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# AN ANALYSIS ON STRATEGIES OF SUSTAINABLE DEVELOPMENT FOR CHINESE PROFESSIONAL BASEBALL LEAGUE IN TAIWAN

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## Abstract

### 1. Aim of abstract/paper - research question

Chinese Professional Baseball League (CPBL) in Taiwan was established in 1990. During the past two decades, the CPBL has encountered a variety of incidents that may undermine fans' interest and passion toward the league, including game fixing scandals, malicious competition from another professional baseball league (Taiwan Baseball League, TBL, 1996-2003), strong competition from Major League Baseball (MLB) as well as Japanese Professional Baseball League, and Taiwanese outstanding professional baseball players being recruited by the overseas professional baseball franchise. These factors adversely influence game attendance in the CPBL. Therefore, sustainable development for the CPBL has become a critical issue and warrants attention from researchers and practitioners. The aim of this study was to explore the strategies for sustainable development of CPBL from the perspectives of academics, practitioners and government agencies.

### 2. Theoretical background or literature review

Legacy in sport events has become increasingly popular in recent years. Legacy encompasses a variety of objects, including tangible and intangible assets. Within the concept of legacy, sustainable development becomes a crucial issue for not only the operations of sport facilities (Babik & Trendafilova, 2011) but also the sustainability of sporting events. Past literature has indicated that sustainability is a multidimensional concept (Conhrane, 2006). Among the literature, the Triple Bottom Line (TBL) model has been widely used as a framework when addressing the issue of sustainable development. Therefore, the Triple Bottom Line (TBL) was adopted to be the theoretical framework in this study. Furthermore, the International Olympic Committee (IOC) has recently turned their attention to the sustainable development of sporting events and sport facilities (International Olympic Committee, IOC, 2007). Other literature has also argued that game fixing scandals, talent

migration and substitutes for the sports of interest negatively influence the game attendance in the home country (Chen, Lin & Lin, 2012), causing sustainable development to become a problem. As a consequence, the issue of sustainability for sporting events warrants researchers' efforts in order to provide scientific and empirical evidence for developing effective strategies.

### 3. Methodology, research design and data analysis

The methods utilized in the present study were described as follows. A thorough review of literature and in-depth interviews with a panel of experts generated a list of initial strategic indicators of sustainable development for the CPBL. Next, Fuzzy Delphi Methods (FDM) and Analytic Network Process (ANP) were applied to validate the framework of indicators of sustainable development for the CPBL and to compute the weight coefficients for the indicators. Additionally, Decision Making Trial and Evaluation Laboratory (DEMATEL) was then used for the analysis of the influential indicators of sustainable development for the CPBL. The survey was sent to 10 experts comprising academics, practitioners and government officials through email. All the surveys were returned with a response rate of 100%.

### 4. Results, discussion and implications/conclusions

The review of literature generated 8 dimensions consisting of 40 strategic indicators. These initial indicators were then refined to 8 dimensions comprising 30 strategic indicators by means of Fuzzy Delphi Methods (FDM) and Analytic Network Process (ANP). All the dimensions as well as the strategic indicators were categorized into 4 factors using Decision Making Trial and Evaluation Laboratory (DEMATEL), including core, driven, independent, and susceptible factor. Moreover, "attractiveness of the game," "activation of the baseball industry," "quality of team management" were most critical dimensions, followed by "implementation of the grassroots campaigns." With respect to the strategic indicators, the five most influential indicators were as follows: "enhancing opportunities for international competitions," "bidding for hosting international sporting events," "increasing the competitiveness among the teams," "establishing rules and regulations for managing players and coaches," and "providing players with better salaries and benefits." It is expected that the findings contribute to effective sustainable development for CPBL in Taiwan by appropriate resources allocations.

## References

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