

ALMIGHTY TEMPLE MARKETING STRATEGY TRANSFORMATION PROJECT - THE CASE OF HUATANBAISHAKENGWENDE TEMPLE

HUANG, MEI-HUNG

Ph.D. Candidate of Financial Management, National Sun Yat-Sen University, Kaohsiung, Taiwan; Lecturer of Dep. Of
Business Administration, Overseas Chinese University, Taichung, Taiwan.
E-mail: tiffanyhuang428@gmail.com

Abstract - Wende Temple was established during the period of Kangxi Emperor. With the propitious signs and energies, Wende Temple, one of the well-known Earth God temples in Taiwan, was built around Bagua Mountain. However, for over three centuries, without the new ideas, the management team of Wende Temple stuck in the traditional ways to operate the organization. The only religious activity offered by the temple to the public was worship. And, the architecture of the temple remained the same as the centuries ago. People lost the interest to visit Wende Temple. Nowadays, because the world is full of widespread information, the traditional management styles could not catch up the pace of the changes. The traditional cultures are fading away quickly. Therefore, we intended to use modern technologies and new marketing strategies to bring Wende Temple along with the traditional cultures back to the stage and make them under the spotlight. The God of Wende Temple is Fuddha, the Earth God. In almost all the images of Taiwanese traditional culture, Fuddha wears a governor gown and a black hat. However, Fuddha in Wende Temple was the only one statue in Taiwan receiving the Han-Lin governor hat honored by Daoguang Emperor. Taking this special feature as the main idea, we developed the related business strategies. First, based on the Field Research, Site Research, Questionnaire Investigation, and Strategic Matrix, we had an overall environmental and marketing feature analysis to find out the objective and subjective strengths that Wende Temple was equipped with. Then, through Expert Meeting, with the information gathered at the first step, we generated the Wende Temple marketing strategy plan. Integrating the religion, the local culture, and the needs of the local economy development, with creative activities and e-business tools, we came up with the development strategies and executive alternatives for Wende Temple. Field Research Method was used to analyze the SWOT of each temple. Site Research Method was used to analyze the strengths, weaknesses, opportunities, and threats of Wende Temple. Questionnaire Investigation Method was used to reveal what the believers thought about Wende Temple. Strategic Matrix Method was used to find out the development approach for Wende Temple. Our proposal, "The Project of Wende Temple Marketing Strategy Transformation", was accepted and greatly supported by Wende Temple Management Team, Changhua County Culture Affairs Bureau, and Huatan Township Administration. With the grant and human resource support from these groups, we worked together to execute this project. After one and half years, we successfully completed every task under this project, and achieved the expected goals. The experiences accumulated from this project will serve as a reference for Wende Temple future development. We sincerely hope this project enables Wende Temple an important tourism industry hotspot, and benefits our local culture development.

Keywords - Wende Temple, Earth God, Strategic Matrix, Cultural And Creative Innovation.

I. INTRODUCTION

1-1. Background

Temples have been part of Chinese history for quite a long time. A religion can comfort people's hearts during tough lives, and can support people's minds. Temples are the symbols of a religion. Therefore, people take temples as the home for their minds. There are lots of temples in Taiwan. Temples is a special characteristic of Taiwan. For 187 years, Wende Temple kept the tradition of having lantern street during Lantern Festival. This tradition makes Wende Temple the only place in Taiwan continually having the Lantern Festival celebration every year for 187 years. And, this tradition was recognized as the cultural asset by Changhua County. However, this treasure is gradually ignored by people. For representing the value of this precious tradition and the great love of Fuddha God, we did the research to come up with the strategy to attract young generations to know more about Wende Temple. We expect the new ideas could bring prosperity to Wende Temple to make the culture and traditions reborn. Procedure for Paper Submission

I-2. Study Purpose

Nowadays, new ideas and technology are needed when operating temples. Although Wende Temple is popular, the current operation model had been kept for several decades without any change. If no new marketing and operation strategies are brought into the operation model, Wende Temple might lose many believers and visitors. For promoting Wende Temple to be a popular tourist attraction, we did this research to generate marketing strategies with new ideas and technical applications. To come up with the best strategies and executive alternatives, the research team works with Wende Temple Management Committee to have the complete view of the whole business scope. The purposes of this study are as follows. -

1. To demonstrate the culture and the characteristics of Wende Temple through the marketing strategies generated from this study.
2. To develop the new culture related products through the new marketing strategies.
3. To attract the local young generations and the overseas tourists to Wende Temple.

4. To come up with solutions and suggestions to be the reference of a development plan for other temples.

II. DOCUMENTARY RESEARCH

2-1. The Characteristic and the Value of Creative Cultural Products

Creative cultural products have gotten more popular in the past recent years. Based on this tendency, to reform and to enhance the business model of the local business, Taiwan government actively promotes the creative cultural product business. Creative cultural products are attractive because of the characteristics of the culture. Through the better marketing plan and sales path, the cultural product business could grow. Thus, the artists and designers working in cultural product businesses could have better resources to sell their products and create more creative products.

2-2. Festivals Hold By Temples

The most notable touring resource for Taiwan is festivals. Those festivals are the precious tradition and the cultural assets. The ways to maintain, to use, to protect, and to pass down these cultural assets are important for people in Taiwan.

2-3 Strategy Theory

2-3-1. Strength - Weakness - Opportunity - Threat ; SWOT

SWOT analysis is a strategic management model developed by David(1986). The model has three parts which are strategy formulation, implementation, and assessment. In strategy formulation, the decision makers should find out the internal and external strengths, weaknesses, opportunities, and threats of the business. Based on the findings, the decision makers study further to find the solutions to keep the strengths, make up the weaknesses, take the opportunities, and escape from the threats. Finally, the clear goals and systematic strategies are set up for the business.

2-3-2. Strategy Matrix

Strategy matrix analysis was developed by David (1986) into a three-stage decision making structure. The three stages include input stage, matching stage, and decision stage. This method has a complete analysis for internal and external factors, and an assessment of all practical strategies. (Please see Table 2.1)

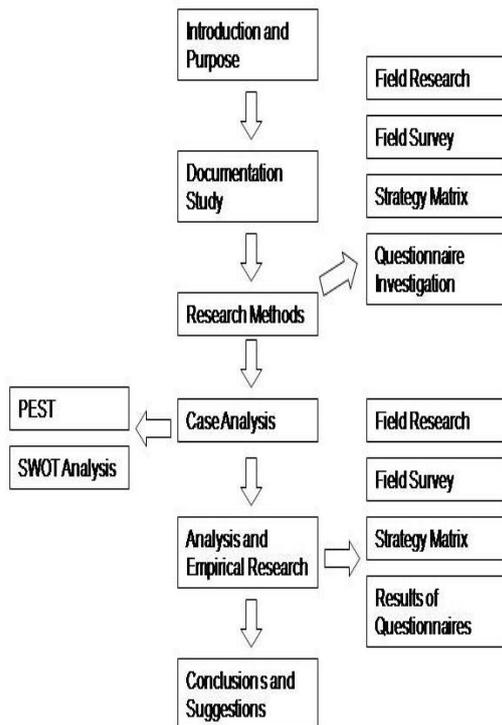
(Table 2.1)Strategy Matrix Model Analysis

(Table 2.1)Strategy Matrix Model Analysis		
Stage 1: Input Stage		
External Factor Evaluation (EFE) Matrix	Competitive Profile Matrix (CPM)	Internal Factor Evaluation (IFE)

Stage 2 : Matching Stage			
Strategic			
SWOT Matrix	Position and Action Evaluation (SPACE) Matrix	Internal-External (IE) Matrix	Grand Strategy Matrix (GSM)
Stage 3: Decision Stage			
Strategic Position and Action Evaluation (SPACE) Matrix			

III.METHODS AND PROCEDURES

This research follows the analysis procedure of the strategy matrix model developed by David(1986) to generate the marketing strategies for Wende Temple. The procedure has three steps including case study and diagnosis, strategy formulation, and implementation and assessment. During step one, case study and diagnosis, we studied historical document. When missing a document, we interviewed related people and experts. Besides, we documented and took pictures to record the current operation situation of Wende Temple. To learn more about the real situations, during the special events at Wende Temple, we participated and observed the activities, such as the Lantern Festival and other festivals. With field research method, we interviewed Wende Temple's competitors, such as Dajia Jenn Lann Temple, ZhushanZinan Temple, XiluoFuxing Temple, Bei-gang Chaotian Temple, BeigangWude Temple, LugangXinzu Temple, and LugangTienhou Temple. The collected information was used to do the situation analysis and diagnosis. During step two, strategy formulation, we used strategy matrix developed by David(1986) to do an integrated analysis for business operation, industry environment, and individual business strategy competitive strengths. This analysis would enable the decision makers to have a more complete view of the situation, and come up with better solutions. During step three, implementation and assessment, we monitored the implementation of the strategy at each stage, and did the assessment after each stage. Other than the assessment of the staff and the strategy implement, we also checked the feedback from the customers. We used the survey to get the suggestions from the consumers. All the surveys were run through SPSS to process the reliability and validity test and statistic analysis. (Please check Chart 3.1 for the study procedure)



IV. CASE STUDY AND RECORDS

4-1. The History of Wende Temple

Wende Temple is located at HuatanBaishakeng in Changhua County. The area is around 0.7 acre. The main god of the temple is Fuddha. Other gods worshiped in the temple are Guanyin, Shennong Emperor, Chenghuang God, Taisui Star God, Tiger God, Wuying General, and Wenchang Emperor. During the age of Kangxi Emperor in the Qing Dynasty, Fuddha God was settled at Lee Temple in Changsha. During the age of Qianlong Emperor in the Qing Dynasty, the Wende Temple originally named as Bao-An Temple was built for Fuddha God at Wende Street in Xinan Village (Wende Village). The temple later moved three times. During the age of Daoguang Emperor in the Qing Dynasty, Hanlin Tseng, the governor, changed the name of temple from Bao-An to Wende which is the current name.

4-2. Famous History and Important Activities

4-2-1. The Origin of Governor's Hat

Fuddha God worshiped in Wende Temple is the only Fuddha with a governor's hat in Taiwan. During the age of Daoguang Emperor in the Qing Dynasty, when Hanlin Tseng, a knowledgeable candidate for governor at that time, first met the emperor, the emperor saw an old man standing behind Tseng but dismissed later. The emperor asked who was behind Tseng. Tseng said that no one was behind him. What he carried was only a Fuddha lucky charm from Wende Temple. The emperor recognized Fuddha at Wende Temple as the god protecting people. So, he

sent a governor's hat, one same as Tseng would use when serving a governor, to the temple to honor Fuddha at Wende Temple. Later, Tseng became the first governor from Taiwan. The Fuddha in Wende Temple is the only Fuddha with a governor's hat in Taiwan.

4-2-2. The Origin of Lantern Street in Lantern Festival

In 1828, during the age of Daoguang Emperor in the Qing Dynasty, Governor Hanlin Tseng traveled with Daoguang Emperor to the Lantern Festival. When seeing the lanterns, Tseng cried. Daoguang Emperor asked him why he was crying. Tseng said that his mother never had the chance to see the lanterns because she was old and no one was available to take her there. Tseng requested to resign from his job to go home to take care of his mother. Daoguang Emperor didn't want him to leave because he was such a good governor. However, the emperor accepted his request after all, and felt touched by his caring heart. Daoguang asked Wende Temple to light the lanterns all along the street every year during Lantern Festival. The tradition of lighting the lanterns on the street around Wende Temple is for honoring Hanlin Tseng.

4-3. External Environment Analysis

4-3-1 Political Factors

The governors impacted the development of Wende Temple because the governors would benefit the religion organizations which they favor to.

4-3-2 Economic Factors

In early Taiwan, most people were farmers. They wanted good weather so they could have great harvest. Therefore, they went to temples to pray for good weather frequently. After praying, they would sometimes stay to chat and to play chess at the courtyard in front of the temple. Therefore, temples were important places for people. Nowadays, the life styles have changed. People work mainly in service industry and high tech industry. The work hours are longer and not stable. Therefore, people seldom go to temples for praying and activities.

4-3-3 Sociocultural Factors

Sociocultural factors are the most complicated and important group of the factors impacting business marketing. The decision makers should come up with the marketing strategies based on education levels, religions, value systems, customs, and populations.

4-3-3-a. Education

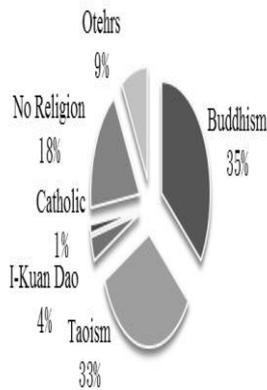
For temple operation, strategies of marketing development, product pricing, and product promotion should be set up based on the education level of the consumers.

4-3-3-b. Religion

Religion is important to a society. Each religion has its unique customs, requirements and taboos. These affect people's buying behaviors and consumption needs. When promoting the products, the business owners

should carefully handle the customs in different religions to prevent the troubles. (Please see Chart 4-1)

(Chart 4.1) the proportion of the religions in Taiwan



4-3-3-c. Value System

The value systems of early Taiwan and the current Taiwan have a great difference. People in early Taiwan preferred the products with practical uses and simple design, whereas the current people like the products with good designs, bright colors, and lovely styles. Wende Temple might create different merchandises targeting to the different groups of people.

4-3-4. Technological Factors

Most people attending Wende Temple are from towns with traditional cultures in Changhua County. They use traditional telephones, televisions, and broadcast systems. They do not know much about internet technology and mobile business. However, for developing the markets of young generations and overseas tourists, internet technology and applications should be considered as well. The internet technology and applications include internet communication, social media marketing, and mobile commerce apps.

V. DIAGNOSIS AND STRATEGY

5-1. Field Research

Considering market segmentation and temple features, we selected Zinan Temple, Jenn Lann Temple, Chaotian Temple, Fuxing Temple, Wude Temple, Tienhou Temple, Xinzu Temple, and Fengtien Temple as the competitors. We did the field research and field survey by visiting these temples and their neighborhoods to see their operation models and the current situations. Then, we integrated the data and information to generate SWOT matrix analysis for Wende Temple. The result is as follows. (Please see Table 5.1)

(Table 5.1) SWOT Analysis Result

Strengths(S)	Weaknesses(W)
1. Lantern Festival event 2.The only Fuddha with a governor's hat in Taiwan 3.Environment-friendly god money burner 4.Parking lot 5.Provide rooms for the public 6.A specific office for distributing lucky money 7. A public media group on Facebook 8. Lots of activities for traditional festivals 9. Lots of financial resources 10. The only temple with Wuying building in Taiwan	1.No creative cultural products 2.No building for culture demonstrations 3. Insufficiency of safety facilities 4.Dirty restrooms 5. Not good at marketing 6. Incomplete information about the temple 7. Conservative temple managers 8. Giving less lucky money to believers 9. No Wi-Fi
Opportunities(O)	Threats(T)
1.Government supports 2.Tourism industry grows and brings the tourists to the temple 3.Work with business 4.Good Relationship with the temples around the area 5. High media exposure rate 6. Efficient promotion through media with high tech	1. Inconvenient traffic. Unclear road direction signs. 2. Need more charity events to promote business image. 3.Less people visit because of bad economy 4.Change of tourism industry structure 5. Peripheral business area is immature 6.No visitor center nearby 7.Many Fuddha (Earth God) in Taiwan 8. No App. No official website 9.Visitors are old

5-2. Field Survey

For figuring out the things to be improved in Wende Temple, we had a field survey to collect the information. We visited the competitors to observe the business and environment around those temples. We checked the facilities. We also used questionnaires to know how visitors felt about Wende Temple. Later, we gathered marketing staff, managers, young visitors, and believers to have a meeting to see the strengths and the weaknesses of Wende Temple. From there, we came up with the solutions to improve the current flaws.

After checking 20 categories of the facilities and comparing the ones in the competitors, we found the weak categories with the satisfaction score below the median. The suggested solutions were provided. Some suggestions included being equipped with AED, having the complete historical records, having souvenir packages, setting official website, creating press department and gift department, providing introduction, providing places for the visitors to stay, having a wider courtyard for special events, setting up a Facebook group, and providing Wi-Fi.

5-3. Questionnaire Investigation

In this research, we took the population as an independent variable. The questions were focused on activities, facilities, satisfaction, and Facebook usage. The questionnaires were distributed in some important festivals and traditional holidays. According to our observation, most visitors came to Lantern Festival,

Moon Festival, and Year-End Feast. Therefore, the managers of Wende Temple should actively promote the activities of these three events.

According to the survey, De-Hsing Bridge has the highest satisfaction. Other facilities need to be fixed. A Facebook group should be promoted to gather the followers. The Lantern Festival, Moon Festival, Year-End Feast, and De-Hsing Bridge have the most significant variables. From the questionnaires, we found that the age, birth place, living place, education level, and career affect the satisfaction to the facilities and the attendance of the activities.

5-4. Strategy Matrix Analysis

After field study, field research, observation, strategy matrix analysis, and question-naire analysis, we integrated the data with quantity strategy planning matrix (QSPM) and generated the list of short-term improvement goals. After quantity strategy planning matrix analysis, the result is shown at Table 5.3. According to the result, marketing development is the most important topic. Product development and market penetration are important. Concentric diversification is less important. The details are as follows(Please see Table 5.2)

Key factors	Weights	Strategy Alternative								
		Market Development		Product Development		Market Penetration		Concentric Diversification		
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	
Opportunities										
1. Tourism industry grows and brings the visitors.	0.15	1	0.15	2	0.30	4	0.60	4	0.60	
2. Work with Business.	0.05	2	0.10	1	0.05	1	0.05	2	0.10	
3. Good relationship with the temples around.	0.05	1	0.05	1	0.05	2	0.10	2	0.10	
4. High media exposure rate.	0.20	4	0.80	3	0.60	1	0.20	2	0.40	
Threats										
1. Need to hold charity events to enhance the business image.	0.15	2	0.30	2	0.30	4	0.60	3	0.45	
2. Unclear road direction signs.	0.15	1	0.15	3	0.45	3	0.45	1	0.15	
3. Visitors are old.	0.15	1	0.15	3	0.45	2	0.30	1	0.15	
4. Peripheral business area is immature.	0.10	3	0.30	3	0.30	3	0.30	2	0.20	
Sum of the weights of opportunities and threats.	1.00									
Strengths										
1. Large advertisement.	0.05	3	0.15	1	0.05	4	0.20	1	0.05	
2. Place AED.	0.05	1	0.05	1	0.05	1	0.05	1	0.05	
3. Develop peripheral products.	0.15	4	0.60	4	0.60	3	0.45	4	0.60	
4. Set up official website.	0.05	4	0.20	3	0.15	4	0.20	2	0.10	
5. Provide introduction.	0.05	2	0.10	2	0.10	2	0.10	3	0.15	
6. Traditional events.	0.15	4	0.60	4	0.60	3	0.45	2	0.30	
Weaknesses										
1. Insufficiency of safety facilities.	0.10	3	0.30	1	0.10	1	0.10	1	0.10	
2. Not good at marketing.	0.15	4	0.60	3	0.45	4	0.60	3	0.45	
3. No Wi-Fi.	0.05	2	0.10	1	0.05	2	0.10	1	0.05	
4. No creative cultural products.	0.10	4	0.40	4	0.40	3	0.30	4	0.40	
5. Conservative temple managers.	0.10	4	0.40	4	0.40	3	0.30	2	0.20	
Sum of the weights of strengths and weaknesses.	1.00									
Sum of the attraction factors.			5.5		5.45		5.45		4.6	

(Table 5.2) Quantity Strategy Planning Matrix (QSPM) of Wende Temple

5-4-2. Market Penetration

Because Wende Temple has the clear positioning, the temple can sell the products with its special characteristics. The ancient governor's hat could be used as the identity of the temple. In the past few years, at the Lantern Festival, Wende Temple used to give lucky charms to visitors as gifts. From this year on, we suggested to give the delicate lucky charms to those who click "like" on Wende Temple group page at Facebook. This activity attracted lots young people and promoted the temple through Facebook.

5-4-3. Product Development

Currently, many traditional industries try to have creative cultural products to attract young people. Wende Temple owns the ancient governor's hat for a special identity. The managers of Wende Temple should put this identity into the creative cultural product, and use it to promote the temple.

5-4-4. Concentric Diversification

Lantern Story House: In the past, the stories of the lanterns are kept by local people's talks and temple's documentation. It is hard for the public to know these stories. Therefore, we designed the story house for Wende Temple. The story house can keep the stories and can demonstrate the stories to the tourists in an interesting and digital format. In this way, the temple can also keep the stories and documentation better.

VI. CONCLUSION AND SUGGESTION

CONCLUSION

We used field research to analyze the SWOT matrix of each temple and obtained the data of basic facilities and services needed. Through field survey, we analyzed the internal weaknesses and strengths, and external opportunities and threats of Wende Temple. Through questionnaires, we realized how tourists and believers feel about Wende Temple. Combining these results with the data from observations, we had a complete scope of the Wende Temple operation model and business environment. Based on the analysis and research, we came up with the plan to enhance the traditional operation way to a new level. We used strategy matrix to get the new direction of the development. With the technical application, the new marketing strategies would make Wende Temple more unique, and its business more prosperous. Our suggested solutions are fully recognized and supported by Wende Temple Management Committee, Huatan District, and Changhua County Culture Affairs Bureau. They worked together and achieved the goals within one and half years. Part of the goals could not have been reached because of timing and executive difficulties. The managers of Wende Temple would keep on working. And, our research would serve as a good resource to make Wende Temple a popular touring and culture spot.

Market Penetration

1. Set up a route of worshipping Gods : The route and direction of worship could be set up clearly to guide the tourists and believers.
2. Clean the environment : A clean environment would make the visitors feel more comfortable to visit.
3. Have more AED and fire extinguishers : AED and fire extinguishers would make the people feel more secured. The amount of fire extinguishers should be sufficient. And, the fire extinguishers should not be expired.
4. Arrange historical documents and objects : The temple staff should arrange the historical documents, and governor's hat to provide a good demonstration. This would make people know more about the history of Wende Temple.

Market Development

1. Set up the official website : People can light up the pseudo lucky light, check maps, and use the virtual reality services at the website. This would make people get more close to Wende Temple.
2. Provide Wi-Fi : With Wi-Fi, people can check-in for Facebook when they visit Wende Temple. This would be a great promotion for Wende Temple.
3. Work with other temples or businesses to hold the activities : Working with other temples and businesses to hold the activities could share resources, build connections, and bring more visitors. Having charity events or co-branded credit cards with companies would get the support from businesses.
4. Set up LINE official account : An official LINE account could provide the most recent info to visitors. This would promote Wende Temple as well.

Product Development

1. Bring the governor's hat home
2. The believers can stand in front of the statue of Fuddha and tell Fuddha why they need to have the governor's hats. Then, the believers cast moon blocks. If they get divine answers, the believers can bring the governor's hats home to get good luck for their career.
3. Place standing signs for media check-in : The standing sign would bring more fun for the young tourists. QR codes could be put at the signs to let visitors check-in on Facebook.
4. Develop various kinds of peripheral products and food: The peripheral products and food related to Wende Temple could be developed, such as Best-Scholar pen cover, Best-Scholar hat, Best-Scholar cake, creative stationery, and souvenirs.
5. Design LINE stickers : Different stickers are designed and distributed based on the festivals. They are available to the friends of Wende

Temple on LINE. The managers of Wende Temple can also provide the most recent information on LINE.

about the temple and history. This is also a good way to promote Wende Temple.

Concentric Diversification

1. Expand the courtyard in the temple : The current courtyard is crowded whenever there is an activity. For bringing in more people, the courtyard could be expanded a little bit.
2. Apply Youbikespot : When visitors take Youbike to visit other touring spots, they can visit Wende Temple as well if there is a Youbike spot at Wende Temple.
3. Set up a lantern story house :Wende Temple needs a story house to provide intro-ductions about the history and stories for its background. The temple also needs a theme building to attract visitors. Thus, we suggested the managers to get a place to build the lantern story house with the governor's hat as the theme. In the building, the introduction in animation format is provided on the first floor. On the second floor, the 3D image technology is applied to lantern demonstrations. This would make people feel more fascinated by the art and stories related to lanterns. A gift shop would be set up on the left side of the building. A family area and an art area would be set up to the right side of building. In the family area, there are sand drawings of Wende Temple and cartoon Fuddha. At the art area, there are lanterns exhibited. The building would be as bright as a lantern at night. This would be very impressive to the visitors.
4. Make use of empty rooms : The current empty rooms could be used for non-profit organizations or students for charity and non-profit purposes. The rooms need to be cleaned up. And, the restrooms and bath facilities need to be improved.
5. Have summer camps : To have summer camps for students could make the students know more

Limitation of the Research

When doing this research, we had limitations at -

- 1) The operation strategies of every temple are based on know-how. Therefore, we were not able to retrieve further information from each temple.
- 2) Strategy matrix analysis tends to be subjective. Although we did lots of interviews and observations to make the analysis more objective, the research methods could be enhanced for the further study.

REFERENCE

- [1] Huang, Y.-S., et al. 1999. Strategy Management. Trans. Fred R. David. Taipei: Shin-Lou Book Store.
- [2] Seetoo, D.-H. 1995. Strategy Theory. Taipei: Commonwealth Publishing Co., Ltd.
- [3] Wende Temple Editing Committee, 2010. The History of Wende Temple. Tai-pei: Yungsheng Publishing House.
- [4] Chung, C.-W., Lin, J.-R., Huang, T.-Y. 2014. A Study of Relationship among Sense of Place, Festival Impacts and Festival Development Attitudes for Resident of Kaohsiung Lantern Festival-With the Different From Resident as the Moderator Variables. Journal of Data Analysis. 9(3),1-21.
- [5] Lin, C.-W., 2012. Folklore and Intangible Cultural Heritage: From Theory to Prac-tice. Journal of Cultural Heritage Conservation. 20, 69-88.
- [6] Hsieh, Y.-H., 2011. Temple Fairs in Taiwan After World War II (1945-1990). Mas-ter Thesis. Tainan, Taiwan. National Cheng-Kung University.
- [7] Wende Temple Editing Committee, 2010. The History of Wende Temple. Tai-pei: Yungsheng Publishing House.
- [8] Yen, L.-C., 2011. The Activities and the Space of the Temple in Social Change : The Case of Dai-Tain Temple at Hamasen in Kaohsiung. Master thesis. Tainan, Taiwan. Na-tional University of Tainan.
- [9] Wu, L.-L., 2013. Design Thinking of the Community Industries and Configuring Value for Culture. Master thesis. Taichung, Taiwan. Chaoyang University of Technology.
- [10] Lin, C.-W., 2012. Folklore and Intangible Cultural Heritage: From Theory to Practice. Journal of Cultural Heritage Conservation. 20, 69-88.

★★★