

**Seeking A Transformation or Maintaining The Status Quo:
The Baseball Management of The Uni-Presidents Lions in
Tainan Stadium**

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Submitted to the Faculty of Department of
International Affairs in partial fulfillment of
the requirements for the degree of
Bachelor of Arts in International Affairs

Wenzao Ursuline University of Languages

2020

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2020

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Tzu-Ming HO

Wenzao Ursline University of Languages, 2020

Abstract

Before the appearance of a professional baseball league, Taiwanese baseball had a storied past including wins in international competitions. When it came to establishing a professional league, there was also much initial excitement with the creation of the Chinese Professional Baseball League (CPBL) in 1989.

The Lions are the only original team that was managed from 1989 with the establishment of the CPBL. Furthermore, the city of Tainan, where the Lions set up their own basement and home stadium has always been a vital place for the development of baseball in Taiwan, with many Taiwanese baseball stars originating from the city. However, baseball in Taiwan has faced many challenges, including matching fixing scandals and a decline in fan attendance.

The purpose of this study aimed at drawing correlations between team management and average attendance. This research used questionnaire survey as the data collection and the total collecting questionnaire survey are 308 which included the survey from Internet, and the people who have attended baseball games in Tainan Stadium. Questions were based on the three indicators

including participation, the sense of home and marketing. The data showed that the management was not viewed as a means of improving the attendance.

However, cultivating a sense of home could be an important strategy to attract more fans. This research provides a way for not only the Lions but also other commercial enterprises that are managing a professional baseball team to think about the improve the Taiwanese baseball experience and contribute to other similar research of baseball management.

Keywords: baseball, baseball management

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Introduction

Background

Have you ever been to a baseball stadium to attend a baseball game or enjoy the atmosphere and food there? Have you ever been cheering for your favorite team with and say the slogans and do the significant gesture to the players with cheerleading squad and been impeached by making noise after 10p.m? If yes, congratulate that you are attending a fantastic show, if no, don't be worry, call your friend and immediately go to participate with others.

It is said that baseball is Taiwan national ball¹ which means everyone loves it and willing to takes baseball as a part of their lives. Taiwan baseball could be tracked back from the Japanese occupation. At that time, Japan has already developed baseball for a long time, so Japan decided to promote baseball in Taiwan in Japanese occupation time by 蔡岱亨, 2010². Taiwan baseball has been developed for more than a hundred years, however, the first professional baseball league was set up in 1989 called Chinese Professional Baseball League (hereafter CPBL)³.

¹ 陳奕廷, "棒球對台灣人為什麼這麼重要? 我揮棒, 故我存在!", accessed 6/9, 2019. <https://theinitium.com/article/20160410-taiwan-baseball/>.

² 蔡岱亨, "台灣職業棒球運動發展之研究," (2010).

³ "Cpbl 中華職棒官方網站," accessed 6/6, 2019. <http://www.cpbl.com.tw/>.

CPBL was restructured in 2003 by the merger of CPBL and Taiwan Major League (hereafter TML). TML was established in 1996 due to enabling to enter CPBL. On January 13, 2003, due to long-term fighting between the two coalitions, under the coordination of the President Chen Shui-bian instructing the Sports Commission, the two alliances merged and were named "Chinese Professional Baseball League"; On March 1, 2003, the opening ceremony of the Chinese Professional Baseball League was officially debuted. Since then, Taiwan has moved toward a single alliance, and the era of the two alliances has officially entered history.

Four professional baseball teams, Lamigo Monkeys (hereafter Lamigo), Chinatrust Brothers (hereafter Brothers), Fubon Guardians (hereafter Fubon) and Uni-President 7-Eleven Lions (hereafter Lions) make up the current league. Basically, baseball in Taiwan should be very popular, in other words, the attendance should be favorable. However, according to statistics, the average of attendance was unstable due to the fixed matches happened by the official website of CPBL.

In baseball history, there are five times fixed matches happened in CPBL respectively in 1995, 1996, 2005, 2007, 2008 and 2009. It seemed that the league didn't do any severely punishment and any methods to prevent from fixed matches happened so that the fans would be disappointed to teams and the league. The league still done several things to prevent it happening like anyone who obeys the sportsmanship then that person is not allowed to participate and game and sign with

the team forever (黃品喆, 2016)⁴.

In 2013, Taiwan held the third World Baseball Classic. At that time, Taiwan recruited Chien-Ming Wang(王建民) and other star players from United States, Japan and Taiwan, increasing general interest in sports. That same year, the EDA Rhinos(義大犀牛, now bought by Fubon and renamed Fubon Guardians) claimed that they would sign Major League Baseball's Manny Ramirez⁵ for 19 seasons, temporarily increasing CPBL attendance rapidly. However, this trend did not last for a long time.

CPBL attendance has gradually petered out to its current level (see table 1).

Table 1. Average Attendance in 10 Years⁶

	Total Games	Total Attendance	Average Attendance
2009	240	898,323	3,743
2010	240	645,648	2,690
2011	240	719,972	3,000
2012	240	583,805	2,433
2013	240	1,459,072	6,079
2014	240	1,225,142	5,105

⁴ 黃品喆, "終身禁賽處分對侵害職棒選手工作權影響之研究—以中華職棒假球案為例," 臺北大學犯罪學研究所學位論文 (2016).

⁵ 乾隆來, "美聯打擊王給台灣球迷的震撼教育," (2013), <https://www.businesstoday.com.tw/article/category/154685/post/201303210033/%E7%BE%8E%E8%81%AF%E6%89%93%E6%93%8A%E7%8E%8B%E7%B5%A6%E5%8F%B0%E7%81%A3%E7%90%83%E8%BF%B7%E7%9A%84%E9%9C%87%E6%92%BC%E6%95%99%E8%82%B2>.

⁶ "Cpbl 中華職棒官方網站."

2015	240	1,327,639	5,532
2016	240	1,409,312	5,872
2017	240	1,318,275	5,493
2018	240	1,309,879	5,458

Motivation

In recent years, Lamigo Monkeys have attracted industry attention with its average attendance consistently the highest in the entire league. Although Lamigo was influenced by the fixed matches, it still succeeded in building loyal fanbase by the successful stadium management strategies including adopting a home stadium in Taoyuan. Lamigo is not the first team to adopt a home stadium. Lions adopted their own baseball stadium for ten years. Based in southern Taiwan, the Lions has successfully in its management of the baseball stadium longer than any current team. However, Lions still has room for improvement on its management of baseball stadium. So I want to understand what else can Lions do and learn from Lamigo.

Research Purpose

The purpose of my study is to realize that whether the strategies of managing the baseball stadium can affect the fans loyalty and the supporting rates toward the local professional baseball team.

Research Questions

1. Are the Lions fans satisfied with the management of the baseball stadium in Tainan (including the facilities, activities and services) ?
2. What are the determinations of regular fan attendance?
3. Can the policy of managing the baseball stadium attract more fans?

Contribution

This research aims to finding the relationship between management of baseball stadium and the level of fans loyalty. After finding the correlation, Lions and other franchises can adopt similar strategies in order to help national ball attendance in Taiwan.

Limits

Due to resource and time constraints, this study will only focus on comparing the successful model of Lamigo with the Current situation facing the Lions.

Delimits

My case study will only focus on the Lion's due to the fact it is the longest surviving franchise (since 1989) and the first of the four teams in the current league to adopt a home stadium strategy.

Literature Review

It is said that baseball is Taiwan national ball⁷, however the average of attendance of Lions has been poor .On the contrast, Lamigo maintained the average attendance about 6000⁸ per games. As the longest surviving franchise since 1989, Lions should perform well. According to Cheng, Chih-Fu, et al., eds.,2012⁹, Watson, Jack C and Krantz III, Andrew J, 2003¹⁰, Lee, Seunghwan, et al., eds., 2012¹¹, S. Mason, Daniel, 1999¹², and Marber et al., eds., 2005¹³, the reasons can be divided into three kinds, the first one is fan participation, the next one is the sense of home, and the last one is marketing.

Table 2 showed us the average attendance between Lamigo and Lions in the past five years. It seemed that the gap between the two teams were large and the achievement that Lamigo did which maintained the record of the average attendance in recent years.

⁷ 余宗翰, "為什麼棒球是國球? 跟這個少棒隊有關," accessed 6/6, 2019.

<https://tw.news.yahoo.com/%E7%82%BA%E4%BB%80%E9%BA%BC%E6%A3%92%E7%90%83%E6%98%AF%E5%9C%8B%E7%90%83-%E8%B7%9F%E9%80%99%E5%80%8B%E5%B0%91%E6%A3%92%E9%9A%8A%E6%9C%89%E9%97%9C-09000403.html>.

⁸ "Cpbl 中華職棒官方網站."

⁹ Chih-Fu Cheng et al., "Fan Participation Behaviour in Baseball: An Application of the Theory of Planned Behaviour," *International Journal of Sports Marketing and Sponsorship* 14, no. 1 (2012).

¹⁰ Jack C Watson and Andrew J Krantz III, "Home Field Advantage: New Stadium Construction and Team Performance in Professional Sports," *Perceptual and motor skills* 97, no. 3 (2003).

¹¹ Seunghwan Lee et al., "A New Approach to Stadium Experience: The Dynamics of the Sensoryscape, Social Interaction, and Sense of Home," *Journal of Sport Management* 26, no. 6 (2012).

¹² Daniel S. Mason, "What Is the Sports Product and Who Buys It? The Marketing of Professional Sports Leagues," *European Journal of Marketing* 33, no. 3/4 (1999).

¹³ Allen Marber, Paul Wellen, and Susan Posluszny, "The Merging of Marketing and Sports: A Case Study," *Marketing Management Journal* 15, no. 1 (2005).

Table 2.The Average Attendance Between Lamigo and Lions

	Lamigo	Lions
2014(25 th CPBL)	5439	4828
2015(26 th CPBL)	6163	4805
2016(27 th CPBL)	6442	4974
2017(28 th CPBL)	6199	4881
2018(29 th CPBL)	6065	4828

Fan Participation

According to Cheng, Chih-Fu, et al., eds., 2012, the theory of planned behavior had an impact on our behavior of the attendance in baseball through behavioral intention which can be divided into attitude, subjective norm and perceived behavioral control. The data used in this study were collected using a two-survey design. The finding of the research revealed the results partially support the theory which shows that attitude and perceived behavioral control can predict behavioral intention. Intention also statistically predicted game- attending behavior.

Another research showed that the stadium experience including sensoryscape, social interaction and sense of home would positively affect the fan participation in the Major League Baseball (hereafter MLB) and Minor League Baseball (Watson, Jack C and Krantz III, Andrew J, 2003). A convenience sample consisted of 263 respondents who were members of 20 MLB fan forum websites. The study found that while correlation between the sensoryscape and social interaction in both contexts was similar, the correlation between social interaction and sense of home was much higher in the minor league than in major league, and the correlation between sensoryscape and sense of home was much higher in major league than in minor league.

Both research said that the stadium experience would have a positive impact on attendance (Cheng, Chih-Fu, et al., eds.,2012, and Watson, Jack C and Krantz III, Andrew J, 2003). According to 杜易寰,2015¹⁴, the manager of Lamigo said that the one of the successful way to attract more fans and increase the attendance is to bring the attendance feelings beyond victory and defeat which was called stadium experience. Furthermore, according to Cheng, Chih-Fu, et al., eds.,2012, the stadium experience was regarded as one of the scales of attitude including the interaction between players and audience and cheerleading squad, which presented a positive influence toward the increasing of attendance. Such experience would bring more attendance. Another factor that was the differences between these two research (Cheng, Chih-Fu, et al., eds.,2012, and Watson, Jack C and Krantz III, Andrew J, 2003) was perceived behavioral control including having sufficient game information, convenient transportation. In such a modern and improved society, Lamigo¹⁵ and Lions¹⁶ all had their own website to show the game information` and the transportation. To sum up, both of the stadium experience and perceived behavioral control would influence and increase the attendance of baseball, although attitude wouldn't directly affect attendance. Attitude would still drive people to attend a game.

¹⁴ 杜易寰, "Lamigo 桃猿 揮出第一名," 天下雜誌, 2015.

¹⁵ "Lamigo 官方網站," accessed 6/6, 2019. <https://www.lamigo-monkeys.com.tw/>.

¹⁶ "統一獅官方網站," accessed 6/6, 2019. <https://www.uni-lions.com.tw/>.

Two of the research were both used questionnaire as their methodologies via the process of analyzing the data from the questionnaire to tackle their research problems and the common way that the data were collected was through Internet (Cheng, Chih-Fu, et al., eds.,2012, and Watson, Jack C and Krantz III, Andrew J, 2003). Both questionnaires design was to find the factors that influenced attendance. One study showed the research methodology that the data was collected two times and in different time. The second time was taken place after six months of the first time and it also allowed researcher to track back the attendance, so it could be more precise for data collection. It is good for researcher to have more data collection because the results of data analysis could be more accurate.

However, just I mentioned above in the limits, due to resource and time constraints, even though I would like to do more and collect more data, the time constraint wouldn't allow me to do so. It still a good methodology for researcher to follow if the study. However, this design could be defective, because the survey time took too much time and furthermore, the subjective mat not be patient to answer all of the questions that could lead to a different analysis of the study. The best way to deal with it is to randomization according to Epstein, 1999¹⁷

¹⁷ Liana Epstein, "A Closer Look at Two Survey Design Styles: Within-Subjects and between-Subjects," accessed 6/8, 2019. <https://www.surveymonkey.com/curiosity/within-groups-vs-between-groups/>.

While research shows that the stadium experience and perceived behavioral control would positively influence the attendance, we still can't guarantee the fans loyalty. (Cheng, Chih-Fu, et al., eds.,2012, and Watson, Jack C and Krantz III, Andrew J, 2003). The fans loyalty still couldn't be confirmed with the perfect stadium experience and perceived behavioral control. With the increasing and stable attendance, we could make sure that the fans were willing to participate the game. However, there were still other factors that influenced attendance such as the sense of home, and marketing. With these elements, we could genuinely implement the truly national ball and the honor of the baseball.

The Sense of Home

Home is always the sweetest place for people while feeling tired or exhausted and feeling stronger and similar by the study of Schwartz, B., & Barsky, S. F., 1977¹⁸. The professional sports had a significant link with a specific place (Crawford, 2004, Watson, Jack C and Krantz III, Andrew J, 2003). According to Bale, 2000¹⁹, when people became attached to the stadium, they would develop a relationship called topophilia (love of place). It means that people would fall in love with this place and even called it as their home.

According to Watson, Jack C and Krantz III, Andrew J, 2003, it said that the sense of home would have a positive and direct impact on stadium experience and brought the increasing of attendance. This study used Likert scale to measure the satisfaction of this stadium by asking the questions like one place that most represents who I am is this stadium, this stadium means as much to me as my own home, I feel more at home at this stadium than at my own house and I feel more comfortable at this stadium than anywhere else. The conclusion of this research performed that a positive and direct influence on the stadium experience which means that when the audience have a sense of home in the stadium, the attendance will increase.

¹⁸ Barry Schwartz and Stephen F Barsky, "The Home Advantage," *Social forces* 55, no. 3 (1977).

¹⁹ John Bale, "The Changing Face of Football: Stadiums and Communities," *Soccer & Society* 1, no. 1 (2000).

My study aims at finding the relationship between stadium and managing the stadium so that Lions and other franchises could adopt similarities management strategies in order to help the national ball attendance. So the sense of home is significant for my study. Not only the live attendance would feel the sense of home but also to the television viewers. Furthermore, according to Taylor, 1991²⁰, in the societal level, the stadium would become an emblem of locality that present a symbol of town and its resident. The study all showed that the importance of a home stadium.

The home stadium is not only a symbolic venue for local people, but also the more important thing is a belongingness, rootedness and identification by Moore, 2000²¹. The research all showed that the necessity of home stadium and the spirit even the religion on the home stadium. To sum up, a home stadium is not only a symbolic venue or the topophilia but a place that could bring people satisfaction and even people would be identical, rooted and belonging of this stadium. That is why the sense of home could increase attendance because it attracted more people that found their own place.

²⁰ Ian Taylor, "English Football in the 1990s: Taking Hillsborough Seriously," *British football and social change: Getting into Europe* (1991).

²¹ Jeanne Moore, "Placing Home in Context," *Journal of environmental psychology* 20, no. 3 (2000).

In this research Watson, Jack C and Krantz III, Andrew J, 2003, it showed the methodology of collecting data that the participants were free to end the survey in any time. The advantage was that the respondents from the participants could be more reliable based on the study mentioned above Epstein, 1999, the survey could be in long term or short term depended on the participants and also solved the problem of taking too much time. So that the respondents would be more willing and truly to fulfill the questionnaire.

Furthermore, the data collection was through internet by 20 MLB fans clubs which could receive more respondents and reduce the time expended to find fans to complete the questionnaire.

Although it was more convenient and more reliable to have data collection, the process was still through Internet which means that the felling of sense of home would be different from the scene. The felling of live baseball was totally different television. The live attendance could directly feel the atmosphere and the sense of home in stadium that the audience in front of television couldn't understand it according to 吳翠松, 2016²²

²² 吳翠松, "電子時代的現場表演: 不同世代閱聽人 [現場感] 初探," *資訊社會研究*, no. 30 (2016).

The sense of home brought the satisfaction of stadium experience according to Watson, Jack C and Krantz III, Andrew J, 2003 and it led to the increasing of attendance which was related to my study purpose. My research tried to figure out that baseball in Taiwan don't have to rely on the team performance to attract more audience, on the contrast, instead of using the way of management stadium to let more people love baseball and take part the games on their own wills by combining the sense of home.

Marketing

Marketing can be an optimal and efficient way to promote a product. According to Mason, 1999²³, the study showed that everything in the sports including league itself which means that the only different is who are the buyers. In this research, the buyer was divided into four types including fans, television and media, communities that struct facilities and support local club and corporation that interact with league and teams. The study revealed that nowadays baseball product is not only focus on the commodities related to players or star players but also for the entire league.

Another research revealed that how New York Yankees(hereafter the Yankees) market themselves from the local famous baseball team to a global brand new product with the marketing science 4P which represents product, price, promotion and place by Marber et al., eds, 2005²⁴. In this study, the Yankees successfully combined traditional and modern media to market themselves. Furthermore, the Yankees also cooperated with foreign famous football team and besides that, the Yankees opened a new market and recruited Japanese famous players to join the Yankees. Now the Yankees is only a baseball team but a world-renowned product.

²³ S. Mason. S. Mason, Daniel. "What Is the Sports Product and Who Buys It? The Marketing of Professional Sports Leagues." *European Journal of Marketing* 33, no. 3/4 (1999): 402-19.

²⁴ Marber, Allen, Paul Wellen, and Susan Posluszny. "The Merging of Marketing and Sports: A Case Study." *Marketing Management Journal* 15, no. 1 (2005).

Marketing played an important role in modern baseball. The first research revealed that the product shouldn't be limited of players but the whole leagues could be the product that can be bought from different buyers and customers. These all presented the chances to promote and market themselves. The success of Lamigo was linked to a special cooperation called cross-industry alliance by 康育萍 and 趙維孝, 2015²⁵. This was similar with Marber et al., eds, 2005 which all showed the great achievement and success with the cross-industry alliance. Lamigo also integrated with the suggestions by Mason, 1999 that Lamigo showed transformation from simply a professional baseball team to the entertainment industry.

Moreover, Lamigo also cooperated with Japanese professional team Chiba Lotte Marines(千葉羅德海洋隊) that holding an exchange game²⁶ with each other which was also related to Marber et al., eds, 2005. The study all showed a positive and encouraged way because Lamigo could had another chances to market themselves in Japan by doing so.

To sum up, as the one of the most influential corporation in Taiwan and the parent company of Lions, if Lions would follow the strategies that mentioned above, Lions would have become more successful in their marketing of Lions.

²⁵ 康育萍，趙維孝，"中職最小咖 五年變全台最會賺球隊," *商業週刊* (2015), <http://twtexts.blogspot.com/2015/10/minimum.html>.

²⁶ 體育中心，"中華職棒／桃猿 vs 羅德 台日交流戰 11 月桃園登場 "，accessed 6/7, 2019. <https://www.nownews.com/news/20180928/2987981/>.

Both two research were used secondary data²⁷ to have data collection which aims at using the data that had already been collected by others such as government data, books that have been published and to name but a few.

This kind of data collection might not be suitable for my study because this section aims at finding relationship between marketing and stadium satisfaction, however, the marketing strategies of stadium would be changed along with the time different and the different needs of people.

The secondary data still could be appropriate to other research. Such as a study of reviewing²⁸. The secondary data still played a big part in the research. We could use it as our literature review as a part of our study.

To sum up, although I wouldn't use secondary data as my methodology of data collection, it still is indispensable in other research that used it as methodology of data collection.

²⁷ "淺談資料類型－初級資料與次級資料," accessed 6/8, 2019.
<https://medium.com/marketingdatascience/%E6%B7%BA%E8%AB%87%E8%B3%87%E6%96%99%E9%A1%9E%E5%9E%8B-%E5%88%9D%E7%B4%9A%E8%B3%87%E6%96%99%E8%88%87%E6%AC%A1%E7%B4%9A%E8%B3%87%E6%96%99-1699e3d29898>.

²⁸ 朱育增 and 吳尚琪, "回顧與探討次級資料適用之共病測量方法," *台灣公共衛生雜誌* 29, no. 1 (2010).

To combine the two research Mason, 1999 and Marber et al., eds, 2005, both said the importance and necessity of marketing. Lamigo also has already done the similar things according to 杜易寰, 2015 and combining the strategies of fan participation, the sense of home and marketing. With these elements and the contribution of my study, Lions and other franchises could follow the strategies and improve and also my study would become more comprehensive with the contribution.

The Importance of Tainan

The history of Lions in Tainan

Tainan as the home stadium of Lions and combine the research mentioned in the sense of home, the study all showed that a significant place is important because a significant place could make people have the sense of rootedness so that Lions could take advantage of this to make Tainan Stadium as a significant place for local people to attract more fans. According to the research mentioned in marketing, not only the players are product but also the entire league. With this conception, Lions could market Lions and Tainan together so that people when people come up with Tainan, they would immediately think of Lions.

Lions had a very close relationship with Tainan not only because its parent company was in Tainan but also the most important was Lions was the only team that set up the home stadium in south of Taiwan in the current four teams. Furthermore, Lions was the only surviving franchise since 1989 that CPBL was established. Tainan also gave birth to lots of outstanding and famous baseball players such as Chien-Ming Wang(王建民), Hong-Chih Kuo(郭泓志), Chin-Feng Chen(陳金鋒) and other players flourished in CPBL to name but a few. These all showed that Tainan was important to baseball and even indispensable.

Tainan Stadium was established in 1931²⁹ during Japanese occupation. At that time, Tainan Stadium was the largest stadium with total 900 audience seats. So Tainan could be said that the most important place to baseball.

Connection with Tainan and study population

To combine the information mentioned above, Tainan is the most suitable place to have a survey of questionnaire. My study population would be divided into two kind, one is young fans and the other is old fans. Young fans mean that who have not ever been watching baseball for five years, on the contrast, old fans mean that who have ever been watching baseball for 5 years. Younger fans are more likely to be attracted to watch baseball due to the management of baseball including fan participation, the sense of home and marketing³⁰.

²⁹ Wikipedia Baseball, "臺南市立棒球場," accessed 6/9, 2019.

<http://twbsball.dils.tku.edu.tw/wiki/index.php/%E8%87%BA%E5%8D%97%E5%B8%82%E7%AB%8B%E6%A3%92%E7%90%83%E5%A0%B4>.

³⁰ 異性絕緣體, "如何找到看棒球的樂趣?," accessed 6/9, 2019.

<https://sports.camerabay.tv/article/2i6pmy9g7zhj>.

Methodology

Research Design

This research is one-case survey study based on the correlation between baseball management and the attendance. Although it seemed that it's not like one-case survey study, it's just showed a modern baseball sample from Lamigo to Lions on how Lions and other franchise learn and follow the management strategies. To find this correlation is quite important because we don't have to rely on how good that teams performed. Nowadays, baseball went into a new area that aims at bringing attendance touching beyond victory and defeat. To observe the correlation of indicator and see what kind of indicator could influence the correlation and attendance.

Source of Data

This study would be conducted in Tainan. The data is from the questionnaire that gave to the respondents in Tainan. Just mentioned above that Tainan had a very close relationship with baseball, however, the attendance of Tainan Stadium didn't perform well. So this survey took Lamigo as an example to show the importance of managing baseball. The questionnaire will collect the data from fans in Tainan especially in Tainan Stadium.

Instrument and Data Collection

This research uses the questionnaire as my instrument. The procedure will randomly issue the survey questionnaire to fans in Tainan. Before every questionnaire, to make sure the subjects are all living in Tainan. In the same time, I would also post my questionnaire on social internet website like Facebook and Instagram to ask Tainan fans to fill out the questionnaire.

The indicators of this questionnaire include fans participation, the sense of home and marketing. According to research mentioned in fans participation, the indicators could be divided into many different kinds such as the interaction with cheerleader squad and players, stadium experience, sensoryscape which represented the feeling of smell, taste, listening, touching and vision and to name but a few by answering the hypothesis of the satisfaction in baseball stadium. The sense of home comprises by asking the Likert scale of do you feel home in Tainan stadium; do you feel relaxed in Tainan stadium and so on. The marketing aims at the popularity of Lions by asking the question of when it refers to Tainan, will you first come up with Lions? This question not only represents the popularity of Lions but also the connection of Tainan.

Tools for Data Analysis

This study will mainly use Anova to test and to find the correlation between attendance and baseball management whether the indicators would influence attendance or not.

Data Analysis

Data Introduction

This section will detail the data analysis. Due to unforeseen circumstances and time constraints, direct administration of the questionnaire at Tainan Stadium was not possible. Therefore, in order to make sure the validity of questionnaire survey, the sample size of questionnaire survey still reached the standard with the following alternative.

The questionnaire survey was given to random fans of baseball with 191 males and 117 females and total with 308 samples. Data analysis is divided into three parts including the analysis of the sense of home, participation and marketing. The first part contained four questions to ascertain the level of the sense of home fans experience. The second part contained ten questions to interpret fan participation at ballgame and the third part contained three questions to explore the perception of marketing. Aside from one, none of the statistics could reach the standard of significance which means that the standard must be under 0.05. This question was “Do you feel like home when you are attending a game in Tainan Stadium?” in the first part of the sense of home. This will be discussed more in detail in the next section.

Overall, the three parts that include participation, the sense of home and marketing which answered by respondents would be given a more detailed information below including the meanings of the data analysis and what the numbers represent. This part would go over one by one questions to explain the meaning of data and the questions. Besides, this part would also put the gender, age and income into consideration to explain the correlation between average attendance and the three other indicators.

The Sense of Home

This descriptive statistic associated with the feeling of home in Tainan Stadium across the average attendance is reported in Table 3. It can be seen that the attendance over 60 was associated with the numerically smallest mean of feeling home in Tainan Stadium ($M = 3.14$), and the attendance between 41~50 was associated with the numerically highest mean of feeling home in Tainan Stadium ($M = 4.32$). In order to test the correlation between the feeling of home and the average attendance, a test was proved by using ANOVA. The independent between-groups ANOVA yielded a statistically significant effect, $F(6, 301) = 2.798$, $p = 0.012$. The p value showed a positive effect if its value was under 0.05. Therefore, it could be said that the feeling of home actually statistically affected on the average attendance.

This was the only indicator that had a significant impact on the average attendance which mean that people feel like home in Tainan Stadium while watching a baseball game. It also could connect with the literature review mentioned above. The home stadium is not only a symbolic venue for local people, but also the more important thing is a belongingness, rootedness and identification just like the feeling while staying at home. Once people would have more willingness to attend baseball game, then the average attendance will definitely increase.

Table 3. Descriptive Statistic for Feeling of Home across Average Attendance

	N	Mean	S/D
1~10	140	3.81	1.038
11~20	62	4.1	0.987
21~30	24	3.92	1.100
31~40	23	3.91	0.996
41~50	19	4.32	0.946

51~60	19	3.63	1.499
Over 60	21	3.14	1.389

This descriptive statistic associated with the feeling of relaxed in Tainan Stadium across the average attendance is reported in Table 4. It can be seen that the attendance between 31~40 and over 60 were associated with the numerically smallest mean of the feeling of relaxed in Tainan Stadium ($M = 3.48$), and the attendance between 41~50 was associated with the numerically highest mean of the feeling of relaxed in Tainan Stadium ($M = 4.21$). In order to test the correlation between the feeling of relaxed and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the feeling of relaxed and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.556$, $p = 0.160$. Overall the feeling of relaxed didn't have a significant impact on average attendance.

Well, surprisingly, it didn't have a positive effect on average attendance. Furthermore, according to the data analysis, releasing pressure was not seen as a mean that regular fan attend. People would feel relaxed at home, but they didn't come to stadium for being relaxed. Maybe someone would feel embarrassed while the camera was shooting on them or they were just too shy to show the real themselves in front of many people.

Table 4. Descriptive Statistic for Feeling of Relaxed across Average Attendance

	N	Mean	S/D
1~10	140	3.89	0.832
11~20	62	3.82	1.000
21~30	24	3.83	1.049
31~40	23	3.48	1.238

41~50	19	4.21	1.084
51~60	19	3.63	1.422
Over 60	21	3.48	1.167

This descriptive statistic associated with the degree of comfort in Tainan Stadium across the average attendance is reported in Table 5. It can be seen that the attendance over 60 were associated with the numerically smallest mean of feeling home in Tainan Stadium ($M = 2.48$), and the attendance between 51~60 was associated with the numerically highest mean of feeling home in Tainan Stadium ($M = 3.42$). In order to test the correlation between the degree of comfort and the average attendance, a test was proved by using ANOVA. The statistic rejected the correlation between the degree of comfort and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.857, p = 0.088$. Overall the degree of comfort didn't have a significant impact on average attendance.

Just like the reason of feeling relaxed, people came to stadium for baseball game, however, it seems that people didn't care too much on the degree of comfortable and perhaps this is the reason why this point can attract more fan.

Table 5. Descriptive Statistic for Degree of Comfort across Average Attendance

	N	Mean	S/D
1~10	140	3.00	1.151
11~20	62	3.02	1.138
21~30	24	2.63	1.313
31~40	23	2.65	1.191
41~50	19	2.68	1.204
51~60	19	3.42	1.170

Over 60	21	2.48	1.123
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This descriptive statistic associated with the identification with Tainan Stadium across the average attendance is reported in Table 6. It can be seen that the attendance between 31~40 were associated with the numerically smallest mean of feeling home in Tainan Stadium (M = 3.35), and the attendance between 41~50 was associated with the numerically highest mean of feeling home in Tainan Stadium (M = 3.95). In order to test the correlation between the identification the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the identification and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.092, p = 0.367$. Overall the identification didn't have a significant impact on average attendance.

Table 6. Descriptive Statistic for Identification across Average Attendance

	N	Mean	S/D
1~10	140	3.75	1.067
11~20	62	3.84	1.089
21~30	24	3.67	1.204
31~40	23	3.35	1.265
41~50	19	3.95	0.848
51~60	19	3.47	1.349
Over 60	21	3.43	1.165

To sum up, the feeling of home had a positive influence on average attendance. Although other indicator didn't appeal a significant impact on average attendance, we still find a spacious way to improve our attendance. However, the feeling of home is a little bit ambiguous. Everyone definition the feeling of home is different, so I think it should be a distinct part to deeply discuss and to find out that what facot could represent the concept of the feeling of home.

Marketing

Marketing always be an optimal way to promote a product. Well, basically a baseball game could also be said another way of marketing. A good and successful marketing could bring the population. Everyone would all like to understand about this product. Likewise, it could also be applied on the baseball team. A good marketing will cause a good impression. Above all the reasons, the final destination is to improve the attendance and make people have more willingness to watch a baseball game. This is why marketing play a big part in management and also it could an indicator to measure the correlation with the average attendance. The following would give a detailed analysis between marketing and attendance.

This descriptive statistic associated with the iconic place with Tainan Stadium across the average attendance is reported in Table 7. It can be seen that the attendance over 60 was associated with the numerically smallest mean of iconic place ($M = 3.76$), and the attendance between 11~20 was associated with the numerically highest mean of iconic place ($M = 4.18$). In order to test the correlation between the iconic place and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the iconic place with Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.655$, $p = 0.686$. Overall the iconic place with Tainan Stadium didn't have a significant impact on average attendance.

As we can see that the old fans thought that Tainan Stadium was not an iconic place and it also wasn't the reason that they came to baseball stadium. Maybe the marketing of Tainan Stadium didn't have a deep impression on people. So they thought it was just a normal baseball stadium and place for them.

Table 7. Descriptive Statistic for Iconic place across Average Attendance

	N	Mean	S/D
1~10	140	4.07	1.001
11~20	62	4.18	0.878
21~30	24	3.96	1.083
31~40	23	4.17	0.887
41~50	19	4.16	1.119
51~60	19	3.89	1.049
Over 60	21	3.76	1.261

This descriptive statistic associated with the first connection with Tainan Stadium across the average attendance is reported in Table 8. It can be seen that the attendance between 41~50 was associated with the numerically smallest mean of the first connection ($M = 3.79$), and the attendance between 51~60 was associated with the numerically highest mean of the first connection ($M = 2.84$). In order to test the correlation between the first connection with Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the first connection with Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.022$, $p = 0.411$. Overall the first connection with Tainan Stadium didn't have a significant impact on average attendance.

Tainan as the vital place for the development of baseball, however, Tainan Stadium was not the first connection while thinking of Tainan. On the other hand, it also could be said that the marketing of Tainan Stadium didn't have an effectiveness on promoting the stadium. Lions manager and Tainan government should enhance more on Tainan Stadium.

Table 8. Descriptive Statistic for The First Connection across Average Attendance

	N	Mean	S/D
1~10	140	3.21	1.296
11~20	62	3.15	1.171
21~30	24	3.17	0.917
31~40	23	3.13	1.486
41~50	19	3.79	1.398
51~60	19	2.84	1.259
Over 60	21	3.33	1.197

This descriptive statistic associated with the good impression with Tainan Stadium across the average attendance is reported in Table 9. It can be seen that the attendance between 51~60 was associated with the numerically smallest mean of the good impression with Tainan Stadium ($M = 3.47$), and the attendance between 41~50 was associated with the numerically highest mean of the good impression with Tainan Stadium ($M = 4.05$). In order to test the correlation between the good impression with Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the good impression with Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.966$, $p = 0.448$. Overall the good impression with Tainan Stadium didn't have a significant impact on average attendance.

Well, the data showed a good impression couldn't have a positive influence on attendance. It all showed that Lions fans go to a baseball only for the baseball game, and it all showed marketing didn't have a significant on improving attendance.

Table 9. Descriptive Statistic for The Good Impression across Average Attendance

	N	Mean	S/D
1~10	140	3.66	0.972
11~20	62	3.79	1.042
21~30	24	3.50	1.142
31~40	23	3.61	1.305
41~50	19	4.05	1.129
51~60	19	3.47	1.307
Over 60	21	3.95	0.973

Well, the data showed a good impression couldn't have a positive influence on attendance. It all showed that Lions fans go to a baseball only for the baseball game, and it all showed marketing didn't have a significant on improving attendance.

Overall, the analysis all presented that marketing couldn't work on Lions. The reason can be that the way of marketing could be enhanced and try to make Tainan Stadium rooted in people mind with a good impression and a good place that was suitable for everyone to go.

Participation

Participation could be another major point that could influence the average attendance and people willingness to go to a baseball game. In this section, people behavior can be controlled called the planned behavior theory, and the following questions would be given a detailed interpretation go one by one.

The following analysis was basically based on the external factors to design such as the convenience of arrival Tainan Stadium, the satisfaction of food vendors, cleanness and to name but a few.

This descriptive statistic associated with the satisfaction of seats in Tainan Stadium across the average attendance is reported in Table 10. It can be seen that the attendance between 21~30 was associated with the numerically smallest mean of the satisfaction of seats ($M = 2.46$), and the attendance between 41~50 was associated with the numerically highest mean of the satisfaction of seats ($M = 3.42$). In order to test the correlation between the satisfaction of seats in Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the satisfaction of seats in Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.722$, $p = 0.115$. Overall the satisfaction of seats in Tainan Stadium didn't have a significant impact on average attendance.

People seem to not satisfy with the seats in Tainan Stadium because the seats are a little bit too old and a little dirty. However, this may not be the reason that the satisfaction of seats didn't have a positive impact on attendance.

Table 10. Descriptive Statistic for Satisfaction of Seats across Average Attendance

	N	Mean	S/D
1~10	140	2.81	1.103
11~20	62	3.02	1.152
21~30	24	2.46	1.062
31~40	23	2.65	1.027
41~50	19	3.42	1.121
51~60	19	3.05	1.508
Over 60	21	2.81	1.167

This descriptive statistic associated with the satisfaction of food vendors in Tainan Stadium across the average attendance is reported in Table 11. It can be seen that the attendance between 21~30 was associated with the numerically smallest mean of the satisfaction of food vendors in Tainan Stadium ($M = 2.50$), and the attendance over 60 was associated with the numerically highest mean of the satisfaction of food vendors in Tainan Stadium ($M = 3.00$). In order to test the correlation between the satisfaction of food vendors in Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the satisfaction of food vendors in Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.983$, $p = 0.437$. Overall the satisfaction of food vendors in Tainan Stadium didn't have a significant impact on average attendance.

Food always play a big part in daily life and so does in the stadium. However, it didn't show a significant effect. Interestingly, the more games you attend, the more acceptable of food will be more significant. Perhaps it was because they come to stadium very often so they were very familiar with these food.

Table 11. Descriptive Statistic for Satisfaction of Food Vendors across Average Attendance

	N	Mean	S/D
1~10	140	2.94	1.098
11~20	62	2.92	1.121
21~30	24	2.50	1.180
31~40	23	2.91	1.041
41~50	19	2.68	1.157
51~60	19	2.53	1.264
Over 60	21	3.00	1.183

This descriptive statistic associated with the satisfaction of cleanness in Tainan Stadium across the average attendance is reported in Table 12. It can be seen that the attendance between 11~20 was associated with the numerically smallest mean of the satisfaction of cleanness in Tainan Stadium ($M = 3.08$), and the attendance between 51~60 was associated with the numerically highest mean of the satisfaction of cleanness in Tainan Stadium ($M = 3.32$). In order to test the correlation between the satisfaction of cleanness in Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the satisfaction of cleanness in Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.471$ $p = 0.829$. Overall the satisfaction of cleanness in Tainan Stadium didn't have a significant impact on average attendance.

Cleanness could be seen a kind of politeness in mainstream value; however, it wasn't seen a mean to attendance. Maybe people thought that it is the most basic thing to do to provide a good environment to watch baseball game.

Table 12. Descriptive Statistic for Satisfaction of Cleanness across Average Attendance

	N	Mean	S/D
1~10	140	3.10	1.075
11~20	62	3.08	1.178
21~30	24	3.29	0.955
31~40	23	3.39	1.076
41~50	19	3.26	1.195
51~60	19	3.32	1.003
Over 60	21	3.29	1.384

This descriptive statistic associated with the satisfaction of sales department in Tainan Stadium across the average attendance is reported in Table 13. It can be seen that the attendance over 60 was associated with the numerically smallest mean of the satisfaction of sales department in Tainan Stadium ($M = 2.71$), and the attendance between 51~60 was associated with the numerically highest mean of the satisfaction of sales department in Tainan Stadium ($M = 3.26$). In order to test the correlation between the satisfaction of sales department in Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the satisfaction of sales department in Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.520$ $p = 0.793$. Overall the satisfaction of sales department in Tainan Stadium didn't have a significant impact on average attendance.

The merchandising about the famous players would actually attract fans; however, the data showed didn't show a positive impact which means that people wouldn't buy a merchandising and watch a baseball game in purpose.

Table 13. Descriptive Statistic for Satisfaction of Sales Department across Average Attendance

	N	Mean	S/D
1~10	140	3.00	1.169
11~20	62	3.10	1.183
21~30	24	2.96	1.429
31~40	23	3.13	1.546
41~50	19	2.79	1.398
51~60	19	3.26	1.195
Over 60	21	2.71	1.271

This descriptive statistic associated with the satisfaction of convenience of arrival Tainan Stadium across the average attendance is reported in Table 14. It can be seen that the attendance over 60 was associated with the numerically smallest mean of the satisfaction of convenience of arrival Tainan Stadium ($M = 3.19$), and the attendance between 11~20 was associated with the numerically highest mean of the satisfaction of convenience of arrival Tainan Stadium ($M = 3.89$). In order to test the correlation between the satisfaction of convenience of arrival Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the satisfaction of convenience of arrival Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.594$ $p = 0.148$. Overall the satisfaction of convenience of arrival Tainan Stadium didn't have a significant impact on average attendance.

How to get to a baseball stadium may be one of the reasons that people would like to go to baseball stadium. However, it didn't show a difference between the less attendances and the more attendances which mean people will not put the convenience of arrival baseball stadium into consideration when they want to watch a baseball game.

Table 14. Descriptive Statistic for Satisfaction of Convenience of Arrival Tainan Stadium across Average Attendance

	N	Mean	S/D
1~10	140	3.61	1.148
11~20	62	3.89	1.175
21~30	24	3.21	1.285
31~40	23	3.57	0.945
41~50	19	3.37	1.383

51~60	19	3.47	1.389
Over 60	21	3.19	1.289

This descriptive statistic associated with the satisfaction of activities held in Tainan Stadium across the average attendance is reported in Table 15. It can be seen that the attendance over 60 was associated with the numerically smallest mean of activities held in Tainan Stadium ($M = 3.43$), and the attendance between 51~60 was associated with the numerically highest mean of activities held in Tainan Stadium ($M = 4.05$). In order to test the correlation between the satisfaction of activities held in Tainan Stadium and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the satisfaction of activities held in Tainan Stadium and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.972$ $p = 0.445$. Overall the satisfaction of activities held in Tainan Stadium didn't have a significant impact on average attendance.

Although the satisfaction of activities held in Tainan Stadium didn't present a positive influence on attendance; however, when there was special activities held in Tainan Stadium, people would have more willingness to watch the game.

Table 15. Descriptive Statistic for Satisfaction of Activities across Average Attendance

	N	Mean	S/D
1~10	140	3.84	1.036
11~20	62	3.92	1.029
21~30	24	3.92	1.176
31~40	23	3.61	1.118
41~50	19	3.63	1.257

51~60	19	4.05	0.970
Over 60	21	3.43	1.287

This descriptive statistic associated with the increasing willingness of the people you admire is coming to open ball across the average attendance is reported in Table 16. It can be seen that the attendance over 60 was associated with the numerically smallest mean of the increasing willingness of the people you admire is coming to open ball ($M = 3.86$), and the attendance both between 41~50 and 51~60 were associated with the numerically highest mean of the increasing willingness of the people you admire is coming to open ball ($M = 4.32$). In order to test the correlation between increasing willingness of the people you admire is coming to open ball and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between increasing willingness of the people you admire is coming to open ball and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.655$ $p = 0.686$. Overall increasing willingness of the people you admire is coming to open ball didn't have a significant impact on average attendance.

Many people have their admirable stars, but it still couldn't have an impact on attendance. Perhaps it because the information was limited so people wouldn't know that their admirable person is coming to open ball for Lions.

Table 16. Descriptive Statistic for Increasing Willingness of The People You Admire Is Coming to Open Ball across Average Attendance

	N	Mean	S/D
1~10	140	4.02	1.035
11~20	62	4.08	1.060
21~30	24	3.88	1.262

31~40	23	4.13	1.100
41~50	19	4.32	0.946
51~60	19	4.32	0.946
Over 60	21	3.86	1.276

This descriptive statistic associated with the willingness of attending a baseball game no matter the team's standing across the average attendance is reported in Table 17. It can be seen that the attendance between 11~20 was associated with the numerically smallest mean of the willingness of attending a baseball game no matter the team's standing ($M = 3.52$), and the attendance both between 1~10 and 51~60 were associated with the numerically highest mean of the willingness of attending a baseball game no matter the team's standing ($M = 3.89$). In order to test the correlation between the willingness of attending a baseball game no matter the good or bad record and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the willingness of attending a baseball game no matter the good or bad record and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.765$ $p = 0.598$. Overall the willingness of attending a baseball game no matter the good or bad record didn't have a significant impact on average attendance.

A baseball team standing affect not only their own but also the fans. If the team keep losing the games for many times, people would be frustrated and consider not to attend the game until the team got better, or the team keep winning the games for most of the time, people would have more willingness to attend a baseball game. However, the statics totally showed an opposite results, people attend a baseball game not because of the standing.

Table 17. Descriptive Statistic for Willingness of Attending A Baseball Game no matter The Team’s Standing across Average Attendance

	N	Mean	S/D
1~10	140	3.89	1.145
11~20	62	3.52	1.400
21~30	24	3.79	1.141
31~40	23	3.65	1.335
41~50	19	3.63	1.212
51~60	19	3.89	1.286
Over 60	21	3.76	1.044

This descriptive statistic associated with the increasing willingness to attend a baseball game based on a good record across the average attendance is reported in Table 18. It can be seen that the attendance between 51~60 was associated with the numerically smallest mean of the increasing willingness to attend a baseball game based on a good record ($M = 3.79$), and the attendance between 21~30 was associated with the numerically highest mean of the increasing willingness to attend a baseball game based on a good record ($M = 4.46$). In order to test the correlation between the increasing willingness to attend a baseball game based on a good record and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the increasing willingness to attend a baseball game based on a good record and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.855$ $p = 0.088$. Overall the increasing willingness to attend a baseball game based on a good record didn't have a significant impact on average attendance.

When a team got good grades, the fans would feel more happier and expect next time to go to a baseball stadium. However, the data present it didn't have an impact on

attendance.

Table 18. Descriptive Statistic for Increasing Willingness to Attend a Baseball Game based on A Good Record across Average Attendance

	N	Mean	S/D
1~10	140	4.30	0.935
11~20	62	3.98	1.152
21~30	24	4.46	0.658
31~40	23	3.96	1.224
41~50	19	3.89	1.286
51~60	19	3.79	1.437
Over 60	21	4.33	1.017

This descriptive statistic associated with the decreasing willingness to attend a baseball game based on a bad record across the average attendance is reported in Table 19. It can be seen that the attendance between 51~60 was associated with the numerically smallest mean of the decreasing willingness to attend a baseball game based on a bad record ($M = 3.16$), and the attendance between 21~30 was associated with the numerically highest mean of the decreasing willingness to attend a baseball game based on a bad record ($M = 4.17$). In order to test the correlation between the decreasing willingness to attend a baseball game based on a bad record and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the decreasing willingness to attend a baseball game based on a bad record and average attendance because its p value didn't under 0.05, $F(6, 301) = 1.692$ $p = 0.122$. Overall the decreasing willingness to attend a baseball game based on a bad record didn't have a significant impact on average attendance.

People would be disappointed and frustrated when their favorite lost the match, not to mention keeping losing for lots of matches. Basically, this would lead to the reduce of attendance; however, the data rejected. It showed that it had nothing to do with the attendance.

Table 19. Descriptive Statistic for Decreasing Willingness to Attend a Baseball Game based on A Bad Record across Average Attendance

	N	Mean	S/D
1~10	140	3.69	1.224
11~20	62	3.48	1.364
21~30	24	4.17	1.007
31~40	23	3.52	1.163
41~50	19	3.53	1.264
51~60	19	3.16	1.167
Over 60	21	3.95	1.244

Gender, Age and Income per Month

This descriptive statistic associated with age across the average attendance is reported in Table 20. It can be seen that the attendance between 11~20 was associated with the numerically smallest mean of age ($M = 3.52$), and the attendance both between 1~10 and 51~60 were associated with the numerically highest mean of age ($M = 3.89$). In order to test the correlation between the willingness of attending a baseball game no matter the good or bad record and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between the willingness of attending a baseball game no matter the good or bad record and average attendance because its p value didn't under 0.05, $F(6, 301) = 0.765$ $p = 0.598$. Overall the age didn't have a significant impact on average attendance.

Table 20. Descriptive Statistic for Age across Average Attendance

	N	Mean	S/D
15~20	92	2.30	1.960
21~30	87	2.00	1.533
31~40	53	2.96	1.971
41~50	33	2.94	2.207
51~60	22	3.62	2.136
Over 60	21	2.55	2.037

This descriptive statistic associated with income per month across the average attendance is reported in Table 21. It can be seen that the attendance between 41~50 was associated with the numerically smallest mean of income per month ($M = 2.58$), and the attendance between 31~40 was associated with the numerically highest mean of income per month ($M = 3.61$). In order to test the correlation between income per

month and the average attendance, a test was proved by using ANOVA. The statistic denied the correlation between income per month and average attendance because its p value wasn't under 0.05, $F(6, 301) = 1.529$, $p = 0.168$. Overall the income per month didn't have a significant impact on average attendance.

Table 21. Descriptive Statistic for Income per Month across Average Attendance

	N	Mean	S/D
1~10	140	2.76	1.854
11~20	62	2.98	1.594
21~30	24	3.54	2.064
2.87	23	3.61	1.803
41~50	19	2.58	1.710
51~60	19	3.26	1.447
Over 60	21	3.19	1.778

To the gender across the average attendance, this data analysis used another way to examine which was regression analysis because its dependent variable was nominal scale and the independent variable was interval scale. The data showed that the gender didn't have a significant impact on the average attendance because its F test's P value was 0.301, and it wasn't under 0.05.

Why would the income influence the attendance? Well, basically if the fans were student and they had no income, so he couldn't afford the ticket. Then Lions would lose one of the target groups from student.

To sum up, the age, gender and income per month all didn't have a positive effect on the average attendance, however, it also could be said that Lions attract different age groups.

Conclusion

Discussion

Before talking about the conclusion, the research questions must be confirmed according to the data analysis. The research questions were, are the Lions fans satisfied with the management of the baseball stadium in Tainan (including the facilities, activities and services)? The next question was what are the determinations of regular fan attendance? The last question was can the policy of managing the baseball stadium attract more fans?

The data analysis showed that management didn't view as the meanings on the impact of average attendance. However, cultivating a sense of home could be an important strategy to attract more fans because the data showed that only the feeling of home had a significant effect on average attendance. On the other hand, it could be said that the same successful couldn't be applied on Lions which mean that Lions had to find his own way to attract more fans. Besides the feeling of home, government support and policy could play an important role to attract more fans. With government support, Lions could reconstruct and renovate their home stadium because most of the Lions fans thought that the stadium are too old, and maybe this is a key determination to transform and thus to attract the fans.

It seems that now the Lions fans would go to baseball stadium just because they want to watch a baseball game and support their favorite team. Lions should develop its own culture and combine local culture in Tainan to create a new Lions style and make good use of the advantages that Lions is the only team that set its home stadium in southern Taiwan.

Another point that we can look forward to is that the Japanese enterprise Rakuten claimed that they bought the Taiwanese professional baseball team Lamigo. Rakuten sponsored many famous sports teams like the basketball team called Golden State Warriors and the soccer team called Futbol Club Barcelona. We can expect the way of Rakuten management and market, and perhaps Rakuten's style will become the focus of attention among sports marketing strategies.

First Research Question

According to the data analysis, it said that the Lion's fans basically are not satisfied with these baseball management including the facilities and services except the activities, which means that the fans thought that the Tainan Stadium should be renovated.

Second Research Question

According to the data analysis, it said that the majority of the determinations of regular fan attendance are to experience the atmosphere of baseball game and support their favorite team. Other reasons like interacting with cheerleader squad, releasing, and to name but a few are not much important to influence fan attendance.

Third Research Question

Can the policy of managing baseball stadium attract more fans? Well, according to the data analysis, this would definitely not work well. On the other hand, it could be said that the baseball management have nothing to do with the fan attendance.

Research Conclusion

Overall the research, although the statistics showed that the baseball management including fan participation, the sense of home, and marketing, didn't have an impact on fan attendance, we still could find that the feeling of home have a positive effect on fan attendance, furthermore, it could be related to the majority of the determinations of regular fan attendance. So how to make the home stadium like a home is the most important thing to the enterprise who is managing a baseball team. I would also suggest that other researchers who are also interesting at this topic could put the indicators like government support and the degree of passion manager toward the baseball team into consideration.

Appendix

統一獅在台南棒球場的經營

各位先生女士大家好，我目前是文藻外語大學國際事務系大四學生。目前我正在收集論文所需的資料，我的論文主要是在如何提升統一獅在台南棒球場的經營成效以及促進整體棒球發展。這份問卷只會用於學術研究，絕不會洩漏任何基本資料及隱私，請大家放心。最後謝謝大家耐心地回答！

文藻外語大學國際事務系

指導教授:焦源鳴教授

指導學生:何梓銘

***必填**

性別 *

女

男

年齡 *

15~20

21~30

31~40

41~50

51~60

60 以上

收入 *

0~10000

10000~20000

20000~30000

30000~40000

40000~50000

50000 以上

1.對於認識棒球或對棒球有興趣幾年了 *

半年以下

半年~1 年

1 年~2 年

2 年~3 年

3 年~4 年

4 年~5 年

5 年以上

2.你是否認為自己是個棒球球迷 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

3.平均一年都到場觀看多少場比賽 *

1~10 場

11~20 場

21~30 場

31~40 場

41~50 場

51~60 場

60 場以上

4.當你在台南棒球場看比賽的時候，是否有感到在家的感覺 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

5.當你在台南棒球場看比賽的時候，是否感到放鬆 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

6.我覺得台南棒球場比任何其他球場帶給我的感受最舒適 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

7.認為自己與台南棒球場的認同程度很高 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

8.你是否同意台南棒球場在台南市是一個指標性及有意義的地點 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

9.當你想到台南的時候，台南棒球場會是你第一個聯想嗎 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

10.你對於台南棒球場有好感嗎 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

11.對於台南棒球場的座位是否感到滿意 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

12.對於台南棒球場的食物攤販是否感到滿意 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

13.對於台南棒球場的整潔是否感到滿意 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

14.對於台南棒球場的販賣部是否感到滿意 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

15.對於到達台南棒球場是否感到便利 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

16.對於統一獅在台南棒球場辦的活動是否感到滿意 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

17.對於你欣賞的人(包括藝人，明星等等)要來開球，是否會增加你到球場看球的意願 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

18.即使無法到台南棒球場觀看比賽仍然會透過電視或是網路來觀看比賽 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

19.到場觀看棒球的原因(可複選) *

體驗棒球比賽

跟啦啦隊互動

為喜歡的隊伍加油

跟球員互動

跟朋友一起來

從觀看球賽及球員中學到一些有關棒球的技術

釋放壓力

其他原因(如有其他原因請至下一題回答原因，如沒有請跳過第 20 題)

20.其他到場觀看棒球的原因

您的回答

21.球隊戰績是否會影響到球場看球的意願 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

22.球隊戰績是好否會增加到球場看球的意願 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

23.球隊戰績是差否會減少到球場看球的意願 *

非常同意(5)

同意(4)

無意見(3)

不同意(2)

非常不同意(1)

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