A RESEARCH ON THE DETERMINATION OF THE INCUBATION STRATEGIES PROMOTED BY TAIWAN CULTURAL HERITAGE PARK

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Abstract: In July 2018, Taiwan Ministry of Culture (MOC) reorganized Taichung Cultural and Creative Industries Park into the only Cultural Heritage Park (CHP) in Taiwan. CHP’s passing-on heritages value, resonates the core “cultural heritage as the crux, whereas cultural creative as the means.” The stationed-in cultural heritage workers and businesses are provided with incubation resources. This research includes two phases for determining the incubation strategies of CHP. The first phase adopts expert meeting and the KJ method for posterior analysis; it presents the “incubation operating structure,” which includes seven key factors, “national policies,” “environment and opportunities,” “park positioning,” “operational dynamics,” “factors of production,” and “demand conditions.” The second phase takes on the in-depth interview method, interviewing administrators and the stationed-in businesses, with the interview outline based on the aforementioned “incubation operating structure”. Based on the structure, the determination analysis of CHP’s incubation strategies is verified.

Keywords: Cultural Heritage Park, Intangible Cultural Heritage, Cultural Creative Industry, Incubation Strategy

1. Introduction
Within twenty years, creative industries have become the focus and the dominant field of the economic development strategies among the global society. Nations that promote the development of cultural creative industries reexamine through perspectives of creativity, contents, intellectual property, and their cultural heritages of ethnicity, history, environment, industries, and cultures; by utilizing value-added creativity, nations attempt to breakthrough national value predicaments caused by economical network intensiveness, and rapid capital flow since the 90s.

Idle spaces can be reutilized by cooperating with local culture as well as the efficiency of space usage. This is a key factor for city marketing, and through clustering effect of the industrial chain, combining government policies, fund inputs, and the aggregation of various industries, a cross-field integration platform can be established. [1] This policy reflects the ideology that the uprising of cultural industries should initiate from the very basic units as villages, communities, counties, and cities in a nation. Through cooperation and competition among cities, it will prompt the aggregation of the culture capital; therefore, fortifying the base of the development of cultural creative industries. [2] Roodhouse considers that the development of cultural creative industries should base on the promotion of policies and the condition of the demands, [3] in order to locate its development. In 2002, Taiwan Executive Yuan launched “Challenge 2008 National Development Plan,” emphasizing cultural creative industries as one of the prioritized development projects. Meanwhile, transforming the idle spaces of the five old distilleries built during the Japanese ruling era, into the five cultural creative parks, in the hope that by facilitating cultural programs, will bring progress to local cultural creative industries. [4]

In 2016, The Ministry of Culture (MOC) organized “cultural creative industries park (CCIP) future development public hearings,” for evaluating the development of the five parks. Each park with their administration teams and units publicly reported conditions of the parks and future developments, while listening to the expectations from the public towards cultural creative parks. [5] It is then did MOC discover that the cultural creative parks operated under the model of commissioning private organizations, have been overly commercialized. Straying from the mission and value to promote culture, this has been the most criticized point by the public.

Therefore, to improve the operation characteristics and cultural values of cultural creative parks, MOC, in July 2018, has chosen the only government-run cultural creative park—Taichung Cultural Creative Industries Park.
2. Literature Review

2.1. Taiwan Cultural Heritage Preservation and Development

The development of laws related to the preservation of Taiwan cultural heritage has intertwined with Taiwan’s politics, economy, society, and international trends. In 1945, the year Nationalist Government took over Taiwan, the entire affairs of cultural heritage preservation fell on the new government. However, during the early years of Taiwan’s retrocession, the nation was facing external and internal crises. The Nationalist Government had not the ease at considering details for preserving historical assets, while practicing only rudimentary affairs such as antiques caring, exhibiting, and importing and exporting. Since then, Taiwan’s cultural heritage preservation affairs had paused almost twenty years. Within that twenty years, the Nationalist Government was vague on cultural heritage preservation policies. The Act of Antiques has been considered the law promoted during the retrocession era, and still, there were no practical nor systematic actions. Until May 1968, The Ministry of The Interior (MOI) along with The Ministry of Education (MOE) began to amend the Antiquities Preservation Act, separating the antiques to be subordinated to MOE, and the cultural monuments to MOI.

In 1981, the Council of Culture Affairs (CCA) of Executive Yuan was founded, putting together the scattered cultural affairs under CCA’s management, and began various businesses concerning culture construction. On May 28, 1982, the Legislative Yuan passed the Cultural Heritage Preservation Act. On February 22, 1984, the Executive Yuan passed the Enforcement Rules of Cultural Heritage Preservation Act. Until then did Taiwan have the law as the foundation of preserving cultural heritages. According to the 1982 Cultural Heritage Preservation Act: “To repair a historical site, a report shall be submitted to the regulating department of historical sites for permission.” Besides, “Monuments shall be preserved in their original appearance and construction method. In the event that a monument is destroyed or damaged, restoration shall be made to restore its original appearance.” However, it is apparent that this law was based on a rigid mindset without considering “activation,” and “reutilization.”

In 1999, the 921 earthquake occurred in Taiwan, a considerable number of antiques and historical monuments were damaged due to the act of God. Since then, people from society and academia have come together, urging the protection of cultural heritages. Therefore, the legislation to the preservation law received high attention from all fields. On February 9, 2000, the cultural heritage preservation act was amended, covering architectures, traditional settlements, and old market streets as well as other historical relics that have the historical and cultural values into the range of cultural heritages. Additionally, by adding the genre of “historical structure,” it includes the registry for those buildings with historical meanings while not yet the standard of historical monuments. Central supervisory authority is designated to CCA; for local counties, the responsibility belongs to the department of culture affairs of each county. During this legislation period, CHP was registered as historic buildings by the Taichung City government. The land of a total 5.6 hectares was transferred by The National Property Administration to CCA for further usages. On February 5, 2005, the Cultural Heritage Preservation Act was rectified and later promulgated. On March 14, 2006, the Cultural Heritage Preservation Act enforcement rules, [7] which contained 30 regulations in total were promulgated. Both the act and the enforcement rules have become the current version of the regulations about preserving cultural heritages, granting the instruction...
for preservation details like daily maintenance and ranges of reutilizations, while making the law more intact and tangible. [7]

2.2. Ideology of Taiwan Promoting Passing on Cultural Heritage

The practice of passing on and maintaining cultural heritage reflects how a nation respects and values its social and ethnic culture. These ideologies rely on art education that could effectively and extensively deepen and remind the society of the values of art and culture. Cultural heritage exists in every facet of our lives. Proper preservation of cultural heritages, and the activation of it could serve as the important material for educating and passing on social values. Education of cultural heritage is equivalently critical for culture recognition and culture inheritance. Not only techniques and skills will pass on, but also the articulation of local traditional spiritual symbols and cultural sentiments. CHP, as the important culture education material, can also be deemed as “quasi museum.” There are five charismatic factors of the historic buildings in CHP: archaeological, aesthetic, economic, functional, and psychological. With highly intensified cultural and spiritual momentum, CHP creates cultural resonance due to the intimacy with people’s daily life. If the function of CHP such as “knowledge establishment,” “ideology exchanging,” and “educational propaganda” can be cultivated properly; the basis on “knowing” of passing on cultural heritage will transform into “actions” that learns and understands through explanation, performances, exhibitions, and so on. A comprehensive culture experiencing fields like cultural creative parks, will bring not only economical movements, but also improve the values of culture art that includes in the cultural heritage. [8, 9]

2.3. Cultural Heritage as The Limitation and Breakthrough of Cultural Creative Park

The vitalization and reutilization of idle spaces, when put into practice, are not as effortless as it seems. The first issue is the safety problem of the architecture, while the limitations from the regulations for the private sector to participate in the reutilization of historic buildings should depend on the government’s innovative thoughts and persistence. Take CHP as an example, the complexity of revitalizing and reutilizing historic buildings involves intricate law divisions, which include laws concerning the administration of aged buildings, land acquisition, promotion of private participation, the development of cultural and creative industries, and more to put into overall considerations. (Table 1) Secondly, the issue lies with public and private corporations; if both are short-sighted of the goal, then it will be the obstruction to promote utilization. When it comes to transforming historic buildings into cultural creative industries parks, the overall benefits brought by historic buildings to the parks should be taken seriously. If the park simply “superficially vitalizes” the buildings, attracting consumers and tourists entering for consumption. The excessive commercialization or touring orientation, or even the team itself lacking the drive to preserve cultural heritages and promote cultural creative industries, will end up being the puppetry of commercial activities in such precious cultural heritage field.

Table 1. Laws Regarding to Taiwan Cultural Heritage Space

<table>
<thead>
<tr>
<th>Revitalization and Reutilization Activities</th>
<th>Laws Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged buildings Administration</td>
<td>Cultural Heritage Preservation Act</td>
</tr>
<tr>
<td>Land Acquisition</td>
<td>Building Act</td>
</tr>
<tr>
<td>Promotion of Private Participation</td>
<td>Urban Planning Law</td>
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<tr>
<td>Development of Cultural Creative Industries</td>
<td>Fire Services Act</td>
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<td></td>
<td>Environmental Impact Assessment Act</td>
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<td></td>
<td>Land Act</td>
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<td></td>
<td>National Property Act</td>
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<td></td>
<td>Act for Promotion of Private Participation in Infrastructure Projects</td>
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<td></td>
<td>Development of the Cultural and Creative Industries Act</td>
</tr>
</tbody>
</table>

3. Method

3.1. Research Process

To fulfill the purpose of this research: to determine the MOC’s CHP promotion of the incubation strategies, there are two phases for the process.

Figure 1. Two-Phases of The Research

The First Phase: Expert Meeting

Seven experts from the fields of incubation were invited, and established the incubation operating structure by the method of expert meeting.

The Second Phase: In-depth Interview

Based on the incubation operating structure, the interview outline was formed, interviewing the administrators and the stationed-in entrepreneurs.
3.2. Case study: The Cultural Heritage Park

The Cultural Heritage Park (CHP) is located in the South district of Taichung. CHP was formerly the fifth distillery, which belongs to Taiwan Tobacco and Alcohol Monopoly Bureau during Taiwan provincial era. Today, CHP is administered by MOC, and the area is the largest among the five cultural creative parks. Sixteen buildings in the CHP have been registered as historic buildings, and there are twelve regular buildings. Now these buildings have transformed into CHP, and the Bureau of Cultural Heritage from the Ministry of Culture has been stationed in for administration. MOC has positioned CHP as the “Taiwan Architecture, Design, and Art Center”; the theme set as architecture, design, and arts, in the hope of connecting Taiwan architecture design industry with the globe, enhancing the professional expertise of the domain of architecture and design. Additionally, CHP have been promoting various programs of passing on cultural heritages such as traditional techniques, cultivation of professional skills, and propagandizing the preservation of cultural heritage. With the aforementioned themes as the core of development, CHP has put the effort in cultivating citizens’ spatial aesthetics and the concept of preservation. [10, 11] To show the features of CHP, the “CHP Promotion and Development Center” was established in 2015, and began inviting cultural heritage individual workers, workshops, and entrepreneurs to stationed-in. The energy of design is introduced into the innovative development of cultural heritages; while providing resources for the stationed-in businesses’s transformation, cultivation, and the promotion for passing on cultural heritages.

3.3. The First Phase: Expert Meeting

The first phase aims at joining the experts of incubation for discussions, presenting the “incubation operating structure.” The meeting was scheduled for September 2019, and the length of the meeting is two hours with seven invited experts. Backgrounds of the experts are listed in Table 2.

The expert meeting focuses on discussing the incubation counseling conditions among governments, education units, private businesses, and other related organizations; while discussing the establishment of a friendly and comprehensive “incubation operating structure.” The expert meeting is videotaped and recorded throughout the entire session. Processes of analysis are listed as follows: 1. Transcribing meeting contents; 2. Keywords extracted from the transcription, and were made into cards; 3. Two professional incubation counseling associate professors are invited, conducting KJ methods for further analysis; 4. Grouping the cards that contain closely related concepts: first into small groups and then into larger groups, and naming each of the groups; 5. Illustrating relationships among each group, providing “the incubation operating structure draft”; 6. Mailing the draft to the seven expert meeting members for confirmation and rectification; 7. Presenting the rectified “incubation operating structure”.

<table>
<thead>
<tr>
<th>Organization and Title</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Representative: Chief of Employment Security Section, Labor Affairs Bureau of Taichung City Government</td>
<td>Innovative entrepreneurship consultation, Youth employment, Youth entrepreneurship affairs</td>
</tr>
<tr>
<td>Government Representative: Planning and Promotion Division of Council for Hakka Affairs of Taichung City Government</td>
<td>Hakka Cultural Park (HCP) construction and administration, HCP cultural creative industries promotion project, Hakka cultural resource investigation</td>
</tr>
<tr>
<td>Government Representative: Chief of Cultural Resource Division, Culture Affairs Bureau of Taichung City Government</td>
<td>Cultural creative industries consultation and administration, Local culture center promotion and consultation, Promotion of art events and folk festival, Cultural infrastructure planning and administration</td>
</tr>
<tr>
<td>Academy Representative: Host of C-CUBE Youth Entrepreneurship Incubation Base of National Taichung University of Science and Technology</td>
<td></td>
</tr>
<tr>
<td>Industry Representative: Director of Taichung Professional Union of Vocational Training Instructor</td>
<td>In-service training, Between-job skills training, Employment counseling, Entrepreneur counseling, Human resource introduction</td>
</tr>
<tr>
<td>Industry Representative: Chief Executive Officer of FOR MORE MAKER SPACE</td>
<td>Business incubation, Cross-field resource integration, International retail channel expansion, cross-border e-commerce service</td>
</tr>
<tr>
<td>Industry Representative: Director of XICHENG CO., LTD.</td>
<td>Integrated marketing communication, Branding strategies, Media relations, Program planning, Culture education planning</td>
</tr>
</tbody>
</table>

3.4. The Second Phase: In-depth Interview

3.4.1. Interview Outline

To achieve the research purpose: determine MOC CHP’s promotion of incubation strategies, the second phase of this research is based on “the incubation operating structure,” which is proposed in the first phase, and it is developed into an interview outline for in-depth interviewing of the invited CHP administrators and
stationed-in businesses. The interview outline is listed as follows:

1) **National policy:** What are the current ideology and related policies of the government for promoting cultural creative industries and passing on cultural heritage?

2) **Environment and Opportunities:** The overall assessment of social environment towards passing on and activation of cultural heritage; what are the perspectives and opportunities?

3) **Park(CHP) Positioning:** CHP’s operational positioning, course of development, current issues, and future trends?

4) **Operational dynamics:** By what means of counseling can the stationed-in businesses either passively or actively produce the operational dynamics? What are the key factors?

5) **Factors of Production:** How should CHP provide the factors of production for the stationed-in businesses?

6) **Supporting Resources:** How does CHP conduct incubation? What supporting resources should be provided?

7) **Demand Conditions:** What demands of the market are for the stationed-in businesses? How to assist them in search of the fittest market?

3.4.2. In-Depth Interview

The interviewees for this research include Chief of Secretariat of Cultural Heritage Bureau, Chief Executive Officer of CHP Development and Promotion Center, Project Manager of CHP Development and Promotion Center, and five cultural heritage workers from stationed-in businesses. The entire interview session is videotaped and recorded. Two associate professors experienced in incubation counseling are invited, for post-interview analysis based on the seven factors.

4. **The first phase research results: On The Incubation Operating Structure**

Seven experts were invited to discuss the establishment of a friendly and robust incubation operating structure. After the meeting, the meeting contents were analyzed by two associate professors using the KJ method. The critical incubation operating structure is then presented. The processes of the KJ method are as follows: First, the researchers extracted keywords from the expert meeting contents, and put keywords into cards, which counted 537 pieces of cards in total. Next, two associate professors, who are experienced in incubation counseling, were invited to conduct the KJ method by sorting cards that contain closely related concepts into small groups, and naming each small group. After that, each small group that contain closely related concepts were then categorized into large group, and each large group were named. The next step was to interpret each large groups, while mapping the relationship between each large groups as the “incubation operating structure draft”. In order to prevent possible analytic mistakes due to the arbitrary and subjective judgements during the practice of KJ method, the draft were then sent via mail to the seven expert participants, and they were asked to reconfirm or submit final adjustments for the draft. The “incubation operating structure” was thus presented, shown in Figure 2:

![Figure 2: The Incubation Operating Structure](image)

According to the meeting result, processed by the KJ method, the “incubation operating structure” should include seven influencing factors; among the seven factors, three external factors covering “national policy,” “environment and opportunities,” and “park positioning,” which will directly influence the incubation organizations with each of their established incubation operating structure. Additionally, “national policy” plays an even more critical role compared to the other two factors.

The four interior factors including, “operational dynamics,” “factors of production,” “supporting resources,” and “demand condition.” These four factors should be credited to the skillful operating strategies of incubation organizations that construct these factors into an interacting relations, and that a friendly and sturdy incubation operating structure can thus be developed.

1) **National policy:** The policy should be based on the international and the national overall development trend. The counterpart emerges in forms of laws and regulations, national major development projects, international relations, economic structure, tariffs, and so on; promoting all development projects by the short-term, mid-term, and
long-term implementations, it will influence the social environment, market opportunities as well as the operational positioning.

2) Environment and opportunities: The factors of whether the external environment could support the incubation businesses, originates not only within a nation’s developing tendency, but also intertwined with the context of cultural development, consensus of the society, and the overall atmosphere in the society. For example, Taiwan government has been actively promoting cultural creative industries in recent years, and the entire market environment has accented culture, innovation, and design; forming a common acknowledgement toward cultural creative industry in the society. Since the economic development has brought changes in daily lives as well as consuming habits. This change also forms an unique environment and market opportunities. Incubation strategies must face the external condition of the environment, so that the recipient of incubation counseling may be led to a fitting operation course.

3) Operational positioning: The positioning of the incubation units has a definite relation with its parent organization; while there are many incubation units, which are founded due to the orientation and the demands of the affiliated parent organization. Such as the incubation center of medical university, commercial university, and private businesses, must have different purposes and operational positions.

4) Operational dynamics: The operational dynamics of the stationed-in businesses might result from factors such as stimulations of environment, the supplying of resources, and may as well from corporations, professional skills, and proactive attitudes. Managers of incubation units should employ clearcut operating policies and goals in order to strategically select the appropriate stationed-in businesses, while comprehensively consider the competitiveness and cooperativeness between business and business; and to reach toward a harmonious ecosystem.

5) Factors of production: Factors of production refers to the resources of hardwares. Generally speaking, the factors of production that a incubation unit could provide, very much depend on which parent organization the incubation unit affiliated with. These parent organizations might be schools, research institutes, governments, corporations, or private organizations. The energy and resources from the parent organization provide stationed-in businesses with production resources like spaces, research techniques, laboratory, equipment, and even angel investments. While the location might also endow the incubation unit with different factors of productions such as natural resources, raw materials, upstream production resources, and more.

6) Supporting resources: Supporting resources are the resources other than hardware resources. In order to provide stationed-in businesses with multiple incubation counseling, the manager of the incubation unit must effectively integrate various resources to support the process of incubation. These resources may come from the parent organization or from external sources. Supporting resources includes human resources, counseling resources, technique resources, professional knowledge, research capacity, upstream and downstream industrial chains, brand popularity of incubation unit and the parent organization, the clustering effect after businesses stationed in…etc.

7) Demand condition: The concern of demand condition lies with finding the proper market, which means the end consumer, with the manufactured items, products, and services. These subjects can differ from operation models such as B2B, C2C, B2C, C2B, O2O…etc. However, the work of incubation is to assist the stationed-in businesses, during the period of stationing in, to clarify its commercial patterns, the attributes of products, market characteristics, and understand the demands of the market, so that the business will find its long-term target market to develop.

5. The second phase research results: On the Determination of the Incubation Strategies of Cultural Heritage Park

Based on the “incubation operating structure” from the first phase and the in-depth interview from the second phase; on one hand, the justifiability of the “incubation operating structure” has been verified; on the other hand, the analysis of the seven factors from the “incubation operating structure” has led to actual understanding of the incubation strategies and outcomes of CHP.

1) National policy: Taiwan, since 1978, has gradually promoted cultural constructions and local industries. In 2002, when the term cultural creative was officially defined by national development policies, since then the Taiwan government put in multiple projects and finances for promoting cultural creative industries, including the establishment of the five cultural creative industries parks. In recent years, Minister of MOC has taken cultural heritage repairing, preserving, and researching, seriously, and in 2018 renamed the Taichung Cultural Creative Industries Park(TCCIP) as Cultural Heritage Park(CHP), while stationed-in Bureau of Cultural Heritage of MOC. Beside promoting national cultural heritage repairing, preserving, and researching, MOC also plans for various cultural heritage passing on and
vitalizing projects such as founding the College of Cultural Heritage, the Artisan Workshop for Cultural Heritage Renovation, operating and managing CHP, Survey of Movable Heritages and research projects, Industrial Cultural Heritage Revitalization Project, History and Cultural Heritage Maintenance and Development, and Regional Cultural Heritage Environment Preservation and Activation Project…etc. In 2018, a total 136 projects have been launched, and 3.76 billion NTD have been invested. In 2019, there were 143 projects being carried out, and up to 3.38 billion NTD were invested.

2) Environment and opportunities: CHP is located in Taichung city. Examining the job market, Taichung is a consumer city, and the urban economic industry structure categorizes the tertiary sector of the economy. The percentage of the population of employment is up to seventy percent among the industrial population. [12] The environment has brought off business services, leisure industries, cultural industries, and cultural creative industries as the advantage industries under the trend of overall industry transformation. In 2017, Taichung cultural creative industries has reached the overall turnover up to 41.3 billion NTD., while with the growth rate of 6.03%, ranking second among all the other counties in Taiwan. (MOC, 2020) In recent years, Taichung city has been proactively developing cultural businesses by holding art and cultural events, so that the goal of “Culture, Economy, International City” can be achieved. The Cultural Affairs Bureau of Taichung City has been promoting cultural constructions of software and hardware, and has accentuated on vitalization and reutilization of cultural heritage, historic monuments, and historic buildings, and improving infrastructure and services of libraries. Moreover, Taichung city government has vigorously promoted regional cultural programs, leading the overall development of cultural creative industries; 2018 has been announced as Taichung city’s initial year of design, in the attempt to spread thoughts of creativity, vitality, design, and culture to every corner of the city, and promoting the brand of city aesthetics. In 2018, Taichung city government held the Taichung World Flora Exposition; in the meantime, announcing that the government will proactively apply for the 2022 World Design Capital. If the application is successful, Taichung will be the second city after Taipei, which has successfully applied since 2016. It is obvious that the overall environment and opportunities of Taichung city has become promising, and this will be an advantage for CHP to launch incubation programs.

3) Operational positioning: CHP is now one of the five cultural creative parks in Taiwan with the most abundant historic buildings preserved, and the finest old distillery equipment among the five parks; CHP carries the value and the mission to demonstrate such precious cultural heritage to all. In July 2016, CHP launched the “Life Design Building” for cultural creative, and cultural heritage workers to be stationed-in. The life design building contains 48 spaces, seven public areas, and one incubation section; for cultural creative workers, there are 39 stationed-in vacancies, now with 33 businesses stationed in. About the “stationed-in businesses recruiting strategies,” the interviewee points out that those stationed in businesses should be equipped with cultural heritage technical skills and creative capacity; while during the stationed-in period, the businesses should exhibit and sell the created products. Also, these businesses must manage to host lessons and events such as lectures, skill workshops, parent-child programs, exhibitions, and more, so that the CHP goal to promote cultural heritage passing on education can be achieved. According to the data provided by the interviewees, there were a total 237 cultural heritage passing on education programs launched in the year of 2019, and the participant counts were up to 8,452 people. On the “incubation strategies,” CHP has founded “Cultural Creative Incubation Coalition (CCIC)” in 2016, inviting 32 departments and university research centers, and 43 private corporations. CCIC has held 78 hours of incubation lessons in 2019. Lessons include marketing management, brand operation, patent application, product development, financing, laws, international channel, and company establishment. Besides, CCIC provides stationed-in businesses with individual counseling services. About counseling the stationed-in businesses, firstly, the professional consultant will conduct “business operational evaluation.” Sorting by the characteristics of each business, they are categorized into four periods, the “start-up period,” “experimental period,” “thriving period,” and “feedback period,” providing businesses with customized incubation resources for each period.

4) Operational dynamics: The interviewees expressed that the operational dynamics come from the proactive attitude, coexetition between businesses, and the contract relationship between CHP and businesses. The major difference between the CHP incubation with other incubation centers is the historic buildings in the park, which is also a tourist spot. This difference not only benefits businesses with incubation resources, but also with the opportunity to directly encounter consumers. CHP managers have brought in consumers of different groups by
many programs. Diverse groups of consumers such as group tourists, international tourists, parent-child tourists, citizens, school students, program participants, researchers, interns…etc. According to the statistics, around 1.5 million gate counts have been recorded yearly. By encountering different consumer groups, not only would the businesses generate high operational dynamics, but also link the connection of supplies and demands between cultural innovative products and consumers. Simultaneously, the incubation unit will systematically introduce incubation consultants, assisting product development, brand establishment, operation model establishment, and more, prompting the businesses to thrive rapidly through accumulation of experiences. The interviewees agree with the pattern of incubation as the most significant feature of CHP’s incubation strategy.

<table>
<thead>
<tr>
<th>Period</th>
<th>Strategies</th>
</tr>
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<tbody>
<tr>
<td>Start-up</td>
<td>Improving production techniques;</td>
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<tr>
<td></td>
<td>Improving entrepreneurship knowledge;</td>
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<td></td>
<td>Establishing operating model;</td>
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<td></td>
<td>Assisting company registration or operational registry;</td>
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<tr>
<td>Experimental</td>
<td>Product development;</td>
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<tr>
<td></td>
<td>Building consumer relations;</td>
</tr>
<tr>
<td></td>
<td>Matchmaking targeting markets and examination;</td>
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<tr>
<td></td>
<td>Combining resources;</td>
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<tr>
<td>Thriving</td>
<td>Domestic and foreign channel expansion;</td>
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<tr>
<td></td>
<td>Integrated marketing events;</td>
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<tr>
<td></td>
<td>Building media relations;</td>
</tr>
<tr>
<td></td>
<td>Building business brand image;</td>
</tr>
<tr>
<td></td>
<td>Providing investment and funding opportunities;</td>
</tr>
<tr>
<td>Feed-back</td>
<td>Graduate from incubation unit;</td>
</tr>
<tr>
<td></td>
<td>Become member of CCIC;</td>
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<tr>
<td></td>
<td>Sharing channels, resources, and techniques;</td>
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</tbody>
</table>

5) Factors of production: The aforementioned analysis of expert meeting states that the factor of production is mostly related to which parent organization the incubation unit affiliated with. Thanks to the existing historic buildings, CHP is able to offer stationed-in businesses with an affordable rent, which is less than 50 NTD. for every taiwanese ping per month; only 10% of the price comparing to the rental fees in the same area. Factors of production like hardwares will have to depend on coalition and introduction of external resources in order to support stationed-in businesses. For instance, the academy and industry collaboration with neighbor universities, through systematic programs, provide stationed-in businesses with academic equipment like CNC equipments, laser cutting, wood art workshop, 3D printer, photo studio, and computer rooms…etc.

6) Supporting resources: Most of the intangible cultural heritage in Taiwan relates to traditional ceremonial lifestyle and religions. Today, because of the lifestyle changes and frequent exchanges with international cultures, the intangible cultural heritages of traditional techniques have been decreasing due to the decaying market demands. CHP has carried the mission to pass-on and revitalize cultural heritages through implementing design into rebranding cultural heritages, and innovative development researches. Through the interview, we have learned that from 2017 till 2019, CHP has invited more than 30 government recognized cultural heritage preservationists, or so called maestri, to bring about cultural heritage passing-on workshops, which have been participated by stationed-in businesses, university students, cultural and heritage related workers. With the chance to learn from the maestri, these participants began to combine traditional techniques into design, creations and projects. With incubation projects as such, it has been most preferred by the stationed-in businesses; especially to learn directly from maestri, and the innovative consultation have been priceless. Some of the stationed-in business interviewees shared their innovative cultural heritage designs; listed as follows: (Figure 3 to Figure 6)

Figure 3. Innovative Cultural Heritage Design Case1

The figure 3 design project is based on Taiwan indigenous weaving techniques. It is developed by a design team in order to assist the business to create innovative education materials, and to build integrated business image. Making it possible for the public to experience the indigenous weaving techniques, the business has currently cooperated with several elementary schools, partaking the aesthetic lessons in the curriculum.
The figure 4 and figure 5 design project revitalizes the traditional wood art techniques, and re-locates the product’s story. The handmade wooden fountain pen is made by materials left by sidewalk tree trimming. The image of Taiwan indigenous plant species has been designed for packaging, and for rebranding business’ corporate identifying system. And the figure 6 design project originates from traditional plant-dye techniques. The difference is that the color pigments used for product design are extracted from food wastes. These color pigments are applied to develop art utensils such as pastel crayons, wax-based crayons, and watercolors. Other than the collaboration of traditional plant-dyeing artists and college design team, team from the department of applied chemistry also participated. With the development process for more than a year, this product has won the 2019 iF Product Design Award, and the 2019 Red Dot Design Award. Currently, the project has received the Angel Investment; while preparing for product launch, the college students who conduct the design are preparing for entrepreneurship.

Figure 6. Innovative Cultural Heritage Design Case 3

7) Demand condition: The interviewee suggested that the service of incubation should consider not only the counseling of stationed-in business, but also developing CHP as a friendly space for entrepreneurship. With that being said, systematically introducing people to the park by utilizing spaces of historic buildings with the existing equipments. Also by combining intangible cultural heritages, organizing exhibitions, lessons, performances, and weekly operated market events, have initiated new phases for the historic buildings. The interviewees also suggested that by satisfying the needs of consumers toward tourism, shopping, entertainments, learning, sharing, and all the other needs, will transform consumer’s dependence more onto CHP; thus, it creates a domestic market for CHP. Concerning the external market demands, the incubation unit should assist the stationed-in businesses to explore the market other than the park, such as participating cultural creative expos, gift exhibitions, tourism exhibitions, department stores, art galleries, and art auctions. With the mentioned means, the consultation for the stationed-in businesses could find various marketing channels, and confirming the future development directions.

6. Discussion

Based on the result, the incubation strategies of CHP are different from the general private and academic units, in terms of positioning, mission, values, and limitations as well. On the incubation operating strategies, there are several points to be addressed:

1) The incubation of CHP focuses on counseling and
passing on the intangible cultural heritage; the stationed-in businesses bear the common mission to promote the education of passing on cultural heritages.
2) The incubation unit can be deemed as a platform for exchanging, cooperating, competing, and learning. Therefore, the selection of stationed-in businesses should consider the balance of overall supply and demand conditions.
3) CHP belongs to an open incubation base. The incubation unit can introduce different consuming groups by organizing different events; the stationed-in businesses have the opportunity to encounter different consuming groups.
4) Beside the works of incubation, the work of cultural heritage innovative development continues through cooperating with cross-fields, and the transformation of the techniques from traditional cultural intangible heritages into product suitable for modern lifestyle.
5) Given the fact that the lack of resources from the parent organization, the incubation unit should actively seek out coalition and integration of external resources. For example, the “cultural creative incubation coalition” of the CHP has effectively integrated academic and industrial resources, which provide businesses with customized assistance based on its different business periods. Moreover, a cooperative pattern can be adopted, sharing spaces, equipment, techniques and other resources.
6) Currently, the pattern of CHP belongs to the government-run model, while each operational strategy can directly reflect policies of how the government promotes cultural creative industries. However, the market sensibility of the government sector is inferior compared to private corporations. Complex administrative procedures often procrastinates projects, and the unstable yearly funding as well as unfavorable project tendering procedures are potential negative factors for the incubation administration of CHP.

7. Conclusion
This research adopted two research phases in order to fulfill the purpose of determining the incubation strategies promoted by MOC CHP. The first phase of the research presented the “incubation operating structure,” which include seven key factors; in the second phase research, the structure is then adopted for the determination of MOC CHP’s promoted incubation strategies. Based on the results, the structure can effectively determine and examine the mechanisms and strategies of an incubation unit.
During the process of the determination of the MOC CHP’s promotion of incubation strategies, in-depth interview method were adopted in order to harvest precious qualitative data. For the future studies, we believe the research structure can be extended and serve as the basis for related researches such as, when conducting related questionnaires, Structural Equation Modeling, or Path Analysis.

References