



## Applying the Analytic Hierarchy Process (AHP) to Explore the Key Influencing Factors of Consumption Stimulation in Taiwan'S Organic Bookstores

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November 13, 2024

國立雲林科技大學應用外語系

碩士論文

Department of Applied Foreign Languages  
National Yunlin University of Science & Technology  
Master Thesis

應用 AHP 層級分析法探討有機書店消費刺激關鍵影響  
因素——以台灣為例

Applying the Analytic Hierarchy Process (AHP) to  
Explore the Key Influencing Factors of Consumption  
Stimulation in Taiwan's Organic Bookstores

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中華民國 113 年 11 月

November 2024

## 摘要

有機書店作為文化和社區中心而興起，促進永續生活和文化參與方面發揮著至關重要的作用。本研究探討了刺激台灣有機書店消費者行為的關鍵因素。峰終理論是一種心理啟發法，它表明人們對體驗的整體感知很大程度上受到體驗的峰值（最強烈的點）和結束的影響。為了有系統地分析這些因素，採用層次分析法(AHP)建構了研究框架。該框架是透過文獻回顧和專家訪談相結合的方式形成的，而該框架下消費刺激的五個關鍵因素：體驗、認知、驚喜、榮耀和聯繫。

體驗因素：涵蓋消費者在書店參與的整體活動，如活動體驗、閱讀空間等。

認知因素：包括透過個人化服務和當地導遊獲得的知識和理解。

驚喜因素：突顯獨特的地方特色和生態奇觀，創造難忘的時刻。

榮耀因素：反映書店在文化推廣和當地發展中的作用，向消費者提供認同與歸屬感。

連結因素：著重促進社區參與和顧客積極參與，加強書店與消費者的連結。

專家訪談，包括與台灣著名有機書店經營者的討論，為這些如何影響消費者行為的因素提供了寶貴的見解。AHP層級分析法透過分析這些因素的相對權重，促進了這些因素的優先排序，從而確定了最具影響力的元素。

研究表明，有機書店應強調與消費這之間的連結、獨特的體驗並促進社區參與，以提高消費者參與度並刺激消費。

研究結果為有機書店提供了一個完善其商業模式和行銷策略的策略框架，有可能為其他旨在提高客戶滿意度和忠誠度的利基零售市場提供指導。

**關鍵字：**消費刺激、台灣有機書店、層級分析法

## ABSTRACT

Organic bookstores have emerged as cultural and community hubs, playing a vital role in promoting sustainable living and cultural engagement. This study explores the key factors stimulating consumer behavior in organic bookstores in Taiwan. Peak-end Rule is a psychological heuristic that suggests people's overall perception of an experience is heavily influenced by the peak (most intense point) and end of the experience. In order to analyze these factors systematically, the research framework was constructed by Analytical Hierarchy Process (AHP). The framework was formed through a combination of literature review and expert interviews, and there are five key factors of consumption stimulation under the framework: experience, recognition, surprise, glory and connection. Experience factors: covering the overall activities that consumers participate in, such as activity experience, reading space, etc.

Cognitive factors: including knowledge and understanding from personalized service and local tour guides.

Surprise factors: highlighting unique local features and ecological environment to create unforgettable moments.

Glory factor: reflecting the role of bookstores in cultural promotion and local development, and providing consumers with a sense of belonging.

Connection factors: Focus on promoting community participation and active customer participation, and strengthening the connection between bookstores and consumers.

Expert interviews, including discussions with organic bookstore operators in Taiwan, provide valuable insights into how these factors influence consumer behavior. The AHP hierarchy process facilitates the prioritization of these factors by analyzing their relative weight, thereby identifying the most influential elements.

Research shows that organic bookstores should emphasize connections with

consumption, unique experiences and promote community engagement to improve consumer loyalty and stimulate consumption.

The findings provide a strategic framework for organic bookstores to refine their business models and marketing strategies, potentially providing guidance for other similar markets aiming to increase customer satisfaction and loyalty.

**Keywords:** Consumption Stimulation, Taiwan's Organic Bookstores, Analytic Hierarchy Process

## **ACKNOWLEDGEMENTS**

I would like to acknowledge my advisor, Dr. Hui-Ping Lai, for all guidance, support, and encouragement during the entire research process. I would also like to thank Dr. Ching-Pu Chiao for his full efforts and patience providing valuable suggestions and extensive instruction. In addition, I have to thank all experts and scholars from Taiwan's organic bookstores who participated in this study for their help and contributions. Finally, I am grateful to my family and classmates for their caring and assistance. I am very fortunate to have met such outstanding professors and classmates during my time in graduation school and created memories. For me, these will be precious forever. With my sincere appreciation.

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# CHAPTER ONE INTRODUCTION

## 1.1 Research Background and Research Motivation

The United Nations Global Compact first introduced the concept of ESG in 2004. ESG encompasses three core dimensions: environmental protection (E, environment), social responsibility (S, social), and corporate governance (G, governance), and serves as an indicator for evaluating a company's operation. ESG factors are increasingly becoming central to asset investment portfolios, drawing more investor capital aligned with the United Nations Principles for Responsible Investment (UNPRI) and the Sustainable Development Goals (SDGs) (Naffa & Fain, 2020).

With global competition, securing and maintaining a competitive advantage has become crucial to corporate strategy. Competitive advantage generally derives from a company's core capabilities and resources, enabling it to offer distinctive, valuable products or services that allow it to stand out in the market (Lee, Wu, & Chong, 2022). However, for some companies, competitive advantage is not only product-based but also lies in fostering emotional connections with consumers and contributing to local development.

Take the development of Taiwan's Organic Bookstores as an example. Founder and CEO Mr. Lu strategically chose remote area for these bookstores, aiming to stimulate local economy and culture through book exchanges, community collaboration, and cultural promotion. The concept of "book exchanges" is not only a new business model for sharing books but builds emotional connections among individuals, gradually working toward regional revitalization. This model is in line with Japan's Basic Policies for Building and Promoting a Tourism Nation, which clearly states that local community-led development is the key to economic growth and emphasizes the importance of local

attractiveness to promote economic development (Kim, 2021).

Moreover, research indicates that active participation from community residents, especially in cultural or festival activities, can significantly attract foreign tourists, enhancing local economic development and cultural revival (Chang & Ku, 2023). Such participation not only strengthens local autonomy but also fosters cultural preservation and regeneration, bringing new vitality into the continuity of local cultural industries (Chuang & Chou, 2021). These insights guide this study to reconsider the role of enterprises in local economic and cultural development, particularly how companies can achieve sustainable growth through in-depth community engagement. This is the primary motivation for this study.

At the same time, consumer experience with products or services is key to determining their loyalty. Kahneman's "Peak-End Rule" (1993) highlights that consumers' memories of an experience are shaped by its most intense moments and the final impression. By enhancing the quality of these critical points, companies can create more favorable memories, improving consumer satisfaction and loyalty (Steenstra, 2021; Heath, 2017). This consumer psychology is vital in managing customer experience, especially for companies that prioritize service and customer satisfaction. Thus, understanding how to apply this principle is the second motivation for this study.

While many studies have examined the influence of consumers' memories and evaluation on purchase decisions, there has been limited exploration of consumer perceptions within the emerging business model of organic bookstores. This study therefore focuses on Taiwan's Organic Bookstores, investigating the impact of consumption stimulation on consumers, identifying the key factors that affect consumer perceptions in these organic bookstores, and proposing effective competitive strategies that enhance bookstore operations and support local cultural development. This is the

third motivation for this study.

## **1.2 Research Purposes**

Based on the above research motivations, the research purposes of this study are as follows:

1. Through the review and discussion of relevant literature, construct a structure of factors influencing consumption stimulation of organic bookstores.
2. Through the Analytical Hierarchy Process (AHP), calculate the weight of the factors that influence the consumption stimulation of organic bookstores to clarify the key influencing factors of the organic bookstore business model.
3. Based on the data obtained from the research, provide strategic suggestions for organic bookstore operators to help them formulate effective competitive strategies in the market and improve their operating efficiency and social influence.

## **1.3 Significance of the Study**

The significance of this study is reflected in several key aspects, mainly related to the importance of organic bookstores in competitive advantage, customer experience and local development:

### **1. Increasing the competitive advantages and business strategy guidance of organic bookstores**

The competitive advantage of organic bookstores is closely related to its unique business model, especially its operations in remote areas, which provide unique services and experiences to local residents and tourists by strengthening local connections and cultural promotion. This study will use the Analytical Hierarchy Process (AHP) to determine the key aspects of successful organic bookstore operations. This will not only

help understand the key factors that affect competitive advantage, but will also provide bookstore operators with specific suggestions to help them improve their market competitiveness and achieve the goal of sustainable operations.

## **2. Practical application of customer experience management**

According to Kahneman's Peak-End Rule (1993), customers' memories of their experience is mainly determined by the peak and end. This study will deeply explore the application of this rule in organic bookstore operations and analyze how to improve the consumer experience. This not only has practical guiding significance for bookstore operators, but also provides reference for customer experience management in other industries. This research will reveal which experiential elements promote positive memories and experiences for customers and provide specific strategies to create these key moments.

## **3. Promoting the impact of local economic and cultural development**

Organic bookstores place a high priority on promoting local and cultural development, making their contributions to the local economy and culture. This research highlights how organic bookstores can have a meaningful impact on local economic growth, cultural promotion, and community engagement. By achieving these goals, they not only generate long-term social benefits but also provide a reference model for other regions and industries looking to adopt similar business strategies. Such business models and strategies can enhance the social influence of bookstores while promoting local economic development.

This study not only explores the correlation between competitive advantage and consumer experience in theory, but also provides specific suggestions for practical operations, assisting Taiwan's Organic Bookstores and other business models to improve their market competition and operating efficiency. By improving customer satisfaction

and promoting local economic and cultural development, it is expected to generate multiple values in the commercial, local and academic fields.

#### **1.4 Scope of Research**

The scope of this research focuses on Taiwan's Organic Bookstores, and explores the key factors of consumption stimulation for the operation of organic bookstores. During the research process, in addition to referring to the "Peak-End Rule" and collating relevant literature, this study constructed the key factors that influence consumption stimulation on organic bookstores and produced the AHP questionnaire accordingly. The respondents of the AHP questionnaire are all consumers who have received professional training courses in organic bookstore management and marketing and have actual consumption experience. It is expected that their professional and practical experience should be able to more accurately judge the various items in the questionnaire. Comparative values of the relative importance of various elements can help reduce errors and deviations. The results of this study will assist in understanding how organic bookstores use these factors to develop operational strategies and promote local economic and cultural development.

This study first reviews existing literature, relevant reports, and official data on organic bookstores. It also gathers data from organic bookstore operators and consumers through in-depth interviews and questionnaires. The questionnaire is designed to address various aspects of the bookstore, including customer experience, community impact, and business strategies. This data will provide a critical foundation for research and analysis.

## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 Theoretical Framework: Stimulate consumption**

#### **2.1.1 Consumer's Attitude**

Consumer attitude is an individual's psychological and emotional state resulting from their consumption experiences and behavioral intentions toward a specific product, service, or brand. These attitudes are shaped by various factors, including personal beliefs, values, culture, and past experiences (Oliveira, 2016). Research indicates that consumer attitudes play a crucial role in influencing consumer behavior (Eagly & Chaiken, 2007). Attitudes are evaluations that individuals hold toward objects, people, or ideas, which can influence their behavior. Behavioral intentions, discussed in detail in the next section, determine how individuals respond to marketing campaigns and whether they choose to purchase a product or service.

Consumer attitudes are influenced by past experiences and the opinions of others (Kotler & Armstrong, 1993). A positive attitude toward a brand or product can increase purchase intention and customer loyalty, while a negative attitude can lead to reduced purchase intention and negative reviews. The term "attitude" has a broad meaning, referring to a person's lasting evaluation of themselves, their surroundings, and their environment (Solomon, 2002). However, Solomon and Karsaklian (2004) define attitude as a tendency to evaluate a product or brand.

Overall, consumer attitudes are a complex and multifaceted construct influenced by multiple factors, making them an essential consideration for businesses seeking to understand and effectively target their audiences, as well as improve their chances of product or service success. Given the important role of consumer behavior in this study,



this research will also examine the impact of attitudes and emotions on consumer behavioral intentions.

### **2.1.2 Behavioral intention**

Behavioral intention is a psychological concept that refers to a person's anticipated behavior in a specific situation. It reflects an individual's intention to act in a certain way, based on their attitudes, beliefs, and other factors that influence their behavior (Warshaw & Davis, 1985). Behavioral intention is frequently used in consumer behavior studies because it can help predict the actions people are likely to take in specific situations (Han & Hyun, 2017). For example, a person's intention to purchase a product may be influenced by their attitude toward the product, their beliefs about its quality and value, and their perceived ability to buy it. Moez Limayem, Khalifa, and Frini (2000) noted that individuals' attitudes toward online shopping can significantly affect their online shopping intentions. By understanding a person's behavioral intentions, researchers and marketers can gain insights into how people are likely to proceed with online shopping.

Therefore, in addition to consumer attitudes, this study also examined behavioral intentions to explore the relationship between organic bookstores and consumer behavior.

When someone has a strong intention to spend, they are more likely to promote a product or service to friends, family, and social networks, potentially increasing sales and customer loyalty. Besides attitudes, intentions to engage in specific behaviors may also be influenced by product characteristics, including price and functionality (Luarn & Lin, 2005). Thus, by examining factors like attitudes and product attributes, behavioral intentions can be predicted and even influenced, serving as a tool to attract more customers. In this study, the impact of consumption stimulation on organic bookstores is explored using behavioral intentions as a measure.

## **2.2 Theoretical Framework: Analysis Hierarchy Process**

Analytic Hierarchy Process (AHP) was proposed by Saaty, a professor at the University of Pittsburgh in 1971, and is mainly used in decision-making problems under multiple decision criteria and uncertain situations (Saaty, 1980). In 1973, Saaty first applied Analytic Hierarchy Process (AHP) to Sudan transportation research, and the method gradually became mature. Subsequently, after continuous verification and revision from 1974 to 1978, Analytic Hierarchy Process became more complete, and *The Analytic Hierarchy Process* was officially published in 1980. This book presents the research theory and application results of AHP in detail ( Saaty, 1980).

Due to the simplicity of the AHP (Analytic Hierarchy Process) method and its ability to improve evaluation quality, it has been widely applied across various fields and frequently cited in international journal articles, becoming a practical evaluation tool (Zeng & Deng, 1989). For example, Zhi-Wei Xu (2015) used AHP to explore the key success factors in the national army's promotion of instant messaging software. By examining the development of corporate instant messaging, Zhi-Wei Xu identified the main factors promoting instant messaging software services and categorized them into three major decision-making aspects: "usage motivations," "system and interface," and "service items." AHP was then used to analyze the relative weights of variables within each level, forming a basis for evaluating the overall development criteria of instant messaging.

Additionally, You-Han Hou (2011) noted that AHP is not only theoretically sound but also highly practical. Since its development, it has been widely used in various research fields, particularly in planning, forecasting, decision-making, resource allocation, and investment portfolio analysis.

Based on the above findings, AHP has been proven to be an effective tool for

identifying the relative weights and relationships among different aspects and elements in multi-criteria assessments. Therefore, this study will also employ AHP to examine the key factors influencing consumer stimulation in Taiwan's organic bookstores. This approach aims to provide a more comprehensive understanding of how various aspects impact organic bookstore business strategies, offering managers concrete decision-making recommendations.

## **2.3 Introduction of Organic Bookstore**

### **2.3.1 Concept : promoting the power of reading and inheriting local culture**

The term "organic" implies that a seed will continue to sprout and grow. Organic bookstores use book exchanges to promote reading and enrich the local reading culture. Through reading promotion, these bookstores convey the inner spirit of reading and serve as venues for humanistic exchanges, creating a space for meaningful dialogue. Organic bookstores are designed to evolve over time; small bookstores quietly stand on street corners, aspiring to become cultural landmarks within their communities and provide a stress-free space for rest and reading (Lu, 2023).

### **2.3.2 Vision of Organic Bookstore**

By integrating with community development, organic bookstores place people at the center and revitalize spaces within the local environment. Independent bookstores seek to transform the value of local industries by connecting with the community and incorporating various artistic and cultural elements. This transformation includes enhancing the value of local arts and cultural industries, developing unique local industries, and revitalizing rural art and cultural spaces. On one hand, this approach strengthens individual or collective artistic micro-businesses, while simultaneously stimulating the local economy in remote areas.

Moreover, organic bookstores aim to foster collaboration among cultural

entrepreneurs, establishing platforms for cultural and artistic creation. Through creative design, production, and value demonstration, these platforms drive the development of local cultural creativity and bring vitality to artistic activities (Lu, 2023).

### **2.3.3 Book exchanges in Organic Bookstore**

In today's diversified internet generation, bookstores are no longer the only place to buy books, as they once were. At the same time, with the rise of 3C products as mainstream in entertainment and leisure, the role of bookstores has undergone significant changes. It has become nearly impossible for bookstores to survive only through book sales. They must adopt alternative models, such as book exchanges and promoting reading. A bookstore is now more than a place to purchase books, it has evolved into a space where people build relationships with each other.

If bookstores are a symbol of urban culture, then as most bookstores gradually disappear, how can we preserve such cultural hubs and establish long-term, stable relationships with visiting customers? Organic bookstores address this by combining the concept of book rentals with that of second-hand book exchanges, forming a business model of "exchanging books for books." Regardless of type, condition, or size, any book can be exchanged. As long as it is a good book, it deserves to be read.

The goal is to connect people's personal book collections and create a model for sharing books. Books that have already been read become new books for others, while those books originally kept at home, only enjoyed by their owners, can now be shared with wider readers. This approach serves as a small but meaningful contribution to promoting reading.

The organic bookstore hopes that the habit of exchanging good books will become part of daily life. Bookstores will be similar to visiting a convenience store and free from time constraints, exam pressures, or work demands, and even become a form of leisure.

The books on the shelves of organic bookstores come from donations and ongoing exchanges from various sources. Books from different years may appear here. For instance, rare and out-of-print books like *He Never Gives Up* and *Tramp Doctor's Travelogue* sometimes appear in the bookstores. The shelves also often feature nearly new books, professional art albums, calligraphy collections, and publications on painting, generously shared by experts and enthusiasts (Lu, 2023).

### **2.3.4 Local Business (creative industries / agricultural suppliers)**

There are many traditional stores in remote areas, many stores have been in business for two or three generations, lasting for decades. However, with the changes of the times, from the early agriculture, forestry, fishery and animal husbandry to the current industry and commerce, without adapting to these transformations, old stores inevitably face the challenge of survival. Additionally, with urbanization, younger and middle-aged people in remote areas are moving to cities in search of better job opportunities, leaving remote businesses with a shortage of young talent. Injecting creativity into these businesses becomes challenging, as existing shop owners may lack the resources or energy to keep up, often leading to closures as these proprietors age and face physical limitations. This situation frequently happens in remote areas.

The founder of Taiwan's Organic Bookstore, Mr. Lu, is a brand marketing consultant who feels a deep reluctance to see many traditional stores close down. He believes if it is under ideal circumstances, young people are willing to take over, the organic bookstore team can assist in re-engineering, transforming, and innovating these businesses. Their strategy of "innovating with the old" aims to revive old stores by sharing their stories, attracting more people to appreciate and connect with their unique histories. This storytelling approach enhances the brand's appeal, with the organic bookstore team taking on the role of narrators who bring these stories to life.

Over the past few years, organic bookstores have supported more than 10 traditional shop owners in various remote areas, gradually developing a platform-based business model. This approach leverages a network of 10 organic bookstores as a distribution base, while also integrating an online sales platform and logistics system to build a complete sales and supply chain model. This model allows the products of old stores to reach a broader market, introducing more customers to these traditional stores and fostering an appreciation for the unique culture of rural communities.

In addition to helping traditional stores innovate through cultural and creative industries, organic bookstores also support farmers in remote areas. Many farmers are committed to cultivating crops on their land in sustainable and eco-friendly ways, a spirit that is highly commendable. However, they face significant challenges, including limited manpower and insufficient knowledge of marketing and product development. These challenges are compounded by the lack of processed product offerings, which restricts their market reach.

Through the operation of the organic bookstore, Mr. Lu has gradually connected with local farmers, including those growing sweet potatoes, sesame seeds, rice, and various fruit. Some have explored value-added processing, turning fruits into dried products, sesame seeds into sesame oil, and sweet potatoes into ice cream, all of which have been well-received by consumers.

Currently, the organic bookstore platform offers three main product lines: cultural and creative products, agricultural goods, and fishery products. In the future, the team hopes to continue supporting farmers and traditional stores, ensuring that their stories are heard and that their crops and products have a stable sales channel. This vision represents the true value of the organic bookstore platform. (Lu, 2023)

### **2.3.4 Environmental protection and public welfare**

The organic bookstore began by promoting book exchanges. The initial concept was to encourage people to share the extra quality books they had at home with others. Over time, due to factors such as limited storage space at home or the need to clear out old books, the bookstore started receiving book donations from many people. Donors often mention that these are valuable books they had purchased, but since libraries would not accept them, they had no choice but to send them to recyclers—a fate they felt was a waste. Upon hearing that the organic bookstore was collecting books, people were able to share their loved books with other book lovers instead.

This seemingly ordinary story is frequently repeated at the organic bookstore. In earlier days, secondhand bookstores might have been able to accept these good books, but as bookstores face increasing operational challenges, such channels are becoming rarer. Without them, many people are unsure how to handle the quality books they have at home.

To address this, organic bookstores have developed circular economy, aiming to create a sustainable system for circulating good books. This model not only resolves the issue of book donations but also shares these books through the organic bookstore platform, thereby lowering the barriers to accessing books. Because organic bookstores are often located in remote areas and serve as community hubs, they allow local residents to bring home books they enjoy, planting the seeds of reading within communities.

This model is especially beneficial for families with children. Children's books and picture books are generally expensive, which can be a burden for low- and middle-income families. Through the sharing system of organic bookstores, these families gain easier access to books, help to easing concerns about book availability.

Establishing love for reading needs to begin at a young age. Given the prevalence of

digital devices today, the opportunity for children to engage with printed books is increasingly limited. Through book exchanges at organic bookstores, books are continually circulated, preventing them from merely becoming recyclables and contributing to environmental sustainability.

Books donated to organic bookstores are generally provided free of charge. The bookstore's role is to ensure that these quality books reach people, especially in rural towns across Taiwan, providing local residents and children with more reading opportunities. The hope is that children will develop the habit of reading thanks to the presence of the organic bookstore.

The organic bookstore has continued expanding into remote areas for this very reason. After all, books left in storage lost their value. Only when they are placed on the shelves, their value can be fully realized (Lu, 2023). Mr. Lu, the founder, emphasizes this commitment, stating "We will keep doing this, with no plans to stop."



## CHAPTER THREE METHODOLOGY

### 3.1 Research Design

This study adopts Analytic Hierarchy Process (AHP), integrating relevant literature and results from expert interviews to establish a comprehensive hierarchical structure and develop questionnaire items. Using data obtained from the questionnaire survey, this study conducts a weight analysis of various indicators to rank the relative importance of different aspects and factors, thereby identifying key factors that stimulate consumption in Taiwan's organic bookstores. The following is an introduction to the hierarchical factors.

#### 3.1.1 First Layer Factors

The purpose of this study is to explore the key factors influencing consumption stimulation in Taiwan's organic bookstores. To achieve a comprehensive understanding of these relationships, a second- and third-level structure is developed.

#### 3.1.2 Second Layer Factors

At this level, the study refers to Daniel Kahneman's (2002) Peak-End Rule structure, as shown in **Figure 1**, and incorporates relevant recent research literature. It initially divides consumption stimulation factors in organic bookstores into five main categories: experience, cognition, surprise, glory, and connection. These five criteria serve as preliminary indicators for the second level. To ensure that these evaluation indicators align closely with the standards for consumption stimulation in organic bookstores, industry experts and consultants in the organic bookstore sector are further consulted to screen the selected criteria, ensuring the quality of the subsequent AHP questionnaires.

The structure of the expert opinion questionnaire is divided into two parts. The first part collects basic information about the experts, while the second part adopts a "semi-

structured questionnaire" format. In addition to the five primary aspects mentioned above, additional fields are provided for experts to suggest further factors. Experts were asked to identify the main aspects they believe should be included in evaluating consumption stimulation in organic bookstores. The aspect screening questionnaire employs a "Likert five-point scale," retaining aspect factors with an average score of over 3.5 points. For the aspect of consumption stimulation in this study, based on the statistical analysis of the questionnaires from five experts (see **Table 1** and **Table 2**), the results indicate that experience, cognition, surprise, glory, and connection are the primary aspects included.

**Table 1**

*Directory of Organic Bookstore Experts Engaged*

Number	name	Position
01	interviewee A	CEO
02	interviewee B	Manager
03	interviewee C	Manager
04	interviewee D	Manager
05	interviewee E	Manager

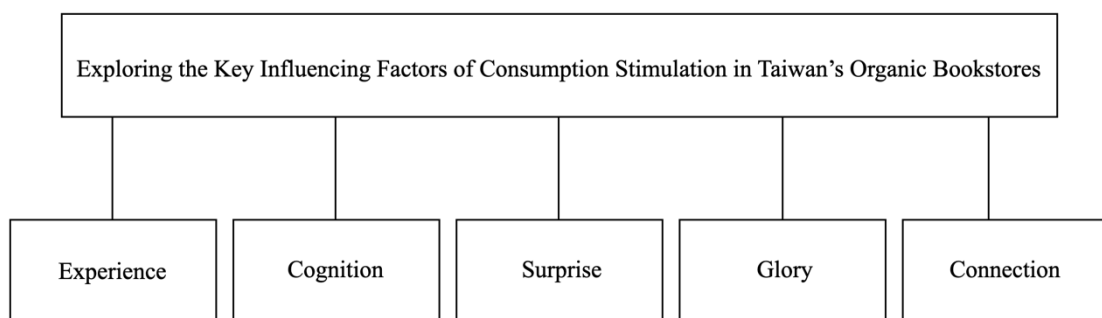
**Table 2**

*Results of the questionnaire on the selection of main criteria*

Criteria	Total Score	Average Score	Included or not
Experience	22	4.4	Included
Cognition	21	4.2	Included
Surprise	21	4.2	Included
Glory	20	4	Included
Connection	21	4.2	Included

**Figure 1**

*Structure diagram of two-layer factors stimulating consumption in Taiwan's Organic Bookstores*



### 3.1.3 Third Layer Factors

Based on the five key influencing factors identified at the second level of this study, an interview outline was developed, and expert interviews were conducted. Through these

interviews, the specific influencing factors for each second-level aspect were identified as third-level factors. Among them, the "experience" variable includes four factors, the "cognition" variable includes four factors, the "surprise" variable includes four factors, the "glory" variable includes four factors, and the "connection" variable includes four factors. This study integrates the theoretical framework of the second level with the variable settings of the third level. The variables were derived from interviews, with participants including the CEO and store manager of Taiwan's organic bookstores (see **Table 1**). Through an analysis of the interview content and key influencing factors, further details are provided below.

#### 3.1.4 Experience Dimension Interview Questions

**Experience Dimension:** When creating a consumer experience, especially when resources are limited, it is essential to focus on key aspects of the experience. Business owners should strive to provide a high-quality experience that draws consumers' attention to the special parts while effectively managing costs. Enhance the peak moment of positive experience and strengthen the positive experience before consumers leave.

**Interview question:** Organic bookstores combine public welfare, culture and environmental sustainability. What positive impacts or feelings can these elements have on consumers during their consumption experience?

**Interview content:**

**Interviewee A:** We often encounter a situation where many people donate books to us, and they all tell us that it's a good thing we have you, otherwise their books would also be recycled. Because in fact, many people had a lot of books at home in the early days, and then they would clean them out every Chinese New Year. When the books were on the shelf, they wanted to know what to do with them. Just because they had been piled up

for several years, or maybe decades, they were still there, and they wanted to do it. Get rid of it, but if you want to give these books to the library, they have the budget to buy new books. They can't take your second-hand books, so the library won't accept them. There is basically nowhere to go for old books, and the only way is to recycle them, but it will be very painful because he spent a lot of money in the first place, and these are very good books, and you will feel very reluctant to part with them, but once you now know that **bookstores can collect books, and your books can give them a second life and can be read by more people, they will be very happy**. This is an environmental concept. Then the next thing is, we think this way, if everyone is willing to donate books, **many people don't need to buy books because they want to read them or spend a lot of money to do this**. They can come to our store, because it is very simple for us to exchange books. If you exchange this book for another one, it doesn't matter if you forget to return it after reading it. Then you think I borrowed this one last year. It's OK if I take it back and exchange it for another one to read. Furthermore, the threshold has been lowered to the lowest, because reading has already There is no threshold anymore. For example, if you want to buy a book, and now the book has become more expensive, it costs four to five hundred yuan. You want to say that I don't make a lot of money, but I want to **find a place with many books and where you can read**. Even if investing just twenty dollars will make people feel it is worth it, and this will **lower the reading threshold**.

**Interviewee B: A positive and virtuous cycle.** Books are no longer piled up in bookcases at home, taking up space but rarely being read. As long as you are willing to **share** them, the books will have a new place and have the opportunity to reach more people. Read it and get a wealth of knowledge and fun. In our organic bookstore, which is different from the large bookstores in the past, **it is also important that the atmosphere and the**

**comfort of the space give consumers a relaxed and comfortable feeling. True environmental protection and sustainability is to allow books to reach more readers through organic bookstores. Consumers strongly agree with this type.** They are usually people with reading habits, the spirit of **cherishing things**, and then donating and sharing. The altruistic spirit creates a sense of value for themselves, and they can also benefit from everyone in organizing events. **The support will bring better quality and can be carried out for a longer period of time**, which is also self-serving.

**Interviewee C:** The greatest significance of the organic bookstore is to **"open the bookstore into remote areas"** so that children in remote areas have the same reading opportunities. It is also a community bookstore. We hope to reach more people **by organizing special bookstore activities and let them know this town through this special bookstore.** In fact, if you create **a good reading atmosphere and environment**, and if **the books are diverse and organized clearly**, the books and environment in the organic bookstore are really good. The books come from everyone's donations, and it also **gives book lovers an opportunity to share, which invisibly gives second-hand books new value and life.**

**Interviewee D:** As for the bookstore, when people hear that they **only exchange books and do not sell new books**, they actually wonder how a bookstore like this can operate. Then most of them think this concept is very good. Next, they will start to share their books. The pattern is probably like this, and some of them will actually share it. That's because my bookstore actually has a slightly more family-oriented book, and my position is very clear. Regarding **clearly labeling the type of book**, the friends I know, or the people who come to contact me, are also more parent-child customers, so you will find that there are some regular customers who come specifically to exchange those parent-child books. Then through the exchange process, I got to know some of his life

background, and I found out that he might have been a parent-child worker, maybe a teacher or he had led parent-child activities, and then he would share that he felt that he has a good book in his hand. He will feel that this book is why he had this book at that time. Then he has shared this book with others. He hopes to come here and pass on this good thing again. Through this book exchange activity, we will pass it on, so in addition to environmental protection, environmental protection is very basic. **We are exchanging old things, but good ideas will also be shared through this, and it can also have a publicity effect. For example, we can promote when events will be held in the store by our customers.** Then different people will bring different books, and then the field of my books will become wider, and then different recipients will come in. Our CEO Ben, he brings **his own life experience** behind him. I also had several customers in the early days, and they came here to read books. They didn't do much, but they just wanted to find someone to chat with, and I got to know another field. So, this seems to be a short-term space where people can relax, or get out of their original identity. After he goes out, he may be able to get rid of some things that he has hidden deeply and doesn't know about. He can't talk to people he knows. **So, at least this was a positive feeling for him after he walked out of the bookstore.**

**Interviewee E:** We come here to **organize different activities**. Because of this **cultural and creative event**, there will be an event in Shuiwei due to sudden emergencies tomorrow. We just happen to have this wood carving master, so we will have officers come. Our boss is from the planning department. He is very good at writing plans and he will give feedback. Like before, we took 20 students, and 20 people went to pick up drift bottles to **experience DIY. He did it for the public welfare but not making money.** He just hopes that everyone will find a place **in the countryside**. Especially today, I received a message that they seem to be entering Japan. Now, more and more people want to

exchange books like ours. Especially young people are very idealistic. They have many ideas to **improve the quality of bookstore events, attract tourists, and then increase the number of events.** Our boss encourages them to find a remote place, and the rent is cheap. Many years ago, the owner of our house moved out when he was 19, so we just set up an association. There are all kinds of industries, so I started cleaning and organizing it, and built this bookstore.

Based on the interview content from the five interviewees above, this study categorizes the responses into experience dimensions. Interviewees highlighted that consumers find the book exchange experience in organic bookstores novel and are eager to participate in environmentally friendly, sustainable activities. They enjoy sharing books and ideas within the community.

Thus, by combining insights from expert interviews with the Peak-End Rule (Kahneman, 2002), key elements of the experience stage were identified. These include offering a range of activities, increasing the frequency and quality of events in organic bookstores, and creating a comfortable reading area with a pleasant ambiance, a diverse selection of books, and clear organization.

### 3.1.5 Cognition Dimension Interview Questions

**Cognition Dimension:** To reduce consumers' anxiety when faced with large amounts of information, use the simplest interface or method to make the consumption process feel easy, thereby minimizing consumers' operational, learning, and comprehension costs. Consumers' perception and cognition during the experience also affect the memories and emotions they form.

**Interview question:** The consumption model of bookstores is based on "book exchanges". Can the bookstore environment combine reading space and guided tours of local



attractions to make it easier for consumers to obtain and understand information related to bookstores more easily?

**Interview content:**

**Interviewee A:** When people hear the word "bookstore," they usually think of a place that sells books. Since they've never encountered the book exchange model, their first reaction is often curiosity. I explain that it's an exchange system and that it's okay if they don't bring a book on their first visit. If they find a book they like, they can take it and give twenty dollars to the bookstore, similar to a donation. There's no obligation to contribute, and it's up to each person to decide how much they want to give. This encourages them to cherish the book because even a small investment makes them feel a sense of value. This approach also prompts them to engage with the exchange process and feel responsible for the book. **They often share feedback and suggestions, which allows them to take ownership of their experience.**

**Interviewee B:** Besides serving as a bookstore and library, our bookstore in a remote area **fosters community engagement and closely integrates with the local setting.** Tourists can use it as a borrowing station and a starting point to explore the area. **We offer guided tours and activities that meet consumers' expectations, often led by professional guides who provide local insights.** The bookstore has become part of the lives of local residents, offering a welcoming space for meetings and events, such as class reunions, community meetings, parents' association gatherings, young farmers' exchanges, and educational opportunities for high school and college students. **Their experiences and feedback are important references for us to improve our services.**

**Interviewee C:** The organic bookstore is more than a bookstore; it's a community hub. We hope that **"getting to know a small town starts at the organic bookstore."** With this aim, we also strive to **reflect local culture through the bookstore.** By establishing

roots in a remote area, we offer corporate employees a chance to **understand the local culture through guided tours. The guide's professional knowledge, storytelling skills, and understanding of the local historical context can inspire young people to appreciate the changes in their hometown, perhaps even encouraging them to return to develop the area.**

**Interviewee D:** This concept is still being tested. I find it easy to focus on book discussions and forget to promote other bookstores, but I have realized there are many organic bookstores like ours in Taiwan. I introduce patrons to other stores and unique local experiences, **such as customized activities or tours that highlight local culture. Visitors' purposes vary, and so does their feedback, which allows us to adapt our responses.** Each interaction provides an opportunity to address unforeseen needs and enhance the experience. Some visitors simply wander around and leave, which is also part of the diversity of our space.

**Interviewee E:** We are closely connected to the **local ecology.** For example, we can still see fireflies in November, along with leopard cats and eagles that soar overhead, squirrels, and cicadas in the summer. There's a nearly century-old tree known as the "Husband and Wife Tree," which squirrels love because of the fruits it bears. **Such details are often unknown without a local's introduction.** We also host backpackers and rent out the entire building, which has become popular **due to the unique environment.** Younger generations participate in various visit and experience activities, often expressing how rare these opportunities are.

Based on the interview content from these interviewees, this study summarizes the interview content into the cognition dimension. Interviewees mentioned that customized experience activities provide memorable touchpoints for organic bookstores, while professional guides and insights into local history add value. Consumer feedback is highly

valued by bookstore operators.

Therefore, by combining expert interviews with the Peak-End Rule (Kahneman, 2002), elements of the cognitive dimension were identified. These include the tour guide's professional knowledge and communication skills, understanding of local historical background, providing customized experience services that meet customer needs, and the collection and response to customer feedback and suggestions.

### 3.1.6 Surprise Dimension Interview Questions

**Surprise Dimension:** The goal is to create moments of surprise that give consumers unique and unexpected feelings. These "surprise moments" are experiences that stand out from daily life, capturing attention and enjoyment. They enhance consumers' positive emotions and add value at the right moment, thinking one step ahead of consumers to brighten their experience.

**Interview question:** Will it be easier to surprise customers through the exchange and sharing of books and some charity experiences (such as handmade crafts)?

**Interview content:**

**Interviewee A:** From a **public welfare** perspective, most donated books are children's books because many families buy them when their children are young, and by the time the children reach junior high, these books are no longer used. These books are often in excellent condition, and some are hardcover. Donating these books allows more children in remote areas to read them. Instead of discarding them, people feel it's meaningful to donate them, especially because many children in remote areas don't have money to buy books. In a bookstore setting, these books are greatly valued by readers. **This kind of public welfare approach brings a sense of surprise to children**, even if it may not be as impactful for adults. **Book exchanges are also new to many people**, and some learn

about it through friends or online reports. They might realize they have books at home they'd like to donate, feeling it's a meaningful and joyful experience that benefits the community. Additionally, **the natural environment, local festivals, and unique historical and cultural background** also add to the experience, providing guests with a different and memorable impression.

**Interviewee B:** Book exchanges are part of everyday life here. Reading clubs, picture book storytellers, art classes, filial piety parent-child workshops, bilingual Bible reading classes, and EQ growth camps cultivate a community of friends, parents, and children who identify with the bookstore. They are consistently attentive to the bookstore's updates and demonstrate strong loyalty, so **they usually support and participate in events like the Decluttering Market and charity activities.**

**Interviewee C:** This is the goal we have been working hard on. From time to time, we will **hold festival-related cultural and agricultural DIY experiences.** For example: rice transplanting in cattle farming culture, making rice dumplings during the Dragon Boat Festival, Hakka red glutinous rice paste experience, and walking in the market to introduce local rice dumplings. **These experiences are very life-like and impressive, and they are closely tied to the local characteristics,** allowing more people to experience them. Many people know this place.

**Interviewee D:** My DIY does not go to charity. In fact, I charge basic material fees. Therefore, at present, most of them are acquaintances or acquaintances with people they already know, and it is unlikely that they will attract completely unknown customers right away. On the one hand, I am still adjusting the content of each of our activities. I also hope that through continuous changes, we will also make some changes in our publicity methods, so that we can more easily attract guests who have never been in contact with us before. They come to experience our **local cultural and creative activities,**

**agricultural entrepreneurship and other special activities**, or to **take a look at our surrounding environment**. So, this part should be considered still a work in progress.

We are using videos for this. In the past, we would shoot videos and put them on fan pages or YouTube. And, this effect is not bad. The number of people we can impress is limited.

**Interviewee E:** I think so. Customers know that we make beer windmills here and have **DIY experience**. They can search Maoli Organic Bookstore on Google. I helped them take photos, and it was only 100 dollars anyway, and I gave you a can of drink. Finally, we made a windmill. **This is also an environmentally friendly concept**. Originally, 500 windmills were made outside, and LED lights were connected, so that the director of Zhunan Beer Tourism Factory came to deliver beer, because it was all made from Taiwan Beer. So, when it comes to **holding local events**, or occasionally **celebrating festivals**, come and see the **natural landscape** or the **unique history and culture** here, because it is very unique, it will give people a sense of surprise, because they didn't hear it before.

Based on the interviews with these respondents, this study summarizes the interview content into the surprise dimension. The interviewees highlighted that the unique sense of local cultural and historical background, festival activities, and ecological environment provide consumers with experiences they haven't encountered before. Encountering these sights, paired with engaging in local DIY, encourages consumers to promote and support this distinctive culture.

Therefore, based on expert interviews and integrating the Peak-End Rule (Kahneman, 2002), elements of the surprise stage are identified, including the cultural and historical background of the area surrounding the organic bookstore, unique local events and festivals hosted by the bookstore, appreciation of the beauty and uniqueness of the surrounding natural landscape, and distinctive local cultural and agricultural DIY activities.

### 3.1.7 Glory Dimension Interview Questions

**Glory Dimension:** When consumers invest time and effort, remembering these meaningful moments, issuing medals or accumulating points can help them gain recognition, thus motivating them and creating positive reinforcement. If an experience leaves people with a sense of accomplishment or glory, it will improve their evaluation and memory of the overall experience.

**Interview question:** The location of the bookstore was deliberately selected in a remote area. Does it have any impact or stimulation on the emotional glory of customers' consumption?

**Interview content:**

**Interviewee A:** Regarding culture, when I visited, I realized that many cultural stories are things we often overlook. If I asked you about your hometown's story, many people wouldn't be able to tell it. We spoke with some locals, and as they shared various stories, you could see their eyes light up. It turns out there are so many things we don't know. We compiled these into a documentary, helping many people become aware of them. Locals came to watch the video, and we also shared it online. **Viewers responded positively because these are real stories from our hometown—not just something from history textbooks. This made us realize the depth of our local culture.** Although we take it for granted, seeing it from an outsider's perspective makes us recognize its uniqueness. By capturing everyday moments, we **highlight the local culture.** Our focus is on sharing this through documentaries, interview videos, and publications. **As locals become more aware, they gradually become willing to support and participate in this cultural development.**

**Interviewee B:** The main reason for choosing a remote location is that the founder grew

up here, **benefiting from society and now giving back to his hometown.** He recognized the lack of such friendly indoor spaces in rural areas and wanted to create a "third space" for local residents and students to read, learn, and enjoy. This choice also awakes **a sense of emotional pride in supporting the bookstore and contributing to the sustainable development of remote community.**

**Interviewee C:** Although the bookstore is located in a remote area, its goal is to gain recognition locally. As the saying goes, **“the more local, the more global.”** The organic bookstore continues to explore local small crops and agricultural products, enhancing their value through packaging design and branding. These products have even become popular corporate souvenirs, **contributing to the local economy and boosting the economy of town.**

**Interviewee D:** My contributions to this store give me **a sense of honor,** knowing I’m giving back to the community. **Since residents participate in these activities together, they find it meaningful.** Some share experiences, like when a guest visited, brought a book, or mentioned they were following our events. This sense of involvement and pride motivates them to return, often bringing friends along. On ingredient-gathering days, our customers may feel a bit of pride or satisfaction, knowing that the organic produce they purchase here is beneficial to their family’s health. My aim is to promote organic interactive farming, including composting methods. Although the amount of compost is significant, it becomes a nutrient source for the soil in the future. The store’s location, near a bus stop and at a prominent corner, also draws attention. Through agricultural entrepreneurship experiences, **participants develop a sense of accomplishment,** as they engage physically and mentally, **creating lasting memories and encouraging them to participate in and promote positive initiatives.**

**Interviewee E:** Many customers come in just to look around, and some couples don’t

even enter. However, those who do pay attention will chat with me and ask about the area's **history or stories**. Across the street is a port that opened in 1731, and the street once served as a commercial hub with a theater. A local painter in his seventies used to sit there and paint street scenes, capturing the local flavor. **If locals participate in these initiatives together, the impact will be more significant, leading to collaborations and possibly economic development, creating a shared achievement within the community.**

Based on the interviews with these respondents, this study summarizes the interview content within the glory dimension. The interviewees mentioned that the promotion of cultural activities has a strong influence, and these activities need to be realized and supported locally to foster a model of exchange and cooperation. This approach allows cultural preservation to bring about economic benefits as well.

Therefore, based on expert interviews and integrating the Peak-End Rule (Kahneman, 2002), elements of the glory dimension are identified, including the diversity and influence of cultural promotional activities organized by the organic bookstore, the promotion of local cultural exchange and cooperation facilitated by the bookstore, the participation of local community residents in supporting the bookstore's local development initiatives, and the bookstore's contributions to the local economy and cultural development.

### 3.1.8 Connection Dimension Interview Questions

**Connection Dimension:** Humans are social beings, and positive interpersonal interactions help foster connections, enhancing consumers' experiences. The sense of resonance and identification between consumers and the environment, location, or cultural background is also an essential connection.



**Interview question:** The operation of organic bookstores encourages local young people to return to their hometowns and connect with the local area. Can the impact on consumption spread and form an emotional identification with organic books?

**Interview content:**

**Interviewee A:** There used to be only one store, but now there are more and more stores. We have this concept of creating a "strong wind" effect. For instance, if our mother can make dried fruits, I can sell them across Taiwan. Your products can reach the entire country. For example, if I like the taste, I'll order it again, and it will be delivered to your home. So, it becomes **sustainable**, and you don't have to worry about lacking customers because you're not a standalone store. **If there are twenty stores, you gain twenty times the exposure. This collective presence is more advantageous than operating alone.** Everyone shares experiences. For example, my store can exchange ideas with Taitung or Pingtung about what makes each region unique. **You might have a good approach, and we can share it**, or perhaps a local guide has a unique experience worth learning from. By sharing, **we spread out each other's energy.**

**Interviewee B:** The idea came from recognizing that young people and new farmers struggle to find a space they can **freely use**, so we created a solution where they could **work, discuss, and communicate** indoors. The organic bookstore model has gradually gained acceptance and recognition from the public. People who come here are usually very supportive, willing to buy agricultural products, handmade items by community members, or local souvenirs **as a way to support the bookstore through concrete actions.**

**Interviewee C:** **Establishing a bookstore in a small town has impacted the town's development.** Many young people and local residents have started to **care more about their hometown**, inspiring them to consider returning to **contribute to its growth.** This

creates an opportunity for change, **bringing vitality and development to the area**. We can also **collaborate with local stores** to create more opportunities and **added value**, involving customers and listening to **their feedback**, making them feel that this is "our bookstore." **This sense of belonging encourages longer-lasting support.**

**Interviewee D:** Most customers think it's a good initiative. **Locals start to consider what resources they can share with us**. Older residents, however, may be more skeptical, wondering if this is a viable way to make money. But even if they have doubts, it's good **if they remain engaged**. As they continue to pay attention, they become one of our information channels. They discuss it with others—whether positively or negatively—and that is **valuable feedback** for us. **Collaborating with local partners is also helpful.**

For instance, I work with a coffee shop owned by a young person who returned to the area. **His local reputation benefits us, enhancing our exposure and influence**. The **more people involved**—both local and external—the more effective our impact will be.

**Interviewee E:** Most young people here come for sightseeing, while local youth typically return only for the New Year or holidays. However, many people enjoy this kind of **emotional connection**. Some stay and chat with me all morning, discussing my **work** or **local history and culture**. They don't have to bring up local history themselves. I initiate the conversation, and they understand after my explanation. For example, our port opened in 1731, which facilitated trade. There were even tea rooms, like the renovated Longgang Station. After learning this, guests often leave with **positive impressions** or **recommend our bookstore to friends**. Sometimes, during **festivals, community residents participate together, creating a lively atmosphere**. If the event quality is good, guests are usually willing to return.

Based on interviews with these respondents, this study summarizes the interview content within the connection dimension. The interviewees noted that support for the

bookstore comes not only from consumers but also from the active participation of the local community. This community involvement plays a crucial role in building emotional identification with the organic bookstore and its surrounding culture.

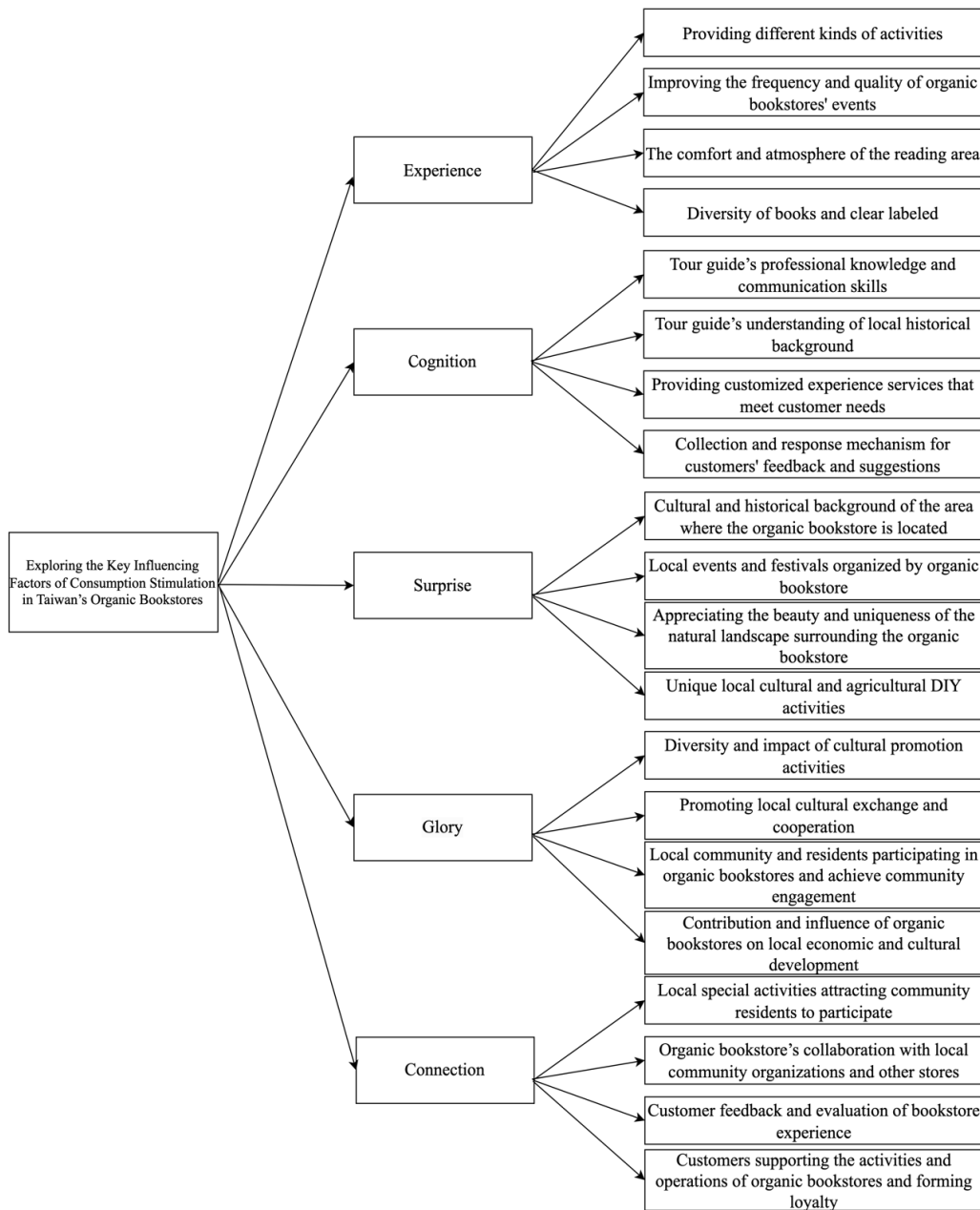
Therefore, based on expert interviews and integrating the Peak-End Rule (Kahneman, 2002), elements of the connection dimension are identified, including unique activities hosted by the organic bookstore to attract community residents, collaboration between the bookstore and local community organizations and other businesses, customer feedback and evaluations of their bookstore experience, and customer support for the bookstore's activities and operations, all of which contribute to loyalty.

### 3.1.9 Research Framework

This study compiled the literature and combined with expert interviews to construct a three-layer structure of the key influencing factors of consumption stimulation in Taiwan's Organic Bookstores. The research framework is shown in **Figure 2**.

**Figure 2**

*Three-layer structure of the key influencing factors of consumption stimulation in Taiwan's Organic Bookstores*



### **3.2 Participants**

The participants in the AHP questionnaire for this study were individuals who had received professional training in organic bookstore management and marketing courses and had actual consumption experience. A total of 25 people were selected as questionnaire respondents.

Currently, Taiwan's Organic Bookstores focus on engaging and collaborating with small farmers and promoting local creative arts. They also offer professional, localized courses. These courses combine elements of artistic creation and marketing while integrating the concept of organic living, attracting students with specific interests and backgrounds and encouraging more consumers to understand and participate in these experiences.

This study involved visiting organic bookstores across Taiwan and observing the courses. Participants in these courses ranged in age from 20 to 60 and came from various professional backgrounds, providing a diverse perspective on the business model of organic bookstores and their appeal to consumers. These students not only learned techniques in local area but also participated in discussions on marketing these creations, giving them deeper insight into bookstore operations.

The AHP questionnaire uses the real feedback from these participants to accurately analyze the key factors essential to operating an organic bookstore.

### **3.3 Questionnaire Design**

Before designing the AHP questionnaire for this study, expert interviews were conducted to gain an in-depth understanding of the current operating status, unique features, competitive advantages, and challenges of organic bookstores and to confirm

the key factors to be included in the questionnaire. For this purpose, five experts with extensive experience and professional knowledge in the field of organic bookstores were selected for interviews, including one founder and four store managers of Taiwan's Organic Bookstores. Their participation and insights provide valuable reference material for this study and contribute to a comprehensive understanding of the organic bookstore business model.

These experts are directly involved in the establishment and daily operation of organic bookstores. They play a crucial role in promoting community interaction, preserving local culture, and maintaining environmental sustainability. The founder, in particular, has been instrumental in designing the bookstore's overall positioning and strategy and in establishing close connection with the local community. The four store managers each oversee organic bookstores in different regions, bringing rich operational experience. They are provided with a deep understanding of how to create and enhance unique experiential activities in bookstores and how to attract customers through distinctive book-exchanging models. Their observations and insights not only clarify the operations of organic bookstores but also provide important guidance for future development.

During the interviews, this study employed a semi-structured interview format to allow for in-depth exploration and capture of detailed and authentic insights. Each interview was audio-recorded with the interviewee's consent to ensure the accuracy and completeness of the interview content. The opinions and perspectives of these experts serve as a solid foundation for this study and contribute to a better understanding and analysis of the competitive advantages and sustainable development strategies of Taiwan's Organic Bookstores.

This study used the Analytic Hierarchy Process (AHP) to compare the relative

weights of different aspects and factors. Consequently, the questionnaire is structured as a pairwise comparison table, allowing respondents to evaluate each factor in pairs and calculate the relative weight of each factor through eigenvectors in the pairwise comparison matrix. The questionnaire uses a numerical scale from 1 to 9 to express respondents' preferences in pairwise comparisons of two elements. The detailed design of the questionnaire and the paired comparison table are summarized in the appendix. Data from these questionnaires will help us better understand the key influence of consumer experience in Taiwan's Organic Bookstores and provide strategic recommendations to enhance competitive advantage.

### **3.4 Analytic Hierarchy Process**

The Analytic Hierarchy Process (AHP), developed by Thomas L. Saaty in 1971, was designed to address decision-making problems in uncertain situations and when multiple evaluation criteria need to be considered. AHP enables complex problems to be simplified and systematically addressed by establishing a hierarchical structure. This method has been widely applied in fields such as social sciences, behavioral sciences, and management sciences. According to Saaty's research experience (1980), AHP is primarily applied to the following 12 types of decision-making problems:

1. Setting Priority
2. Generating Set of Alternatives
3. Choosing a Best Policy Alternatives
4. Allocating Resources
5. Predicting Outcomes-Risk Assessment
6. Determining Requirements
7. Planning

8. Optimization
9. Designing a System
10. Measuring Performance
11. Ensuring System Stability
12. Conflict Resolution

This study aims to explore the key factors influencing consumption stimulation in Taiwan's organic bookstores, with a particular focus on selecting the best business strategies to enhance competitive advantage. Therefore, AHP is primarily used for "Choosing the Best Policy Alternatives." The AHP software "Power Choice v4.1" was utilized for data collection and questionnaire analysis to calculate the weight and relative importance of each element within the consumption stimulation structure.

### **3.5 Construct Hierarchy**

When dealing with complex decision-making problems, they can be broken down into multiple levels. First, the top-level decision-making objective is divided into criteria level, eventually forming feasible solutions (alternatives) at the lowest level. This hierarchical structure helps clearly define the goals and influencing factors of the problem. In the AHP method, elements at different levels are analyzed using the previous level's elements as evaluation criteria. By integrating academic theories and expert opinions and establishing a clear hierarchy, the interaction between elements at each level can be effectively studied, thus providing a detailed understanding and solution to the problem.



### 3.6 Assessment Scale

The AHP (Analytic Hierarchy Process) evaluation scale uses values from 1 to 9 to represent the relative importance or preference between two elements in a comparison. These values are divided into five levels: equally important, slightly important, quite important, extremely important, and absolutely important (Saaty, 1994). At each level, elements are compared with the elements in the previous level, and their contribution or importance relative to the benchmark is evaluated (Jensen, 1984). AHP uses a proportional scale for evaluation, with a fixed origin and proportional operation characteristics. For example, the ratio of 1 cm to 2 cm is the same as 4 kg to 8 kg. These five basic levels range from equally important to absolutely important, with intermediate values of 2, 4, 6, and 8 included. **Table 3** details the specific meanings represented by each scale number.

**Table 3***Description of AHP assessment scale*

Scale	Definition	Description
1	Equal importance	Comparing the contribution of two solutions has equal importance
3	Weak importance	Experience and judgment tending to favor a certain project slightly
5	Essential importance	Experience and judgment strongly tending a certain project
7	Demonstrated importance	Showing a strong tendency to a certain project
9	Absolute importance	There is enough evidence to definitely favor a certain project
2, 4, 6, 8	Intermediate values	When a compromise is necessary

### 3.7 Pairwise Comparison Matrix

In the Analytic Hierarchy Process(AHP), to evaluate the elements at a certain level, the elements from the previous level are used as benchmarks, and each pair of elements at the current level is compared to determine their relative importance. This process is called Pairwise Comparison, where the relative importance of each pair is set based on an evaluation scale. Once the relationships between levels are determined, a pairwise comparison matrix is constructed for the elements at each level. In this matrix, each element  $A_{ij}$  represents the relative importance between elements  $C_i$  and  $C_j$ , and there is a relationship of  $A_{ji} = \frac{1}{A_{ij}}$  between  $A_{ij}$  and  $A_{ji}$  (Zeng, Deng & Hu, 1990, p.7).

These matrices allow the calculation of the weight of each level element to the overall

goal.

### 3.8 Calculation of Priority and Maximum Eigenvalue

In the Analytical Hierarchy Process (AHP), to calculate the relative weight (priority) of elements at each level, a pairwise comparison matrix is used. Assuming that the relative weight of elements at the K level is  $W$ , expressed as  $W=(W_1, W_2, \dots, W_n)$ , where  $W_i$  represents the weight of element  $C_i$ . According to the relative importance ratio between elements, the formula is as follows:

$$a_{ij} = \frac{W_i}{W_j}$$

In matrix form, this can be expressed as:  $AW = \lambda W$

Among them,  $A$  is a pairwise comparison matrix and  $W$  is its eigenvector, and  $\lambda$  is the eigenvalue of matrix  $A$ . When  $A$  is a consistency matrix, the eigenvalue  $\lambda_{max}$  is the maximum eigenvalue of  $A$ , satisfying  $AW = \lambda_{max}W$  (Zeng, Deng & Hu, 1990, p. 6). After obtaining the pairwise comparison matrix, the eigenvalue method can be used to find the eigenvectors or priority vectors of elements at each level to determine the relative weight of each element.

### 3.9 Consistency Verifications

In the Analytic Hierarchy Process (AHP), if the pairwise comparison matrix  $A$  is not a consistency matrix, its consistency can be measured by the Consistency Index (C.I.). When  $C.I. = 0$ , the matrices are completely consistent. The formula for calculating  $C.I.$  is:

$$C.I. = \frac{\lambda_{max} - n}{n - 1}$$

$\lambda_{max}$  is the maximum eigenvalue of matrix  $A$  and  $n$  is the order of the matrix.

The closer  $\lambda_{max}$  is to  $n$ , the more consistent the matrix is.

In addition, the overall consistency test of the pairwise comparison matrix is evaluated by the Consistency Ratio (C.R.):

$$C.R. = \frac{C.I.}{R.I.}$$

Among them, *R.I.* is the Random Index, which is generated randomly by Oak National Laboratory and Wharton School. The values are shown in **Table 4**.

**Table 4**

*Random Index References*

Number of Factors	1	2	3	4	5	6	7	8
R.I.	0.00	0.00	0.58	0.90	1.12	1.24	1.32	1.41
Number of Factors	9	10	11	12	13	14	15	9
R.I.	1.45	1.49	1.51	1.48	1.56	1.57	1.58	1.45

### 3.10 Calculation of Weights at Each Level

After the weight calculation of factors at each level is completed, the weight integration at the overall level needs to be carried out to select the key success factors that are most suitable for achieving the final goal. After this process, the most suitable final solution can be determined based on the total weight of each alternative.

### 3.11 Data Sources

This study first sorted out the existing literature, relevant reports and official data on organic bookstores, and collected data from organic bookstore operators and consumers through in-depth interviews and questionnaires. The questionnaire will be designed to target different aspects of the bookstore, including customer experience, community

impact, and business strategies. These data will establish an important foundation for research and analysis.

### **3.12 Research Process**

In order to achieve the purpose of this research, following were the steps. The research process is as shown in the **Figure 3**:

#### **(1) Literature discussion and expert interviews**

This chapter explains the research background, purpose, literature review, and structure of the study. First, the literature review was conducted to organize research data related to organic bookstores, local development, cultural promotion, and economic impact, establishing the foundation of the research. Then, expert interviews were conducted to gain in-depth insights into bookstore operations and local development, helping identify the key influencing factors.

#### **(2) Compiling the required elements**

Based on the results of literature review and expert interviews, the first-level factors, second-level factors and third-level factors that have an impact on the development of organic bookstores were compiled. These elements will serve as the basis for subsequent hierarchical analysis.

#### **(3) Constructing a questionnaire structure**

After compiling the elements, an expert questionnaire was designed, and experts were interviewed and investigated on each aspect to evaluate their importance in the development of organic bookstores. Questionnaires will be distributed to customers who have received professional training in the course and have actual consumption experience to obtain a more in-depth perspective.

#### **(4) Calculating facet weights**

Through the questionnaire survey results, the Analytical Hierarchy Process (AHP)

was used to calculate the weight of each aspect, quantify the influence of each aspect on organic bookstores, and analyze the relative importance of different aspects.

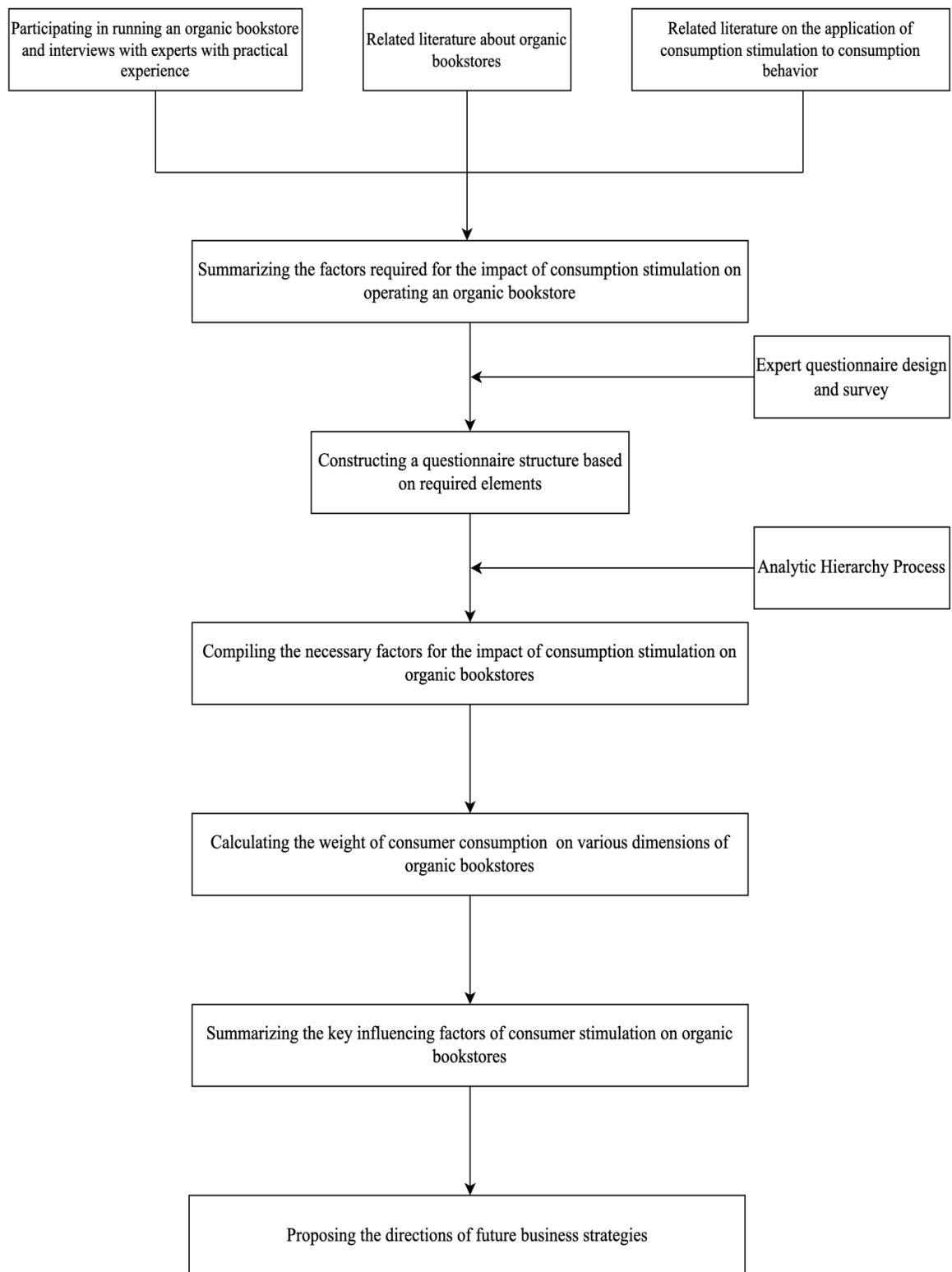
(5) Summarizing the key influencing factors

Using the weight calculation results, the key factors affecting the development of organic bookstores, as well as local economic and cultural promotion, are summarized, along with operational observations and analysis.

(6) Conclusions and suggestions

Finally, specific conclusions and recommendations are presented based on the analysis results. These are intended to provide guidance for organic bookstore operators, assisting them in formulating more effective business strategies to promote sustainable bookstore development and contribute to local revitalization.

**Figure 3**  
*Research Process*



## CHAPTER FOUR RESULTS

This study identified key factors based on a literature review and expert interviews, then designed an AHP questionnaire to establish a hierarchical structure. After the expert questionnaires were completed, the "Power Choice v4.1" AHP software was used to conduct an empirical analysis. Each factor was compared in pairs to form a pairwise comparison matrix, and the advantage vector and relative weight were calculated. Based on these calculations, the data were tested for consistency, and an in-depth analysis and discussion were conducted based on the results.

### 4.1 Consistency

According to Saaty's (1994) criteria, the Consistency Ratio (CR) value must be less than 0.1 to be accepted, to avoid errors or biases in the questionnaire results. Following the Peak-End Rule proposed by Kahneman, this study established a research framework for Taiwan's organic bookstores to explore the key factors influencing their operations. The second level of the research structure is divided into five dimensions: "experience," "cognition," "surprise," "glory," and "connection." Through expert interviews, questionnaires, data analysis, and the use of "Power Choice v4.1" AHP software, the relative importance of these five dimensions was analyzed in depth.

This study includes five criteria in the second level and four alternatives in the third level. The consistency ratio value needs to be less than 0.1 to be considered acceptable. The calculation results show that the CR values of the consistency tests for the overall dimensions and the five major dimensions in this study are all less than 0.1, indicating that the experts' opinions are consistent, as shown in **Table 5**.



**Table 5***Consistency*

Examination Item	Construct Ranking	C.I.	R.I.	C.R.
Overall	---	0.025034	0.899986	0.027816
Experience	2	0.025034	0.899986	0.027816
Cognition	3	0.050615	0.899998	0.056239
Surprise	4	0.039088	0.900002	0.043431
Glory	5	0.024836	0.899986	0.027596
Connection	1	0.039495	0.900007	0.043883

Note: C.R. = C.I. / R.I. Source: This study

#### 4.2 Analysis of Key Influencing Factors of Each Dimension

This study uses the Peak-End Rule proposed by Kahneman (2002) as the theoretical framework to identify the key factors influencing consumption stimulation in Taiwan's organic bookstores. Through the calculation of the analytic hierarchy process (AHP), these key influencing factors at different stages are quantified. The analysis of the key success factors at each stage is as follows.

#### 4.3 Overall Dimension Analysis

According to the weight ranking results of all dimensions, "Connection" ranks first with a weight value of 0.377; "Experience" ranks second with a weight value of 0.202; "Cognition" ranks third, with a weight value of 0.177; "Surprise" ranks fourth, with a weight value of 0.139; and "Glory" ranks fifth, with a weight value of 0.105 (See **Figure 4, Table 6**).

According to the research results, "Connection" ranks first among the overall dimensions, indicating that the emotional and social connection between consumers and bookstores is the key factor influencing the success of Taiwan's organic bookstores.

First, Connection emphasizes the importance of establishing lasting relationships between customers and bookstores. This not only includes consumers' positive experiences during their visits but also fosters a sense of identity and belonging to the bookstore. Bookstores can strengthen this connection by organizing community events, providing personalized service, and creating an engaging environment. These strategies help build a strong customer base and increase consumer loyalty.

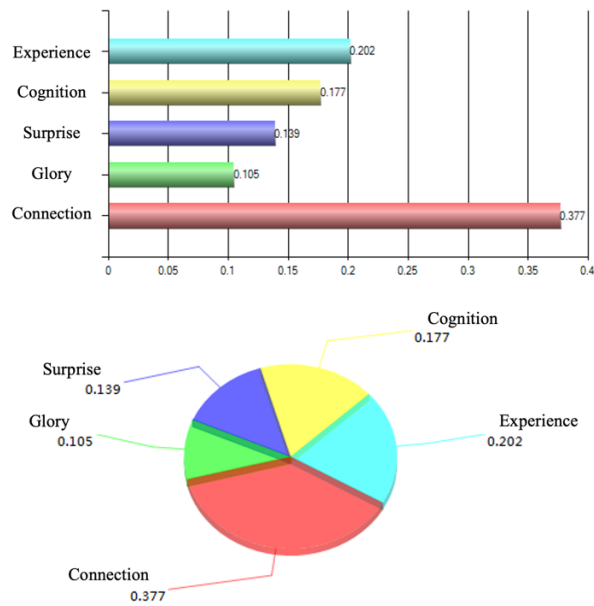
Second, consumers' dedication to these connections can expand the bookstore's influence through word-of-mouth. When consumers feel a strong connection to a bookstore, they are more likely to recommend it to others, creating a natural form of promotion that helps attract new customers and reinforces the loyalty of existing ones.

Ultimately, the importance of the connection dimension is reflected in its long-term impact on consumer behavior. When a bookstore can successfully establish an emotional connection with customers, it is easier for consumers to regard the bookstore as a part of their daily life, thus forming a stable and continuous consumption pattern in a highly competitive market environment.

Therefore, if Taiwan's Organic Bookstores can prioritize and strengthen the "Connection" dimension in their strategies, they will have a better chance of standing out in the market and achieving the goal of sustainable development.

**Figure 4**

*Overall Dimension Weight Analysis*



**Table 6**

*Overall Dimension Weight Analysis and Ranking*

Dimension	Weight	Ranking
Connection	0.377	1
Experience	0.202	2
Cognition	0.177	3
Surprise	0.139	4
Glory	0.105	5

#### 4.4 Connection Dimension Analysis

This study collates experts' opinions on the relative importance of the Connection dimension, calculates the geometric mean between each pair of elements to form a comparison matrix, and finally summarizes and obtains the weight and ranking of each alternative.

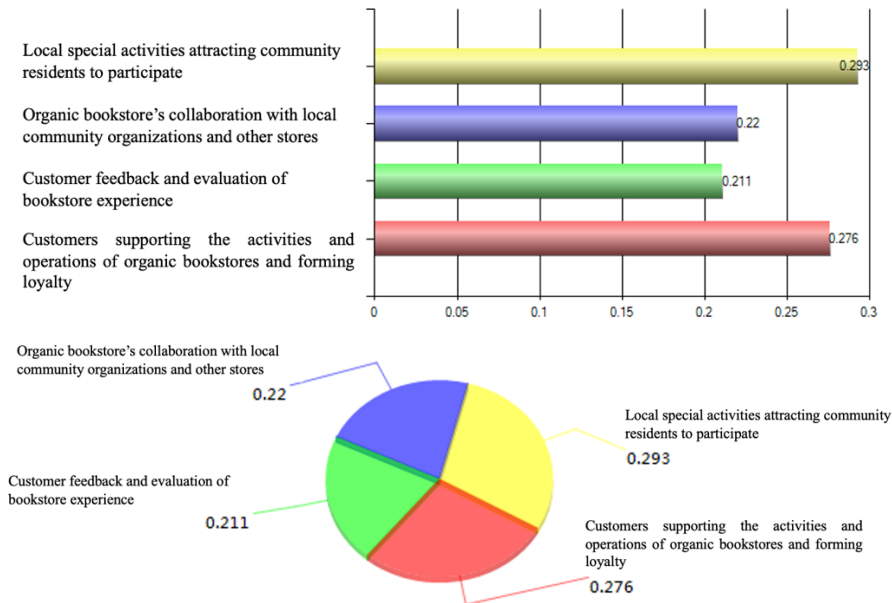
According to the weight ranking results of overall alternatives, "Local special activities attracting community residents to participate" is ranked first, with a weight value of 0.293; "Customers supporting the activities and operations of organic bookstores and forming loyalty" is ranked second, with a weight value of 0.293 0.276; "Organic bookstore's collaboration with local community organizations and other stores" is ranked third, with a weight value of 0.22; "Customer feedback and evaluation of bookstore experience" is ranked fourth, with a weight value of 0.211 (see **Figure 5, Table 7**).

"Local special activities attracting community residents to participate" is considered to be the most critical factor, indicating that organizing local special activities related to organic bookstores can effectively attract the participation of community residents and strengthen the connection between the bookstore and the community, so as to make the bookstore was able to operate and grow. Secondly, "Customers supporting the activities and operations of organic bookstores and forming loyalty" ranks second in importance. Consumers' continued support and loyalty to bookstores are one of the keys to the successful operation of bookstores and can promote the stable development and long-term operation of bookstores. Ranked third is "Organic bookstore's collaboration with local community organizations and other stores." Cooperating with organizations and other stores in the community to jointly promote and operate organic bookstores can form a good community network and also plays an important role in the development of bookstores. Finally, "Customer feedback and evaluation of bookstore experience" ranked

fourth, showing that although consumers' experience in bookstores and their feedback are important for the improvement and upgrading of bookstores, it may be because each consumer's needs and feelings are different. Therefore, Ranked lower in importance.

**Figure 5**

*Connection Dimension Weight Analysis*



**Table 7**

*Connection Dimension Weight Analysis and Ranking*

Alternatives	Weight Value	Ranking
Local special activities attracting community residents to participate	0.293	1
Organic bookstore's collaboration with local community organizations and other stores	0.22	3
Customer feedback and evaluation of bookstore experience	0.211	4
Customers supporting the activities and operations of organic bookstores and forming loyalty	0.276	2

#### 4.5 Experience Dimension Analysis

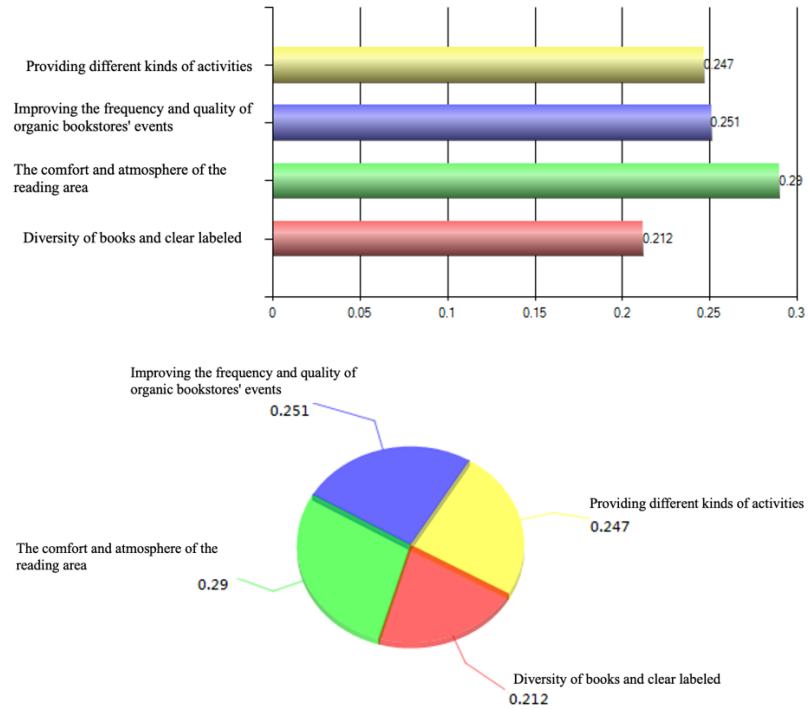
This study consolidates experts' opinions on the relative importance of factors within the Experience dimension, calculates the geometric mean between each pair of elements to form a comparison matrix, and finally summarizes and obtains the weight and ranking of each alternative.

According to the weight ranking results of overall alternatives, "The comfort and atmosphere of the reading area" ranks first, with a weight value of 0.29; "Improving the frequency and quality of events" ranks second, with a weight value of 0.251; "Providing different types of activities" ranks third, with a weight value of 0.247; and "Book types and labels" ranks fourth, with a weight value of 0.212 (see **Figure 6, Table 8**).

"The comfort and atmosphere of the reading area" are considered to be the most critical factors, indicating that providing a comfortable and attractive reading environment can enhance consumers' experience in organic bookstores and enhance their love and dependence on the bookstore. Secondly, "Improving the frequency and quality of organic bookstores' events" ranks second, suggesting that high-frequency and high-quality events can attract more consumer participation and enhance the vitality and appeal of bookstores. "Providing different kinds of activities" ranks third. Diversified activities can cater to various consumer needs, thereby improving overall customer satisfaction. Finally, "Diversity of books and clear labeled" ranked fourth, showing that while the diversity of books and clear labeling are important to consumer experience, their impact is relatively smaller compared to the factors mentioned above.

**Figure 6**

*Experience Dimension Weight Analysis*



**Table 8**

*Experience Dimension Weight Analysis and Ranking*

Alternatives	Weight Value	Ranking
Providing different kinds of activities	0.247	3
Improving the frequency and quality of organic bookstores' events	0.251	2
The comfort and atmosphere of the reading area	0.29	1
Diversity of books and clear labeled	0.212	4

#### 4.6 Cognition Dimension Analysis

This study consolidates experts' opinions on the relative importance of factors within the Cognition dimension, calculates the geometric mean between each pair of elements to form a comparison matrix, and finally summarizes and obtains the weight and ranking of each alternative.

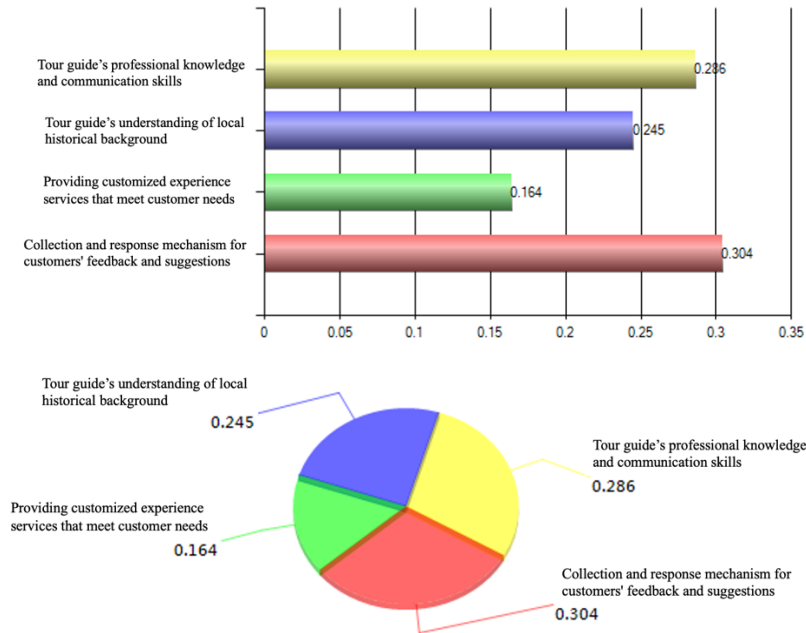
According to the weight ranking results of overall alternatives, "Collection and response mechanism for customers' feedback and suggestions" ranks first, with a weight value of 0.304; "Tour guide's professional knowledge and communication skills" ranks second, with a weight value of 0.286; "Tour guide's understanding of local historical background" ranks third, with a weight value of 0.245; and "Providing customized experience services that meet customer needs" ranks fourth, with a weight value of 0.164 (see **Figure 7, Table 9**).

Firstly, "Collection and response mechanism for customers' feedback and suggestions" is considered the most critical aspect, indicating that effectively collecting and responding to customer feedback enables the bookstore to understand and meet consumer needs promptly, thereby improving customer satisfaction. Secondly, the importance of "Tour guide's professional knowledge and communication skills" ranks second. Tour guides with strong professional knowledge and clear communication skills are essential to enhancing consumer experience and building trust. "Tour guide's understanding of local historical background" ranks third, emphasizing the value of guides who know local culture and history well, as they can provide more comprehensive information and a richer experience. Finally, "Providing customized experience services that meet customer needs" ranks fourth because consumers tend to have higher expectations for basic service quality and overall experience, making personalized services slightly less influential compared to other alternatives.



**Figure 7**

*Cognition Dimension Weight Analysis*



**Table 9**

*Cognition Dimension Weight Analysis and Ranking*

Alternatives	Weight Value	Ranking
Tour guide's professional knowledge and communication skills	0.286	2
Tour guide's understanding of local historical background	0.245	3
Providing customized experience services that meet customer needs	0.164	4
Collection and response mechanism for customers' feedback and suggestions	0.304	1

#### 4.7 Surprise Dimension Analysis

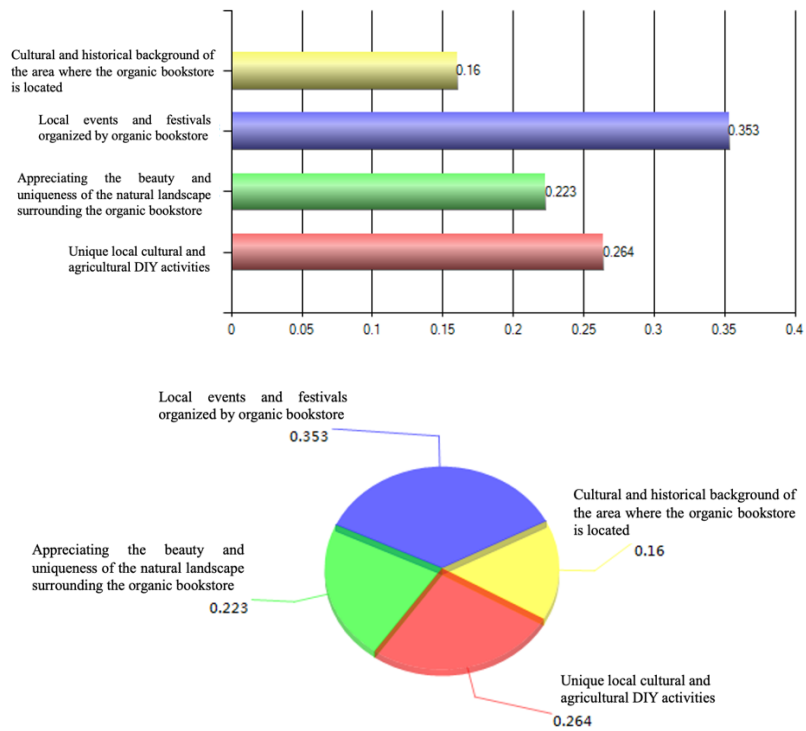
This study collates experts' opinions on the relative importance of the factors of Surprise dimension, calculates the geometric mean between each pair of elements to form a comparison matrix, and finally summarizes and obtains the weight and ranking of each alternative.

According to the weight ranking results of overall alternatives, "Local events and festivals organized by organic bookstore" ranks first, with a weight value of 0.353; "Unique local cultural and agricultural DIY activities" ranks second, with a weight value of 0.264; "Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore" ranks third, with a weight value of 0.223; and "Cultural and historical background of the area where the organic bookstore is located" ranks fourth, with a weight value of 0.16 (see **Figure 8, Table 10**).

"Local events and festivals organized by organic bookstore" ranked first as the most critical alternative, indicating that these activities can attract consumers and provide unforgettable experiences. Secondly, the importance of "Unique local cultural and agricultural DIY activities" ranks second, showing that creative activities can enhance consumers' sense of participation and interest. "Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore" ranked third, emphasizes the importance of the uniqueness of natural landscape to customer experience and provides a unique feeling. "Cultural and historical background of the area where the organic bookstore is located" ranked fourth. It can provide customers with rich background knowledge, but consumers may pay relatively little attention to local culture and history.

**Figure 8**

*Surprise Dimension Weight Analysis*



**Table 10**

*Surprise Dimension Weight Analysis and Ranking*

Alternatives	Weight Value	Ranking
Cultural and historical background of the area where the organic bookstore is located	0.16	4
Local events and festivals organized by organic bookstore	0.353	1
Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore	0.223	3
Unique local cultural and agricultural DIY activities	0.264	2

#### 4.8 Glory Dimension Analysis

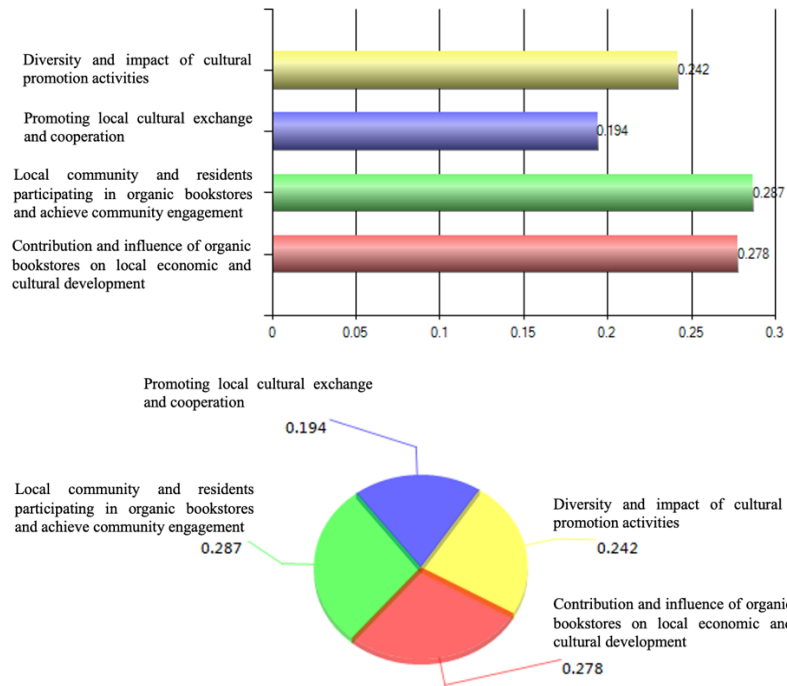
This study collates experts' opinions on the relative importance of Glory dimension, calculates the geometric mean between each pair of elements to form a comparison matrix, and finally summarizes and obtains the weight and ranking of each alternative.

According to the weight ranking results of overall alternatives, "Local community and residents participating in organic bookstores and achieve community engagement" ranks first, with a weight value of 0.287; "Contribution and influence of organic bookstores on local economic and cultural development" ranks second, with a weight value of 0.278; "Diversity and impact of cultural promotion activities" ranks third, with a weight value of 0.242; and "Promoting local cultural exchange and cooperation" ranks fourth, with a weight value of 0.194 (see **Figure 9, Table 11**).

First of all, "Local community and residents participating in organic bookstores and achieve community engagement" ranks highest, indicating that resident involvement not only supports the business growth of organic bookstores but also stimulates economic and social vitality in surrounding areas. Secondly, "Contribution and influence of organic bookstores on local economic and cultural development" ranks second. Organic bookstores attract more consumers by supporting local activities and promoting cultural heritage, deepening the community's sense of identity with local culture. "Diversity and impact of cultural promotion activities" ranks third, underscoring the importance of cultural events in enhancing the bookstore's reputation and attracting customers, thereby boosting the bookstore's influence and appeal. Lastly, "Promoting local cultural exchange and cooperation" ranks fourth. While exchanges and collaborations have a positive impact on the development of organic bookstores, their relative weight is lower compared to the other alternatives.

**Figure 9**

*Glory Dimension Weight Analysis*



**Table 11**

*Glory Dimension Weight Analysis and Ranking*

Alternatives	Weight Value	Ranking
Diversity and impact of cultural promotion activities	0.242	3
Promoting local cultural exchange and cooperation	0.194	4
Local community and residents participating in organic bookstores and achieve community engagement	0.287	1
Contribution and influence of organic bookstores on local economic and cultural development	0.278	2

## **4.9 Analysis of Key Factors of Consumption Stimulation in Taiwan's Organic Bookstores**

This study organizes the Peak-End Rule across the five major factors for Taiwan's Organic Bookstores, conducting cross-aspect analysis and ranking (**Table 12**). The top ten extracted critical factors cover the five main factors of the Peak-End Rule (**Table 13**), demonstrating the validity of this research framework and scale design.

### **1. Connection Dimension**

The research results show that the Connection dimension ranks first in the overall ranking. Within this dimension, the overall weight of "Local special activities attracting community residents to participate" is 0.110596, ranking first overall; the overall weight of "Customers supporting the activities and operations of organic bookstores and forming loyalty" is 0.104266, ranking second overall.

### **2. Experience Dimension**

Research results show that the experience dimension ranks second in the overall ranking. Among them, the overall weight of "The comfort and atmosphere of the reading area" is 0.058488, ranking fifth overall; the overall weight of "Improving the frequency and quality of organic bookstores' events" is 0.050754, ranking eighth overall.

### **3. Cognition Dimension**

Research results show that the cognition dimension ranks third in the overall ranking. Among them, the overall weight of "Collection and response mechanism for customers' feedback and suggestions" is 0.053935, ranking sixth overall; the overall weight of "Tour guide's professional knowledge and communication skills" is 0.050846, ranking seventh overall.

#### 4. Surprise Dimension

Research results show that the surprise dimension ranks fourth in the overall ranking. Among them, the overall weight of "Local events and festivals organized by organic bookstore" is 0.048892, ranking tenth overall; the overall weight of "Unique local cultural and agricultural DIY activities" is 0.078043, ranking seventh overall.

#### 5. Glory Dimension

Research results show that the glory dimension ranks fifth in the overall ranking. Among them, the overall weight of "Local community and residents participating in organic bookstores and achieve community engagement" is 0.030022, and the overall ranking is fifteenth; the overall weight of "Contribution and influence of organic bookstores on local economic and cultural development" is 0.029084, and the overall ranking is seventeenth.

**Table 12***Overall Analysis and Ranking*

Alternatives	Weight Value	Ranking
Local special activities attracting community residents to participate	0.110596	1
Customers supporting the activities and operations of organic bookstores and forming loyalty	0.104266	2
Organic bookstore's collaboration with local community organizations and other stores	0.082941	3
Customer feedback and evaluation of bookstore experience	0.079455	4
The comfort and atmosphere of the reading area	0.058488	5
Collection and response mechanism for customers' feedback and suggestions	0.053935	6
Tour guide's professional knowledge and communication skills	0.050846	7
Improving the frequency and quality of organic bookstores' events	0.050754	8
Providing different kinds of activities	0.049953	9
Local events and festivals organized by organic bookstore	0.048892	10



**Table 13**

*Key Factors for Consumer Stimulation in Taiwan's Organic Bookstores: Results, Weights, and Rankings*

Level Weight	Hierarchical Ranking	Key Factors	Dimension Ranking	Dimension Weight	Overall Ranking	Overall Weight
Connection 37.7%	1	Local special activities attracting community residents to participate	1	0.293157	1	0.110596
		Organic bookstore's collaboration with local community organizations and other stores	3	0.219851	3	0.082941
		Customer feedback and evaluation of bookstore experience	4	0.210612	4	0.079455
		Customers supporting the activities and operations of organic bookstores and forming loyalty	2	0.276378	2	0.104266
Experience 20.2%	2	Providing different kinds of activities	3	0.24734	9	0.049953
		Improving the frequency and quality of organic bookstores' events	2	0.251308	8	0.050754
		The comfort and atmosphere of	1	0.289602	5	0.058488

			the reading area				
			Diversity of books and clear labeled	4	0.211748	12	0.042765
			Tour guide's professional knowledge and communication skills	2	0.286495	7	0.050846
			Tour guide's understanding of local historical background	3	0.245377	11	0.043548
Cognition 17.7%	3		Providing customized experience services that meet customer needs	4	0.164225	16	0.029146
			Collection and response mechanism for customers' feedback and suggestions	1	0.303901	6	0.053935
			Cultural and historical background of the area where the organic bookstore is located	4	0.160344	19	0.022212
Surprise 13.9%	4		Local events and festivals organized by	1	0.352947	10	0.048892

		organic bookstore				
		Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore	3	0.222825	14	0.030867
		Unique local cultural and agricultural DIY activities	2	0.263881	13	0.036554
		Diversity and impact of cultural promotion activities	3	0.241911	18	0.025345
		Promoting local cultural exchange and cooperation	4	0.193947	20	0.02032
Glory 10.5%	5	Local community and residents participating in organic bookstores and achieve community engagement	1	0.286545	15	0.030022
		Contribution and influence of organic bookstores on local economic and cultural development	2	0.277594	17	0.029084

## CHAPTER FIVE DISCUSSION AND CONCLUSIONS

### 5.1 Conclusions

This study aims to explore the key influencing factors of consumption stimulation in Taiwan's organic bookstores, and use the Analytical Hierarchy Process (AHP) to evaluate and weight analysis of different factors. Through literature review, questionnaire survey and expert interviews, this study found the key factors that influence the successful operation of organic bookstores, and identified important aspects in local economy, culture, community engagement, customer experience and other aspects. Here are the main conclusions:

#### **1. The core competitiveness of Taiwan's organic bookstores lies in establishing and cultivating consumer emotional connections.**

According to the research results, consumers' sense of identity and belonging to bookstores serves as a critical competitive advantage and core capability. Bookstores can strengthen this emotional connection by organizing community activities, providing personalized services, and creating an inviting environment. These efforts not only foster a unique value for the bookstore but also promote connections with the local community, driving the development of the local economy and culture.

#### **2. The customer experience in Taiwan's organic bookstores is significantly enhanced by creating a comfortable and inviting atmosphere.**

This study confirms that the comfort and atmosphere of the physical environment play a critical role in enhancing consumers' experiences in organic bookstores, fostering their satisfaction and loyalty toward the bookstore. Therefore, when designing the customer experience in organic bookstores, special attention should be paid to customers' reactions and feelings about the environment. This focus on creating a positive atmosphere can enhance consumer satisfaction and loyalty, thereby achieving the goal of

encouraging continued patronage.

### **3. Local special events and festivals are essential for creating surprises to consumer experiences.**

The study concludes that, among factors influencing the element of surprise, consumer participation in local special events and festivals ranks highest in importance. It appears that local activities and festivals are highly effective in surprising and engaging customers. Additionally, the operational model of organic bookstores plays a positive role in promoting community engagement and cultural exchange. This not only contributes to the bookstore's brand value but also supports regional revitalization, bringing economic and cultural growth to the area.

### **4. The use of AHP effectively clarifies the key influencing factors in the organic bookstore business model.**

This study utilizes AHP to conduct a hierarchical analysis, determining the weights of various key factors affecting the organic bookstore business model. The final results indicate that "Local special activities attracting community residents to participate," "Customers supporting the activities and operations of organic bookstores and forming loyalty," and "Organic bookstore's collaboration with local community organizations and other stores" have a significant impact on attracting customers and enhancing competitiveness. These findings highlight strategic opportunities for the sustainable development of organic bookstore operations.

## **5.2 Implications**

Based on the research results and conclusions, the following suggestions are put forward for organic bookstore operators:

### **1. Strengthening bookstore characteristics and creating competitive advantages:**

Organic bookstores should continuously enhance their unique characteristics by integrating products and services with concepts such as organic living and environmental protection. They should actively promote cultural values and provide a distinct experience from conventional bookstores to attract customers interested in environmental sustainability and community culture.

### **2. Creating a customer experience with peak moments and a memorable ending:**

Operators should aim to provide unique, surprising, and refreshing experiences at the peak and closing stages of the customer journey. Examples include organizing book exchange events, offering unique reading spaces or complimentary coffee, and providing smallholding product experiences. Such experiences help create a lasting positive impression and increase customers' willingness to repurchase and make return visits.

### **3. Deepening the interaction and connection with the community:**

It is recommended that organic bookstores continue collaborating with the local community by organizing various cultural activities and workshops that encourage residents to participate. This enhances the connection between the bookstore and the community, fostering a mutually supportive environment that strengthens the bookstore's brand influence and value.

#### **4. Establishing a comprehensive customer feedback mechanism:**

Bookstore operators should implement a system for collecting customer feedback, conduct regular consumer surveys, and assess customer perceptions of the bookstore's services, products, and environment. Improvements based on this feedback will help increase customer satisfaction and contribute to positive word-of-mouth.

#### **5. Applying data analysis to formulate strategies:**

Organic bookstore operators should make full use of the AHP analysis results to develop more effective marketing strategies and business plans, and provide personalized services and product combinations for different customer groups, thereby further enhancing operational efficiency.

### **5.3 Future Studies**

Although this study has preliminarily explored the key factors influencing consumption stimulation in Taiwan's organic bookstores, there are still areas worthy of further research:

#### **1. Expanding the Research Scope and Sample:**

It is recommended that future research can expand the sample to include organic bookstores or other types of bookstores in additional regions. This would allow for further exploration of differences in consumption stimulation across various regions and types of bookstores.

#### **2. In-depth Exploration of Customer Experience Factors:**

As customer experience is a significant factor affecting consumer behavior, future research could conduct more detailed discussions on different aspects of customer experience. For example, exploring how experiences in organic bookstores vary among customers of different ages, genders, or consumption habits.

#### **3. Combining with Other Analytical Methods:**

Future research could consider combining other decision analysis methods, such as Script Analysis and PESTLE Analysis, to gain a more comprehensive understanding of the factors influencing organic bookstore operations. This approach would improve the validity, accuracy, and practical application value of the research findings.



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## APPENDICES

### APPENDIX A.

#### Survey Questionnaire

##### 1. Experience (A) Dimension Analysis

The following are alternatives influencing the **A. Experience** dimension, including:

A1. Providing different kinds of activities

A2. Improving the frequency and quality of organic bookstores' events

A3. The comfort and atmosphere of the reading area

A4. Diversity of books and clear labeled

Using pairwise comparisons, please evaluate the relative importance of each of these four dimensions in creating a positive impact on consumers' experience in organic bookstores.

Comparison elements	Absolute importance	Demonstrated importance	Essential importance	Weak importance	Equal importance	Weak importance	Essential importance	Demonstrated importance	Absolute importance	Comparison elements
	9:1	7:1	5:1	3:1	1:1	1:3	1:5	1:7	1:9	
A1. Providing different kinds of activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A2. Improving the frequency and quality of organic bookstores' events
A1. Providing different kinds of activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A3. The comfort and atmosphere of the reading area

A1. Providing different kinds of activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A4. Diversity of books and clear labeled
A2. Improving the frequency and quality of organic bookstores' events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A3. The comfort and atmosphere of the reading area
A2. Improving the frequency and quality of organic bookstores' events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A4. Diversity of books and clear labeled
A3. The comfort and atmosphere of the reading area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A4. Diversity of books and clear labeled

## 2. Cognition (B) Dimension Analysis

The following are alternatives influencing the **B. Cognition** dimension, including:

B1. Tour guide's professional knowledge and communication skills

B2. Tour guide's understanding of local historical background

B3. Providing customized experience services that meet customer needs

B4. Collection and response mechanism for customers' feedback and suggestions

Using pairwise comparisons, please evaluate the relative importance of each of these four dimensions in facilitating consumer understanding and access to information in organic bookstores.

Comparison elements	Absolute importance	Demonstrated importance	Essential importance	Weak importance	Equal importance	Weak importance	Essential importance	Demonstrated importance	Absolute importance	Comparison elements
	9:1	7:1	5:1	3:1	1:1	1:3	1:5	1:7	1:9	
B1. Tour guide's professional knowledge and communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B2. Tour guide's understanding of local historical background
B1. Tour guide's professional knowledge and communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B3. Providing customized experience services that meet customer needs
B1. Tour guide's professional knowledge and communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B4. Collection and response mechanism for customers' feedback and

skills										suggestions
B2. Tour guide's understanding of local historical background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B3. Providing customized experience services that meet customer needs
B2. Tour guide's understanding of local historical background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B4. Collection and response mechanism for customers' feedback and suggestions
B3. Providing customized experience services that meet customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B4. Collection and response mechanism for customers' feedback and suggestions

### 3. Surprise (C) Dimension Analysis

The following are alternatives influencing the **C. Surprise** dimension, including:

C1. Cultural and historical background of the area where the organic bookstore is located

C2. Local events and festivals organized by organic bookstore

C3. Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore

C4. Unique local cultural and agricultural DIY activities

Using pairwise comparisons, please evaluate the relative importance of each of these four dimensions in creating a sense of surprise in consumers within the organic bookstore setting.

Comparison elements	Absolute importance	Demonstrated importance	Essential importance	Weak importance	Equal importance	Weak importance	Essential importance	Demonstrated importance	Absolute importance	Comparison elements
	9:1	7:1	5:1	3:1	1:1	1:3	1:5	1:7	1:9	
C1. Cultural and historical background of the area where the organic bookstore is located	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C2. Local events and festivals organized by organic bookstore
C1. Cultural and historical background of the area where the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C3. Appreciating the beauty and uniqueness of the natural



organic bookstore is located										landscape surrounding the organic bookstore
C1. Cultural and historical background of the area where the organic bookstore is located	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C4. Unique local cultural and agricultural DIY activities
C2. Local events and festivals organized by organic bookstore	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C3. Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore
C2. Local events and festivals organized by organic bookstore	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C4. Unique local cultural and agricultural DIY activities
C3. Appreciating the beauty and uniqueness of the natural landscape surrounding the organic bookstore	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C4. Unique local cultural and agricultural DIY activities

#### 4. Glory (D) Dimension Analysis

The following are alternatives influencing the **D. Glory** dimension, including:

D1. Diversity and impact of cultural promotion activities

D2. Promoting local cultural exchange and cooperation

D3. Local community and residents participating in organic bookstores and achieve community engagement

D4. Contribution and influence of organic bookstores on local economic and cultural development

Using pairwise comparisons, please evaluate the relative importance of each of these four dimensions in inspiring a sense of pride and willingness to recommend among consumers of the organic bookstore.

Comparison elements	Absolute importance	Demonstrated importance	Essential importance	Weak importance	Equal importance	Weak importance	Essential importance	Demonstrated importance	Absolute importance	Comparison elements
	9:1	7:1	5:1	3:1	1:1	1:3	1:5	1:7	1:9	
D1. Diversity and impact of cultural promotion activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D2. Promoting local cultural exchange and cooperation
D1. Diversity and impact of cultural promotion activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D3. Local community and residents participating in organic bookstores and achieve community engagement

D1. Diversity and impact of cultural promotion activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D4. Contribution and influence of organic bookstores on local economic and cultural development
D2. Promoting local cultural exchange and cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D3. Local community and residents participating in organic bookstores and achieve community engagement
D2. Promoting local cultural exchange and cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D4. Contribution and influence of organic bookstores on local economic and cultural development
D3. Local community and residents participating in organic bookstores and achieve community engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D4. Contribution and influence of organic bookstores on local economic and cultural development

## 5. Connection (E) Dimension Analysis

The following are alternatives influencing the **E. Connection** dimension, including:

E1. Local special activities attracting community residents to participate

E2. Organic bookstore's collaboration with local community organizations and other stores

E3. Customer feedback and evaluation of bookstore experience

E4. Customers supporting the activities and operations of organic bookstores and forming loyalty

Using pairwise comparisons, please evaluate the relative importance of each of these four dimensions in deepening consumers' connection with the local community through the organic bookstore.

Comparison elements	Absolute importance	Demonstrated importance	Essential importance	Weak importance	Equal importance	Weak importance	Essential importance	Demonstrated importance	Absolute importance	Comparison elements
	9:1	7:1	5:1	3:1	1:1	1:3	1:5	1:7	1:9	
E1. Local special activities attracting community residents to participate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E2. Organic bookstore's collaboration with local community organizations and other stores
E1. Local special activities attracting community residents to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E3. Customer feedback and evaluation of bookstore experience

participate										
E1. Local special activities attracting community residents to participate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E4. Customers supporting the activities and operations of organic bookstores and forming loyalty
E2. Organic bookstore's collaboration with local community organizations and other stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E3. Customer feedback and evaluation of bookstore experience
E2. Organic bookstore's collaboration with local community organizations and other stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E4. Customers supporting the activities and operations of organic bookstores and forming loyalty
E3. Customer feedback and evaluation of bookstore experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E4. Customers supporting the activities and operations of organic bookstores and forming loyalty

**6. Overall Dimension Analysis of Consumption Stimulation in Organic Bookstores**

The following are the key dimensions influencing consumption stimulation in organic bookstores: A. Experience B. Cognition C. Surprise D. Glory E. Connection

Using pairwise comparisons, please evaluate the relative importance of these five dimensions.

Comparison elements	Absolute importance	Demonstrated importance	Essential importance	Weak importance	Equal importance	Weak importance	Essential importance	Demonstrated importance	Absolute importance	Comparison elements
	9:1	7:1	5:1	3:1	1:1	1:3	1:5	1:7	1:9	
A. Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	B. Cognition
A. Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C. Surprise
A. Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D. Glory
A. Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E. Connection
B. Cognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	C. Surprise
B. Cognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D. Glory
B. Cognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E. Connection
C. Surprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	D. Glory
C. Surprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E. Connection
D. Glory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E. Connection