obtained based on information technology brings a qualitative change to the research of tourist behavior description, which makes the research of tourist behavior description change from the traditional tourist behavior description in a tube to the research of panorama based on information technology. The data acquisition method of traditional tourist behavior research determines that only a certain number of samples can be selected as specific research objects, and the typicality and representativeness of the samples are sought through scientific sample selection. The behavioral data obtained based on the information service channel can be all the information detected in a destination or the web link-in information from all over the world in a certain time period monitored by a destination portal. Second, at the level of tourist behavior interpretation research, information technology provides new software for information processing and analysis. Applying new concepts such as modular design, information processing and analysis software such as SPSS, GIS and other common software have standardized input and output interfaces. Thus, the impact of network information technology on the decision

making of tourists, the construction of tourism information systems and the marketing of tourism enterprises are of great importance.

2.4.1 The influence of network information on travellers' demand

In a related research field, network information has been an important influence on the content, level, and characteristics of tourist information demand. Web information stimulates tourists to generate demand from two sources: the marketing stimulation of conscious tourism sites, and web reference groups (Liburd, 2012). Card et al. (2003) indicated that before 2003, the level of tourist web information demand was almost unchanged, and mostly about fares, accommodation, and travel offers. Since 2007, the highest frequency of tourists' demand has been for accommodation and transportation information, followed by information about tourist attractions (Cai et al., 2010). This shows that due to economic and techno-cultural factors, the level of tourists' online information needs changed after 2007, but the content of online information needs has not changed. Choi et al. (2012) applied tourists' online information needs at different decision-making stages and found that tourists needed medium to large amounts of travel information such as that on accommodation, tickets, travel advice, maps and weather, and large events before the trip. In particular, they noted a demand for information such as maps and weather, travel advice, driving directions, and restaurants, and a need to evaluate and share a travel experience after a trip. However, Huang and Hu (2012) showed that travellers needed a high degree of core travel information for a truly in-depth tourism experience.

2.4.2 The influence of web information on travellers' searches

2.4.2.1 Psychological influences

Other travellers' information is a key influence on travellers' decision making, especially in the case of multiple online information images, where travellers' motivations are more complex. American scholars Vogt and Fesenmaier (1998) were the first to conduct a study based on a model of the factors that should precede the tourism decision-making process. They argued that online tourism information has the role of helping to formulate tourism plans and leisure. They divided tourists' online information-seeking motives into five categories: functional, entertaining, innovative, aesthetic, and symbolic, and pointed out that functional motives are those that influence how travellers collect information and solve information needs, while recreational motives indicate that the information-seeking

process is full of pleasurable information experiences, including building an information base. This aspect of online information distinguishes it from ordinary channels of information that attract tourists. Network information interacts with tourists, who gradually psychologically adapt to and become familiar with the network information environment; these psychological factors directly or indirectly affect the tourists' personal information repository. The psychology of tourist familiarity reduces the complexity of online information searches and creates good expectations, attitudes, and trust in online information, affecting information searches and purchase decisions (Gefen, 2000). Yao et al. (2014) observed that familiarity affects tourist loyalty to websites, which in turn affects travel decisions.

2.4.2.2 Behavioural influences

The development and popularity of internet information technology has driven the progress of related research. Hu et al. (2012) noted that internet information seekers are young, highly educated, and low-income, and that low-income travellers are price-sensitive, cautious, need a lot of internet information to assist with their travel decision-making. Young travellers, for example, tertiary students, prefer to use full-text search tools, enter keywords less frequently, and search for information in large quantities, and the choice of keywords and search engines has a positive relationship with their travel and internet experiences (Yang et al., 2012). Travellers rely heavily on websites, particularly Trip Advisor and C-trip (Wang & Xie, 2013). Travelers can book a number of travel-related things on Trip Advisor and C-trip before departure or upon arrival, such as hotels, airline tickets, attraction tickets and even tours on C-trip, which is very convenient.

2.4.3 The influence of the internet and tourists' evaluations on tourism decisions

Travellers' travel decisions are often predicated on the collection and comparison of destination information, and quality information services can strengthen travellers' choice of destination. Personalised travel is becoming increasingly popular in today's highly personalised world, and travel websites are particularly popular among travel enthusiasts, who use them as a clearing house for exchanging travel experience information (Harding et al., 2013). Travel websites serve as a medium for travellers to post their travel pictures, allowing them to comment on places, share their travel experiences, and provide travel information in the form of text, pictures, and videos. Studies have shown that many

travellers believe they can obtain more objective travel information from travel websites than they do from tourism officials (Vermeulen & Seegers, 2009), and that travellers are more likely to trust information about the first-hand experiences of other travellers. As a result, over 90% of US (United States) travellers use travel websites for visitor reviews (Baker, 2007).

People have now become accustomed to using online platforms to obtain the information they need, and the new and diverse development of online platforms has provided a variety of ways for people to obtain information and research data. The analysis of articles on this subject shows that online visitor reviews have an important impact on the development of the tourism industry, as they not only influence the decision making of tourists, but also the improvement and development of tourist destinations (Lv & Bai, 2014). Tourists are influenced by website visitor reviews when they choose whether or not to travel, and what their travel itineraries will be, and online visitor reviews can prompt destinations to address their shortcomings, improving and refine their destinations, thus promoting the overall improvement of tourism (Mariné-Roig, 2017). While online reviews generally are mainly focused on Trip Advisor travel sites, most travel reviews in China are on the C-trip travel platform. C-trip first established itself as a market leader in hotel reviews, and in recent years has accelerated its growth into the travel review market; the review business is becoming an important tool and standard product for travel sites.

2.5 Summary

A review of the literature shows that heritage tourism has become an important part of the tourism industry, and that the successful development of tourism and cultural heritage integration can be socially, economically, culturally and educationally beneficial, but at the same time, can also cause irreversible harm to the environment of the tourism site. From the perspective of critical heritage studies, heritage is a value given by people; if heritage is allowed to lie still, it has no particularly meaningful value (Noonan & Rizzo, 2017). However, if a heritage site is symbolically elevated too high and studied too deeply without bringing it close to the masses or allowing the masses to enjoy the results, then there is no solid foundation for the preservation and development of that heritage. These are the two extremes.

Therefore, the creation of heritage tourism can achieve a win-win situation. In the process of heritage tourism, tourists can acquire knowledge, experience the value of cultural relics,

develop a love of history, and enhance their cultural confidence, and cultural relics can be revitalised and utilised as objects of cultural tourism, so that they come to life. The development of heritage tourism can also generate income for local governments and communities, achieving a balance between heritage conservation and economic development, which is one of the main interests of this study.

Chapter 3.　　Methodology

3.1 Introduction

With the rapid development of the internet, it has become easier and faster for travellers to access and compare destination information through multiple channels (Pan & Fesenmaier, 2003). According to Miguéns et al. (2008), TripAdvisor is the world's leading data platform that provides reviews and recommendations from travellers around the world and the first choice for most travellers to find information about destinations and travel products. C-trip is the leading online travel service company in China, providing a full range of travel services to over 90 million members. The purpose of this study was to evaluate and map 300 reviews of the Palace Museum through TripAdvisor and C-trip to explore and discover items that could improve the perceived experience of visitors during their visit. It also proposes suggestions to improve the heritage tourism deficiencies and improve the tourism industry from the visitor's and heritage conservation's perspective.

Long before the introduction of the experience economy, Boorstin (1964) considered it to be a mass tourism experience that was thought to be pre-conceived. Later, Maccannell (1973) argued that the tourism experience is an active response to the difficulties encountered in modern life, in search of a response to real dilemmas. Ryan and Cliff (1997) proposed a definition of the tourism experience as a multifunctional leisure activity that includes either a recreational or learning function or both. Pine and Gilmore (1998) believed that tourism experience is a way for individuals to feel emotional, physical mental, and intellectual impressions during tourism activities. These emotions felt from tourism activities are also referred to as perceived benefits. The benefits that consumers derive from a product or service include perceived quality, internal and external characteristics of the product, and other psychological benefits (Zeithaml, 1988). The benefit component is mainly derived from perceived quality (Piri, 2006). Functional benefits are defined as benefits derived from product performance and reflect the perceived quality of the product (Jamal & Hill, 2004). Moreover, values may change with time and place, which means that preferences for certain characteristics of the same object can change at any time for a set of situations, such as ice cream in summer versus ice cream in winter (Gallaraza & Saura, 2006). So, tourist evaluations may be that the tourism experience is their most authentic perception and provide insight into how consumers

perceive the concept of a particular product or service and provide guidance on how to create the product or service to meet the consumer's needs and expectations.

This chapter also describes the research methods and tools used in this report. This study used content analysis and thematic analysis as the main tools to analyse the data. The data collection procedure consisted of two steps. First, reviews of the Palace Museum by tourists were found on two major travel portals, TripAdvisor, and C-trip, and collected over a defined period. Second, the data were then summarised and organised for subsequent systematic analysis. After the data had been collected, the statistics were organised and analysed using Microsoft Excel, and the charts copied into Microsoft Word.

3.2 Research Methodology

3.2.1 Qualitative research methodology

According to Sandelowski (1995), *qualitative analysis* primarily involves the researcher's reading, listening, and observing, and then relying on subjective perception, experience, and analysis to interpret, judge, and uncover the underlying content contained in the data. The main research component of this study is focused on personal, micro, and subjective meanings, especially since this study is about a specific contextual issue. This study entails explanations of the internal relationships of phenomena, the subjective perceptions of the research subjects and the meanings of their behaviour, as understood from the comments of 300 visitors and previous literature and other data, with the aim of developing new hypotheses. Therefore, a qualitative research method was used in this study.

This study examined problems with tourism development at the Palace Museum in Beijing, a world heritage site, using an interpretive paradigm. Since no group of people is ever the same and no objective facts exist, a social science research is concerned with understanding different concepts, ideas, and the language of the research, all of which influence the researcher's perception of the social phenomenon under study. Interpretivists believe that there is no absolute objectivity, and that so-called knowledge is understood by the person who is the subject. Interpretivists find and study meaning mostly from subjective personal experiences and feelings and believe that absolute objective research is not possible. Instead, the approach of many interpretivists is to place themselves in the scenario to be studied. The interpretivist builds a theory about a group of people with whom he or she interacts in a given social context. An interpretivist

epistemology also advocates a scientific approach to explaining the world, but this scientific approach is not related to the natural sciences; it is no longer the laws of the natural sciences that one needs to focus on, but rather, an experience (Lin, 1998). The German sociologist, Max Weber (2013), suggested that the main goal of social research is to understand, and to participate in the world of the subject. This is in keeping with the nature of this study. An interpretivist epistemology assumes that individual behaviour depends on the cultural patterns of the social environment as understood by the individual (Moon and Blackman, 2014). Under the interpretive paradigm, the individual actor is not a rational, mechanical behaviourist who interprets and makes decisions about real-world encounters based on intrinsic belief values and conceptual frameworks. This study assumes the perspectives of visitors to understand why such an assessment is given and what such a cultural approach means, and only by understanding the cultural value system behind an individual's behaviour can his or her behavioural patterns be understood.

3.2.2 Data collection

TripAdvisor and C-trip provided a broad platform for collecting data for this study. News items from major government websites was also used as secondary data. As the Palace Museum in Beijing is an important world-class heritage tourism destination, C-trip and TripAdvisor were chosen as sources from which to collect 300 travel experiences related to the palace, from both self-directed and group tour experiences. "Data collection" refers primarily to the acquisition of data, which can take a variety of forms, and is followed by the clarification, linking, and integration of data, and the transformation of low-value low density data into high-value high density data (Hox & Boejie, 2005). For example, some tourists' evaluations in C-trip are only official explanations of the palace Museum copied from the Internet or only pictures without text, which are not relevant to the perceptions of tourists that we want to obtain in this paper, and such low-density data will be sifted out and highly relevant evaluations will be selected for efficient analysis to support the argument of this paper.

3.2.3 Content analysis approach

Bock and Krischer (1998) suggested that "data analysis" refers to the analysis, summarisation, and understanding of large amounts of data using statistical and analytical methods to maximise the functions and usefulness of the data. Sgeir (2012) argued that qualitative data analysis works differently from that of quantitative data, mainly because

qualitative data are summarised according to textual elements. The advantage of this is that it is close to real life and more informative. Deriving absolute meaning from such data is almost impossible. Therefore, qualitative analysis methods are mainly used in exploratory research.

The essence of the content analysis method is to analyse the information contained in the content of a communication and its variations, that is, by inferring representative meanings from meaningful words and phrases (Stemler, 2000). A content analysis uses a deductive approach to quantify qualitative texts (Stemler, 2015). A content analysis method transforms non-quantified documentary material (in this study, reports by tourists posted on TripAdvisor and C-trip) into visual data, and analyses the literature to make judgments and inferences about the facts based on these data. A certain amount of logical reasoning and philosophical speculation is made based on the material and data obtained. The researcher analyses the content of the review in a detailed and procedural manner.

The content analysis in this study involved three stages: selection, classification, and statistics. According to Hsieh and Shannon (2005), three methods were used for the text: (1) recording or observing the content of TripAdvisor communications within a certain period; (2) analysing and comparing TripAdvisor visitors' comments within different periods; and (3) analysing and integrating the content, methods, and approaches of different media reporting on the same event/topic at the same time.

Figure 3 *Flow Chart of Content Analysis Method*
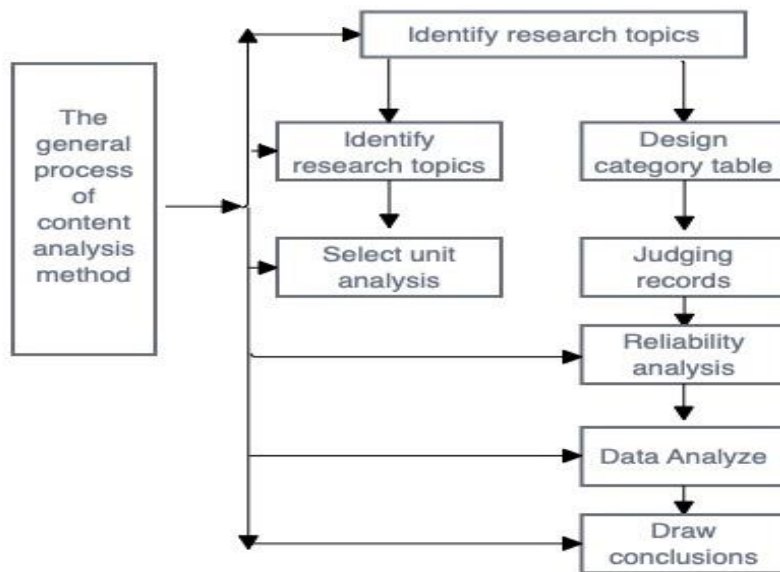
These three phases were divided into nine implementation steps as follows.

1) Define the direction of the study. This provided a substantive analysis of the sustainability of heritage sites and tourism.

2) Define the scope of the study. This included the temporal scope, which was selected due to the paucity of tourism data for 2020-2021 as a result of the COVID-19 pandemic.

3) Select the unit of analysis. The unit of analysis is the object of calculation and is the most important and, at the same time, the smallest element in a content analysis. In textual content, the unit of analysis can be a single word, symbol, or topic. The choice of the unit of analysis depends primarily on what information is needed to achieve the research objectives. The purpose of this study was to identify the tourist's experience of the Palace Museum from the visitor's point of view. The thematic analysis in the literature review summarised simple factor words. The choice of the unit of analysis must be linked to the purpose of the study.

4) Establish the categories of analysis. The central issue of content analysis is in the establishment of a classification system of media content. According to Downe-Wamboldt (1992), a study must establish clear categories and make them

applicable to both the problem and the content. Therefore, there are three issues to keep in mind when constructing a category system.

    a. The categories created must be closely related to the research objectives. This can be judged by checking whether the information in the categories answers the research questions.

    b. The category system should be easy to manage, so there should be a limit to the number of categories. In the process of creating categories, the question of how many categories should be included may arise, and two extremes should be prevented, that is, too few categories and too many categories. In general, more categories are better than fewer, because it is easier to combine several small categories into one large category than it is to subdivide a large category. However, it is important to keep the creation of categories consistent with the research goals. In an effective category system, all categories should be mutually exclusive, complete, and reliable (Chrisman et al., 1988). Content analysis categories must also have completeness of rows, and each unit of analysis must have a place in the category (Elo et al., 2014). A way to ensure completeness is to divide content into two or three parts. For example, attitudes could be divided into positive and negative.

    c. The categorisation system should be credible. This consistency is called "inter-coder reliability" in content analysis. Credibility is a key factor in content analysis.

5) Establish a quantitative system. Quantitative methods in content analysis are generally used on three scales: categorical, isometric, and equidistant. On the category scale, the researcher only needs to analyse the frequency of occurrence of units in each category (Peräkylä and Ruusuvuori, 2008). This is one of the methods used in this study. The isometric scale allowed the researcher to construct scales to explore attributes. Isometric scaling adapts to some spatial and temporal problems.

6) Code the content. Encoding the analysis units into content categories is called "coding" (Holton, 2007). This is the most laborious, but also the most rewarding part of content analysis. The coder must know exactly what the boundaries of the categories are, and improve an illogical codes in the coding scheme until it makes sense. It is important to use standardised forms to simplify coding. The use of computers for coding and statistical work is ideal.

7) Analyse the data. This stage consists of three parts: descriptive statistical results, usually described graphically and expressed in percentages; inferential statistical analysis, i.e., inferring the overall situation and making an accurate assessment of the whole based on the data obtained from the sample; and correlation and causality analysis, i.e., exploring whether there is some necessary connection between two phenomena based on the data obtained.

8) Interpret the findings. This part involves interpretation of the meaning and significance of the findings.

9) Test for reliability and validity. The question of the reliability and validity of content analysis is crucial (Matthes and Kohring, 2008). In this study, reliability was assured by testing the consistency of the coding of the review text, the accuracy of the classification, and the stability of the method. If the objectivity of the content analysis is to be guaranteed, the measurements and procedures must have reliability, i.e., the ability to measure the same data multiple times and reach similar conclusions. *Validity* refers to the extent to which the conclusions match the facts and the applicability of the findings of the study.

The content analysis includes not only the prior content information in the text but also the implicit content information. Explicit content is the visible, surface content, i.e., the tangible text contained in the textual information that is relevant to the content analysis approach (Mayring, 2014). For example, some tourists mentioned in their comments that the service attitude of the tour guide, the service attitude of the staff of the tourism website, and the service attitude of the staff of the Palace Museum were very good, so these were summarised as good customer service.

3.2.4 Framework analysis method

Framework analysis is a research method that frames a topic by creating a hierarchical structure (Pan & Kosicki, 1993). This study was qualitatively oriented. The basic framework was established after extensive reading and data collection. A framework analysis usually refers to specific research questions such as the need to obtain research results or provide recommendations. It also refers to a specific research population, a study of a predetermined topic, or a large amount of qualitative data to be analysed (Furber, 2010). I first coded three specific attitudes from the comments of 300 visitors, with 10 different influencing factors for each of the two themes. As shown in the first half of Figure 4: factors in the "negative" group and factors in the "positive" group, both with

10 primary color codes. 20 influences were identified and then organized into four specific themes, each with 3-7 factors. As shown in the second half of Figure 4, the "Good Service" group had the fewest factors with 3; the "Bad Service" group had 4 and the "Bad Product" group had 6. "Good Product"'s group has 7 factors. The framework would identify that top-down thematic framing theory allows for a visible and systematic analysis of the whole process, it allows for a clear value of the sources and ways in which the outcomes of the events, and while it may produce some theoretical framework analysis, the main content is how to describe and explain the situation under the three themes. Like all other schools of qualitative research, it is a process of induction and summarization.

Figure 4 *Data Classification Framework*
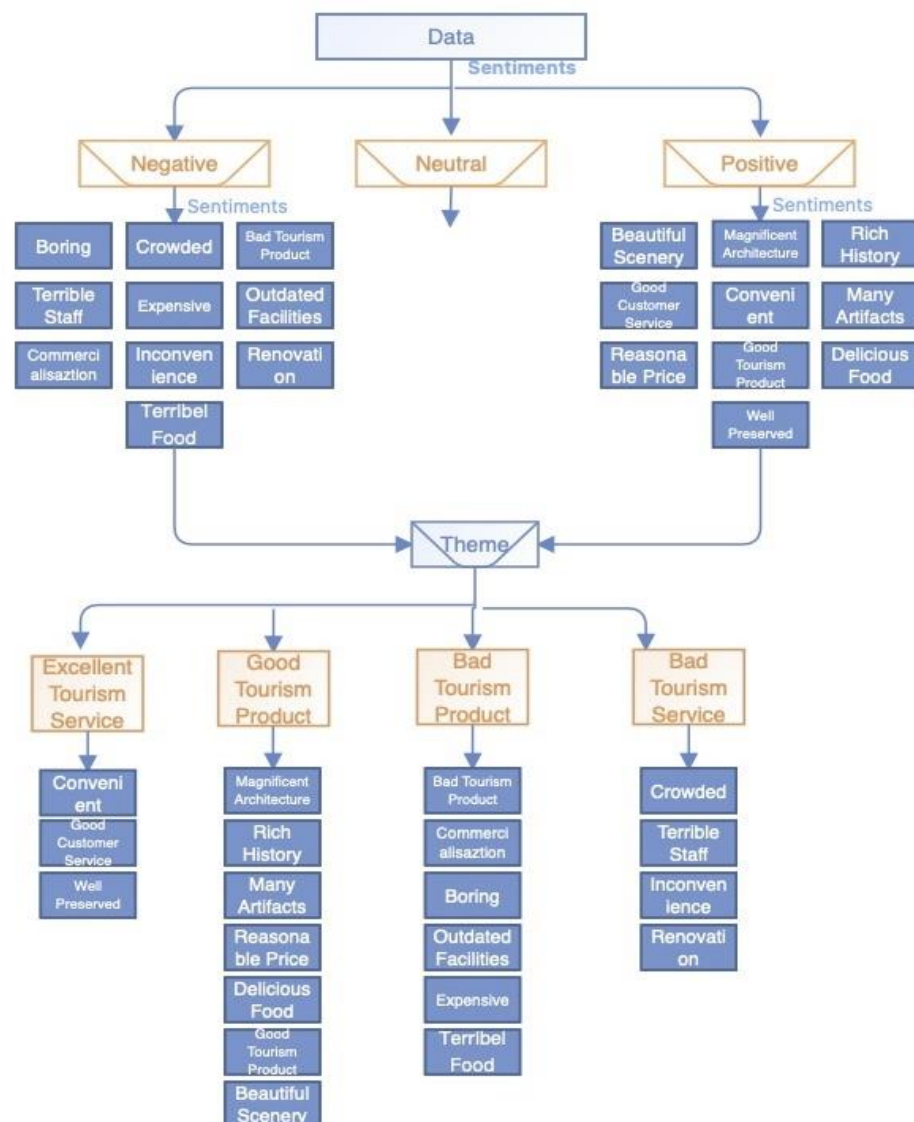
3.3 Ethical issues

TripAdvisor and C-trip reviews are publicly available in a non-anonymous manner, but the data are obtained anonymously, and personal information is not disclosed. Furthermore, the data are presented in this dissertation in aggregate form and any individual quotes used are not personally identifiable. In addition, information, and data such as news portals are publicly available, so this study used secondary data of this nature. The data have not been artificially altered in the use of these data, and there is no unreasonable judgment or discrimination; they are simply collected and summarized in a regular manner. These comments have no impact on the supplier in the use of this paper. It is important to consider these ethical issues in the collection and processing of data.

Chapter 4.   Findings

4.1   Coding of Sentiments

This chapter discusses and analyses tourists' comments on their experience of the Palace Museum based on 300 comments collected from Trip Advisor and C-Trip. Comments were classified as positive, negative, or neutral. "Positive" means that tourists voiced satisfaction with their visit to the Palace Museum, and "negative" means that the tourist voiced dissatisfaction with the trip or dissatisfaction with matters related to before the trip. "Neutral" means that tourists did not have a clear attitude towards the Palace Museum and these visitors just described what they saw, and did not express their thoughts and evaluation of the scenery or their experience

As shown in Figure 5 and Figure 6, most tourists were satisfied with their trip to the Palace Museum. In total, 192 posters thought that the trip was of great significance and that they gained a lot of knowledge, accounting for 64% (n=192/300). However, 84 posters considered their visit to the Palace Museum negative, indicating that they had a bad experience. These negative reviews accounted for 32% (n=96/300) of the total number of comments. The 12 posters that did not give an explicit response were put in the neutral group, accounting for four percent (n=12 out of 300).

Figure 5 *Codes of Sentiments*
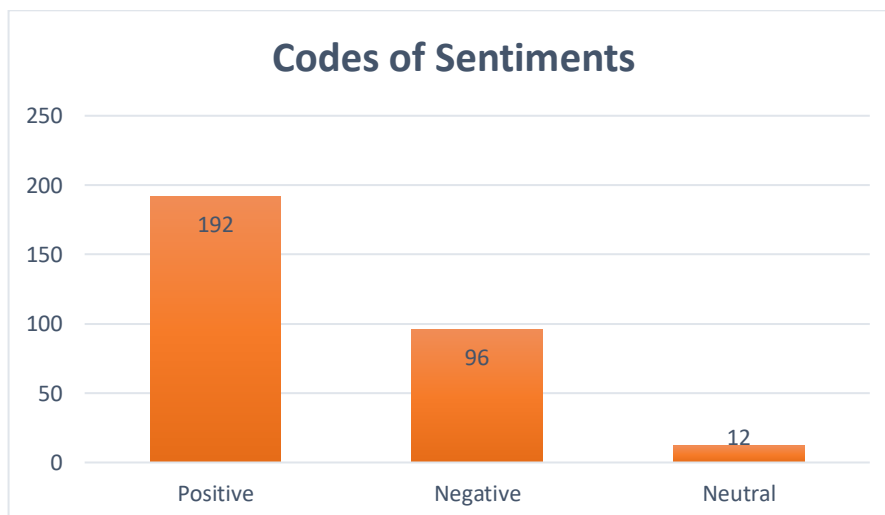
Figure 6 *Codes of Sentiments (Proportions)*

Codes of Sentiments

- Positive: 64%
- Negative: 32%
- Neutral: 4%
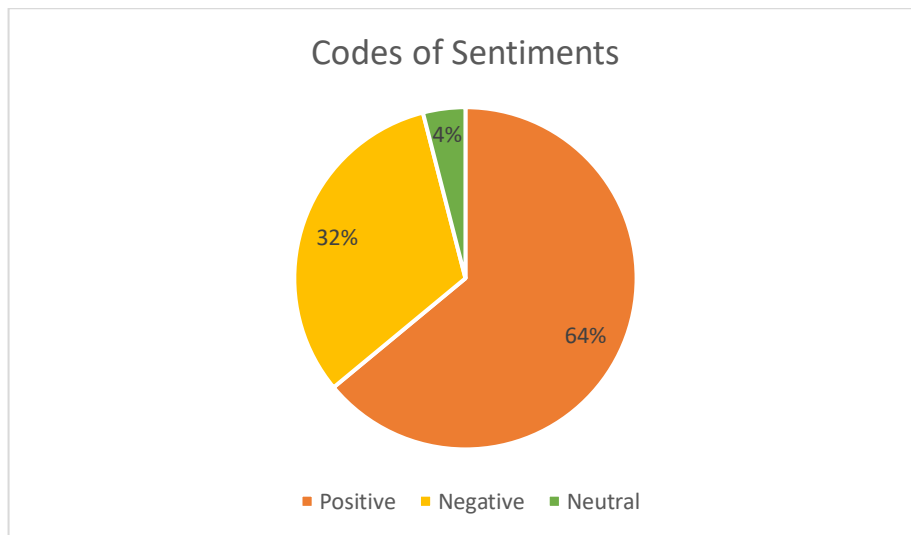
4.2 Coding Frequency of Themes

After sorting and classifying the reviews, it was found that most visitors' comments on the Palace Museum were based on two main themes, namely "product" and "service." Since the neutral visitors did not show positive or negative attitudes in their comments, nor did any of the reviews praise or criticise any of the Palace Museum's projects, the total number of comments left was 288. As shown in Figure 7 and Figure 8, the most mentioned items in the evaluation were about the product. This is a topic that tourists cared about very much, accounting for 66.67% (n=192/288) of the total comments. "Product" refers to the online travel product on C-Trip or Trip Advisor. Tourists commented on route design, cost, performance, and other aspects of the product. In addition, it also refers to offline products, such as when tourists visit souvenir shops to buy lipstick, ornaments, bookmarks, stamps, or crafts and souvenirs. Even the poor quality of the interpreters hired at tourist attractions or on a website is an element of the "product" theme. In total, 96 groups, which accounted for 33.33% (n=96/288), paid more attention to "service." "Service" included not only the tour guides, but also guiding visitors to have a better experience of the architecture and culture preserved in the Palace Museum. It also included the service attitude of staff, as well as the efficient resolution of unexpected events and help given to visitors in the tour, as well as entertainment, shopping, and other aspects.

Figure 7 *Coding Frequency of Themes*
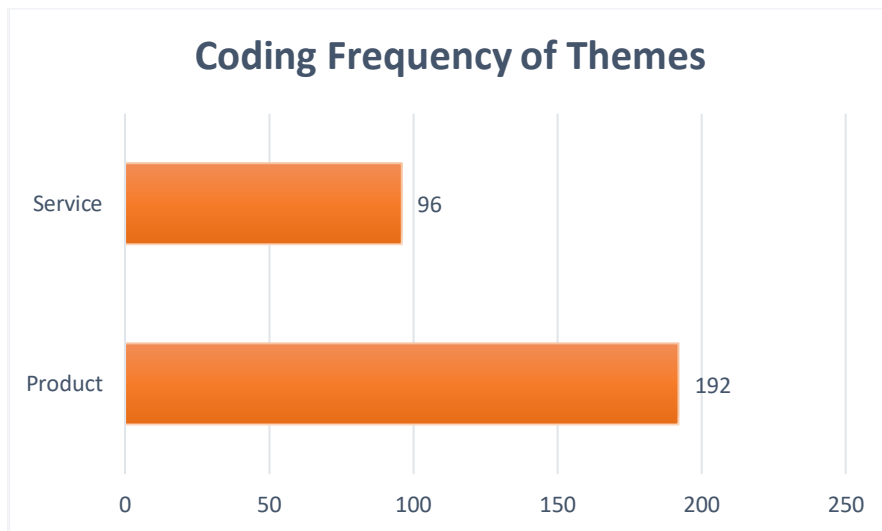
Figure 8 *Coding Frequency of Themes (Proportions)*
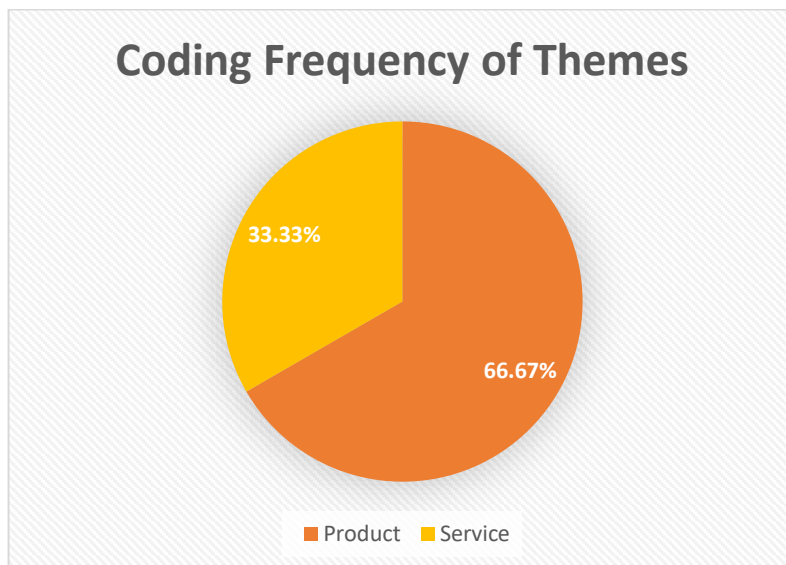
4.3. Coding Frequency of Negative Elements

The negative group were represented by 96 comments expressing similar opinions. In this group, there were 96 comments expressing negative emotions of the visitors, with 10 elements of negative emotions identified: "crowded," "bad tourism product," "boring," "outdated facilities," "terrible staff," "expensive," "inconvenient," "commercialised," "terrible food" and "renovations."

Firstly, it can be seen from Figure 9 that those visitors who were most dissatisfied, were dissatisfied with what they considered to be a boring experience. Many tourists only visit the buildings briefly, without an in-depth understanding of the history contained in the buildings and cultural relics. The Palace Museum covers a large area. In a tourist

destination with low participation, a long tour may make tourists lose patience and feel bored. Of the negative emotions of the visit, the "boring" element had the most comments, (23), accounting for 23.99% (n=23/96) of the total number of comments in the "negative" group.

Secondly, many visitors complained that the Palace Museum was crowded. The number of people visiting the Palace is an important element of the tour experience, and if there are too many people, there is little opportunity to have a detailed, quiet, and leisurely tour to better appreciate the architecture and culture. The "crowded" element had the second highest number of comments in the negative sentiments of the tour, with 15 comments, accounting for 15.63% (n=15/96) of total comments in the "negative" group.

In addition, some tourists wrote that although the Palace Museum is a beautiful, magnificent, and atmospheric place, the tourist products did not match such an excellent tourist attraction; the explanations of the interpreters were outdated or not updated, and the souvenir stores in the Palace Museum sold overlapping and duplicate products or souvenirs that did not match the historical era of the Palace Museum. Some visitors also reported that tickets purchased on C-trip for the Palace Museum were not available for use, or that late refunds led to disruptions or even cancellations of their original itineraries. Ten reviews showed that visitors were dissatisfied or even complained and made suggestions, so these were collectively known as the "bad product" group, second only to the "crowded" group in size, accounting for 10.42% (n=10/96) of all comments.

As can be seen from Figure 9 and Figure 10, there were also 17 comments which accounted for 17.71% (n=17/96) of the total, regarding the lack of staff literacy. This related to online bookings and offline guides leading and organising tours; some tourists held sceptical attitudes to the staff's work attitude and ability. Some tourists' first impression of the tour location may come from the staff's attitude and professional ability, so the attitudes of the staff need to be taken seriously, as they affect the tourists' experiences.

In addition, seven reviews mentioned that going to the Palace Museum was expensive, accounting for 7.29% (n=7/96) of the comments, and six reviews mentioned that the equipment was outdated and did not work well and needs to be updated, accounting for 6.25% (n=6/96) of comments. Figure 9 also shows that there were three groups of five comments, accounting for 5.21% (n=5/96); these were "commercialised," "inconvenient"

and "renovations." Only three comments mentioned that the food was bad, accounting for 3.13% (n=3/96) of the total "negative" group.

Figure 9 *Coding Frequency of Negative Elements*

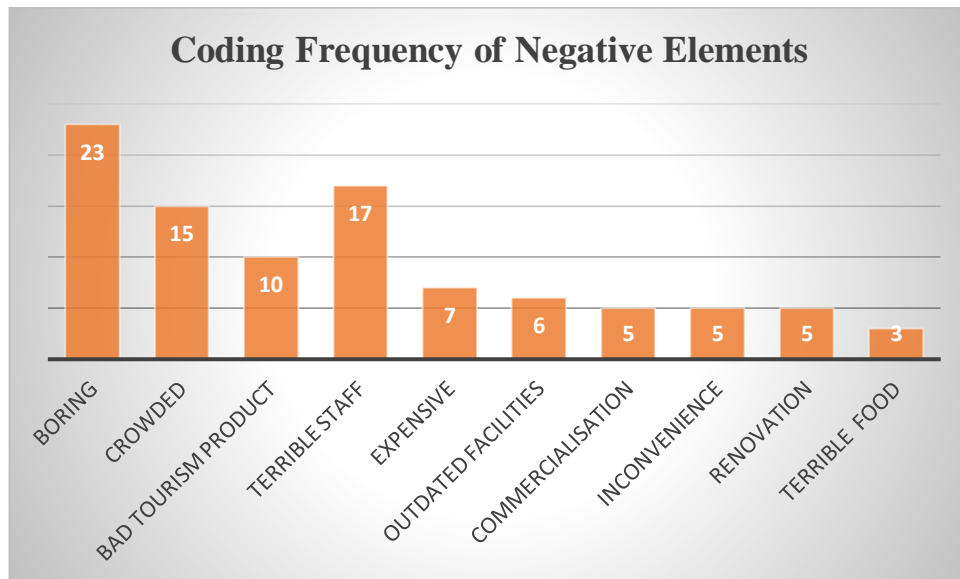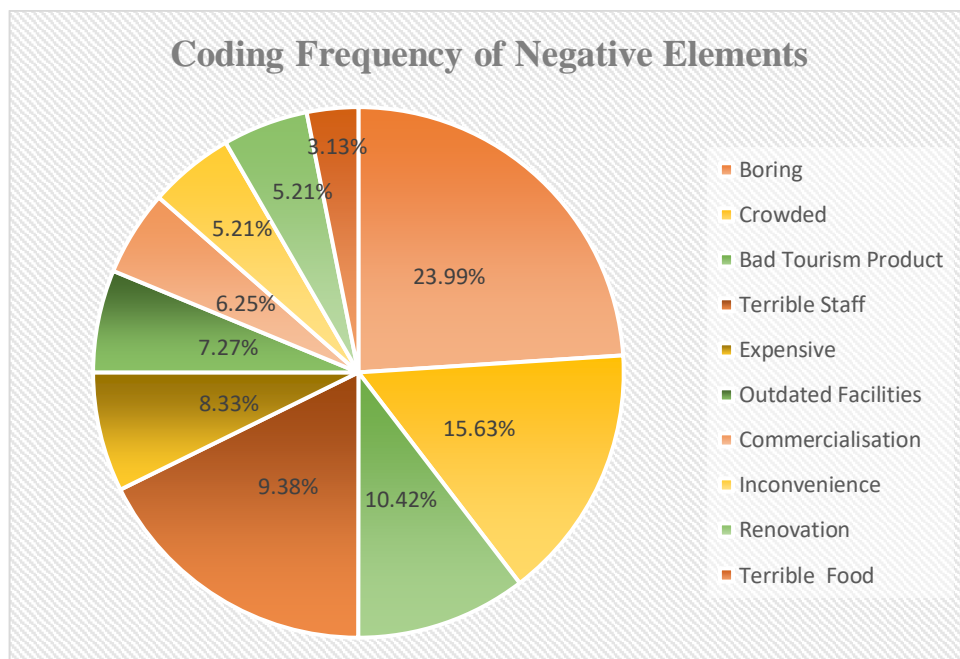**Figure 10** *Coding Frequency of Negative Elements (Proportions)*

4.4. Coding Frequency of Positive Elements

The "positive" group expressed praise for aspects of their trip to the Palace Museum, such as the beauty, history, and culture of the Palace Museum, the architectural design, the tourism products, and the tourism services. The "positive" group comprised 192

comments expressing how much visitors enjoyed their visit to the Museum. A total of 10 factors were highlighted in these reviews: "good tourism product," "convenient," "magnificent architecture," "rich history," "many artifacts," "reasonable price," "good customer service," "delicious," "beautiful scenery," and "well preserved."

As shown in Figure 11, the most frequent compliments were about the architecture and scenery of the Palace Museum, expressed in 35 comments. The architecture of the Palace Museum as well as the scenery around the area was attractive to visitors, expresswed in comments such as "the overall solemn atmosphere from the moment I entered," "the Museum is magnificent," "the ancient architecture is magnificent," "every aspect of the sculpture is exquisite," "the museum at dusk is beautiful," and "the museum after snow has its own style." As Figure 10 shows, these comments accounted for 18.23% (n=35/192) of the "positive" group.

The associated "many artifacts" and "well preserved" group have 22 and one comment, respectively, and accounted for 11.46% (n=22/192) and 0.52% (n=1/192) of the "positive" group respectively. Historical relics, cultural relics in local museums are also symbols of historical culture; as one visitor commented, "each piece represents the country's rich history and cultural heritage." The Palace Museum, a world natural heritage site, is also a rare place to learn about Chinese history, culture, and architecture, which (as one poster explained) "resonates in my blood as a Chinese." However, as shown in Figure 11, there was only one comment on the protection of cultural relics and historical buildings, and few tourists evaluated this heritage tourist attraction from this aspect. This commentator saw that every brick and tile of the Palace Museum was well preserved during their visit to the Palace Museum, and it was because of such preservation that the ancient buildings in the Palace Museum could be preserved for future generations to see their heritage.

All the foregoing are positive comments about the Palace Museum, but the remaining groups of elements are positive from the point of view of services and products. In particular, the convenience of visiting the Palace Museum was commented on, as 18 groups of guests thought it was easy to buy tickets and pass through the ticket gate quickly, accounting for 9.38% (n=18/192) of the total "positive" comments. Secondly, 15 groups of visitors also thought that the ticket price was reasonable for a Chinese cultural heritage AAAAA-graded scenic area, so they considered the ticket price not expensive and good value, as shown in Figure 10, accounting for 7.81% (n=15/192) of the total. In addition,

tourists enjoyed good service, expressed as "the staff in the Palace Museum has a good attitude." Several expressed their gratitude to the staff; there were 24 comments about "good tourism service," accounting for 12.50% (n=24/192) of total comments.

Several groups of tourists thought the tour products were good and the food in or around the Palace Museum was delicious. Four groups thought the tour products they purchased on C-trip were interesting and well arranged, accounting for 2.60% of the total number of reviews (n=4/192). One group of guests ate a set meal in the Palace Museum and the other four groups ate around the Palace Museum, which accounted for 2.08% (n=5/192) of the total number of reviews.

Figure 11 *Coding Frequency of Positive Elements*
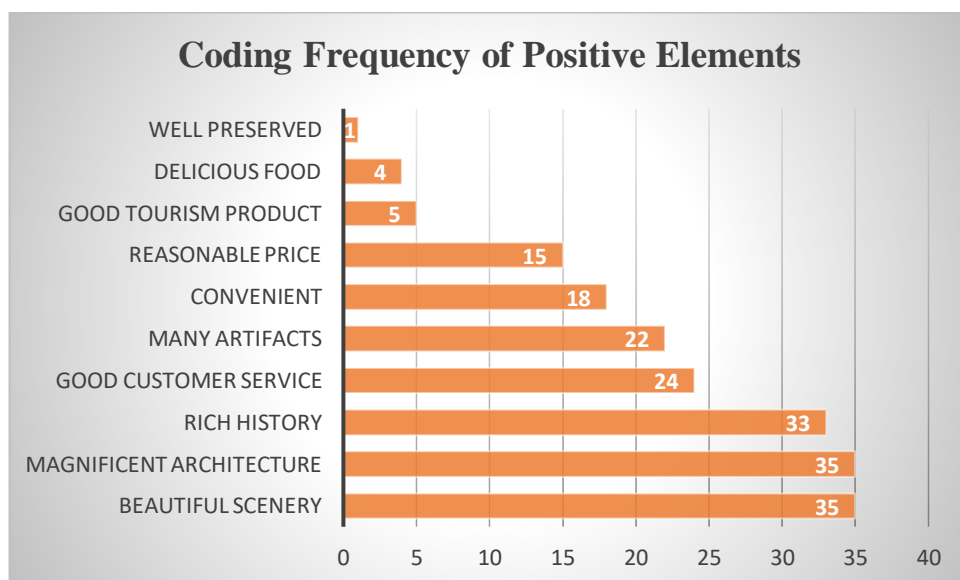
Figure 12 *Coding Frequency of Positive Elements (Proportions)*

Coding Frequency of Positive Elements
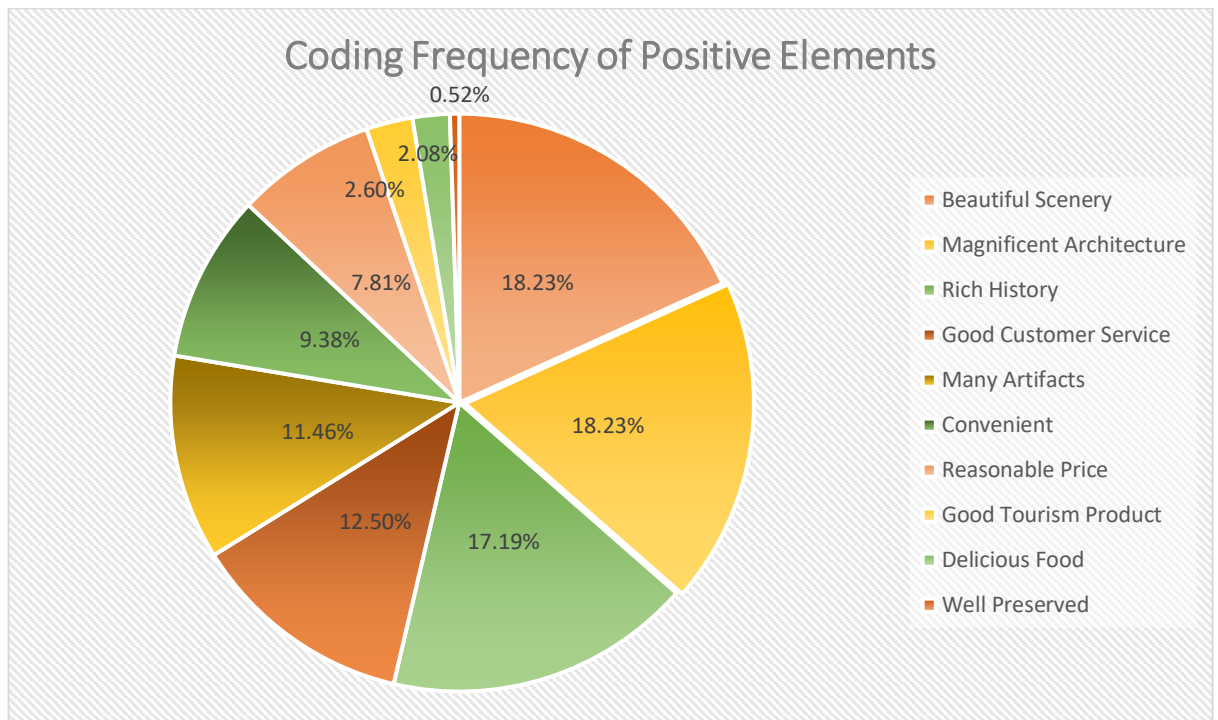
4.5. Coding Frequency of Products' Elements

In all the reviews, both positive and negative, the focus of visitors was on products and services. The code "product" included the beauty of the Palace Museum as perceived by visitors, the display of artifacts in each palace, the culture conveyed by the Palace Museum, the wide range of souvenirs in the stores inside, and the feelings of visitors after experiencing these things. It also included the products sold and recommended on OTA (Online travel agency) platforms such as Trip Advisor and C-trip that were related to the Palace Museum, such as interpreters, tours, food, etc. OTA means "travel consumers book travel products or services from travel service providers through the Internet and pay online or offline, i.e., each tourism entity can market or sell products through the Internet" (Ray & Bala, 2021). As shown in Figure 11, the "product" category included "bad tourism product," "magnificent architecture," "rich history," "many artifacts," "reasonable price," "delicious food," "good tourism product," "beautiful scenery," "commercialised," "boring," "outdated facilities," "expensive," and "terrible food," with a total of 203 reviews about products in 13 elements. As shown in Figure 11, the most comments referred to "magnificent architecture" and "beautiful scenery," which, according to Figure 12, accounted for 17.24% (n=35/203) of the total number of comments in the "product" group. This was followed by "rich history" with 16.26% (n=33/203), "boring" with 23 comments, accounting for 11.33% (n=23/203), and "many artifacts" with 22 comments, accounting for 10.84% (n=22/203) of the "product" group. Some tourists thought that the

Palace Museum was worth the price, while others thought it expensive. However, the evaluation of the price is an evaluation of the product and produced 15 good comments and 7 bad comments respectively, accounting for 7.39% (n=15/203) and 3.45% (n=7/203) of the "product" group. Clearly half as many people thought the price was fair, as those who thought it was expensive. Ten of the comments mentioned that the tourism products were very bad, and tourism products purchased online by tourists did not achieve the expected effect, while five comments indicated that the tourists thought they had bought good tourism products and would recommend them to their friends and relatives. These two categories accounted for 4.93% (n=10/203) and 2.46% (n=5/203) of the total "product" group, respectively. "Outdated facilities" and "commercialised" had six and five comments respectively, accounting for 2.96% (n=6/203) and 2.46% (n=5/ 203) respectively. Interestingly, the number of reviews for food was almost the same as those for facilities and commercialisation, with four positive and three negative reviews, accounting for 1.97% (n=4/203) and 1.48% (n=3/203), respectively.

There were three groups with clear contrasts in the group. Of total comments, 15 mentioned that spending at the Palace Museum was very reasonable, while four groups of guests thought the Palace Museum was very expensive, accounting for 7.81% (n=15/192) and 2.08% (n=4/192) of the "product" group respectively. Ten groups of customers thought the product was poor, and only five groups thought the product was good, accounting for 5.21% (n=10/192) and 2.60% (n=5/192) of the "product" group. Four comments mentioned that the food was good, and three, that the food was bad, accounting for 2.08% (n=4/192) and 1.56% (n=3/192) of the "product" group, respectively.

Figure 13 *Coding Frequency of Product's Elements*
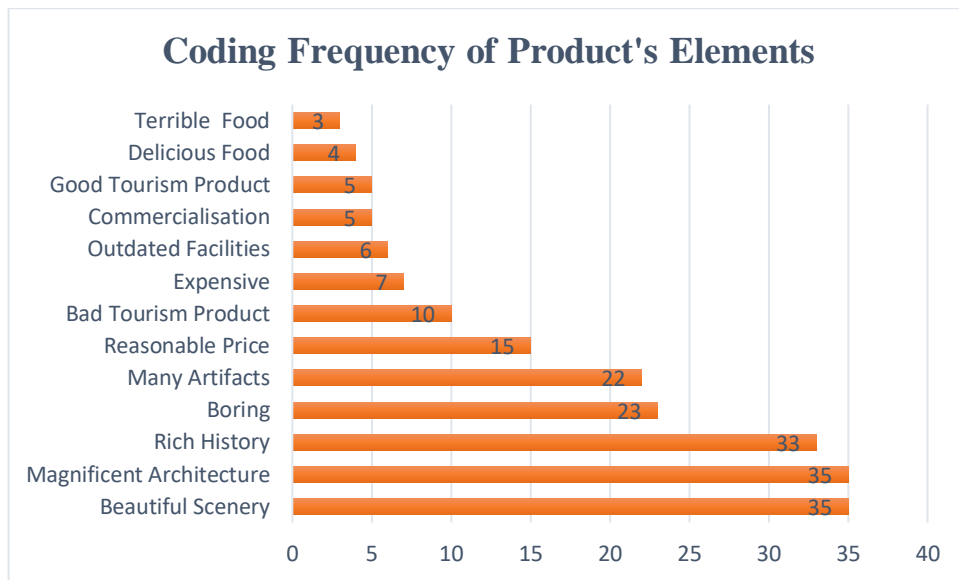
Figure 14 *Coding Frequency of Product's Elements (Proportions)*
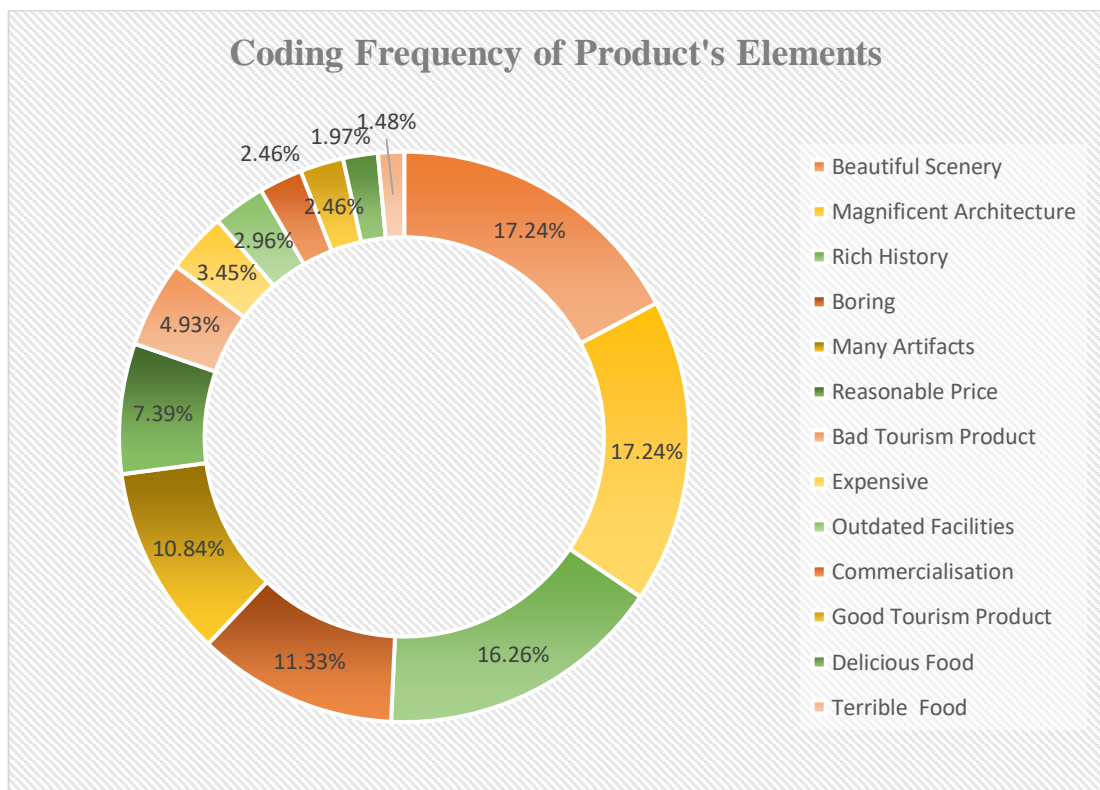
4.6. Coding Frequency of Services' Elements

In addition to the products, visitors also paid close attention to the quality of service. The service mentioned in the reviews included some rules and regulations of the Palace Museum and the staff inside the Museum providing face-to-face service directly with the guests. Comments related not only to behaviour, but also to attitude. For example, because the Palace Museum is so large, the staff at the ticket gates need to patiently clear the

queues and not let customers push and shove each other, leading to accidents; the staff in a scenic area also need to be patient, guiding visitors and giving advice. These comments also included pre-sales and after-sales service provided by C-trip staff. For example, one customer left a message on C-trip about the delay of their trip due to an error with the platform, and the staff did not give a clear and satisfactory answer, so their attitude was deemed as poor, as the consumer's rights were not met.

There were seven elements in the "service" group: "convenient," "good customer service," "terrible staff," "well preserved" "inconvenient," "crowded," and "renovations," in a total of 85 reviews.

As shown in Figure 15, the largest number of comments in the "service" group were about good customer service, which means that in terms of service, people were most concerned about the good or bad service, and the quality of service provided by staff. There were 24 comments, as shown in Figure 16, accounting for 28.24% of the "service" group (n=24/85). In contrast, 17 comments, or 20.00% (n=17/85), indicated that visitors were dissatisfied with the staff.

The second highest number of comments in the "service" group were coded as "convenient." Visitors were happy that the equipment and facilities they encountered in the Palace Museum were easy to use and helpful. There were 18 comments on this topic, accounting for 21.18% (n=18/85) of the "service" group. However, there were also five comments accounting for 5.88% (n=5/85) showing that tourists thought it was not easy to relax or play at the Palace Museum, especially with the elderly and children. There was a risk of sunburn at the Museum in summer because there was no shelter or shade in the entire area. Visitors with children commented that strollers were not allowed into the park and there was no storage, which is undoubtedly a barrier to a good visit.

As shown in Figure 15, popular scenic areas cannot avoid the problem of overcrowding. In total, 15 groups of visitors thought that the Palace Museum was too crowded without any evacuation measures in sight; these comments accounted for 17.65% (n=15/85) of this group.

Repairing and protecting the Palace Museum is undertaken by the local and central government. As shown in Figure 15, five comments (5.88%) indicated that the Palace Museum was being restored, which affected viewing. Only one review stated that the Palace Museum was well protected - 1.18% of the whole group (n=1/85).

Figure 15 *Coding Frequency of Service's Elements*
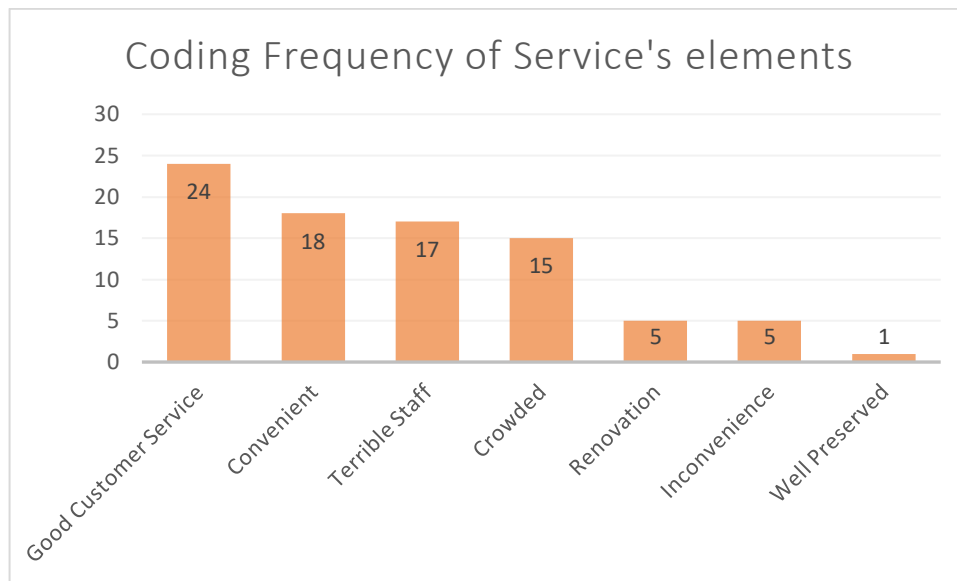
Figure 16 *Coding Frequency of Service's Elements (Proportions)*
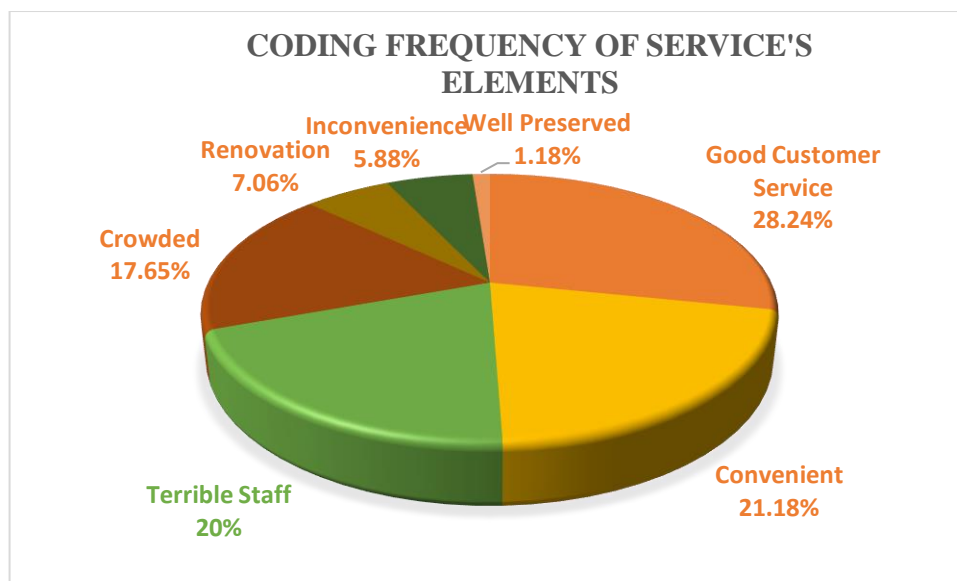
4.7. Characterised Words

To facilitate the analysis, the six words with the strongest ability to represent the influencing factors were selected as the factors explored and analysed in this study. Feature words of this kind can strengthen the labels for the themes to obtain a clearer connotation of the themes. The researcher extracted words from the two main themes and three attitudes to the Palace Museum tourism experience and based on the characteristics of these words, summarised the major themes. These were: "buildings," "history," "palace," "relics," "ancient," and "solemnity," representing the "history culture"; "guide,"

"audio," "information," "understand," "read," and "sign" representing the "navigation process" of visitors; "amazing," "great," "crowds," "crowded," "huge," and "beautiful," representing the "tourism experience" of visitors.

Table 1

Theme	KeyWords1	Key Words2	Key Words3	Key Words4	Key Words5	Key Words6
History Culture	Architecture	History	Palace	Relics	Ancient	Solemnity
Navigation Process	Guide	Audio	Information	Understand	Read	Sign
Tourism Experience	Amazing	Great	Crowds	Crowded	Huge	Beautiful

To show which tour factors visitors focused on more intuitively and comprehensively in the website comments, the word frequencies of 300 comment texts were counted, and the top 24 words selected for collation as shown in Table 2.

Table 2

Number	Words	Chinese	Frequency	Number	Words	Chinese	Frequency
1	Palace	宫殿	66	13	Visit	参观	33
2	History	历史	62	14	Huge	巨大	32
3	Forbidden	故宫	55	15	Buildings	建筑群	30
4	Crowds	人群	53	16	Place	地方	29
5	Amazing	惊叹	48	17	Buildings	建筑群	30
6	Guide	导览	45	18	Ancient	古老	25
7	Beijing	北京	44	19	Beautiful	美丽	25
8	Worth	值得	44	20	Great	很好	24
9	Really	真的	39	21	Experience	体验	23
10	Architecture	建筑	37	22	Crowded	拥挤	22
12	Museum	博物馆	37	23	Large	庞大的	17
12	Ticket	门票	37	24	Audio	解说器	9

As seen in Figure 17, in terms of "history culture," visitors mentioned the elements of architecture (37 times), history (62 times), palace (66 times), and ancient (25 times), i.e., they show a strong preference for royal architecture. The "navigation process" was the most important element of the Palace Museum analysis, and revealed a strong preference for royal architecture; visitors mentioned "guide" 45 times, and "audio" 9 times, as well as "tour guide" and "private guide." "Private guide" and other characteristic words appeared frequently, while the proportion of other navigation explanations was relatively low. In terms of "tourism experience," visitors' emotions were mostly positive. The most frequent words of praise included "amazing," "beautiful," and "great," indicating that the Palace Museum was attractive to visitors and considered very impressive. The word "huge" appeared 32 times, indicating that the size of the Palace Museum was reflected in the area and the palace (66 times) itself. The overall size of the Palace Museum and the grandeur of the palace buildings provided many visitors with a lasting impression; however, the crowdedness (mentioned 22 times) was clearly a problem.

This study found that tourists had two main concepts of the Palace Museum, namely the "Forbidden City" and the "Palace Museum." There was a significant difference in the frequency of use between the two terms. The frequency of the keyword "forbidden" was 55 times, but the frequency of the keyword "museum" was only 37 times, indicating that

many visitors still use the term "Forbidden City" in their expressions and perceptions instead of the official label, "The Palace Museum." Many visitors also mentioned "treasure" in their comments, because they visited many of the museums where artifacts were on display.

Most visitors had a positive impression of the Palace, with many comments mentioning its rich history and culture, and some suggesting a particular preference for old, traditional China, including visitors interested in the Palace's architectural style. In terms of preferences of a tour, many people still preferred to follow a guide, finding this convenient, and enabling them to hear the guide explain the history and historical figures at the Palace Museum, share interesting historical facts and stories, and ask questions. Some foreign tourists commented that they would prefer a guide with good speaking skills. Other small groups of people such as independent tourists preferred to rent electronic tour guides such as audio guides. The interpretation systems enhanced the cultural experience and cultural needs were met, but scenic areas lacked interpretations in other languages. In the Palace Museum's self-guided interpretation system, common interpretation media included display boards, audio guides, information on the official website of the Palace Museum, and tour manuals, and the content of these interpretation media was mostly information without interactivity, written mainly in Chinese and English. These texts helped visitors understand the cultural content of the Palace Museum and provided a wealth of information, but the interpretations could be presented more interestingly, and the translation of the texts was not always in English, which was not helpful for English-speaking visitors. When the Palace Museum is crowded, visitors pay less attention to the attraction signs during their visit. For some services at the Palace Museum, the basic needs of visitors can be met, but there is no innovation; visitors expect to see a Palace Museum that is up to date with new ideas.

Chapter 5.   Discussion

5.1. Content Analysis Based on Visitor Experiences

5.1.1 Historical culture and stories are most attractive

From the perspective of cultural heritage, most visitors' interpretations of the history and culture of the Palace Museum were in three main aspects: historical stories, cultural relics, and architectural art. The charm of heritage tourism lies in the long and mysterious history that attracts visitors (Boyd, 2009). Tourists believe that the Palace Museum is the inheritance of ancient history, and they need interpreters or guides or interpretive signs to tell them historical stories. The word "history" appeared 62 times, and the topics discussed around this word were of the history of China, the stories about the palace buildings, and stories of the feudal emperors. Some visitors found the Palace Museum to be a very historic place and were interested in its cultural atmosphere, praising the history and culture of the Palace Museum with comments such as "ancient, amazing and incredible."

5.1.2 Interest in the building complex and the scale of the Palace Museum

Guided tours and self-guided commentary mediums were mostly used to explain the architectural sights of the Palace Museum in their commentaries. Visitors were interested in the types and scale of the buildings at the Palace Museum and paid more attention to the architecture of the Palace Museum than to the relics. "Palace" was mentioned 66 times in relation to various types of buildings at the Palace Museum. The most common words used in describing the constructions were "buildings," and "palace."

It was evident that the Palace Museum buildings were attractive to tourists, who were willing to listen to explanations about the buildings and their backgrounds, particularly on the external aspect of the buildings. Some visitors were not interested in the architecture however, such as the visitor who mentioned that the tour guide led them repeatedly through one building after another, just like a "nesting doll" cycle.

5.1.3 Less interest in cultural relics and artworks

This research found that many tourists were not aware of the relics at the Palace Museum. Although the Palace Museum has a wide range of collections, few tourists were interested in these. In the reviews, most tourists used the term "The Forbidden City" instead of the

official "Palace Museum," and more mentioned "The Palace Museum" than the "Museum." According to the corpus analysis of the comments on Trip Advisor and C-Trip, the frequency of tourists mentioning cultural works of art was low, and mostly just mentioned that they had been to several palaces with many cultural relics. This reflects that neither the tour guide's explanation nor the self-guided media's explanation about the Palace Museum was satisfactory. Tourists' cognition of the relics was not satisfied, so they were not able to appreciate the cultural relics, and therefore did not mention the cultural relics in their evaluations.

In specific heritage exhibition galleries such as the museum of clocks and watches and treasures, the Palace Museum Visitor Service Centre has a dedicated guide, while other temporary exhibitions lacked explanation. However, because the Palace Museum tour takes a long time, the guide's explanation focused on the architectural attractions of the Palace Museum, with little explanation about the exhibition galleries and the content of specific cultural relics, so visitors learn very little about the cultural relics and artworks. Although the Palace Museum cultural and creative products and related interpretations compete, due to the different media environment that each person is subjected to, the coverage is not comprehensive, so some tourists have limited information about the cultural relics of the Palace Museum. Compared to the Taipei Museum's development of cultural and creative heritage, creating products in cooperation with ancient products, the Palace Museum still needs to improve its ability to promote its heritage.

In addition, the Palace Museum has established a digital museum in the north of Tiananmen Square at the Duanmen Gate, providing visitors with digital viewing of cultural relics. Digital museums, through the means of technology, bring physical museums online. Through audio explanation, realistic simulation, three-dimensional display and other forms, allowing users to immerse themselves in the precious exhibits through the Internet, more convenient access to information and knowledge. The synchronized presentation of the computer and cell phone allows users to feel the precipitation of history and culture anytime and anywhere, without having to go to the museum at home (Marty, 2008). However, there was no mention in the comments of people who had seen or participated in this experience, suggesting that the Palace's heritage resources publicity and interpretations of the displays and their impacts on visitors, are inadequate.

5.2. Interpretation Media Analysis Based on Tourists' Experiences

5.2.1 Guided tours

Tourists prefer to use guided tours when visiting the Palace Museum, especially Chinese tourists, who think that a guided tour is more interesting and easy to accept, as one can hear historical stories, and better understand the characteristics of different buildings. The word "guide" was mentioned by visitors 45 times. Many visitors want to gain rich cultural knowledge and stories through guided tours, so have a certain reliance on them. Compared with other interpretation mediums, guided tours are more flexible and can answer tourists' questions and meet their cultural needs. For example, some tourists specifically mentioned that it is best to choose a guide who "has an education in Chinese History" (McDonnell, 2011).

In the tourists' comments, it was found that tourists preferred to consult guides who were familiar with the historical and cultural background of the Palace Museum and could communicate easily; they were most interested in learning the stories behind the scenery. In addition, due to the different languages and ways of thinking of tourists from different countries, the tour guides needed to be professional in handling language and discourse patterns. However, during the tours, they need knowledge of the historical background, but some guides read from texts during the explanation process and did not fill the knowledge gap for the foreign tourists. For example, one commenter wrote, "if you're intending to visit this place then you need to get yourself a guide that has an education in Chinese history, rather than just a guide that just walks around pointing out basic facts."

Tourism not only allows tourists to contact and understand the landscape and culture of a destination, but also through such contact and learning, can affect the cultural adaptation of foreign tourists, psychological cognition, and behaviours etc. (Xu et al., 2009). Tourism therefore has an important role and influence on tourists, but because of the differences in their personalities and adaptability, as well as the differences in the characteristics of the cultural environment of destinations, tourism personnel need to be familiar with the destination so they can help tourists overcome any discomfort and confusion.

However, the guided tours also revealed problems, and the negative comments from tourists showed that poor service attitudes, perfunctory guiding styles, insufficient knowledge, and poor communication, all affected the visitors' tour experiences.

5.2.2 Self-guided

In addition to guided tours, other interpretation media included audio guides, interpretation signs, and brochures, which are all part of the self-guided approach (Van Winkle, 2012). From Figure 18, it can be seen that the word "audio" appeared nine times, which was more frequent than the term "tour guide" in terms of media usage. Compared with other media, tourists generally accept and use an audio guide, and the comments on the tourism websites summarised recommendations for this form of interpretation and suggested that the use of self-guided interpreters is helpful when visiting the Palace Museum. The reviews showed that visitors who preferred an audio guide found it convenient and easy to understand, but some visitors thought that the audio guide was problematic in terms of terminals and content presentation. Both rented and purchased electronic guides has some damage, resulting in a poor touring experience.

The foregoing statistics show that tourists are more likely to visit the Palace Museum with a guided commentary. Visitors found the guided tours more interesting, easy to accept, and they could hear vivid historical stories, and understand the characteristics of different buildings. The word "guide" was mentioned by visitors 45 times, and although visitors gained rich cultural knowledge and stories through the guided tours, they also had a certain dependence on the guides. Compared with other interpretative media, guided tours were considered more flexible and could answer visitors' questions and meet their cultural needs.

Tourists rarely used other interpretation media apart from those discussed here, although a few people used mobile phones for navigation, which showed that the interpretation media for tourists in the Palace Museum was too limited.

5.3 Problems in Communicating Cultural Heritage Information

From this discussion, it is evident that tourists lack awareness of cultural heritage in media selection and content preference. To achieve development at the Palace Museum and to attract more tourists from all over the world to visit, it is important to develop the cultural heritage tourism interpretations at the Palace Museum (Song et al., 2020). According to the data reflecting the tourists' perceptions of tourism interpretations, two forms were evident: self-guided and guided tours. The self-guided form is divided into self-guided interpretation content and self-guided interpretation medium. This section analyses the problems of the tourist interpretation system in the Forbidden City from three aspects:

self-guided interpretation content, self-guided interpretation medium, and guided interpretation personnel.

5.3.1 Self-guided narration content

5.3.1.1 Narration content is rigid and lacks vivid cultural stories

According to the tourist reviews in Trip Advisor and C-trip, the content of the signage, the audio tour, the commentary on the official website, and even the content of the cell phone applications, were mostly descriptive, presenting basic information about the scenery and the professional terminology of the scenery. Although mobile phone software with AR (augmented reality) functions can accurately identify the cultural relics that visitors are visiting, it is difficult for this to stimulate visitors' interest and curiosity. Both Chinese and foreign tourists were unanimous in their opinion that the audio guide was rigid and lacked interest, and some tourists thought that the audio guide was the same as the explanatory information on display, which was basic information only, and did not meet their cultural needs. From the foreign tourists' comments, it was evident that most did not rely on the content of the narration under the self-guided system, although they had a preference for the audio guide (second only to the guided tour). Their attitudes towards the audio guides were mainly, that (1) the guides provided the most basic information; and (2) the guides enabled them to avoid crowds and visit on their own. If they wanted to learn more about the story and history of the palace, visitors prefer to seek a guided tour or read historical background information in advance. For example, one British tourist commented: "the personal audio guide gave basic information about each place - not a huge amount more than the notice boards, so maybe a personal guide would make for a better experience." He felt that the audio guide was like the signage and agreed that a human guide would make for a better experience. Another visitor commented that "most palaces are not open for tourists and not many historical explanations are in English. Educate yourself before your visit." These visitors felt that there was not enough historical explanation at the site, so it was better to learn about history before a visit. One domestic tourist wrote:

> The first time I went to the Palace Museum, I wanted to know more about the Palace Museum and there was a lot of stories, but I didn't get satisfied during the tour. The second time I went to the Palace Museum, I went with a friend who was a history major, and my friend shared many stories, which were amazing.

The guide narrations focus on describing facts, ignoring the perceptions, reasons, and processes, and the content is bland and unemotional, which did not resonate with visitors and therefore did not allow them to truly understand Chinese history and culture and promote understandings (Servidio & Ruffolo, 2016). In addition, the material cultural heritage and spiritual and cultural life in the Palace Museum were not vividly presented to foreign visitors in the current English interpretations.

Of the self-guided media, the audio guide was a highly used tool by visitors, but it did not meet their interactive needs. Some visitors have no or weak cultural knowledge of the Palace Museum and need to rely on a tour to understand the cultural connotations of the Palace Museum. As most visitors want to gain knowledge, they will think about and ask relevant questions during the tour, but the audio guide and other self-guided media are one-way communications and lack of interaction, and the content is basic information, and does not consider visitors' own attributes. All these make the educational function of the self-guided media weak. The original design of the scenic self-guided system is to meet the needs of tourists to obtain knowledge, and is the most basic channel for cultural knowledge of the Palace Museum, but in the presentation, because of its static and non-real-time characteristics, and the lack of interaction with tourists, the needs of tourists are not met, so there is a lack of basic media guidance on the cultural adaptations of the Palace Museum.

5.3.2 Self-guided commentary media

5.3.2.1 The lack of multilingual versions narrows the choice of media for visitors

The English version of the official website of the Palace Museum and the text content of the interpretations of the scenic areas overlap. The official website provides a digital virtual museum display and information about the emperors (the same as the Chinese version). From this experience, visitors can understand the cultural background to the various attractions at the Palace in advance through the official website information, but the interactivity is inadequate, and the only language option is English, so there is insufficient language variety.

Mobile devices did not play a role in the interpretation activities in the Palace Museum (whereas for other places, such as at the National Museum of China, visitors can call the WeChat public number for information about the exhibition). The official Palace Museum mobile phone science applications (apps) are not sufficiently explored by users, and none

of the respondents in the data mentioned having used any Palace Museum apps related to foreign language interpretations or science. Some people chose to retrieve knowledge about the Palace Museum's history on search engines or read boosk about the Palace Museum in advance. The official mobile apps provided by the Palace Museum were "Palace Museum Exhibition," "Palace Museum Ceramics Gallery," "Qing Dynasty Emperor Costumes," "Daily Palace Museum," "Han Xizai Night Banquet," and "Emperor's Day" - a total of six applications. None of the visitors mentioned in their comments whether they had used such products, which attests to the lack of promotion by the Palace Museum in terms of cultural relics and artworks.

Overall, the official interpretation media provided by the Palace Museum lacked multilingual expansion and was based on English, and visitors' requirements were homogeneous, as they relied mainly on the audio guide. Other media need further expansion in terms of usability, interactivity, and multilingual availability.

5.3.1.2 Weakening of the self-guided medium for visitor use

In the analysis of the negative content of the reviews, it was found that the role of the self-guided interpretation medium was weakened in two major ways.

(1) Crowding

Tourists generally believed that the scenic areas were too crowded, making it difficult to enjoy the scenery physically and mentally and pay attention to the explanatory content on the display screens. However, most did not think that this affected their tour and viewing experience; the Palace Museum scenery was still considered very attractive. For example, in the content with the keywords "crowds" and "crowded," visitors' views were expressed as "crowded but not to be missed," "a great place but way too much," and "a great place but way too crowded."

Overcrowding is a major problem at the Palace Museum. Even on weekdays, the number of visitors is still high, and peak crowds also occur on holidays, which are even more overcrowded, with long lines of people waiting at the entrance security check and ticket booths. In a crowded environment, the cultural atmosphere and beautiful environment of the Palace Museum are replaced by noise and bustle, and the novelty of the visitor experience is greatly reduced. The crowded environment can easily make visitors feel tired, lost, and listless, and not in the mood to savour the past and present experiences of

the Palace Museum. According to the Beijing Municipal Tourism Development Commission 2013 notification about the number of tourists and parking spaces in scenic areas, the optimal capacity of the Palace Museum is 50,000 visitors, and the maximum carrying capacity is 60,000. However, for the Palace Museum scenic area in peak season, especially during the Golden Week and Spring Festival, the number of visitors exceeds the maximum capacity of the scenic area, to more than twice the maximum capacity, threatening the preservation of the historical buildings. The Palace Museum visitor management approach is too simple, and involves the use of slow ticketing or suspension of ticketing. Such an approach will seriously affect the tourists' (especially foreign tourists) ability to have a good travel experience, and will not solve the overcrowding phenomenon (Huang et al., 2017). Too many visitors are concentrated in the central axis buildings, the Taihe Hall, Qianqing Palace, Jiaotai Hall, Kunning Palace, and several other buildings, which will accelerate the degeneration of the building and seriously affect the experience of tourists; many people do not have the experience they expected (Luo & Ning ,2006). In stark contrast, there are few attractions away from the central axis, where the cultural, historical, and artistic value of the buildings themselves is also reduced. The existence of each building is important for a comprehensive understanding of the centralised system of ancient China, so the entire area should be developed equally to guide visitors around and spread them out. The noisy outside environment affects the experience of self-guided tours. In addition, the number of self-guided tours is limited, and it is not possible to rent the desired tour guide when the number of visitors is high. This is one of the main reasons why self-guided tours have been weakened.

(2) Non-interactive guides

The interpretation media in the scenic self-guided system did not meet the dynamic needs of tourists. Compared with the dynamic and interactive interpretation method of the tour guides that catered to the interests of tourists, the role of the self-guided media was weakened due to the static and fixed content and sensory presentation with low technical content, whereas the tour guides were more welcomed by tourists.

5.4. Guided Tour Narrators

Tourists relied mostly on guided tours, which were provided by travel agency guides, independent guides, and official interpreters of the Palace Museum (Hwang & Lee, 2019). The guides were not trained in the same way, and their professionalism was not consistent.

Many negative comments about tour guides appeared on the C-trip website, mainly expressing dissatisfaction with the tour guide staff, who were mainly group guides. Due to the influence of the tourism consumer market, some guides' work was mechanised. For example, from leading tourists into the Palace Museum South the Meridian Gate people into the process of the northern end of the Palace Museum the Gate of Devine Might out, into a process service, explanation content fixed, not per the needs of tourists to develop explanations, service attitude perfunctory. As one tourist commented: "our tour guide not only wasn't a good one but kept rushing us from place to place...... "

The service level of the tour guide has a significant impact on the satisfaction of the visitors. When serving tourists, if a tour guide does not have a good business ability and service orientation, it is not only difficult for tourists to have positive educational and emotional stimulation, but also has a negative influence on the Palace Museum, and Chinese society and culture generally (Liu, 2009).

5.5. Problems with the Management of the Palace Museum

In 2003, studies of the Forbidden City were proposed and established, and since that time, the study of the Palace Museum in China has been systematised (Zheng, 2004). However，the vigorous development of China's tourism industry has achieved a stage of success in recent years, while at the same time causing a certain degree of damage to tourist destinations. In 2007, the Palace Museum, the Temple of Heaven, and the Summer Palace, were requested by the United Nations World Heritage Committee to be renovated due to extensive repairs. In response to this, the International Committee for the Restoration of Monuments (ICRMW) developed "The Beijing Document" with Chinese experts to oversee the restoration of the three world heritage sites in Beijing, stating that major repairs should not change the original appearance of the heritage, but that raw materials should be used when possible (Moro, 2011). It was also stipulated that the restoration should be carried out by maintaining the original structure as much as possible while adding an overall plan of risk prevention and tourism management.

5.5.1 Few experiential activities

It was clear from the textual data that visitors often just walked around the Palace Museum, and there were too few activities in which they could participate. This may be because of the special nature of the Palace's protection, as few palaces can be completely open. For example, the three main halls and the main gate is open and fenced off, and visitors must

wait for a group to finish visiting the front, before they can stand outside the fence and look at the ancient Chinese symbol of the supreme ruler's right to the throne and hall, and take a picture to help them remember the visit. Some exhibits can only be viewed through glass to see the furnishings inside, although it is generally considered worth waiting to do this. According to the feedback from tourists, however, this had a great impact on the cultural heritage tourism experience.

5.5.2 Insufficient promotion of tourism goods

There are many cultural product stores in the Palace Museum with a wide variety of goods, such as daily necessities, decorative pendants, literary treasures, and collectibles. The souvenirs come in many types, such as palace lipsticks, emperor folding fans, Taihe Temple refrigerator stickers, palace cell phone cases, and the palace mascot dragon and phoenix, etc., which are all beautifully designed and rich in the cultural elements of the Palace Museum (Zhang et al., 2020). However, the comments suggested that only a few tourists bought souvenirs of the Palace Museum. Most tourists did not buy souvenirs, and some did not know that the Palace Museum had launched its own tourist commodities. Those who did buy something, felt that the price of cultural products at the Palace Museum was somewhat expensive.

Chapter 6.   Recommendations

6.1 Proposals for Improvement

6.1.1 Control visitor numbers to create an authentic cultural experience

The large number of visitors problem has plagued the Palace managers for some time. They attempted to control the flow of visitors in 2011, with a trial run of a limit of 80,000 visitors at one time, but the trial failed. The Palace Museum's visitor volume is still high, and seriously affects the Palace tourist experience (Liu and ma, 2019). Because there are too many tourists, ensuring the safety of cultural relics, ancient buildings, and the comfort of visitors is a major challenge. In 2015, the Palace Museum implemented a single-day flow of 80,000 visitors, using a real-name ticketing system to encourage visitors to book tickets online, and the abolition of travel agency on-site ticketing (Yu and Egger, 2021). The abolition of on-site ticketing somewhat eased the pressure on the volume of visitors to the Palace Museum. However, some attractions are not effectively used, as the central axis of the attractions is typically crowded, whereas visitors to other attractions are sparse. The effective guidance of tourists, as well as the active promotion of other attractions, to improve the visibility of other attractions is needed, so that less visited attractions become popular, balancing the flow of visitors throughout the Palace Museum. This would protect the current popular attractions and improve the satisfaction of the tourist experience.

6.1.2 Actively carry out cultural interaction activities

Cultural heritage tourism activities are experiences, but also cultural communication processes (Yu Pard, 2010). The Palace Museum can be true to the Palace Museum culture through activities with interactive links to help visitors. Poor participation in cultural heritage tourism in the Palace Museum was due to three problems. First, from the perspective of protecting cultural heritage, visitors could not get close to the culture. Second, there were too many tourists, and with time constraints, tourists were often not in the mood to visit some of the exhibits. Thirdly, the Palace Museum was not set up for participation in activities. Therefore, visitors had only one-sided viewing and photography, so the cultural heritage tourism effect was not obvious, and the visitor experience was shallow. It is suggested that the curator of the Palace Museum should increase some management and protection links for tourists to participate in and carry out some cultural activities with the dual purpose of entertaining and teaching. Visitors need

to be encouraged to participate in learning about the Palace Museum by holding competitions on knowledge of the Palace Museum's history, painting and calligraphy competitions, contests on the theme of a particular palace or the design of the Slogan of the Palace Museum, and simulated demonstrations of cultural relics protection. Tourists need to be guided to protect the Palace Museum in the process of participation, and simultaneously increase the depth of their tourism experience.

6.1.3 Improve tourism merchandise marketing

Tu et al. (2019) suggested that the Palace Museum tourism merchandise in the Palace Museum received poor responses, so management is recommended to try to launch the Palace Museum cultural and creative products on the internet so they are highly sought after by netizens. These could combine the Palace Museum culture and modern atmosphere of the Palace Museum cultural and creative products to the industry's tourism merchandise to bring vitality to the merchandising. In China, regardless of which tourist area one visits, one can see the same tourist goods. The homogenisation of tourism goods has caused visual fatigue among tourists and has failed to motivate tourists to buy tourism goods. Successful tourism goods can stimulate the tourist travel process with good memories, and can be a long term preservation of memories or gift to others, with appropriate publicity to the outside world, by the way of a tourism image of the destination, to establish a good reputation. Good tourism commodities must be innovative, especially cultural heritage tourism creative products, which can allow visitors to a cultural heritage site to take something home to their community. The Palace Museum cultural creative goods contain the culture of the Palace Museum. New ideas and practical value are needed for the development of tourism goods in the tourism industry. There is still a lot of room for progress, to broaden the market of the Palace Museum cultural creative products, so that the Museum cultural and creative products are not just popular on the internet, but also in the Palace shops.

6.2. Optimise the Palace Museum Intelligent Interpretation System

6.2.1 Improve the intelligent interpretation system to enhance visitors' historical and cultural experience

6.2.1.1 Develop multilingual media

The rich cultural connotations of the Palace Museum attract many tourists from other countries to visit and tour, so it is very important for the Museum to set up multilingual tourism interpretations. By increasing the multilingual display of interpretation media in the Palace Museum scenic areas, the self-guided interpretation system can be more useful. Exhibition signs in different languages would also improve media interpretation, so the Palace should pay more attention to the multilingual design of movable puzzles, introduce more languages to the official website of the Palace Museum, provide multilingual mobile applications, increase the languages on the audio guide, and increase the multilingual versions of the tourist brochures.

6.2.1.2 Strengthen the interactions between visitors and scenery and expand the dimension of interpretations

In the collection of comments, it was found that some tourists suggested that technology could be used to allow tourists to better interact with historical scenery. The original design of the scenic self-guided system was to meet the needs of tourists to acquire knowledge, but in the presentation, due to its static and non-real-time characteristics and lack of interaction with tourists, tourists' needs were not met. In this study, there was a lack of data on visitors' perceptions of the Duanmen Digital Hall, so it is not possible to comment on the interactions between visitors and the virtual reality technology of the digital hall. In terms of the self-guided interpretation medium, with artificial intelligence and the development and application of virtual reality technology, visitors' guide tools can incorporate new technological products; the content of the interpretations does not occupy real space and can be presented in virtual experiences or only in terminals. The application of technology can provide foreign tourists with a personalised tourism experience.

The one-way transmission of information about the Palace Museum scenic area does not arouse the interest of tourists, while two-way dialogue is more focused on the interactive communication between the guide and tourists, and can mobilise the interest of tourists. This would help foreign tourists understand the cultural knowledge and connotations of the Palace Museum, enriching their tourism experience. In the communication between the guide and tourists, it is important to pay attention to cultural and thinking differences, as Western tourists prefer direct and clear content to facilitating understanding, while the Chinese way of thinking is more abstract and subtle. Therefore, a guide in a foreign

language needs to avoid the influence of Chinese thinking, and adjust the expressions to meet the needs of tourists from different regions.

In addition, a guide needs to pay attention to the non-reciprocal relationship with tourists, because domestic tourists are guided in the role of receiving information and knowledge of the history and culture of the Palace Museum, in a relatively passive manner, while the guide has a rich knowledge of the history and culture of the Palace Museum. Therefore, the guide should consider the visitors' acceptance of the content of the explanations and adjust the explanation strategy according to the visitors' reflections and attitudes (Pan et al., 2013).

6.2.1.3 Accelerate 5G technology to build a smart Palace Museum

The President of the Palace Institute of the Palace Museum proposed to establish 5G (fifth generation technology for cellular networks) to the Palace, to better serve visitors with strong Cloud computing, regional network connectivity, and real-time information updates. A 5G Palace construction would help people clearly understand all the information and locations of cultural heritage exhibits at the Palace Museum, and detect the density of the flow of people and adjust their route to avoid crowds as needed. All data from the Palace Museum need to be accessed in real-time (Liu et al., 2019).

6.2.2 Interpretation guides need a more open vision

As tourists' psychological conditions, thinking, cognitive abilities, behaviours, etc. are different, despite the existence of many complex influencing factors and the difficulties of determining the individual differences, tour guides somehow need to improve the satisfaction of tourists through their positive influence. Communications with tourists should aim to resolve their sense of cultural shock, so that they can enjoy their travel and relax (Randall and Rollings, 2005). The cultural communication between tourists and tour guides is an important part of the cultural communication of the Palace Museum. In the process of communication between tour guides and tourists, culture can go back to ancient times only through continuous integration, and tourists' sense of tourism experience will be improved. Therefore, the level of communication of tour guides also indirectly affects the cultural communication effect of the Palace Museum.

6.2.3 Understanding tourists' cognitive contexts and improving cultural adaptation

A tour guide's interpretation is a dynamic cultural communication process, so the guide needs to constantly adjust his or her interpretation according to the tourists' language, social and cultural contexts, tour purpose, preferences, and communication taboos. Therefore, tour guides need to understand the situation of tourists and provide suitable interpretations, so they can understand and appreciate the charm of the Palace Museum.

6.2.3.1 Cultural adjustments for tourists

To help tourists appreciate the history and culture of the Palace Museum and traditional Chinese culture, the tour guide needs to recognise cultural differences and make any necessary adjustments, so the tourists can learn about the Palace Museum, and appreciate the traditional culture of China (Weiler & Yu, 2007). For example, when the tour guides introduce the imperial garden, tourists will feel the novelty of the mountain rocks and bonsai in the landscape, without necessarily having any cultural appreciation of this. The tour guide therefore needs to provide a cultural explanation, so that tourists can recognise the inherent aesthetics of the landscape, and more deeply appreciate the classical Chinese aesthetic interests and traditional Chinese culture.

The design of heritage information should include the interpretation of the content applicable to tourists. The design should focus on cultural interests, that is, the historical background of cultural relics, and cultural symbols contained in the explanation and presented in a story, from the language symbols and cultural perception to increase cultural compensation (cultural compensation: Since there are differences between cultures, the translator needs to make the recipient appreciate the exoticism of the original language and the cultural information contained in the original language by means of cultural compensation).

6.2.3.2 Guides' communication skills

The purpose of a tour guide is to improve the psychological satisfaction of tourists, so they need strong cultural communication abilities, foreign language speaking ability, and be able to cross the language barrier with tourists, so that explanation can be given in a way that tourists can understand. To improve their knowledge and cultural literacy, the historical and cultural knowledge of the scenic area is conveyed to tourists (Gani and Damayanti, 2018).

In addition, the National Tourism Administration and related departments should provide professional training for foreign language interpretation guides as soon as possible to improve the quality and language ability of the guides. The use of advanced technical means to provide training for tour guide personnel, and the development of multidisciplinary integrated interpretation talent is also recommended. The Palace Museum should train full time personnel to explain cultural relics and focus on storytelling and popular science, the origin of cultural relics and their historical stories, production and production stories, and restoration and restoration stories, all of which combine to tell the story of cultural relics.

6.2.4 Improve and promote the dissemination of cultural relics information

Tourists in the Palace Museum are more interested in the Museum 's structure than cultural works of art, so the Palace Museum 's cultural relics should travel, to be appreciated by more people. Scenic areas in the planning and design of interpretations need full signage, audio guides, tourist brochures, mobile platforms, and other media, adding more elements of cultural relics, in keeping with the design of the Palace Museum. This needs to consider the experience and feelings of tourists, to deepen their knowledge, so that more are attracted to visit the Palace's cultural relics and works of art. In the presentation of the display medium, it is important to strengthen the interactive elements of the interpretation of cultural relics to enhance the experience of tourist.

It is also possible to enhance the international influence of the Palace's cultural relics through new media communication, increase the language of digital cultural relics display on the official website, and use social platforms such as Tik Tok, Facebook, YouTube, and Instagram, to promote to potential users around the world. Online new media communications, offline traditional interpretation media communications, international cooperation exhibitions of cultural relics, and multi-media, can the visibility of cultural heritage and enhance the communication of heritage history and culture to achieve sustainable development of heritage tourism.

6.3. Protection measures

6.3.1 Improve the management approach

The management of most museums in China still follows the management system of the planned economy, with leadership appointed by those at higher levels. The Palace

Museum in Beijing is directly under the management of the Ministry of Culture, and the director is both a ministry official and the main person in charge of the unit. Under this management system, penalties for those responsible for accidents are often not imposed. Therefore, world heritage site management must be reformed according to the needs and characteristics of the environment, and the requirements of heritage conservation itself; reforming the management system has become an important element of the current Chinese museum management team.

6.3.2 Use advanced technology, emphasising the sense of responsibility

It is recommended to fully use the benefits of modern science and technology facilities (such as those for fire prevention, flood control, earthquake prevention, mould, insect control, anti-theft and other alarms, theft detection, rescue, and protection equipment) to ensure the safety of the building and heritage specimens. Environmental pollution, acid rain, etc. have accelerated the aging and corrosion of ancient buildings. The typical Chinese architectural structure is situated on a large glazed tile roof supported by practically a number of columns. These architectural monuments are basically wooden structures. Suspended particulate matter in the air or acid rain, in which sulfur dioxide (SO_2) can cause damage to the glazed tiles and wooden piles in ancient buildings.

Chapter 7.   Conclusion

This chapter reviews the findings of the study and the relationship between the findings and the objectives and discusses the implications of the results. In addition, the limitations of this study and the outlook for future development of heritage tourism are considered in this final chapter.

7.1. Revisiting goals and objectives

This study summarised the existing problems of the Palace Museum by discussing and analysing the collected data and analysed the data to draw conclusions about whether the problems identified affect tourists.

Through the summary and analysis of the data, the overall experience of visitors to the Palace Museum, a tourist destination carrying thousands of years of history, was found to be very good, but there were many shortcomings that affected the visitors' experience. These were divided into three major aspects: communication media, cultural content, and scenic area management. These three aspects have different impacts on different tourists, which directly affects the tourists' tour experience. This is in line with the first two objectives of this study.

7.1.1. The shortcomings of the Palace Museum as a heritage tourism site

The choice of communication media is the first recommended step in the development of heritage tourism in the Palace Museum; the existing communication methods and approaches of the Palace Museum are relatively simple and have multiple roles. The Palace Museum is rich in cultural content, but its dissemination power is weak, as is its cultural rendering power (Rendering refers to making positive descriptions of various aspects of the environment, scenery and culture to highlight the image and create a mood.). Cultural content, as the core part of heritage tourism sites, should be the able to attract and satisfy visitors (Jung et al., 2018). Three negative aspects of the Palace Museum were tourist overloading, few experiential activities, and deficient promotion of tourist goods.

7.1.2. The factors that influence visitors to the Palace Museum as a heritage tourist attraction

After summarising and analysing the influencing factors to identify the characterising words, influencing factors were obtained through 28 words. These 28 influencing factors helped obtain a clearer picture of the actual factors. By summarising these factors, it was evident which advantages and disadvantages of the Palace Museum impacted on visitors.

Ultimately, by summarising the two analysis processes to draw conclusions, the author refined the research questions to provide a detailed solution to the vigorous development of heritage tourism, which has unlimited potential. This is in line with the third objective: to identify the most appropriate solutions to these problems and to better apply them to other heritage tourism sites, to achieve integration development of natural and cultural heritage and tourism worldwide.

The results showed that the research, analysis, and discussion followed the original goals and objectives and that the core of the heritage tourism site is its own inherited culture of thousands of years, which should be explored and disseminated to achieve long-term development of heritage tourism.

7.2. Limitations

It is important to consider the limitations of this study. There were not sufficient reviewers to discuss global travellers' perceptions of the Palace Museum in Beijing. Furthermore, the data were limited to two specific domains, namely Trip Advisor and C-trip's data platforms, and no useful relevant material was available from other information or literature. In addition, other news sites, as supplementary data, were relatively superficial. In addition, the number of countries included was not sufficient to cover all opinions. Secondly, the reviews as textual data, especially on C-trip, were mostly from Chinese travellers, and the data produced by the reviewers was insubstantial and did not cover a wide range of countries, which may result in poor credibility of the findings. The main objective of this study was to assess the experience of visiting the Palace Museum in Beijing for all types of tourists, regardless of nationality and ethnicity. Although the sample size was small, it briefly summarised international and local visitors and the various attitudes they had, improving the reliability of the study. However, to produce a comprehensive project, further research should expand the amount of data.

7.3. Conclusion and Prospects

The Palace Museum's rich cultural connotations and important historical values are pivotal to the study and dissemination of Chinese civilisation. The management and successful development of the Palace Museum is exemplary in China and central to the creation of the Chinese world heritage brand. World heritage is an important treasure left to future generations by our ancestors, and an important resource for the development of contemporary society. It not only brings regional tourism, economic, social, and environmental benefits, but is also a base for scientific research and education, and a source of knowledge for exploring human wisdom, the trajectory of civilisation, and the mysteries of nature. Scientific management, based on conservation, cultural promotion, and moderate development, is the basic framework of the World Heritage management system. The conservation and management of world heritage should explore a scientific development model suitable for China's world heritage in terms of ideas, methods, technologies, and rational development, to realise the important role of cultural heritage for contemporary society.

Based on the disciplines of economics, management, architecture, and tourism, this study revealed the problems of the Palace Museum as a well-known world heritage tourist site based on a secondary data study of tourists' reviews of the Palace Museum, from two well-known domestic and international tourism websites, Trip Advisor and C-trip. Based on the theory of origin of cultural heritage tourism experience, the defects of cultural heritage communication, the necessity and urgency of visitor management was discussed, and the concepts of cultural promotion, historical architecture, visitor management, and development of heritage tourism were resolved. The core elements of visitor management and cultural presentation of heritage tourism sites were proposed, and an operational mechanism for the conservation of world heritage sites was proposed to provide guidance and assistance to the future development of tourism in world heritage sites and to better realise the conservation of cultural heritage while achieving sustainable development with tourism.

This study found that there are still some problems in the cultural heritage tourism approach of the Palace Museum in Beijing, and offered suggestions and recommendations, hoping that this study's findings can provide some reference points for the booming development of cultural heritage tourism.

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