

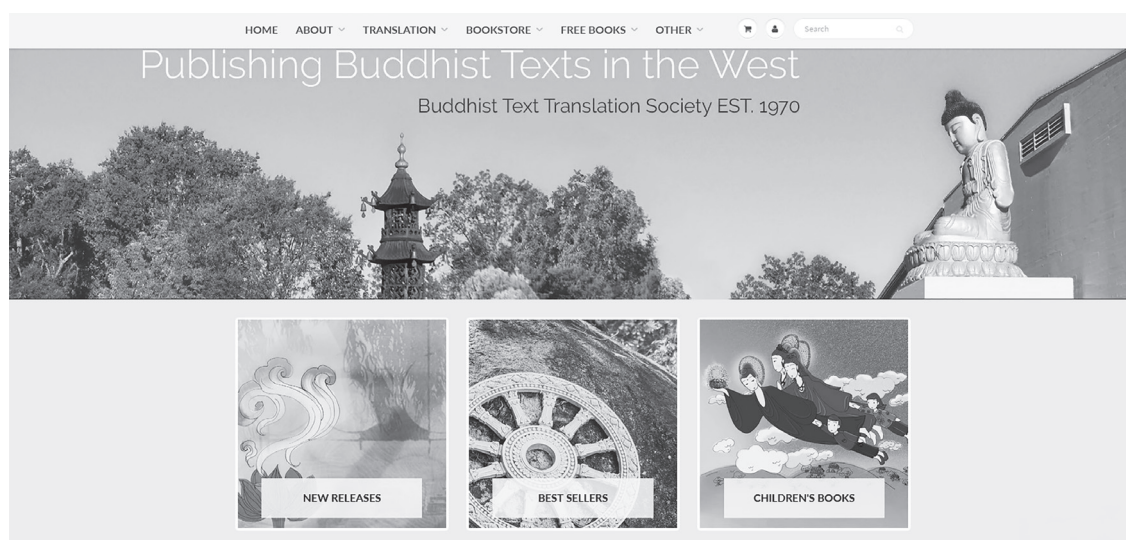
Learning and Doing the Dharma Propagating Work through Letters and Spirit at the Buddhist Text Translation Society 以文字和精進般若轉法輪

By Fei Shan Chong

張惠善 文

Chinese Translated by Yinong

亦農 中譯



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• Introduction

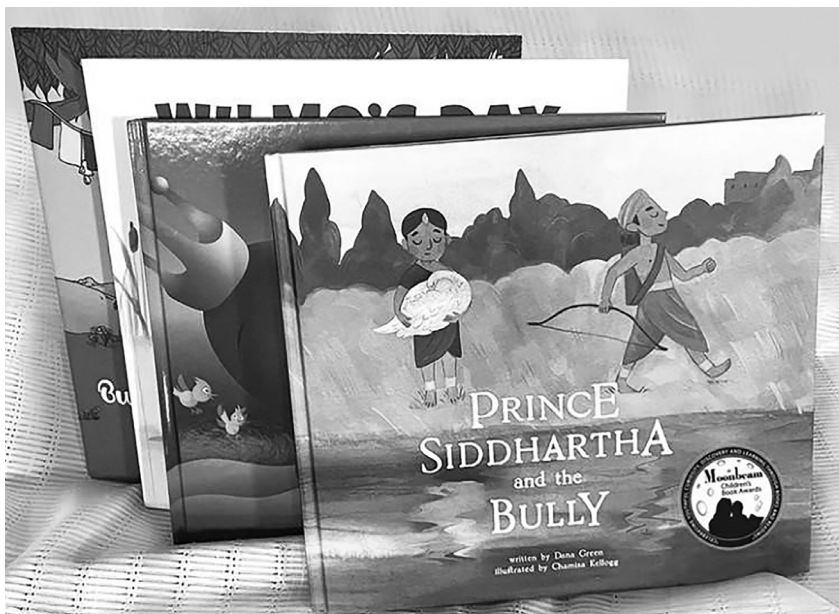
My name is Fei Shan. I will share about the marketing work I have done for the Buddhist Text Translation Society (BTTS) during my work-study tenure of two years and eight months at DRBU.

I came from a research profession specializing in business and investment. When I took refuge in the Way Place in Kuala Lumpur, I learned about the volunteering opportunities for translation and publishing at DRBA. With my prior work experience in publishing, I could do something meaningful that would contribute to the Buddhadharma. It was not until after I enrolled in DRBU's MA program and enquired about the possibility of serving

• 簡介

我叫張惠善。在這篇文章中我想分享一下我在法大兩年零八個月的學習工讀期間，為佛經翻譯委員會（BTTS）所做的行銷推廣工作。

我出身於市場研究專業，專攻商業和投資。當我在法總的吉隆坡道場皈依時，開始了解到法總有從事翻譯和出版方面的志工服務機會。憑藉我之前在出版業界的相關工作經驗，我希望能為佛法做一些有意義的事情。直到我報名法大的碩士班之後，並詢問是否有機會為BTTS提供服務，最終我拿到工讀獎學金，我得以為BTTS



The IGB children's books that were published between 2021 and 2023. I helped to coordinate, plan and develop the publication work, promotional contents and marketing activities of these books.

2021年至2023年期間出版的育良叢書。我幫助協調、策畫和開發這些叢書的宣傳和行銷活動。

BTTS that I had a chance to offer my services to work for BTTS — as part of my service scholarship arrangements. Due to my educational background in economics, coupled with my publishing experience and corporate profile, I was roped in as a part of the marketing team by Instilling Goodness Books (IGB), an imprint of BTTS.

工作。由於我的經濟學教育背景，加上我的出版經驗和企業履歷，我被佛經翻譯委員會下的育良圖書(IGB)招募為市場營銷團隊的一員。

• 我的角色和職責

• *My Role & Responsibilities at IGB and BTTS*

At IGB, my initial task was to find professional book reviewers to help with the publicity of children's books. At that time, I also contributed the same number of service hours doing outreach work for the DRBU.

在育良圖書部門，我最初的工作是尋找專業書評人，以幫助推廣兒童書籍。當時，我也同時為法大做外聯工作。

Later, as I decided to increase my number of service-work hours for BTTS, I was assigned by BTTS the Marketing Coordinator role at IGB with periodic reporting to BTTS. My primary responsibilities involved managing book projects relating to the marketing and promotional activities of the children's books. As the scope of marketing work expanded, we saw a need to recruit more volunteers to get the job done. I foresaw the potential talent pool of DRBU students seeking service work to fulfill their non-essential work hours. I managed to get some Master's students to help us: Namely, one to develop and manage the contents of our social media accounts, i.e., the Instilling Goodness Books' Instagram and Facebook accounts, and another student to work on new children's books by submitting the book profiles to suitable book reviewers, e.g., the Publisher Weekly, School

後來，當我決定增加為BTTS的工作時間，我就被任命為育良圖書的市場協調員，並定期向佛經翻譯委員會匯報。我的主要職責是包括管理與行銷兒童圖書相關的市場和推廣活動項目。隨著行銷工作範圍的擴大，我們需要招募更多的志願者來完成工作。我發現法大的學生中有潛在的人才，他們也需要完成社區服務的工時，於是我成功招募了一些碩士生來幫助我們。具體來說，一位學生負責開發和管理我們的社交媒體賬號內容，如育良圖書的Instagram和Facebook賬號；另一位學生則負責提交兒童書籍的新書簡介給合適的書評人，例如《出版者周刊》、

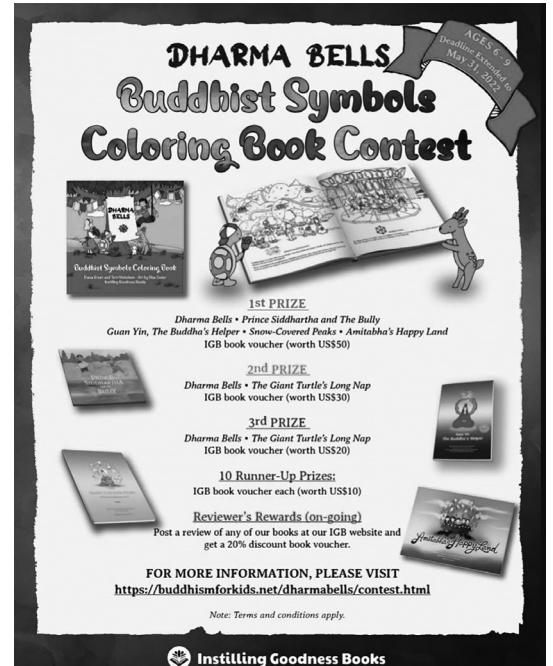
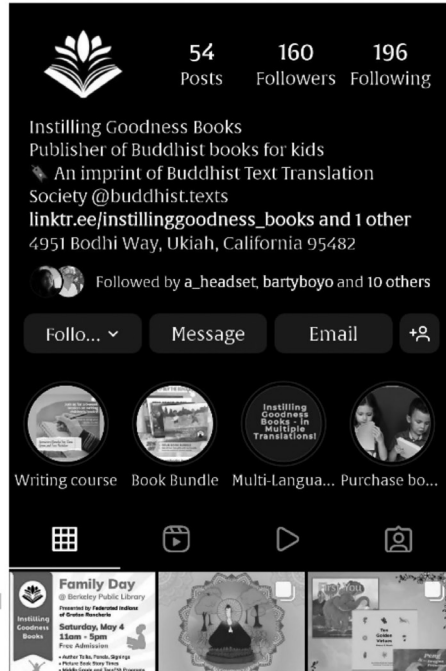


Instilling Goodness Books

278 followers · 0 following



Posts About Photos Mentions



The number of followers of our IGB Instagram account doubled to over 100 followers, and it has continued to grow since a content rebranding exercise in Spring 2022. The number of followers at IGB Facebook account follows suit.

我們的育良童書Instagram帳戶的追蹤者數量增加了一倍，超過100多名粉絲。自2022年春季進行內容品牌重塑以來，該帳號的追蹤者數量持續增長。IGB Facebook帳號的追蹤者數量也緊跟著。

The Dharma Bells Colouring Book Contest is an example of the promotional activities that I did together with the marketing team to create a marketing buzz for IGB books.

法鐘著色書比賽，這是我與行銷團隊一起為育良圖書製造行銷熱潮而開展的促銷活動的一個例子。

Library Journal, etc., and listing those books in award programs like Nautilus, Reader Views, Royal Dragonfly, and so forth.

We also managed to get an external volunteer to work with me on building the IGB database with contacts from relevant Buddhist schools and organizations in the US for promotion and outreach purposes. However, the publishing work was demanding and had a specific timeline, and the volunteer turnover rate was also high. Many new student volunteers needed help coping with work demands and their studies. Those who couldn't cope dropped out, and only those with the right skills and aptitude stayed.

• Challenging Times During the Pandemic

BTTS prints most books in Malaysia and Taiwan. A printing supplier in Kuala Lumpur usually prints the IGB books before they are shipped in bulk

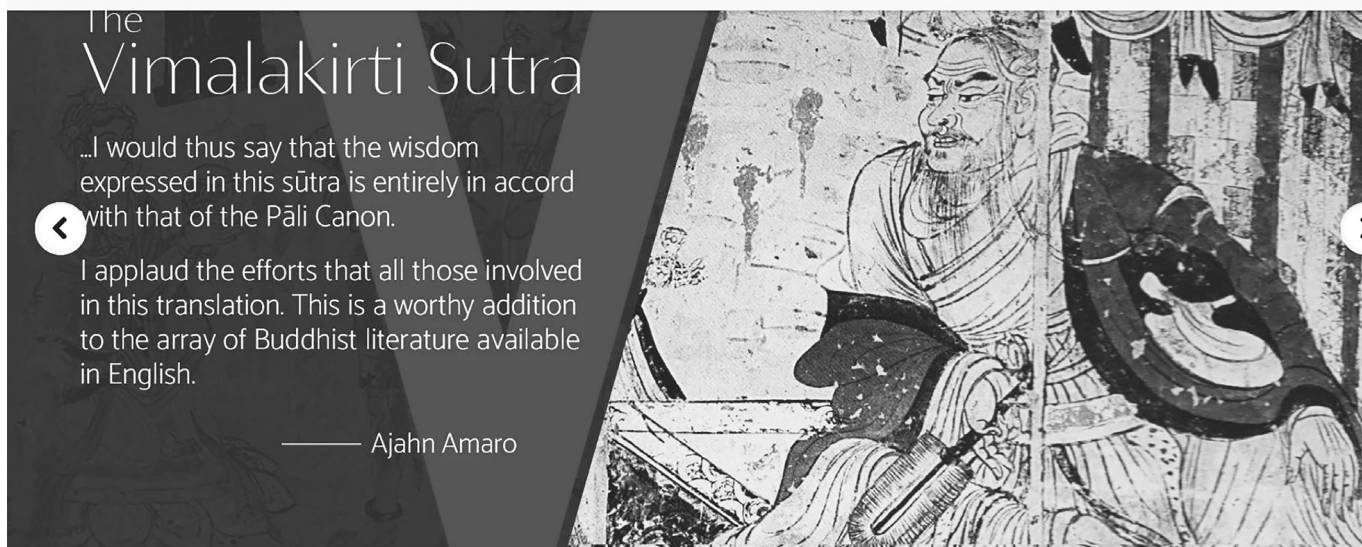
《學校圖書館學報》等期刊的作者，並將這些書籍列入鸚鵡螺圖書獎、讀者視角圖書獎、皇家蜻蜓獎等獎項評選項目中，對未來編寫兒童圖書的新指標。

我們還設法找到一名對外的志工，與我一起建立育良圖書聯絡人資料庫，並蒐集美國相關佛教學校和機構的聯繫方式，用於進行推廣和外聯項目。然而，出版工作的要求很高，並且有明確的時間流程；義工的流動率也很高。許多新來的學生志工都難以應對工作的要求和他們的學業。

那些無法應對的人就選擇退出，只有具備合適技能和能力的志工才能堅持下來。

• 疫情期間的挑戰時刻

佛經翻譯委員會（BTTS）大多數書籍都是在馬來西亞和台灣印刷。而育良圖書（IGB）的書籍通常由馬來西亞吉隆坡的印刷公司所承印，然後與其他BTTS書籍一起



The BTTS website highlighting the *Vimalakirti Sutra* with an excerpt from Ajahn Amaro's review of the sutra text. 佛經翻譯委員會網站重點介紹了《維摩詰經》，並摘錄了阿姜·阿莫若比丘對本書的點評。

together with other BTTS books to CTTB. Due to the COVID-19 pandemic, a global supply-chain disruption caused a massive delay in deliverables.

IGB's waiting time for the new book supplies to arrive at CTTB was almost indefinitely, despite the good marketing plans! That was a real disruption to IGB publications — new books couldn't be rolled out on time, and our marketing team had to postpone the publication dates and plans. We had a hard time getting new books marketed. For this reason, many of our marketing plans and attempts prior to publication did not see the light of the day. We had to continuously tweak the marketing plans according to the changes in circumstances.

• *Leveraging Digital Marketing and Social Media Platforms During Uncertain Times*

To reach and appeal to the target groups of readership, conventional ways like digital marketing and social media platforms were deployed to market the Buddhist books. As a Buddhist graduate, I understood the importance of avoiding the distraction of digital devices. I also remember one of Venerable Master Hua's three great principles, which

用貨櫃運往萬佛聖城。但由於新冠疫情的全球供應鏈中斷，導致了交付書籍的嚴重延誤。

對於IGB來說，儘管有良好的營銷計劃，但新書到達CTTB的等待時間幾乎是遙遙無期的！這對IGB出版物來說，是一個真正的嚴重干擾——新書無法按時推出，我們的營銷團隊不得不繼續推遲出版日期和計劃。我們很難將新書推向市場。為此，我們在發佈出版物之前的許多行銷計劃和嘗試都沒有實現。我們必須根據情勢的變化不斷調整行銷計劃。

• 在不確定時期利用網絡營銷和社交媒體平台

為了接觸並吸引目標讀者群體，我們採用了傳統的網絡營銷和社群媒體平台來推廣佛教書籍。作為一名佛教學校的畢業生，我能理解遠離數位設備干擾的重要性。我也記得宣公上人的三大宗旨之一，他說：「隨緣不變，不變隨緣。」我試圖運用上人的這個宗旨來幫助傳播佛法，為了吸引和聚集讀者群，我們首先透過社交媒體平台與社會規範相結合，得以隨順我們這個世界的緣分。鑑於此，我們進入了當今人們最喜歡關注的地方——

he says, “According to conditions, we do not change. Not changing, we accord with conditions.” Returning to my attempt to apply the principle to propagate the Buddhadharmā, in order to gather and draw the crowd in, we accord with the conditions of the world by first working with the social norms—through virtual reality. In light of this, we go to where people like to put most of their attention nowadays—their digital devices, e.g., mobile phones, etc.— and engage them through digital marketing content. This way, we hope to disseminate the Buddha’s teachings to them. At the same time, we have to have self-discipline and train our minds so as not to be moved or influenced by the digital world. Perhaps this is what Venerable Master Hua means; the work has proven to be a good training ground for us working in this area.

In addition to my marketing work at IGB, I was asked to work on the online promotional plans for BTTS. To do this, I came up with several promotional ideas and worked on the website’s content. A Dharma Master with graphic design skills would create the artwork to be uploaded to the website. An example is the content of an online promotional banner for the *Vimalakirti Sutra*, where I helped obtain a book review from Ajahn Amaro.

• *Work Transition from IGB to BTTS*

The challenges during the pandemic went beyond our marketing efforts. There needed to be a stronger connection between our marketing plans and warehouse delivery. To resolve the delivery issue, the marketing team outsourced the distribution work to an external distributor. I was tasked with assisting in researching and finding a suitable distributor for BTTS and IGB.

In my research, I found three potential distributors. We unanimously selected Ingram as it has an integrated worldwide network of global partners and printers that would help both BTTS and IGB reach out to as many national and overseas retailers as possible to reach out to. We did not opt for wholesale distribution services from Ingram as the BTTS has yet to reach the total publication capacity and the sales volume required by Ingram to engage the full services. Ingram’s Vendor Application Committee suggested Lightning Source’s Print-on-Demand Program to us as it is the most cost-effective solution for our distribution work. In Spring 2023, as the distribution matter required the utmost attention, I transferred to the BTTS marketing team to assist in the distribution transition work.

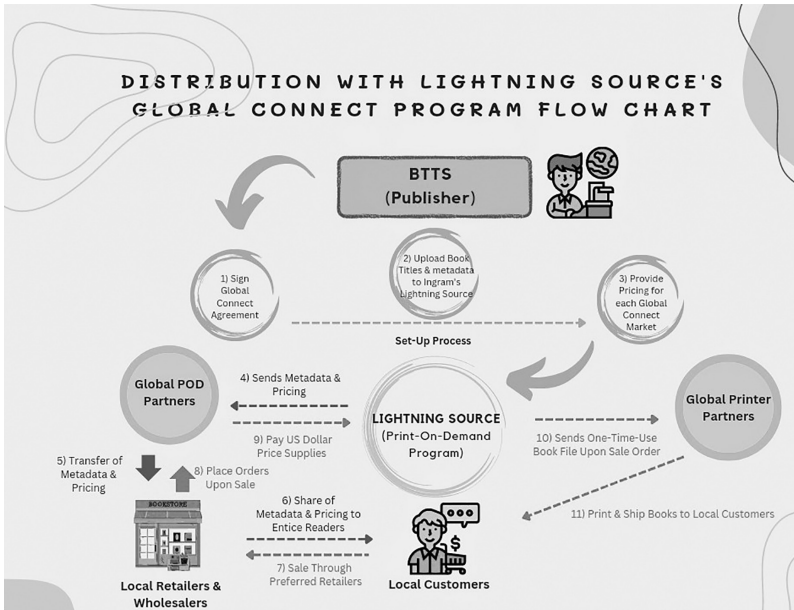
他們的數位設備，如手機等，並透過網絡營銷內容來吸引他們。通過這種方式，我們希望將佛陀的教義傳播給他們。同時，我們也要自律，磨練自己的心性，不被網絡世界所搖動或影響。或許，這就是宣公上人的意思，這項工作已經證明在這個領域是我們一個很好的訓練場。

除了我在育良圖書的行銷工作外，我還被要求加入BTTS的線上推廣計劃。為此，我提出了幾個推廣創意，並製作了網頁內容。一位具有平面設計的法師將藝術創作上傳到網站。一個例子是《維摩詰經》網頁的橫幅廣告，我幫忙從阿姜·阿莫若那裡獲得了一篇書評。

• 從IGB到BTTS的工作過渡

疫情期間的挑戰，不僅限於我們的營銷工作，而且我們的營銷計劃與書庫配送之間存在脫節。為了解決交貨問題，行銷團隊決定將配送工作外包給（圖書）經銷商。我被指派協助研究和尋找合適的經銷商，為BTTS和IGB服務。

我在研究中發現了三家潛在的圖書批發商。我們一致選擇了英格拉姆，因為它擁有一個整合全球合作夥伴和印刷供應商的網絡，可以幫助BTTS和IGB接觸到更多難以接觸的國內和海外零售商。由於BTTS尚未達到英格拉姆所要求的全部出版數量和銷售量，我們沒有選擇英格拉姆的批發分銷服務。英格拉姆的供應商申請委員會，向我們推薦了閃電資源項目（數位印刷）的按需印刷業務，這是我們分銷工作中最具成本效益的解決方案。2023年春季，由於分銷問題需要高度關注，我轉入BTTS行銷團隊，協助分銷過渡期的工作。



The infographic shows the process of signing up Ingram's Lightning Source Print-On-Demand program and the global distribution to participating countries through the Global Connect Program.

此資訊圖表顯示了英格拉姆的閃電資源項目按需印刷業務的註冊流程，以及透過子公司業務向參與國家進行全球分發的過程。

• *Doing Post-Graduation Contractual Work for BTTS*

After I graduated from DRBU in May 2023, I continued to serve and worked for BTTS from Summer through Fall for three months. On top of the existing distribution work, I also worked on the BTTS Outreach program. With the help of another volunteer, we built from scratch a database consisting of all the contact information of over five-hundred Buddhist schools, organizations, and meditation centers in the United States. My work revolved around content creation, design, and email blasting of online outreach forms, using an online marketing tool to reach different Buddhist groups. The Outreach program aimed to introduce the Buddhist books published by BTTS and IGB to these organizations by offering each of them complimentary books of their choice with a total value not exceeding a given amount. Within a short time frame, the BTTS Outreach Program received numerous welcoming responses and subscriptions from the Buddhist groups we contacted.

In Fall 2023, I received another three-month work extension from BTTS to work on the Outreach program, which extended to all universities in the country. This time, the program aimed to determine the criteria higher educators use to select textbook classes. During this period, my primary responsibilities were to conduct desk

• 畢業後的延長合同

2023年5月從法大畢業後，我繼續在夏季至秋季為BTTS服務和工作三個月。除了在現有的分銷工作外，我還參與了BTTS的外聯計劃。在另一位志願者的幫助下，我們從零開始建立了一個包含美國500多家佛教學校、機構和禪修中心聯繫信息的數據庫。我的工作圍繞著線上內容創建、設計，和使用在線營銷工具向不同佛教團體發送電子郵件推廣表單。外聯計劃的目的，是向這些組織介紹BTTS和IGB出版的佛教書籍，並為每個組織提供價值不超過一定金額的免費書刊。在短時間內，BTTS外聯計劃收到了來自我們接觸到的佛教團體的眾多歡迎回覆和訂閱。

2023年秋季，我從BTTS獲得了另一項為期三個月的工作延長合同，以繼續開展外聯計劃，這次的範圍擴展到全美的所有大學。該計劃的目的是為

research on the viability of reaching out to the universities, to build a database of all universities listed in each state to be selected to approach, and to review the official information available online and in the websites, beginning from the state of California. My research found that most universities preferred to be approached via email, and only universities offering the relevant study programs and professors whose teaching interests closely relate to Buddhist Philosophy were more likely to be receptive to the survey. For this reason, instead of doing a tele-survey, we opted to conduct an online survey by email invitation.

• *Post-Graduation: Continuing BTTS Work As a Volunteer*

On December 26, 2023, I completed the project's preliminary work, including creating the draft survey form with Google Forms, one of the popular Open Source Program offices, and complimentary services for creating online forms.

After the contract ended, I continued to work on the Outreach program as a volunteer, building the college and university database by researching, reviewing, and selecting universities to be approached based on the two criteria mentioned above.

Within four months, I managed to cover another nine states, i.e., Arizona, Alabama, Alaska, Arkansas, Colorado, Connecticut, Delaware, Florida, and Georgia, and email blasted the online survey form to selected universities in these states in two portions. Since the first day we rolled out the online survey, we have already started receiving feedback from professors from these universities. As the outreach project is still in a work-in-progress status and receiving responses, more work has to be carried out to cover the rest of the forty-six states in the US.

• *Conclusion*

To summarize, my work at BTTS has been meaningful. Time passes by quickly. In a glimpse of my eyes, I have completed my work-study tenure, which could not have been achieved without much hard work, time, and effort. I am thankful for the opportunity to work and serve the Three Jewels and the community at CTTB. ❀

了找出高校選擇教材的標準。在此期間，我的主要職責是進行案頭研究，評估接觸大學的可行性，建立每個州的大學數據庫以供選擇，並從加州開始，審查網上和網站上可用的官方信息。研究結果表明，大多數大學更願意通過電子郵件聯繫；而且只有提供相關課程的大學和那些對佛教哲學有濃厚興趣的教授，更有可能接受調查。因此，我們選擇通過電子郵件邀請進行在線調查，而不是電話調查。

• 畢業後：繼續為BTTS擔任義工

2023年12月26日，我完成了項目的初步工作，包括使用谷歌表格（一種很受歡迎的線上開源項目管理和共享功能）創設調查表單。

合同結束後，我繼續作為志願者在外聯項目工作，通過研究、審查、篩選來建立大學數據庫，基於上述兩個標準進行接觸。

在四個月內，我的工作覆蓋了另外九個州，分別是亞利桑那州、阿拉巴馬州、阿拉斯加州、阿肯色州、科羅拉多州、康乃狄克州、德拉瓦州、佛羅里達州和喬治亞州，並將在線調查表分兩部分發送給這些州的選定大學。自從我們推出線上調查的第一天起，已經開始收到來自這些大學教授的反饋。由於外聯項目仍在進行中並不斷收到回應，還需要更多工作來涵蓋美國其餘的四十六個州。

• 結論

總的來說，我在佛經翻譯委員會的工作非常有意義。時間過得很快，一眨眼我就完成了我的工讀項目，這離不開大量的努力、時間和精力。我感謝有機會為三寶和萬佛聖城社區效勞服務。 ❀