



CTBC BANK
中國信託銀行



Home Run Readers Social Return on Investment (SROI) Evaluation Report

January 2022

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Signed

Mr Ben Carpenter
Chief Executive Officer
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Summary

PROJECT ACTIVITIES BACKGROUND AND PRIMARY OBJECTIVES

One of the organizers of Home Run Readers Program (hereinafter "Home Run Readers"), ChinaTrust Commercial Bank (hereinafter "CTBC"), authorized Green Mountain Sustainability Consulting Co., Ltd. to conduct a social investment rate of return (Social Return on Investment, SROI) analysis. The primary aim of this report is to better understand the social influence of Home Run Readers so that we can adjust and optimize the project to expand its influence and social value.

Based on observations, interviews and questionnaires, this report lists all the impacts on and changes related to relevant stakeholders. Accordingly, it provides the analysis data needed to internally manage the project and improve project effectiveness and impact.

METHODOLOGY OF THE RESEARCH

This report adopts the SROI methodology for the evaluation research and assessment. In this report, we have followed "A Guide to Social Return on Investment" (2012 edition; hereinafter "SROI Guide"), published by the British government, to form the basis of the analytical framework. Based on the actual data from stakeholder interviews during the assessment period, the changes and impacts affecting stakeholders during that time served as the basis for evaluating the social impact of the project.

We conducted each step of the analysis in accordance with the description and framework design of the SROI Guide, as outlined in the table below.

Table 1. SROI Analysis Procedures

SROI Analysis Procedures	Description
1. Establishing scope and identifying stakeholders	Scoping the boundaries of the report and identifying the stakeholders involved.
2. Mapping outcomes	Building an impact map based on the engagement with stakeholders.

SROI Analysis Procedures	Description
3. Evidencing outcomes and assigning values to them	Identifying data to show whether outcomes have happened and then valuing them.
4. Establishing impact	Applying four filter coefficients—deadweight, attribution, displacement and drop-off—to adjust and change the value.
5. Calculating the SROI	Adding up all the benefits, subtracting any negatives and comparing the result to the investment.
6. Reporting, using and embedding	Sharing findings with stakeholders and responding to them, embedding good outcome processes, and verifying the report.

LIMITATIONS AND RISKS OF THE RESEARCH

Under the SROI structure, we price abstract or use narrative non-quantitative indicators, and use hypothetical variables as adjustment factors (e.g., deadweight factors, drop-off factors, etc.). The resulting value generation derives from the feelings of stakeholders, not a traditional predictive financial analysis model. Therefore, the social investment return figures calculated in this report are not suitable for comparison with the SROI values of different project properties.

In view of the above, beyond disseminating the SROI results, we must also publicize the SROI report, explain the results and calculations, and publicly deduce the process, ensuring we list the assumptions and sensitivity analysis in the process. Users of the report will be able understand the event and its social value by accessing the complete information. That information can then be used as the basis for not only decision-making and judging the event management, but also maximizing social value.

In addition, we follow the eight SROI principles during the research process. The following table describes the limitations and possible risks of the research.

Table 2. Eight SROI Principles

SROI Principles	Limitations of the Research	Possible Effects on SROI Outcomes	Response Method
Involve stakeholders	One of the stakeholders (i.e., activity participants) represents a massive number, so it is difficult to calculate the real number of participants.	Underestimation/ Overestimation	Via statistical science, the proportion of each subgroup is calculated based on the results of questionnaires and interviews; this calculation allows us to estimate and adjust the number in each subgroup in the sensitivity analysis.
Understand what changes	Because the matrix of participants in this study is relatively large, it is objectively impossible to investigate every stakeholder. Instead, we must rely on statistical science to aggregate the survey results to estimate changes in stakeholder groups.	Underestimation/ Overestimation	A multi-stage negotiation is used by referring to relevant literature in the preliminary investigation and then using statistical methods to estimate the conclusion under the principle of materiality and non-exaggeration; this method improves the confidence level of the investigation, and estimates are made through more adequate understanding and scientific methods, reducing possible survey bias.
Value the things that matter	Stakeholders with different values and backgrounds evaluate the value of the results differently.	Underestimation/ Overestimation	Due to the large number of stakeholders, we use a weighted average method to aggregate the stakeholder values in the same subgroup. For extreme values, we will still understand the reasons for their occurrence and the stakeholder value judgment.
Only include what is material	Different levels of impact on stakeholders prevented being able to accurately determine the degree of importance.	Underestimation	To avoid exaggerating the stakeholder results, positive results must pass the indicator threshold test before they can be included in the analysis, which slightly lowers the threshold for the inclusion of negative results. If there are sufficient signs and

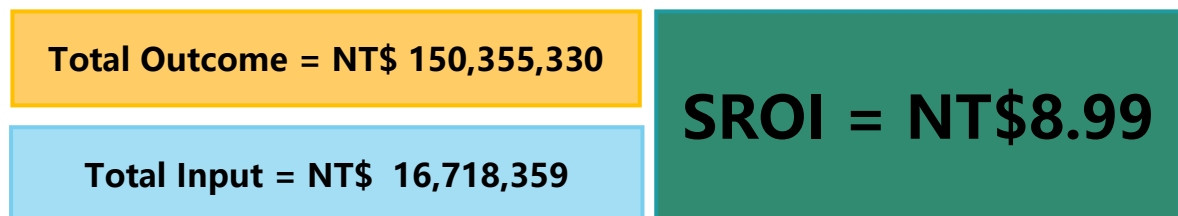
SROI Principles	Limitations of the Research	Possible Effects on SROI Outcomes	Response Method
			evidence showing negative results for stakeholders, the negative results will be included as a primary reference for responding to and improving this project.
Do not over-claim	Minority stakeholder influence is more indirect.	Underestimation	If the stakeholder fails to explain the causal relationship of the impact and provide clear evidence supporting the results, if the set standard is not met, the principle of not exaggerating will be considered. The impact will then also not be included in the calculation of this research (professional judgment).
Be transparent	Too much negotiated information makes it difficult to disclose all information.	NA	The results and calculations, deduction process, and references are disclosed and explained in detail in the report.
Verify the result	Due to research time constraints, all stakeholders could not be invited to participate in the confirmation of results.	NA	This report utilizes a multi-stage stakeholder engagement process that invites multiple parties to review at different points in time, allowing results to be validated. Through sensitivity analysis, the interval of calculation results is verified by re-introducing different parameters.
Be responsive	Responses can only be made to stakeholders regarding the main objectives of this project activity, and the completeness of responses is limited.	NA	Next year's project will propose optimization and improvement suggestions based on the analysis results of this project, as detailed in the Response section of this study.

The main purpose of this report is to understand the changes experienced by and the influence of stakeholders so that project activities can optimize social influence through effective management. Therefore, the stakeholder changes and results under this purpose are our main inventory and thus frame the scope of the analysis.

SCOPE OF RESEARCH

- I. **Time frame:** This report evaluates Home Run Readers activities held from 2016 to 2020 (a total of 5 years).
- II. **Scope of stakeholders:** The scope of analysis in this report is the stakeholders affected by the following five major activities of Home Run Readers: read and get baseball ticket, book car (touring the Taichung Intercontinental Baseball Stadium), themed book fair, baseball stars' endorsement and reading guidance, and high school writing competition.

SROI ANALYSIS RESULTS



Based on the investigation and analysis of this research, every NT\$1 invested in Home Run Readers will create a social value equal to approximately NT\$8.99. The sensitivity analysis results ranged from NT\$6.65 to NT\$9.89.

The main influence of this project, based on discussions with stakeholders, was improving the family or other interpersonal relationships of participants, increasing public awareness and interest in baseball, and increasing knowledge.

In the report, we also discuss the results and stakeholder feedback on the research process to optimize our project. We look forward to further adjusting

and revising the implementation process in the future to expand the project and maximize its impact, social value and benefits.

PROJECT OPTIMIZATION

1. *Reduce the deadweight factor and increase the uniqueness of the activity:*

Baseball is relatively popular in Taiwan, and people can also connect with baseball by watching the game and participating in baseball-related activities. Therefore, the project deadweight factor is higher than expected. In the future, we will strive to design more unique activities to reduce the likelihood of fungible outcomes without deviating from the family and baseball theme.

2. *Improve the connection between the organizer and the event:*

Due to the distinct baseball element of the Home Run Readers event, most people are attracted to participating due to the baseball aspect, which results in "improving the favorability of the CTBC Brothers baseball team" outcome. It is recommended to strengthen the link between the National Library of Public Information (hereinafter "NLPI") and CTBC (the organizers), and activities in the future (the events).

3. *Reduce the negative results:*

Due to the limited number of tickets, some stakeholders who could not obtain tickets had negative impressions and results. This proportion of stakeholders was not high, but it was still a negative result to which we attach great importance. Future activities and planning will strive to reduce negative outcomes.

Chapter 1: Home Run Readers

1-1 BACKGROUND

Child Welfare League Foundation, R.O.C. (hereinafter "Child Welfare League") has occasionally conducted annual surveys on father–son interaction since 2012. According to the survey results in previous years, most Taiwanese fathers still play the role of "strict fathers" in the parent–child relationship. Forty percent of the children said that their fathers did not have time to help with homework and studying, and twenty-four percent of the children said that their fathers did not even have time to play.

In view of this, in 2016, Child Welfare League conducted a market survey on the interaction between elementary and middle school students and their parents in all counties and cities in Taiwan (excluding the outlying island groups). The study showed that 62.6% of fathers occasionally or never exercise with their children, and about 50% of the children said that they and their fathers do not enjoy each other's leisure activities together; even up to 80.5% of the fathers occasionally or never arrange time to be alone with their children.¹

In addition, Taiwan is a big player in the electronics industry, so 3C products are easy to obtain, which reduces the reading and quality time among Taiwanese children and families. According to the "Future Family" study, 42.4% of children and adolescents spend more time online than reading. With the increase of age, the proportion of children using the Internet increases, and the proportion of "more time online" also increases. At the middle school stage, 63.4% of students spend more time online than reading, and only 28.2% answered "more time for reading."²

¹ 2016 Taiwan father–son relationship survey report / Child Welfare League Foundation
https://www.children.org.tw/uploads/images/private/23/files/report_2016_father_child_relation_ship.pdf

² The current situation of children reading less: More time online than reading / Global Views Monthly Opinion Survey / January 2017 <https://gvsr.cwgv.com.tw/articles/index/14765/>

The results of this study also raised the idea of cross-border cooperation between CTBC and NLPI, inspired by cooperation between the Major League Baseball Atlanta Braves and the Georgia Public Library in the United States for the "Reading and Sending Tickets" initiative and other programs. In this project, we use "baseball" as the medium and the core of the project activity given that baseball is the most popular sport among Taiwanese male adults and ranked the best sport in the world, which together helps produce consensus in Taiwan. This project uses the CTBC Brothers professional the parent-child relationship.

The CTBC and NLPI intend to encourage the public to read more and enjoy baseball. By organizing a variety of "Reading × Baseball" activities, it can help children cultivate their interest in reading and sports from an early age, and at the same time, parents and children are encouraged to read together. In the long run, through Home Run Readers, we will create a new model of the "Reading x Baseball" civil-military alliance, integrate sports and book resources, and expand cooperation among varied fields and influences. Such achievements will help not only improve the reading and sports atmosphere for all people, but also cultivate the next Taiwanese generation as happy and intelligent sports enthusiasts.

1-2 ACTIVITIES OF HOME RUN READERS

1. Read and Get Baseball Ticket

"Read and get baseball ticket" is the main activity of Home Run Readers. Combining reading and baseball, participants can earn a free baseball game ticket exchange coupon by completing the designated reading task, allowing participants to visit the baseball stadium to experience the enthusiasm for and excitement of the game. The original goal of this project is to enhance the relationship between families participating in reading and watching baseball games with their family to increase time together and communicate. To expand the depth of the reading promotion and sports education, there has been no set age limit for participants from the second year onward, calling on all people to join Home Run Readers to enjoy reading and baseball with family or friends.

Participant condition and reading tasks from 2016 to 2020:

FY 2016	FY 2017 to 2020
<ul style="list-style-type: none"> ● Age limitation: Students under 20 years old ● Tasks: <ol style="list-style-type: none"> (1) Invite a family member or friend over 20 years old to join the program simultaneously as co-hitter (2) Borrow at least 5 books with co-hitter (3) Write at least 100 words of reading notes 	<ul style="list-style-type: none"> ● No age limitation ● Tasks: <ol style="list-style-type: none"> (1) Borrow at least three books (2) Write down famous quotes from books and the reasons for recommending these books (3) In 2018, two people were required to join simultaneously, but there has been no such requirement for other years

2. *Book Car–Tour to Taichung Intercontinental Baseball Stadium (hereinafter "Book Car")*

Home Run Readers joins hands with book car to expand the reach of reading promotions. Book car is an alliance of action libraries in various counties and cities, but mainly based out of the Taichung Public Library. Given the convenience of moving the book car, it brings reading resources to remote villages and counties in Taiwan. The book car is also occasionally paired with troupe performances, bringing the stories in the books to life in front of children's eyes and vividly promoting reading. In 2017, Home Run Readers cooperated with 10 book cars, and a total of more than 8,000 books toured 30 remote villages in the north, middle and east so that children and people in remote areas could also access books and enjoy reading. In 2019 and 2020, the series of book cars advanced to 60 elementary schools and urban bases in the central region to build a diverse scholarly life circle. The book car not only traverses the campus and the community, but also drives to Taichung Intercontinental Baseball Stadium to create an alternative stadium experience for professional baseball fans. The on-site borrowing of books is also accompanied by a gashapon lottery, attracting

children to take the initiative to read more and encouraging young fans to develop a reading hobby. The CTBC Brothers mascot—Xiaoxiang, who is very popular among children—appeared as a spokesperson for alternative reading as well, appearing in the book car to read alongside the children.

3. Themed Book Fair/Anti-Drug Exhibition

The themed book fair an event held annually by Home Run Readers. NLPI sets the theme according to the trend of the year, selects books by age for curation, and then organizes in collaboration with public libraries and online bookstores in various counties and cities to arouse people's interest in reading.

To attract public attention to the issue of drug hazards, the main axis of Home Run Readers in 2019 was extended to a cross-border anti-drug promotion. The Ministry of Education, NLPI and CTBC Anti-Drug Educational Foundation co-held the "Anti-Drug Education Special Exhibition," with the theme of "I read but am not a drug addict"(in Taiwan, the pronunciations of "read" and "drug" are the same). Children participating in the activity not only developed reading and exercise habits, but also learned about drug problems from the activities, which encouraged children to then stay away from drugs.

The book fair themes over the years are detailed below:

FY 2016	"Home Run Readers – Sports" (books related to baseball and sports)
FY 2017	"Home Run Readers – Dreams" (books related to dreams)
FY 2018	"Dream 2018" (books related to life design and career exploration)
FY 2019	"Future Prescription" (books related to self-investment and career training)
FY 2020	"Post-Epidemic New World" (books on epidemic prevention, health, exercise and wellness)

4. Baseball Stars' Endorsement and Reading Guidance

Home Run Readers invites players from the CTBC Brothers baseball team to serve as spokespersons every year to spread the influence of the event through the appeal of the stars. We then use the star guide as one of the highlights of this project. Through guided reading interaction, children are guided to understand the meaning of picture books, while the stars share their own reading experiences and educate children to develop good reading habits. For the "Parent–Child Reading" activity launched for family groups, the endorsement star shot the video titled "Home Run Readers 10 Minutes Bedside Story Relay," and the video was posted on the Facebook fan page of Home Run Readers. In the content, the star guides the children to read the first half of the bedtime story, then encourages fathers and mothers to accompany the children to finish reading the picture books. In addition to encouraging reading habits to take root, the video also enhanced parent–child interaction by encouraging both to participate in activities.

5. High School Writing Competition

To promote the reading atmosphere on campus, in addition to the book car touring elementary school campuses, CTBC also collaborated with NLPI and Youth Books. Com to hold a high school vocational youth writing activity to promote reading in high schools. This event was open to all high school students in Taiwan. Participants could write to the Youth Books. Com Blog to provide personal information/verify their identities and then register to join the Youth Blog to become a member of the official website, where the participating students could submit their reading notes. The winners would be rewarded with CTBC Brothers commemorative merchandise, admission tickets to the Intercontinental Baseball Stadium and other rich prizes. This activity was expected to allow students to improve their writing skills through book review writing and book excerpts after reading.

6. Summary

Through the outlined activities, as of 2020, Home Run Readers has connected 114 libraries and book cars in 17 counties and cities in Taiwan, as well as 10 online bookstores, with a total of 854,221 participants. These activities have, in turn,

driven the public to borrow 110,845 books from public libraries, and 40,993 CTBC Brothers match tickets have been given away.

Baseball, also known as "national ball," is the most popular sports event in Taiwan. Reading being encouraged through baseball and public welfare promotions has also been practiced in Major League Baseball in the U.S. for many years. Taking the above factors into consideration, this report will follow "A Guide to Social Return on Investment," published by the UK Cabinet Office in 2012, as the main analysis reference framework to evaluate the effectiveness of Home Run Readers from year 2016 to 2020. This project analyzes the original data and the changes and impacts of stakeholders based on changes across the 5-year period as the basis for calculation. Accordingly, this report is classified as an "Evaluation SROI Report" in the SROI Guidelines.

Chapter 2: Stakeholders

The SROI analysis process can be summarized into the six major steps depicted below; the detailed analysis content is presented in the following chapters.



Figure 1. The Six Steps of SROI Analysis

2-1 ENGAGING WITH STAKEHOLDERS

1. Identification and categorization of stakeholders

Stakeholders play the most important role in the SROI framework. To ensure the integrity of the inclusion of stakeholders, we adopt a rolling negotiation method as a strategy. The method continuously includes stakeholders in the scope and employs a mind map to fully describe the scope of stakeholders.

Using a mind map can help us understand the relationships between stakeholders and formulate better negotiation strategies. We also confirmed the latest mind map with stakeholders during every negotiation, ensuring stakeholders could

also fully participate in the determination of stakeholder range. Therefore, our calculation and analysis could be dynamically adjusted at any time to avoid omitting important stakeholder groups.

Using a mind map could also help distinguish subgroups of stakeholders. Based on significant differences in the results, we divided stakeholders into different subgroups to avoid analytical biases. In the case of referring to the mind map, stakeholders could also participate in and discuss the appropriateness of subgroup classification in each negotiation.

Stakeholders are defined as "persons or organizations that have undergone changes due to project activities or have affected project activities."³ According to our professional experience, the project organizer is the person who knows the details of the project activities and would continuously track the results of the event. Therefore, the project organizer was our first interviewee. Then, we gradually expanded the scope of stakeholders and adjusted the calculation scope on a rolling basis. The negotiation process is as follows:



(1) Project organizers:

The organizers of Home Run Readers⁴ are NLPI and CTBC, so we interviewed 1 employee of NLPI and 2 employees of CTBC, who mainly planned the project, to understand the project details. Furthermore, we discussed all

³ Social Value International, standard on applying Principle 1: Involve stakeholders, version 2.0 (p. 3).

⁴ On the official website of Home Run Readers, although CTBC Brothers was also one of the organizers, it was not listed as our first interviewee because it was not directly involved in the project planning and implementation.

possible stakeholders in each activities and the degree of stakeholder participation to decide the interviewee in next step. During this process, we divided all possible stakeholders into two groups: primary stakeholders and secondary stakeholders:

Stakeholders	Primary Stakeholders	Secondary Stakeholders
Description	<ol style="list-style-type: none"> 1. Individuals/groups are directly involved in Home Run Readers. 2. The individuals/groups with a high degree of being impacted by Home Run Readers or impacting Home Run Readers. 	<ol style="list-style-type: none"> 1. Individuals/groups are indirectly involved in Home Run Readers. 2. The individuals/groups with a low degree of being impacted by Home Run Readers or impacting Home Run Readers.

(2) Primary Stakeholders:

Next, primary stakeholders were our second interviewees in the second-stage negotiation, including participants, libraries, online bookstores and CTBC Brothers. Since the number of population of participant was relatively large and we did not have any contact information of the participants, we first publicly distributed questionnaires to simply understand the influence to participants and invite people who were willing to be interviewed. For libraries, Taichung Public Library participated in Home Run Readers every year and was one of the organizers of book car, so we discussed with it to understand how library cooperated with the project. For online bookstores, we negotiated with the one that had cooperated for more than 2 years to know more about all possible impact on bookstores. For CTBC Brothers, we chose the team leader to negotiate. Through the second negotiation, we

found that there were other primary stakeholders, including performance groups and CTBC Brothers players, so they also interviewed one person in each of them.

- (3) Through the above discussions with project organizers and primary stakeholders, we have determined the stakeholders who may be indirectly affected by professional experience, and confirmed with them. We judge the materiality of each secondary stakeholders in different perspectives to determine to include or exclude them in our analysis, please find more details in Table 5.

The mind map in Figure 2 is all stakeholders that we summarized through negotiation process above:

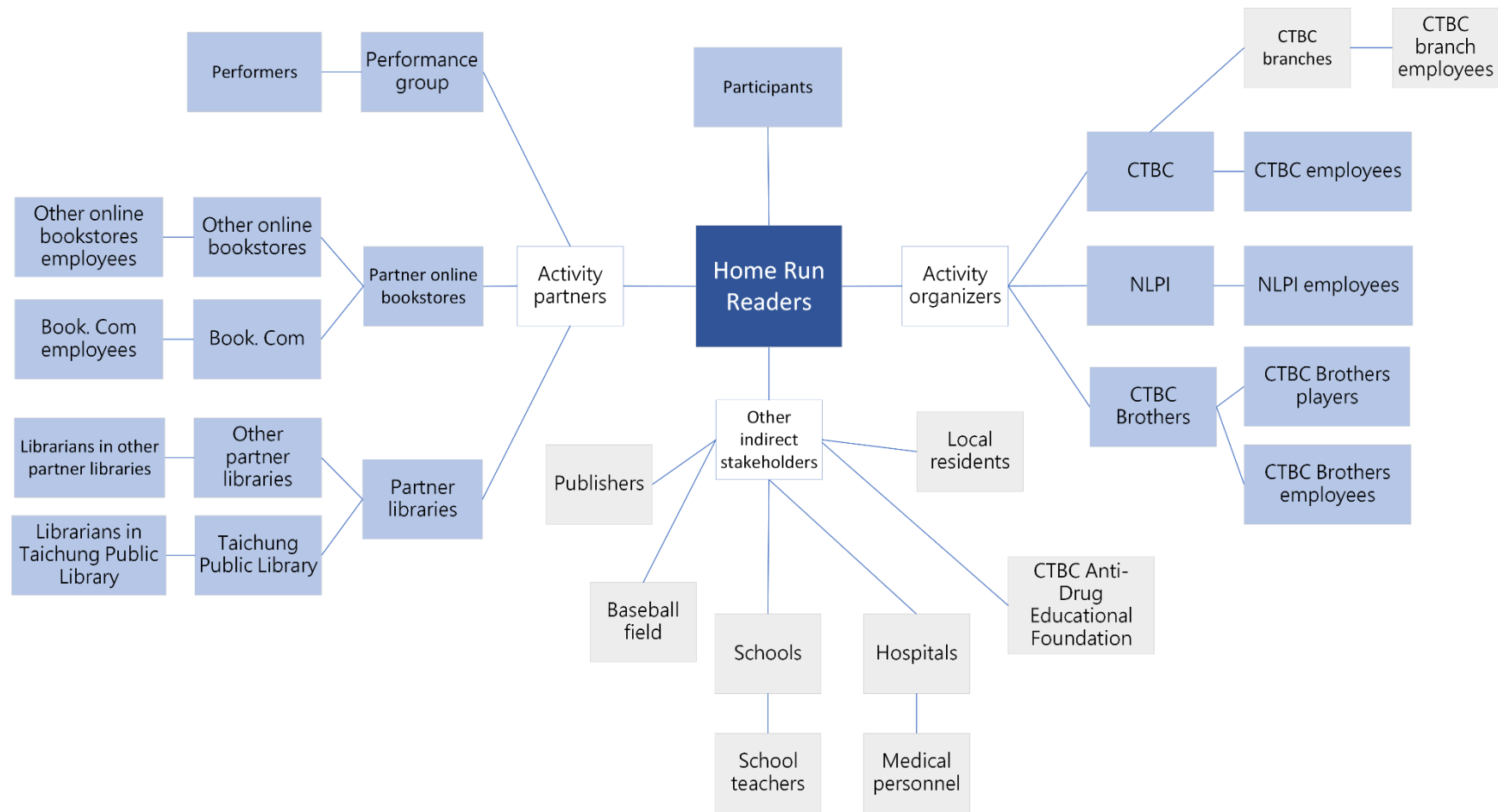


Figure 2. The stakeholder mind map of Home Run Readers

Due to the significance of SROI and the principle of non-exaggeration, we did not include activities whose impact and changes were not significant, even if such activities may have influenced changes or impacted stakeholders. The decision to

include or exclude stakeholders is a rolling process. We will refer to the literature⁵ and the process of negotiation. As the investigation progresses, if the influence of stakeholders has clearly changed, we will further include or exclude the sub-ethnic groups that we distinguish among stakeholders.

To provide a basis for professional judgment, we referred to the AA1000 Stakeholder Engagement Standard (2015) for the internal project management and engaged in discussions with external counselors while negotiating with the project executive team and stakeholders. We started by discussing the five major stakeholder judgment aspects of the AA1000 standard (Table 1) to comprehensively consider the stakeholders and what relevant aspects this project may affect. We then conducted an analysis and made judgments regarding the direct and indirect stakeholders of Home Run Readers.

Table 3. Five Major Aspects of Stakeholder Judgment

Principle	Description
Influence	Having a direct and significant influence on the activities of Home Run Readers, which manifests in behavior, attitude, concept and willingness
Responsibility	Having possible responsibilities with Home Run Readers, such as law, morality, etc.
Urgency	Showing the social problems that Home Run Readers activities want to solve have a direct and urgent impact
Dependency	Having dependency on the Home Run Readers activities or the activities depending on the stakeholders

⁵ AA1000 Stakeholders engagement standards (2015) 3.3.2 Stakeholder Identification.

Principle	Description
Multi-perspective	Judging the stakeholders of Home Run Readers with respect to applying the viewpoints of all stakeholders

We first assigned each impact dimension to a correlation of 1–10 points. In the first step, the project executive team, event organizers or co-organizers, and project analysts cooperated with professional judgment and then gradually adjusted in the process of negotiations with stakeholders. We then divided them into different subgroups with different outcomes based on negotiation results. The results are depicted in Table 4.

Table 4. Score Card of Home Run Readers Stakeholders

Stakeholder Category	Stakeholders	Description	Influence	Responsibility	Urgency	Dependency	Multi-perspective	Total
Direct stakeholders	Participants	People who participated in Home Run Readers activities	7.32	3.25	4.45	7.10	7.25	29.37
	NLPI	Activity organizer	8.10	8.08	3.43	7.03	7.52	34.16
	Taichung Public Library	Activity cooperation entity library, book car responsible unit	7.06	7.00	3.83	7.00	6.33	31.22
	Other partner libraries	Libraries that cooperated with this project	6.25	6.13	3.75	6.25	5.63	28.01
	CTBC	Activity organizer	8.00	8.65	3.83	8.12	7.80	36.40
	CTBC Brothers	Activity organizer	6.77	5.40	3.03	5.32	6.35	26.87

Stakeholder Category	Stakeholders	Description	Influence	Responsibility	Urgency	Dependency	Multi-perspective	Total
	CTBC Brothers players	Endorser	6.67	5.08	2.25	5.92	5.83	25.75
	NLPI employees	Responsible for event planning and execution	5.40	6.00	3.40	5.00	5.60	25.40
	CTBC employees	Responsible for event planning and execution	4.70	6.27	2.95	5.18	6.28	25.38
	CTBC Brothers employees	Personnel assisting in the execution of activities	3.00	3.00	1.00	2.00	2.00	11.00
	Librarians	Personnel assisting in the implementation of the activity (including the librarians of Taichung Public Library and other partner libraries)	3.67	4.83	2.92	5.42	4.58	21.42
	Performance group	Performers in the performance group of book car activity	4.50	5.75	1.50	5.00	5.00	21.75
	Performers	Performance group of book car activity	5.00	5.75	1.50	5.75	5.00	23.00
	Books.com online bookstore	Organizer of high school writing competition, cooperates with themed book fair	7.00	6.92	3.92	6.50	7.00	31.34

Stakeholder Category	Stakeholders	Description	Influence	Responsibility	Urgency	Dependency	Multi-perspective	Total
	Other partner online bookstores	Home Run Readers online themed book fair, cooperative online bookstores	5.00	4.50	3.50	6.00	6.00	25.00
	Books.com employees	Employees responsible for event execution	3.17	4.67	2.00	3.17	3.50	16.51
	Other partner online bookstore employees	Employees responsible for event execution	1.00	3.00	1.00	1.00	1.00	7.00
Indirect stakeholders	Baseball field	CTBC Brothers match field	2.61	0.50	1.72	1.92	2.19	8.94
	School	Schools that book car visited	2.33	1.17	1.53	2.08	1.94	9.05
	School teachers	Teachers of student participants	3.83	2.67	1.67	3.33	3.00	14.50
	Local residents	Residents in local community that book car visited	3.00	0	1.50	1.25	1.00	6.75
	Publishers	Publishers of the books displayed at themed book fair	2.00	1.50	1.00	1.00	2.00	7.50
	CTBC branches	In conjunction with activity promotions:	3.00	3.00	0	0	0	6.00
	CTBC branch employees	FY 2019: Wearing CTBC Brothers jerseys to assist in promotion, exhibiting event cards and book fairs	3.00	3.00	0	0	0	6.00

Stakeholder Category	Stakeholders	Description	Influence	Responsibility	Urgency	Dependency	Multi-perspective	Total
		FY 2020: Exhibiting event signs and book fairs						
	CTBC Anti-Drug Educational Foundation	Event co-organizers in 2019	3.00	0	3.00	1.00	1.00	8.00
	Hospitals	Participants of 2020 Medical Appreciation Day: The medical staff of the central hospital	1.00	0	1.00	0	0	2.00
	Medical personnel	went to the Intercontinental Baseball Stadium to watch the game	2.00	0	2.00	0	0	4.00

In the first stage of judging the inclusion and exclusion of stakeholders, we assigned each group of stakeholders different scores under the five principles based on the assessments of experts and stakeholders. We then selected the stakeholder group with scores higher than 25 (total possible score of 50) for inclusion in our analysis. Further, we were more cautious in the second-stage analysis method to determine whether there were stakeholder groups that should be included but were not in the first stage.

We did not, however, completely exclude stakeholders with scores below 25 in the scope of negotiation. Still, we reached out to these stakeholders in small numbers to confirm they were not affected by this campaign. We also paid attention to negative impact among stakeholders with scores below 25 and asked questions about the possibility of transferring negative outcomes (displacement), confirming that there was no negative impact on these stakeholders. In our discussions, most

stakeholders with scores below 25 seemed to have a lower impression of this activity, which also confirmed the correctness of our analysis and professional judgment.

Table 5 lists the indirect stakeholders excluded from this project. We comprehensively evaluated them from four aspects: influence factors, exaggerated possibility, project connection, relevance and importance. The impact factor refers to the possibility that change still exists if there is no Home Run Readers project, or there are other factors that will bring changes to the stakeholders at the same time. Because the indirect stakeholders were not the groups directly contacted by this project, and their participation time and connection to the Home Run Readers activities was weak, the impact factors were all above medium and high. If the omitted stakeholders were included, the results may be exaggerated. Thus, the identified stakeholders were excluded from the evaluation of this project.

Table 5. Analysis of Indirect Stakeholders

Indirect Stakeholders	Has an Understanding of or Experience with This Project	Feedback from Other Stakeholders	Adjusting Factor Causation	Do Not Over-Claim	Extent of Connection with the Project	Determination of Relevance and Significance	Counted or Not
Baseball field	May know about the activities but has experience with them	The venue for the home games of the CTBC Brothers baseball team may know that there is a Home Run Readers activity but do not know the content of the activity. It is only a venue for the participants to watch the baseball game on the spot and has no special impact on the activity itself, nor is it impacted by the activity.	May be very high	Including may result in over-claiming	Low	Low	No
Schools	May be clear about the activity and have experience with it	The book car is an existing resource of Taichung Public Library that regularly tours different schools. If the tour day occurs during the Home Run Readers event, it will be accompanied by a good book to give away ball tickets. Thus, even without Home Run Readers, schools can enjoy book car resources.	May be very high	Including may result in over-claiming	Low	Low	No

Indirect Stakeholders	Has an Understanding of or Experience with This Project	Feedback from Other Stakeholders	Adjusting Factor Causation	Do Not Over-Claim	Extent of Connection with the Project	Determination of Relevance and Significance	Counted or Not
School teachers	May be clear about one of the activities and have experience with it	Most school teachers knew about the writing competition but may not know other activities. Students participating in the Home Run Readers activity can improve their reading ability, broaden their knowledge and writing ability, and reduce the burden on school teachers.	May be very high	Including may result in over-claiming	Low	Low	No
Local residents	Most people do not know about the activity and have no experience with it	The book car is an existing resource of Taichung Public Library, and it regularly tours different schools. If the tour day occurs during the Home Run Readers event, it will be accompanied by a good book to give away ball tickets. The impact on locals is the mobile library itself, not the Home Run Readers activity.	May be very high	Including may result in over-claiming	Low	Low	No
Publishers	Unclear about the activities and have no	Publishers may increase book sales due to the themed book fairs, but according to the online bookstore	May be very high	Including may result	Medium	Low	No

Indirect Stakeholders	Has an Understanding of or Experience with This Project	Feedback from Other Stakeholders	Adjusting Factor Causation	Do Not Over-Claim	Extent of Connection with the Project	Determination of Relevance and Significance	Counted or Not
	experience with them	negotiation results, since bookstores hold more than one kind of book fair at the same time, book sales are difficult to judge and are likely not limited to the theme of the Home Run Readers Book Fair.		in over-claiming			
CTBC branches	May know the activities but have no experience with them	In 2019 and 2020, some CTBC branches in central Taiwan were invited to promote the Home Run Readers activity together, and during the promotion period, employees wore CTBC Brothers jerseys and displayed promotional materials. I know there is a Home Run Readers event, but I don't know the details of the event; it's just a role to assist in the promotion, so I don't particularly feel the difference.	May be very high	Including may result in over-claiming	Low	Low	No
CTBC branch employees							
CTBC Anti-drug Educational Foundation	May know the activities but	To arouse public attention around the issue of drug hazards, the 2019 Home Run Readers event combined	Medium	Including may result	Medium	Low	No

Indirect Stakeholders	Has an Understanding of or Experience with This Project	Feedback from Other Stakeholders	Adjusting Factor Causation	Do Not Over-Claim	Extent of Connection with the Project	Determination of Relevance and Significance	Counted or Not
	have no experience	with the special anti-drug education exhibition "Understanding Drugs: Uncovering the Truth of Drug Addiction," which was co-hosted by the Ministry of Education, NLPI and CTBC Anti-Drug Educational Foundation. Since this anti-drug exhibition was not within the scope of activities analyzed in this project, it will not be considered.		in over-claiming			
Hospital	Unclear about the activities and have no experience with them	In 2020, due to the impact of the COVID-19 epidemic, the Medical and Nursing Appreciation Day was specially planned, and medical staff in central Taiwan were invited to watch baseball games for free. Since the medical personnel are not within the scope of activities analyzed in this project, they will not be considered.	Medium	Including may result in over-claiming	Low	Low	No
Medical personnel							

Additional stakeholder groups we excluded are the co-organizers of Home Run Readers (i.e., county and city local cultural bureaus, etc.) because they were not directly involved in the activities and had little influence on the project. We have also observed that the excluded stakeholders did not negatively impact any general circumstances, so the exclusion did not lead to an overestimation of SROI results.

Excluding some stakeholder groups from the calculation does not mean that the stakeholders are completely separate from the calculation because, under the SROI methodology, a stakeholder is defined as "an individual or organization who changes due to project activities or impacts the project activity."⁶ Under this definition, the stakeholder groups being excluded in this project only represents that their achievements are not significant or that their inclusion in the project would result in overestimated results, so those stakeholders are excluded. The input cost of the interested party was still calculated as part of the total project input cost. In addition, during peace negotiations with stakeholders, we discussed and confirmed the rationality with the excluded stakeholders and further asked if they had interacted with other stakeholders. We mainly asked the stakeholders in two stages: the first interview and the last confirmation. In the interview phase, we asked the stakeholders to explain the stakeholder groups they had contacted during the project activities. In the confirmation phase, we informed the stakeholders of the types of stakeholders we had listed and the reasons for inclusion and exclusion to confirm whether it was consistent with what they had experienced, thereby following the SROI principle of verifiable results.

The key aspects of the negotiation and confirmation stages for the inclusion and exclusion of stakeholders are detailed below, including the most frequently asked questions in the initial negotiation stage.

⁶ Social Value International, standard on applying Principle 1: Involve stakeholders, version 2.0 (p. 3).

- ***Initial negotiation stage:*** "Who was the main contact person for the Home Run Readers?" And "As far as you know, who was affected by Home Run Readers activities or influenced Home Run Readers activities?"
- ***Confirmation stage:*** This category of stakeholders included those who, after our research, we felt were affected by or influenced Home Run Readers activities. Some stakeholder groups were not included in this analysis because either their impact was relatively non-significant or they were excluded for other reasons.

In sum, the included and excluded stakeholder groups are shown in Table 6 below.

Table 6. Summary of Stakeholders in Home Run Readers

Type	Stakeholders	Subgroup	Description	Included or Excluded
Primary stakeholders	Participants	Participated in one activity alone	People who participated in Home Run Readers activities	Included
		Participated in one activity with others		Included
		Participated in more than one activity alone		Included
		Participated in more than one activity with others		Included
	NLPI		Activity organizer	Included
	Libraries	Taichung Public Library (including book car)	Activity cooperation entity library, book car responsible unit	Included
		Other partner libraries	Libraries that cooperated with this project	Included
	CTBC		Activities organizer	Included
	CTBC Brothers		Activities organizer	Included
	CTBC Brothers players		Endorser	Included
	NLPI employees		Responsible for event planning and execution	Included
	CTBC employees		Responsible for event planning and execution	Included
	CTBC Brothers employees		Personnel assisting in the execution of activities	Excluded
	Librarians		Personnel assisting in the implementation of the activities (including the librarians of Taichung Public Library and other partner libraries)	Excluded
	Performance group		Performers of performance group for book car activity	Excluded
Performers		Performance group for book car activity	Excluded	

Type	Stakeholders	Subgroup	Description	Included or Excluded
	Online bookstores	Books.com online bookstore	Organizer of high school writing competition, cooperates with themed book fairs	Included
		Other partner online bookstores	Home Run Readers online themed book fair cooperative online bookstores	Included
	Books.com employees		Employees responsible for event execution	Excluded
	Other partner online bookstore employees		Employees responsible for event execution	Excluded
Secondary stakeholders	Baseball field		CTBC Brothers match field	Excluded
	Schools		Schools that book car visited	Excluded
	School teachers		Teachers of student participants	Excluded
	Local residents		Residents in local community that book car visited	Excluded
	Publishers		Publishers of the books displayed at themed book fair	Excluded
	CTBC branches		In conjunction with activity promotions:	Excluded
	CTBC branch employees		FY 2019: Wearing CTBC Brothers jerseys to assist in promotion, exhibiting event cards and book fairs FY 2020: Exhibiting event signs and book fairs	Excluded
	CTBC Anti-Drug Educational Foundation		Event co-organizers in 2019	Excluded
	Hospitals		Participants of 2020 Medical Appreciation Day: The medical staff of central hospital went to the Intercontinental Baseball Stadium to watch the game	Excluded
	Medical personnel			Excluded

Among the primary stakeholders, the main reasons that we excluded CTBC Brothers employees, librarians, performance group, performers, Books.com employees and other partner online bookstore employees are listed below:

- ***CTBC Brothers employees:*** The employees of CTBC Brothers arranged activities in accordance with the activity organizers. The employees were not the personnel who mainly implemented activities, so they were only slightly affected by the project.
- ***Librarians:*** The librarians reviewed the tasks of Home Run Readers activities in accordance with the regulations of the organizer. Most of the work was still routine library work, so librarians were only slightly affected by the project.
- ***Performance groups and performers:*** Each group performed only once a year in conjunction with the book car, which tours the Intercontinental Baseball Stadium. Therefore, this event had little impact on the performing group and performers and was not significant to the management of the event, so we excluded it.
- ***Books.com employees:*** Although Books.com employees were one of the project managers of the high school writing competition, the activity had a greater influence on Books.com. Therefore, and to avoid a double calculation of value, Books. Com employees were excluded.
- ***Other partner online bookstore employees:*** Other partner online bookstore employees displayed the themed book fair information in accordance with the organizers and promoted books with marketing activities. There was no sales responsibility or obligation between bookstores and the project organizer, so the partner online bookstore employees were less affected by Home Run Readers event.

2. *Number of stakeholder populations*

(a) Participant population

- **Step 1: Count the number of participants in each activity**

The main purpose of the Home Run Readers activity was to enhance the national reading and baseball atmosphere, so there were no restrictions on age, gender and other identities of the participants (except for high

school writing competition, which was limited to high school students). People could participate in different activities according to their own preferences. Table 5 lists the number of participants in each activity over the years.

Since the number of visitors to the book car and themed book fair was calculated as the cumulative number of visitors entering the exhibition area on the same day and each day, we did not exclude visitors who went to the area twice or more. The book car was a 1-day event. Since there was no actual data or relevant literature to support the proportion of repeated participation, we adjusted it in the sensitivity analysis (refer to Chapter 6, Section 3). As for the themed book fair, during the discussion with the participants, we learned that some people frequently visit the library. Therefore, we referred to the statistics of the library usage frequency and excluded the number of repeated participants (refer to Step 2 for details).

The 2019 endorser guide reading activity included on-site activities and four online videos (published on the event fan page). The number of online participants was based on the number of views during the event. Since there was no actual data or relevant literature to support the repetition participation ratio, we also adjusted it in the sensitivity analysis (refer to Chapter 6, Section 3 for details).

Table 7. Number of Participants in Each Home Run Readers Activity

Activities	Calculation Metho (Unit)	2016	2017	2018	2019	2020	Total
Read and get baseball ticket	Actual number of tickets given away (person)	3,794	7,228	5,483	9,868	14,620	40,993
Book car	Cumulative number of visitors entering the mobile library	-	-	723	673	-	1,396

Activities	Calculation Metho (Unit)	2016	2017	2018	2019	2020	Total
	during the tour (visits)						
Themed book fair	Number of visitors entering the book fair area during the themed book fair (visits)	112,130	179,766	161,324	185,833	159,931	798,984
Baseball stars' endorsement and reading guidance	The cumulative number of participants in on-site guided reading activities and online viewings (person or visits)	-	52 (person)	27 (person)	11,995 (visits)	29 (person)	12,103
High school writing competition	No duplication of contributors (person)	-	-	-	465	280	745
Total participants		115,924	187,046	167,557	208,834	174,860	854,221

- **Step 2: Excluded repeated visits to the themed book fair**

Because the library did not calculate the number of visitors by identifying their library cards, we could not sort the number of repeat visitors. Therefore, we referred to the statistics of library usage frequency from the NLPI.⁷

According to the literature, 10.2% people visited the NLPI every day or almost every day, 28.2% visited at least once every week, and 61.6%

⁷ NLPI as a third field and non-user research / 許瓊惠 / January 2017 <http://rportal.lib.ntnu.edu.tw/bitstream/20.500.12235/88960/1/000315310301.pdf>

visited once a month, 4 to 11 or fewer times a year. The themed book fair lasted 1.5–3 months, so we excluded the number of duplicates based on the usage frequency of the above literature statistics. The estimated results are presented in Table 6.

Table 8. Number of Non-Repeat Visitors to Themed Book Fairs

Description	2016	2017	2018	2019	2020	Total
Cumulative number of visitors (unit: visits, raw data)	112,130	179,766	161,324	185,833	159,931	798,984
Number of non-repeat visitors (unit: person, estimated)	18,352	17,564	12,276	30,809	19,746	98,747

- **Step 3: Excluded repeated participation in different projects**

In Step 1 and Step 2, we calculated the number of individual participants of the five major events and then added up the total number of participants in each year as the "number of participants in this project." However, in the first phase of the interview, we found that some participants participated in more than two activities in the same year, so if the total number of participants in each year is used as the population, there may be a risk of double counting. Therefore, in the first and second stages of the negotiation questionnaire, we asked the participants about their past participation experience and calculated the "non-repeated number ratio (= cumulative number of participants ÷ cumulative number of visits * 100%).".

A total of 870 valid questionnaires were collected in the second negotiation (excluding the repeated number of participants who participated in the first and second discussion). We calculated the number of times each participant joined activities. For example, participating in only one activity equates to participating one time, participating in two activities equates to participating two times, participating in three activities equates to participating three times and

so on. Specifically, we counted that 870 people participated in the five major activities a total of 1,195 times, and the "non-repeated ratio" was 72.80% ($= 870 \div 1,195 * 100\%$).

- **Step 4: Split to different subgroups**

During the first consultation, we found that the participants' results may changed depending on the following factors:

A. Type of participation (single or multiple):

Home Run Readers focused on read and get baseball ticket activity ,and extended to the other four major activities. During the interview process, we found that because "read and get baseball ticket ", "book car ", "baseball stars' endorsement and reading guidance " had deeper connection with baseball, so the participants were mostly those who loved baseball or more possible to get interested in baseball after participating in the activities; while themed book fair and high school writing competition were pure reading activities, so the direct impact on them were to increase their knowledge and writing ability.

B. Mode of participation (alone or with others):

The target audience of Home Run Readers was parent-child groups. Therefore, most of the interviewees were parents. Before participating in Home Run Readers, they had usually went to the library with their children, but Home Run Readers let them know more about baseball, and it was more impressed then other reading activities for them, so children more often asked them when they could join the activity again, which greatly increased common topics among them and their children. However, during the interview process, we also found other two types of participation: joined with friends or joined alone. The former were usually one family invited the other family to participate together, or peers, friends and colleagues participated in the activities, which could also increase

their common topics and interests and make new friends who has the same interest as them. For the solo participants, they joined Home Run Readers mostly for baseball tickets or prizes (high school writing competition), so most impact on them was increase interest in baseball or relieve stress through reading and ball games.

- C. In the results of the first negotiation (interview and questionnaire), we found that stakeholders of different gender or age did not have significantly different outcomes, so we did not consider the two elements in dividing supgroups .

According to the results, we included the above factors in the second questionnaire, and analyzed the percentage of different subgroups as the basis for the calculation of this parent estimation. A total of 333 valid questionnaires were collected for the second questionnaire, and the results are presented in Table 9 below.

Table 9. The Library Usage Frequency from NLPI

Subgroups		Number	%
Participants	Participated in one activity alone	48	14.41%
	Participated in one activity with others	184	55.26%
	Participated in more than one activity alone	8	2.40%
	Participated in more than one activity with others	93	27.93%
Total		333	100%

- **Step 5: Calculated final participant population**

According to the proportions calculated in Steps 2 to 4, the estimated population of participant subgroups from 2016 to 2020 is presented in Table 10.

Table 10. Participant Population

Activities	Calculation Method (Unit)	2016	2017	2018	2019	2020	Total
Read and get baseball ticket	Actual number of tickets given away (person)	3,794	7,228	5,483	9,868	14,620	40,993
Book car	Cumulative number of visitors entering the mobile library during the tour (visits)	-	-	723	673	-	1,396
Themed book fair	Estimated non-repeated number of visitors entering the book fair area during the themed book fair (person, from Table 8)	18,352	17,564	12,276	30,809	19,746	98,747
Baseball stars' endorsement and reading guidance	The cumulative number of participants in on-site guided reading activities and online viewings (person or visits)	-	52	27	11,995	29	12,103
High school writing competition	No duplication of contributors (person)	-	-	-	465	280	745
Total participants (A)		22,146	24,844	18,509	53,810	34,675	153,984
Total participants—excluding those who participated in more than one activity (B = A * 72.80%) ⁸		16,122	18,086	13,474	39,173	25,243	112,098 ⁹
Subgroups :							

⁸ The number of people is rounded to a single digit, and the number below the decimal point is unconditionally rounded off.

⁹ If the total number of participants is 153,984 multiplied by 72.80% to be 112,100, and the number of participants is calculated individually for each year and then aggregated for 5 years, there will be a tail difference of two (persons).

Activities	Calculation Metho (Unit)	2016	2017	2018	2019	2020	Total
Participants ¹⁰	Participated in one activity alone (14.41%)	2,323	2,606	1,942	5,645	3,638	16,154
	Participated in one activity with others (55.26%)	8,909	9,994	7,446	21,647	13,949	61,945
	Participated in more than one activity alone (2.40%)	387	434	323	940	606	2,690
	Participated in more than one activity with others (27.93%)	4,503	5,052	3,763	10,941	7,050	31,309

(b) Organizers and other stakeholder populations

Since the organizers and project personnel were clearly distinguishable organizations or individuals, the population could be calculated separately, so the total number from 2016 to 2020 is the number of unique individuals. In addition, in the partner library, because Taichung Public Library is one of the organizers of the book car event, it had directly involved in the implementation of the event and had more direct exposure compared. Therefore, its outcomes were different from other partner libraries in the process and degree of change. The libraries were therefore divided into two subgroups. Among the partner online bookstores, only Books. Com exhibited themed book fairs, but also cooperated to hold a high school writing competition, so the change

¹⁰ The number of people is rounded to the single digit, and the number below the decimal point is unconditionally rounded off. Due to the difference between the number of subgroups in each year and the total number of participants (B), the number of subgroups is adjusted and increased by one.

process was also different from other online bookstores. Therefore, it was divided into two subgroups as well, as presented in Table 11.

Table 11. Organizers and Other Stakeholder Populations

Stakeholders	Subgroup	2016	2017	2018	2019	2020	Total
NLPI		1	1	1	1	1	1
Library	Taichung Public Library (including book car)	1	1	1	1	1	1
	Other partner libraries	48	23	27	33	38	104
CTBC		1	1	1	1	1	1
CTBC Brothers		1	1	1	1	1	1
CTBC Brothers players		1	1	2	3	3	6
NLPI employees		2	2	2	2	2	2
CTBC employees		2	2	2	2	2	2
Online bookstores	Books.com	1	1	1	1	1	1
	Other partner online bookstores	0	2	3	4	7	9

3. Stakeholder negotiations

We initially understood the potential stakeholders of this project by referring to the AA1000 guidelines. Following the guidelines, we first identified the range of stakeholders affected by this project and then designed different protocols for the stakeholders, mainly because of the different ways and numbers of stakeholders expected to be affected by the project. To improve the reliability of the study, different protocols were designed for different stakeholders based on our professional judgment of the research methodology, the management needs of the report users, and other SROI reports and academic literature.

Given the relatively large number of participants, the realistic objective constraints meant we could not have discussions with all the participants. We therefore used a statistical sampling method to determine the number of negotiating participants. Because participants were numerous and had similar

characteristics, such as liking baseball and having joined activities with family or friends, we judged that the participants should have a statistically normal distribution. After a discussion with the project team, we determined a confidence level of 90% and an error value of 10% were sufficient to meet the accuracy required for management and decision-making. The number of samples required for each subgroup under this benchmark was at least 68. Because the participants were divided into different subgroups, we regarded each subgroup as an independent parent group to ensure that the number of consensus samples for each subgroup reached 68. In the first and third negotiations, we randomly selected people who were willing to be interviewed to conduct focus group interviews. The total proportion of negation was 0.84%, which was statistically meaningful. Through multi-stage negotiation, we could make the actual error value smaller than the range we set. The sampling method of this study should, based on the professional judgment of the project staff, meet the management and decision-making needs of the project.

Since the number of other stakeholders was relatively small, we conducted the negotiation in the form of individual online interviews or online focus groups, and the total coverage rate of both phases reached 50%. The overall stakeholder negotiations were executed as shown in Table 12.

Table 12. Summary of Stakeholder Negotiation Numbers

Stakeholders	Subgroups	Number of Populations	Stage 1 (Interview)	Stage 2 (Questionnaire)	Stage 3 (Interview)	Number of Negotiations	Negotiation Proportion
Participants	Participated in one activity alone	16,154	Questionnaire: 554 Interview: 20	48	10	939	0.84%
	Participated in one activity with others	61,945		184	10		
	Participated in more than one activity alone	2,690		8	2		

Stakeholders	Subgroups	Number of Populations	Stage 1 (Interview)	Stage 2 (Questionnaire)	Stage 3 (Interview)	Number of Negotiations	Negotiation Proportion
	Participated in more than one activity with others	31,309		93	10		
NLPI		1	1	1	1	3	300%
Library	Taichung Public Library (including book car)	1	1 (Taichung Public Library)	1	1	3	300%
	Other partner libraries	104		41	10	51	49.04%
CTBC		1	1	1	1	3	300%
CTBC Brothers		1	1	1	1	3	300%
CTBC Brothers players		6	1	3	1	5	83.33%
NLPI employees		2	1	2	1	4	200%
CTBC employees		2	2	2	1	5	250%
Performance groups		5	1	5	NA ¹¹	6	120%
Online bookstores	Books.com	1	1	1	1	3	300%
	Other partner online bookstores	9	1	7	1	9	100%

¹¹ Since the impact on the performing troupe was not significant after the first and second stages of negotiation, the troupe was excluded. Therefore, no third-stage interview was conducted.

Chapter 3: Inputs, Outputs and Results

3-1 INPUTS AND OUTPUTS

1. *Project activity inputs*

The resources invested by the stakeholders to create and execute project activities are listed in Table 13.

Table 13. Inputs of Home Run Readers Project

Stakeholders	Type of Input	Amount (\$NTD)						Description
		2016	2017	2018	2019	2020	Total	
NLPI	Money	223,525	263,524	188,485	240,000	231,700	1,147,234	Activity fund.
CTBC	Goods	-	-	-	3,428,800	5,117,000	8,545,800	Free tickets for reading books.
CTBC	Money	-	-	68,369	175,106	103,965	347,440	Expenses for organizing the event.
CTBC	Goods				131,499	531,335	662,834	Prizes for high school writing competition and other activities.

Stakeholders	Type of Input	Amount (\$NTD)						Description
		2016	2017	2018	2019	2020	Total	
CTBC Brothers	Goods	569,100	1,413,700	1,919,050	-	-	3,901,850	Free tickets for reading books.
CTBC Brothers	Goods	6,000	331,000	108,239	55,600	5,600	506,439	Prizes and free gifts for activities.
CTBC Brothers players	Time	-	-	-	-	-	-	Attendance fees of reading guide for baseball player (endorser) were included in the NLPI fund, so time costs were not calculated to avoid double counting.
NLPI employees	Time	145,100	145,100	145,100	145,100	145,100	725,500	The planning time was about

Stakeholders	Type of Input	Amount (\$NTD)						Description
		2016	2017	2018	2019	2020	Total	
								2 months every year, so we estimated time cost based on the salary level of librarians. ¹²
CTBC employees	Time	156,824	156,650	160,272	164,138	165,688	803,572	The planning time was about 2 months every year, so we estimated time cost based on the regular salary level in

¹² Resource: <https://www.pcsr.com.tw/cysr/sropsp-event-E20200422007>

Stakeholders	Type of Input	Amount (\$NTD)						Description
		2016	2017	2018	2019	2020	Total	
								the finance industry. ¹³
Books. Com	Goods					13,000	13,000	Prizes for high school writing competition.
Other partner online bookstores	Goods			64,690			64,690	Activity prizes.
Total		1,100,549	2,309,974	2,654,205	4,340,243	6,313,388	16,718,359	

¹³ Resource:

https://www.gender.ey.gov.tw/gecdb/Stat_Statistics_Query.aspx?sn=6yrTVzOhjQtbqd8LIVgtKg%40%40&statsn=1rGtpQP2oT1uZIFUt9dGyg%40%40&d=&n=104184

2. Project activity outputs

In Table 14 below, the project activity outputs are listed in conjunction with the relevant stakeholders.

Table 14. Outputs of Home Run Readers Project

Activity Type ¹⁴	Time/Sessions					Relevant Stakeholders
	2016	2017	2018	2019	2020	
Read and get baseball ticket	1.5 months	3 months	3 months	3 months	2 months	<ul style="list-style-type: none"> • Participants • NLPI • Library • CTBC • CTBC Brothers
Book car	-	-	3 sessions	3 sessions	-	<ul style="list-style-type: none"> • Participants • NLPI • Taichung Public Library • CTBC • CTBC Brothers
Themed book fair	0.5~3.5 months	0.5~3 months	3 months	0.5~3 months	2 months	<ul style="list-style-type: none"> • Participants • NLPI • Library

¹⁴ For a record of the project, please refer to the video record on Home Run Readers facebook fanpage: <https://zh-tw.facebook.com/HOMERUNREADERS/>

Activity Type ¹⁴	Time/Sessions					Relevant Stakeholders
	2016	2017	2018	2019	2020	
						<ul style="list-style-type: none"> • CTBC • CTBC Brothers • Online bookstores
Baseball stars' endorsement and reading guidance	-	1 session	1 session	5 sessions (physical: 1, online: 4)	1 session	<ul style="list-style-type: none"> • Participants • NLPI • CTBC • CTBC Brothers • CTBC Brothers players
High school writing competition	-	-	-	1 session	1 session	<ul style="list-style-type: none"> • Participants • NLPI • CTBC • Books.com • Online bookstores

3-2 CHANGES AND OUTCOMES

1. *Judgment of well-defined outcomes*

The outcomes are based on the feedback of stakeholders and the literature. Stakeholders participated in the discussion at every important stage and, based on the results of the discussion, became an important basis for the next stage of work. We referred to Supplementary Guidance for Principle 2: Understand what changes Part One: Creating well defined outcomes¹⁵ to design our negotiation process and identify the well-defined outcomes. The stages of identifying the well-defined outcomes are detailed below.

Stage 1: Establish the level of detail and rigor required for the audience and purpose of the analysis

The main purpose of this analysis is to confirm whether the changes to the stakeholders are consistent with the objectives of this project for internal future management improvement measures. Therefore, we set a lower level of rigor and focused on optimizing and improving the process design in the future.

Stage 2: Define scope and relationship between inputs and outputs

For the scope of the analysis, please refer to the analysis from Chapter 2, Section 1 to Chapter 3, Section 1. For the analysis of the causal relationship between inputs, outputs and outcomes, please refer to the analysis table of the event chains of outcomes in this section (Table 15 to 24).

¹⁵ Social Value International, standard on applying Principle 2: Understand what changes.

Stage 3: Gather information about outcomes

Our understanding of outcome information is based on our implementation experience, our understanding of the project and stakeholder feedback. We designed different negotiation methods for different types of stakeholders and collected feedback from stakeholders through focus groups or individual interviews and questionnaires.

Stage 4: Analyze the information

In this stage, we used the evidence collected from Stage 3 and our professional judgment to first summarize similar changes and descriptions from stakeholders. Then, through investigating evidence, stakeholder participation, discussion and validation, and through understanding the literature, we extended the event chains and identified well-defined outcomes. However, in the process of extending the event chains, we often found many gaps that could not be explained well in the first analysis. These gaps were the main purpose of dividing the deliberation stage into multiple stages. The gaps in the event chains could often be filled in with more evidence and feedback in the multi-stage deliberation. Finally, there were several reasons for stopping the chain of outcomes:

1. The outcomes (both positive and negative) where stakeholder feedback has the greatest impact and perception.
2. Objectively observed evidence (e.g., the behavior and feedback of most stakeholders).
3. Evidence from the literature (e.g., incremental judgments about interpersonal relationships).
4. Experience of the project implementer.

5. Professional judgment.

Judgment of intended and unintended outcomes

Before negotiation, we referred to the research literatures about reading activities¹⁶ and the home run reader activity promoted by the Atlanta Braves and the Georgia Public Library¹⁷ to determine all possible outcomes of reading activities, such as improving children's cognitive ability, stimulating reading interest and develop reading habits, increasing library usage, increasing parent-child reading time, etc. Due to the particular nature of Home Run Readers, it was the first activity in Taiwan to combine baseball with reading, and it focused more on cultivating parent-child relationship than general reading activities. Therefore, in addition to the aforementioned literature, we also collaborated with experts to discuss other possible impacts on stakeholders.

Since the occurrence of outcomes depends on the actual feelings of stakeholders, we discussed the outcomes we summarized above with stakeholders one by one. We asked them: "We found that reading activities usually have these effects on people from some relevant literature, did you also have the same feeling? If you did, why? " If one of the outcomes was not agreed by stakeholders, it would be excluded from our analysis. In addition, in the interviews and questionnaires, we also asked them an open question: "Apart from the above mentioned outcomes, did you have any other changes? If you did, please briefly explain to us", to avoid ignoring any possible outcomes.

Judgment of Negative Outcomes

¹⁶ Please refer to References.

¹⁷ Summer Reading in Georgia / National Monthly New Book Newsletter / 2013.12

Under the seven SROI principles, in addition to positive results, we must also take stock of negative results. Therefore, when summarizing the outcomes, we used the circumstances mentioned in the literature as the basis for confirming with stakeholders. We discussed potential negative results by asking stakeholders some relevant questions, such as those listed below:

- "Did you have any bad feelings during your participation?"
- "Did you have any bad feelings during your participation in the activity?"
- "Did the activity have any negative impact on your life, work or mood?"
- "Is this activity likely to have a negative impact on other third parties?"

The purpose of asking such questions and others was to identify any possible negative outcomes.

2. Event Chains

We obtained stakeholder feedback from interviews and questionnaires in a qualitative manner, and then illustrated the event chains to describe the causality between the outcomes so that stakeholders could discuss the event chains with us at different stages to define well-defined outcomes together. During the negotiation process, we found that it was difficult for stakeholders to understand the concept of event chains. Further, the stakeholders' intuitive response was usually the outcome. Therefore, we asked questions at different stages to guide the stakeholders, inferred from the final outcomes to complete the full event chains.

First, we used transitional questions, such as those asking about "motivation for participating in the Home Run Readers activity," "behavioral patterns for participating in the Home Run Readers activity," "the habit of reading or watching a baseball game before participating in this project," "relationship with relatives and friends before participating in this project "and so on to understand the lifestyle of the stakeholders before the project. Second, we asked the stakeholders whether there was any impact or change in their physical status, psychological well-being or life with open questions (e.g., "What influence or change do you think Home Run Readers activity brought to you?" and "How have your relationships with your family and friends changed after participating in the activity?"). We then asked questions building off the stakeholder's answers (e.g., "Why do you think this impact or change existed?" and "Were there any behavioral changes (indicators)?"). Finally, we later asked "Has this impact or change brought any different changes to you?" to ensure we could identify the most important outcomes for stakeholders. The event chains of each stakeholder are presented in Table 15 to 24 as follows.

(a) Participants

Table 15. The Event Chains of Particiapnts

Input	Output	Event Chain	Outcome
Times	Participated in read and get baseball ticket activity	Went to the library with family to borrow books and participate in activities → Discussed the contents of books with family → Completed tasks to get tickets → Went to the ball game with family → Discussed the baseball game on the spot → Spent more time with family and talked more together	Improved family relationships
		Went to the library with friends to borrow books for the event → Discussed the contents of the books with friends → Completed the task to get the tickets → Went to the stadium with friends to watch the game → Discussed the baseball game on the spot → Felt the Home Run Readers project was special and shared the experience with their family → Invited family to join the event next time → Increased the topics they have in common with their family	

Input	Output	Event Chain	Outcome
		Went to the library alone and borrowed books to participate in the event → Completed the task and got the tickets → Went to the stadium to watch the game → Felt the Home Run Readers project was special and shared the experience with family → Invited family to participate next time → Increased the topics they have in common with their family	
		Went to the library with friends to borrow books and participate in activities → Discussed the contents of books among friends → Completed tasks and got tickets → Went to the ball game with friends → Discussed the baseball game on site → Spent more time with friends and shared more topics	Improved interpersonal relationships
		Borrowed a book from the library to participate in the event → Completed the task to get tickets → Went to the stadium to watch the game → Felt the Home Run Readers project was special and shared the experience with friends → Invited friends to join next time → Increased the topics they have in common with their friends	
		Borrowed books from the library and participated in activities → Went to the stadium to watch a game → Became interested in baseball → Participated in other baseball activities → Met other people who also like baseball	
		Originally not interested in baseball → Family members like baseball, so participant joined in activities with family → Completed tasks to get tickets → Went to the stadium to watch the game together with family → Infected by the atmosphere of the game → Started to discuss baseball topics with friends and family, or paid attention to baseball games	Increased interest in baseball
		Originally not interested in baseball → Family members like baseball, so participant joined in activities with family → Completed tasks to get tickets → Went to the stadium to watch the game together with family → Infected by the atmosphere of the game → Started to discuss baseball topics with friends and family, or paid attention to baseball games → Actively participated in other baseball-related activities	

Input	Output	Event Chain	Outcome
		Originally not interested in baseball → Friends like baseball, so participant joined in activities with friend → Completed tasks to get tickets → Went to the stadium to watch the game together with friends → Infected by the atmosphere of the game → Started to discuss baseball topics with friends and family, or paid attention to baseball games	
		Originally not interested in baseball → Friends like baseball, so participant joined in activities with friends → Completed tasks to get tickets → Went to the stadium to watch the game together with friends → Infected by the atmosphere of the game → Started to discuss baseball topics with friends and family, or paid attention to baseball games → Actively participated in other baseball-related activities	
		Originally not interested in baseball → Joined the event because of reading → Completed the task to get the tickets → Went to the stadium to watch the game → Infected by the atmosphere of the game → Started to discuss baseball topics with friends and family, or paid attention to baseball games	
		Love baseball but seldom had the opportunity to see live game before → Joined the activity → Completed the task to get the tickets → Went to the stadium to watch the game → Passion for baseball increased after watching live game	
		Went to the library with family to borrow books and participated in activities → Discussed the contents of books with family → Completed tasks to get tickets → Went to the ballpark to watch a game with family → Discussed baseball games on the spot → Reading and watching baseball game could be relaxing and relieve stress	Felt relieved
		Went to the library with friends to borrow books and participated in activities → Discussed the contents of books with friends → Completed tasks to get tickets → Went to the ballpark to watch a game with friends → Discussed baseball games on the spot → Reading and watching baseball game could be relaxing and relieve stress	

Input	Output	Event Chain	Outcome
		Went to the library alone to borrow books and participated in activities → Completed tasks to get tickets → Went to the ballpark to watch a game → Reading and watching baseball game could be relaxing and relieve stress	
		Went to the library to borrow books and participate in activities → Besides borrowing books, learned about other library resources → Discovered the library was not as outdated as before → Went to the library first when looking for new books → Went to the library more often than before → Increased the frequency of reading books at various libraries	Possessed broader views and knowledge
		Completed the task of reading a good book and getting a free ticket → Discovered original library no longer had free tickets → Found another library that still had redeemable tickets → Checked out the book again to complete the task → Spent more time than expected	Reduced personal available times
		Completed the task of giving away tickets for reading good books → Discovered the original library had no more tickets to exchange → Found other libraries that still have baseball tickets remaining → Checked out books again to complete the task → Learned that tickets were still unavailable → Felt frustrated because they did not get the tickets	Felt frustrated or experienced other negative feelings
		Completed the task of giving away tickets for reading good books → Discovered the original library had no more tickets to exchange → Found other libraries that still have baseball tickets remaining → Checked out books again to complete the task → Learned that tickets were still unavailable → Remembered getting tickets in previous years → Felt frustrated because they did not get the tickets	
	Participated in book car activity	Went to the Intercontinental Baseball Stadium with family to watch the game together → Saw the book car outside the Intercontinental Baseball Stadium → Found there were books and some performance → Read books and watched shows with family	Improved family relationships

Input	Output	Event Chain	Outcome
	Participated in baseball stars' endorsement and reading guidance activity	Liked the player endorsing the event → Participated in the endorser's guided reading together → Interacted with the player in person → Happily shared the experience with family and friends → Family time and shared memories increased	Improved family relationships
	Visited themed book fair	Baseball or annual current events as the theme of the book fair → People usually had less access to such books → Read books at the library → Increased knowledge	Possessed broader views and knowledge
		Noticed baseball peripherals were displayed next to the physical book fair → Visited the book fair, and watched baseball-related introductions → Read baseball books at the book fair → Started to pay attention to baseball games or news	Increased interest in baseball
	Participated in high school writing competition	Participated in high school writing competition → Choose one or more designated books to write about → Learned how to amend their articles when school teacher reviewed articles → Increased the number of words and sentences used in the essay	Increased writing ability
		Participated in high school writing competition → Chose one or more designated books to write about → Increased reading to improve vocabulary of words and phrases	
		Participated in high school writing competition → Chose one or more designated books to write about → Won a prize and got tickets to a game → Went to the stadium to watch a game → Originally lacked interest in baseball → Infected by the atmosphere of the game → Started to pay attention to baseball news after participating	Increased interest in baseball

(b) NLPI

Table 16. The Event Chains of NLPI

Input	Output	Event Chain	Outcome
Activity funds	Held Home Run Readers activities	NLPI and CTBC held event press conferences → Media released news to promote Home Run Readers events → Posted activity news on official website, Facebook fan page, NLPI official website, etc. → People and other Facebook fan pages shared event posts → Home Run Readers increased exposure → More people knew and were interested in the activity → Went to Home Run Readers Facebook fan page and official website to learn about the event content → Knew one of the organizers was NLPI	Increased NLPI awareness
		People went to the library to borrow books → Saw the posters of the event → Signed up for the event → Knew one of the organizers was NLPI	
		People had participated in Home Run Readers in previous years → Found the event interesting → Recommended it to friends and family → Increased exposure of Home Run Readers → More people were interested in the event → Visited Home Run Readers Facebook fan page and official website to learn more about the event → Knew that one of the organizers was NLPI	
		People participated in the Home Run Readers → Read to increase their knowledge → Learned about baseball through live games or other activities → Felt that the activities were both active and passive so that they could gain knowledge on different levels → Found Home Run Readers meaningful → Increased positive perception of the organizers	
	People participated in Home Run Readers with families and friends → Read to increase their knowledge → Learned about baseball through live games or other activities → Felt that the activities were both active and passive so that they could gain knowledge on different levels → Increased common memories and conversations shared with family and friends → Felt that Home Run Readers was meaningful → Increased positive perception of the organizers		
	Served as one of the libraries doing	People visited NLPI to participate in activities → Some people never previously had a library card → Visited NLPI/NLPI e-book platform to get a library card → Increased the number of	

Input	Output	Event Chain	Outcome
	the Read and get baseball ticket activity	people who visited NLPI → People visited NLPI/NLPI e-book platform to check out books → Total number of books borrowed at NLPI increased → Increased use of resources at NLPI	Improved NLPI resource utilization
		People attended events at NLPI → Some people had already obtained a library card and occasionally or frequently borrowed books from NLPI → Increased in the number of books borrowed during the event compared to other months → Increased use of resources at NLPI	
	Exhibited themed book fair books	People went to NLPI → Saw themed book fair → Visited themed book fair → Got interested in themed book fair books → Increased use of resources at NLPI	
		People logged in NLPI e-book platform → Saw themed book fair → Visited themed book fair → Got interested in themed book fair books → Borrowed themed book fair books online → Increased use of resources at NLPI increased	
	Held Home Run Readers activities	Collaborated with CTBC → Integrated reading with baseball → Cross-industry collaboration differed from other general reading events → People supported the event → Continued to be held every year with increasing number of participants → Attracted other organizations in financial industry or other industries → Received some other cooperation invitations	Increased opportunities and capabilities for diversified development of NLPI
		Cooperated with CTBC → Integrated reading with baseball → Cross-industry cooperation was different from other general reading activities → Designed different types of activities → Changed implementation of activities based on different trends	Increased the experience and capacity of NLPI to organize diversified activities
Served as one of the libraries doing	People visited NLPI to participate in activities → Some people never previously had a library card → Visited NLPI/NLPI e-book platform to get a library card → Increased number of people	Increased the ability of NLPI to	

Input	Output	Event Chain	Outcome
	the Read and get baseball ticket activity	who visited NLPI → Visited NLPI/NLPI e-book platform to check out books → Increased the total number of books borrowed at NLPI → Increased use of resources at NLPI → Increased number of librarians serving in a single day compared to other months	serve more people
		People attended events at NLPI → Some people who had already obtained a library card occasionally or frequently borrowed books from NLPI → Increased the number of books borrowed during the event compared to other months → Increased the use of resources at NLPI → Increased number of librarians serving in a single day compared to other months	
	Exhibited themed book fair books	People went to NLPI → Saw themed book fair → Visited themed book fair → Got interested in themed book fair books → Increased use of resources at NLPI → Increased number of librarians serving in a single day compared to other months	
		People logged in NLPI e-book platform → Saw themed book fair → Visited themed book fair → Got interested in themed book fair books → Borrowed themed book fair books online → Increased use of resources at NLPI → Increased number of librarians serving in a single day compared to other months	

(c) Partner Libraries (Taichung Public Library and other libraries)

Table 17. The Event Chains of Partner Libraries

Input	Output	Event Chain	Outcome
Time	Seved as one of the libraries of Read and get	People visited library to participate in activities → Some people has never previously had a library card → Visited library to get a library card → Increased number of people visited library → Visited library to check out books → Increased total number of books borrowed at library → Increased use of resources at library	Improved library resource utilization

Input	Output	Event Chain	Outcome
	baseball ticket activity	People attended events at library → Some people who had already obtained a library card occasionally or frequently borrowed books from library → Increased the number of books borrowed during the event compared to other months → Increased use of resources at library	
	Exhibited themed book fair books	People went to library → Saw themed book fair → Visited themed book fair → Got interested in themed book fair books → Increased use of resources at library	
	Served as one of the book cars for Read and get baseball ticket	Some book car joined Home Run Readers activity → People went to book car to borrow or return books → Increased use of resources at book car during the event compared to other months	Improved book car utilization
	Served as one of the book cars for Read and get baseball ticket	Some book car joined Home Run Readers activity → People previously did not know about book → People went to book car to borrow or return books → Increased use of resources at book car during the event compared to other months	
	Book car toured Taichung Intercontinental Baseball Stadium	Additional tour of Intercontinental Baseball Stadium by the Taichung Public Library's book car → Attracted people who went to the stadium → People went to the mobile libraries to read or check out books → Increased use of the mobile libraries	
	Book car toured Taichung Intercontinental Baseball Stadium	Additional tour of Intercontinental Baseball Stadium by the Taichung Public Library's book car → Attracted people who went to the stadium → People went to the book car to watch shows → Increased use of the mobile libraries	
	Served as one of the libraries of Read and get baseball ticket activity	People visited library to participate in activities → Some people did not have a library card before → Visited library to get a library card → Increased number of people visited library → Visited library to check out books → Increased total number of books borrowed at library → Increased use of resources at library → Increased number of librarians serving in a single day increased compared to other months	Increased the ability of libraries to serve more people
	Served as one of the libraries of Read and get baseball ticket activity	People attended events at library → Some people who had already obtained a library card occasionally or frequently borrowed books from library → Increased the number of books	

Input	Output	Event Chain	Outcome
		<p>borrowed during the event compared to other months → Increased the use of resources at library → Increased number of librarians serving in a single day compared to other months</p> <p>People went to library → Saw themed book fair → Visited themed book fair → Got interested in themed book fair books → Increased use of resources at library → Increased number of librarians serving in a single day compared to other months</p>	

(d) CTBC

Table 18. The Event Chains of CTBC

Input	Output	Event Chain	Outcome
Goods and money	Held Home Run Readers activities	<p>NLPI and CTBC held event press conferences → Media released news to promote Home Run Readers events → Posted activity news on official website, Facebook fan page, NLPI official website, etc. → People and other Facebook fan pages shared event posts → Increased exposure to Home Run Readers → More people knew and were interested in the activity → Went to Home Run Readers Facebook fan page and official website to learn about the event content → Knew one of the organizers was CTBC</p> <p>People went to the library to borrow books → Saw the posters of the event → Signed up for the event → Knew one of the organizers was CTBC</p> <p>People had participated in Home Run Readers in previous years → Found a prior event interesting → Recommended it to their friends and family → Increased exposure of Home Run Readers → More people were interested in the event → Visited Home Run Readers fan page and official website to learn more about the event → Knew that one of the organizers was CTBC</p>	Improved CTBC awareness

Input	Output	Event Chain	Outcome
		People participated in the Home Run Readers → Read to increase their knowledge → Learned about baseball through live games or other activities → Felt that the activities were both active and passive so that they could gain knowledge on different levels → Found Home Run Readers meaningful → Increased positive perception of the organizers	Increased the favorability of CTBC
		People participated in Home Run Readers with families and friends → Read to increase their knowledge → Learned about baseball through live games or other activities → Felt the activities were both active and passive so that they could gain knowledge on different levels → Increased the common memories and conversations shared with family and friends → Felt that Home Run Readers was meaningful → Increased positive perception of the organizers	

(e) CTBC Brothers

Table 19. The Event Chains of CTBC Brothers

Input	Output	Event Chain	Outcome
Goods	Collaboratively held Home Run Readers activities	NLPI and CTBC held event press conferences → Media released news to promote Home Run Readers events → Posted activity news on official website, Facebook fan page, NLPI official website, etc. → People and other Facebook fan pages shared event posts → Increased exposure for Home Run Readers → More people knew about and were interested in the activity → Visited Home Run Readers Facebook fan page and official website to learn about the event content → Knew one of the organizers was CTBC Brothers	Increased CTBC Brothers awareness
		People went to the library to borrow books → Saw the posters of the event → Signed up for the event → Knew one of the organizers was CTBC Brothers	

Input	Output	Event Chain	Outcome
		<p>People had participated in Home Run Readers in previous years → Found the event interesting → Recommended event to friends and family → Increased exposure of Home Run Readers → Increased number of people interested in the event → Visited Home Run Readers fan page and official website to learn more about the event → Knew that one of the organizers was CTBC Brothers</p>	
		<p>People participated in the Home Run Readers → Read to increase their knowledge → Learned about baseball through live games or other activities → Felt that the activities were both active and passive so that they could gain knowledge on different levels → Found Home Run Readers meaningful → Increased positive perception of the organizers</p>	<p>Increased the favorability of CTBC Brothers</p>
		<p>People participated in Home Run Readers with families and friends → Read to increase their knowledge → Learned about baseball through live games or other activities → Felt that the activities were both active and passive so that they could gain knowledge on different levels → Increased common memories and conversations shared with family and friends → Felt that Home Run Readers was meaningful → Increased positive perception of the organizers</p>	
		<p>Fans shared news of events in fan clubs or groups → Updated each other on the latest events → Discussed the events and shared experiences → Increased the cohesiveness among fans</p>	<p>Enhanced the cohesiveness of CTBC Brothers fans</p>

(f) CTBC Brothers players

Table 20. The Event Chains of CTBC Brother Players

Input	Output	Event Chain	Outcome
Time	Be the activity endorser and guide people to read	Chose 1–3 players to be the endorsers of the event → Endorsers took the public to read the picture book and shared personal journey → Players focused on not only baseball but also education promotion → Gained external media coverage	Raised the profile of players in the fields of culture and education
	Be the activity endorser	Chose 1–3 players to be the endorsers of the event → People were influenced by the stars to participate in the reading of home runs → Checked out books → Completed the tasks to get tickets to the game → Reading was also rewarded, and players found it more interesting than they thought → Increased the number of readings	Increased the impact on fans
		Child fan of CTBC Brothers attended the activity → Parents accompanied the child to the stadium to watch the game → Parents began to pay attention to baseball activities → Slowly started to support the CTBC Brothers → Became the players' fans	Boosted the number of fans
		People who were not interested in baseball → Participated in activities with family and friends → Completed tasks to get tickets → Went to the stadium to watch the game → Infected by the atmosphere of the game → Started to discuss baseball topics or follow baseball games with friends and family → Became the players' fans	
		People who were not interested in baseball → Participated in activities because of reading → Completed tasks to get tickets → Went to the stadium to watch the game → Infected by the atmosphere of the game → Started to discuss baseball topics or follow baseball games with friends and family → Became the players' fans	

(g) NLPI employees

Table 21. The Event Chains of NLPI Employees

Input	Output	Event Chain	Outcome
Time	Organized Home Run Readers activities	Be responsible for organizing Home Run Readers activities → Partners of every activity came from different fields → Exchanged and cooperated with people from different fields → Discussed cooperation methods with people from different fields → Integrated resources from different units	Increased cross-border integration planning capability
		Be responsible for organizing Home Run Readers activities → Partners of every activity came from different fields → Exchanged and cooperated with people from different fields → Discussed cooperation methods with people from different fields → Integrated resources from different units → Event was successful and received positive feedback from participants → Event continued to be held every year	Increased the sense of accomplishment

(h) CTBC employees

Table 22. The Event Chains of CTBC Employees

Input	Output	Event Chain	Outcome
Time	Organized Home Run Readers activities	Be responsible for organizing Home Run Readers activities → Partners of every activity were from different fields → Exchanged and cooperated with people from different fields → Discussed cooperation methods with people from different fields → Integrated resources from different units	Increased cross-border integration planning capability

Input	Output	Event Chain	Outcome
		Be responsible for organizing Home Run Readers activities → Partners of every activity were from different fields → Exchanged and cooperated with people from different fields → Discussed cooperation methods with people from different fields → Integrated resources from different units → Event was successful and received positive feedback from participants → Event continued to be held every year	Increased the sense of accomplishment

(i) Books. Com

Table 23. The Event Chains of Books. Com

Input	Output	Event Chain	Outcome
Goods	Collaboratively held high school writing competition	Collaborated with NLPI and CTBC to hold high school writing competition → Students were fans of CTBC Brothers → Applied for high school writing competition due to prizes → Were not previously a member of Youth Books.com before → Applied to be a Youth Books.com member → Increased number of Youth Books.com members	Increased the use of the Books. Com writing platform
		Collaborated with NLPI and CTBC to hold high school writing competition → Participants applied for high school writing competition → Participants were not previously a member of Youth Books.com → Applied to be a Youth Books.com member → Increased number of Youth Books.com members	
	Exhibited themed book fair books	NLPI invited to exhibit themed book fair → People saw themed book exhibitions from Home Run Readers official website → People who find physical libraries inconvenient cooperate with Books.com → Visit Books.com website to read books	Increased the use of online bookstore platform

Input	Output	Event Chain	Outcome
		NLPI invited to exhibit themed book fair → People saw themed book exhibitions from Home Run Readers official website → People who find physical libraries inconvenient cooperate with Books.com → Visit Books.com website to read books → Bought physical books or e-books	Increased income

(j) Other partner online bookstores

Table 24. The Event Chains of Other Partner Online Bookstores

Input	Output	Event Chain	Outcome
Goods	Exhibited themed book fair books	NLPI invited to exhibit themed book fair → People saw themed book exhibitions from Home Run Readers official website → People who find physical libraries inconvenient cooperate with some online bookstores → Visit bookstore website to read books	Increased use of online bookstore platform
		NLPI invited to exhibit themed book fair → People saw themed book exhibitions from Home Run Readers official website → People who find libraries inconvenient cooperate with some online bookstores → Visit bookstore website to read books → Bought physical books or e-books	Increased income
		NLPI invited to exhibit themed book fair → People saw themed book exhibitions from Home Run Readers official website → People who find libraries inconvenient cooperate with some online bookstores → Learned about different online bookstores	Increased brand awareness

Judgment on the Significance of Outcomes

According to SROI "Only Material Matters" guideline, we only included outcomes that were important to our stakeholders. In determining materiality, we followed the SROI "Supplementary Guidance on Materiality,"¹⁸ which focuses on relevance and significance. *Relevance* meant that the outcome was relevant to the decision, and we continued to consider the significance of the outcome if it was relevant. *Significance* meant that the real or potential scale of the outcome had passed a threshold (indicators) that meant it influenced decisions and actions.

Relevance was the causality we discussed with stakeholders based on the research literature, stakeholder interviews and feedback from focus groups. We also confirmed that the most-often mentioned and most-agreed-upon outcomes by stakeholders were relevant to our decision-making and management. If an outcome was relevant, it meant relevance existed. Whether an outcome was significant was determined by the threshold of the indicator.

3-3 OUTCOME INDICATOR AND NUMBER

Outcome indicators were important factors in judging whether and to what degree an outcome had occurred. The results of the indicators differed due to the nature of the project, the content of the result and the feedback from stakeholders. In this project, the main goal and the results that may change the stakeholders mostly focused on the changes in feelings, cognition and thinking. Therefore, we referred to the certified reports¹⁹ and psychology-related literature to design quantitative and qualitative indicators as evidence of the occurrence and degree of the results, creating an important threshold. We used the

¹⁸ Supplementary guidance on using SROI/2013.02.

¹⁹ E.g., https://socialvalueuk.org/wp-content/uploads/2020/04/USI_SROI-Report_final.pdf

quantitative and qualitative feedback from stakeholders as indicators; in the first-stage qualitative and second-stage quantitative questionnaire, we asked stakeholders to report the degree of change in their result with the quantitative data of "changes in scores from before to after" or to describe their changes in words to assist this study in judging whether the outcome had occurred, the degree of occurrence and its importance to stakeholders.

Regarding the design of outcome indicators for abstract feelings (e.g., attitudes and emotions), to grasp whether and to what extent the outcomes occurred, we referred to the main research methods of psychology and past social value reports²⁰ to design a Likert scale.²¹ Based on those aspects, we considered an achievement important if the importance score of the stakeholder's feedback on the achievement exceeded 3 points. After our discussions with the project executive team, the Likert scale was a sufficient indicator item for future optimization and improvement. Because it was the first time we analyzed this activity, we needed a preliminary outline and understanding to continuously optimize for important projects. Therefore, after our professional judgment and discussion, we believed that the Likert scale, which is divided into 5 equal points, was a suitable analysis index. Subsequent projects may generate more refined and diverse indicators for specific outcomes as a reference for activity planning and analysis.

The Likert scale was created by psychologist Rensis Likert and is often used in questionnaires. Currently the most widely used scale in social psychology, psychology and management behavior surveys, the Likert scale can assist respondents in providing specific feedback, such as personal thoughts or feelings. In this study, we used 3 as the benchmark mainly because the Likert scale adopts 5 scale options: 1 = *Strongly disagree*, 2 = *Disagree*, 3 = *Neither agree nor disagree*, 4 = *Agree* and 5 = *Strongly agree*. The scores of 4 and 5 indicate not only that the stakeholders strongly agree with the change but also that

²⁰ E.g., <https://socialvalueuk.org/wp-content/uploads/2021/04/Assured-Wellsprings-SROI-Report.pdf>

²¹ <https://zh.wikipedia.org/wiki/%E6%9D%8E%E5%85%8B%E7%89%B9%E9%87%8F%E8%A1%A8>

they can better distinguish the change compared to the scores under 3. In addition, the project aim to analyze the subjective attitudes of stakeholders was to inspire and cultivate the environmental literacy and self-realization of stakeholders. In the design at the beginning of the event, the selected measurement standards mainly confirmed whether environmental literacy and self-realization occurred.

Outcome Incidence and Outcome Number

When a stakeholder's quantitative feedback exceeded 3 points on the Likert scale or the qualitative feedback reached the indicator threshold (passing half of the qualitative indicators), we considered that the stakeholder's achievement had occurred. After the second stage of the negotiation questionnaire, we counted the number of people who passed the indicator threshold for each outcome and then calculated the outcome rate of each outcome (means outcome incidence = the number of people who reached the indicator threshold \div the number of negotiators \times 100%), which was used as the basis for the number of outcomes. Finally, we multiplied the number of stakeholders by the outcome rate to calculate the number of possible outcomes. All the outcome incidence and number of each stakeholder is listed in below sections.

1. Participants

According to the results of the two-stage negotiation, the largest number of the participants in the Home Run Readers activity were parent–child groups, accounting for about 60%, which also aligned with the original purpose of the project. Because reading and watching baseball games together increased the quality time spent with family, which could cultivate common interests and create common memories to enhance the parent–child relationship. From different subgroups, it could be found that, among the outcomes of enhancing relationship types, those who participated in activities with family and friends had a significantly higher incidence rate than those who participated in an activity alone. Further, the

participants who engages in more than two kinds of activities showed a relatively high interest in baseball and possessed broader views and knowledge. The outcome indicators, incidence and number of participants are presented in Table 25 and 26 respectively.

Table 25. Outcome Indicators for Participants

Stakeholders	Outcomes	Indicators	Indicator Attributes
Participants	Improved family relationships	(1) I invited my family to participate in Home Run Readers together (2) Spent more time with family (3) Time spent chatting with family increased (4) New common topics with family members (5) My family and I would continue to participate in the same type of activities (6) My family and I would participate in other parent–child activities together	Parallel qualitative and quantitative
	Improved interpersonal relationships	(1) I invited my family to participate in Home Run Readers together (2) Spent more time with friends (3) Time spent chatting with friends increased (4) New common topics with friends (5) Made new friends at Home Run Readers event (6) My friends and I would continue to participate in the same type of activities (7) My friends and I would participate in other activities	Parallel qualitative and quantitative
	Increased interest in baseball	(1) I started to dabble in baseball knowledge, such as the history of baseball or the rules of the game (2) I began to pay attention to domestic or foreign baseball events (3) I joined the fan club for a domestic or foreign baseball team (4) I become a fan of the stars of CTBC Brothers baseball club	Parallel qualitative and quantitative

Stakeholders	Outcomes	Indicators	Indicator Attributes
		(5) I would buy baseball merchandise (6) The frequency of following baseball news or going to a live game increased (7) I invited my family and friends to the live games with me more often	
	Felt relieved	(1) Reading or watching baseball games made me forget my worries (2) Reading or watching a baseball game lifted my spirit (3) Decreased frequency of feeling annoyed	Parallel qualitative and quantitative
	Possessed broader views and knowledge	(1) Participated in Home Run Readers to read different kinds of books and learned new knowledge (2) After participating in Home Run Readers, I read and/or borrowed more library books (3) I read more diverse books	Parallel qualitative and quantitative
	Increased writing ability	(1) The speed of writing became faster (2) Knew more words and sentences to use in writing (3) Progress in writing grade (4) More people praised me for my good writing (5) Received other awards	Parallel qualitative and quantitative
	Reduced personal available times	(1) There were no libraries near home, and I had to spend more time than others to participate in activities at libraries in other districts (2) After completing the activity task, I needed to visit another library to complete the activity task again because the original library had no ticket (3) I wanted to borrow books on the e-book platform, but I still needed to spend time at the library because I had to go to the physical library to collect the activity card to exchange the ticket	Parallel qualitative and quantitative

Stakeholders	Outcomes	Indicators	Indicator Attributes
	Felt frustrated or experienced other negative feelings	(1) Frustrated by not immediately getting a baseball game ticket after completing the assigned task of the event (2) Worked hard to complete the reading-related writing but did not win the award, so feel frustrated	Parallel qualitative and quantitative

Table 26. Outcome Incidence for Participants

Subgroup	Participated in one activity alone		Participated in one activity with others		Participated in more than one activity alone		Participated in more than one activity with others	
	Outcome Incidence ²²	Outcome Number ²³	Outcome Incidence	Outcome Number	Outcome Incidence	Outcome Number	Outcome Incidence	Outcome Number
Population	16,154		61,945		2,690		31,309	
Improved family relationships	16.67%	2,692	32.61%	20,200	12.50%	336	45.16%	14,139
Improved interpersonal relationships	4.17%	673	14.67%	9,087	12.50%	336	23.66%	7,407
Increased interest in baseball	4.17%	673	17.39%	10,772	37.50%	1,008	27.96%	8,753
Felt relieved	14.58%	2,355	26.63%	16,495	12.50%	336	37.63%	11,781

²² Outcome Incidence is rounded to the fourth decimal place (all the same below).

²³ The number of people is rounded to the single digit, and the number below the decimal point is unconditionally rounded off (same for below).

Subgroup	Participated in one activity alone		Participated in one activity with others		Participated in more than one activity alone		Participated in more than one activity with others	
Population	16,154		61,945		2,690		31,309	
Outcomes	Outcome Incidence ²²	Outcome Number ²³	Outcome Incidence	Outcome Number	Outcome Incidence	Outcome Number	Outcome Incidence	Outcome Number
Possessed broader views and knowledge	6.25%	1,009	20.65%	12,791	25.00%	672	33.33%	10,435
Increased writing ability	0.00%	-	3.26%	2,019	0.00%	-	5.38%	1,684
Reduced personal available times	0.00%	-	0.54%	334	12.50%	336	5.38%	1,684
Felt frustrated or experienced other negative feelings	0.00%	-	4.89%	3,029	12.50%	336	12.90%	4,038

2. NLPI

According to the results of the negotiation, except for raising the awareness of NLPI and improving NLPI resource utilization, the rest of the results did not meet the indicators. Rather, those outcome incidences were zero. As for the result of "improving the favorability of the Nation Library of Information," we collected data on the organizers' changed views of the activity participants via a questionnaire. We avoided the overestimation of outcomes by setting a double threshold. First, we determined whether the public's favorable impression of the organizer has passed the index and then calculated whether the number of people passing the index exceeded half of the questionnaire respondents. According to the analysis result,

the number of the people who view the NLPI favorability has not increased by more than half. The outcome indicators, incidence and number of NLPI are presented in Table 27.

Table 27. Outcome Indicators, Incidence and Number for NLPI

Stakeholder	NLPI			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased NLPI awareness	(1) During the event period, the number of likes or followers on NLPI's Facebook fan page increased significantly compared to other months (2) During the event period, the number of visitors to the official NLPI website increased significantly (3) The number of interactions on the Home Run Readers post is significantly higher than other posts (4) The participation rate of NLPI initiatives or activities increased significantly (5) The keyword search volume for NLPI increased significantly	Parallel qualitative and quantitative	100%	1
Increased the favorability of NLPI	(1) Participants felt that the NLPI was more concerned about society than its peers (2) Participants would be more willing to stay longer when seeing relevant information about NLPI (3) Participants would be more willing to share the NLPI information with others	Parallel qualitative and quantitative	0%	0

Stakeholder	NLPI			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(4) Participants would be more willing to support the activities organized by the NLPI			
Improved NLPI resource utilization	(1) During Home Run Readers activity period, the number of NLPI applicants increased significantly (2) During Home Run Readers activity period, the number of physical books borrowed at the NLPI increased significantly (3) During Home Run Readers activity period, the number of e-book platform registrations increased significantly (4) During Home Run Readers activity period, the number of books borrowed on the e-book platform increased significantly (5) During or after Home Run Readers activity period, the utilization rate of various resources in the NLPI increased significantly compared to previous period	Parallel qualitative and quantitative	100%	1
Increased opportunities and capabilities for diversified development of NLPI	(1) After co-organizing Home Run Readers with CTBC, cooperated with others banks and different industries to hold other reading activities (2) After co-organizing Home Run Readers with CTBC, cooperated with others enterprises (not banks) and different industries to hold other reading activities. After co-organizing Home Run Readers with CTBC, the number of invitations for cooperation by other banks increased significantly	Parallel qualitative and quantitative	0%	0

Stakeholder	NLPI			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(3) After co-organizing Home Run Readers with CTBC, the number of invitations for cooperation by others companies (not banks) increased significantly			
Increased the experience and capacity of NLPI to organize diversified activities	(1) Before holding the Home Run Reader event, there was no experience in holding a related series of events (2) Because of Home Run Readers, we first combined reading with baseball	Parallel qualitative and quantitative	0%	0
Increased the ability of NLPI to serve more people	(1) Increased the number of librarians serving each day (2) The service speed of librarians increased (3) The speed at which librarians solved people's problems increased	Parallel qualitative and quantitative	0%	0

Negative Outcomes

This evaluation found that, due to the limitation of library space and activity methods, the time for people to participate in activities would increase. Because the tickets were not redeemed as scheduled, there would be relative frustration. These negative emotions may also indirectly reflect on the librarians. For example, people were angry because they did not get the prizes, so they went to the library to fight with the librarians. The librarians just followed the organizer's activities, but they received people's negative emotions on the front line, which may indirectly affect the librarians' mood and work.

3. Partner Libraries

Since Home Run Readers encouraged people to read, and the cooperative library was one of the main media of the campaign. Therefore, it had a significant effect on improving the utilization rate of library resources. Taichung Public Library had an additional tour to the Intercontinental Baseball Stadium for exhibition, so the outcome of the book car had met the indicators better than others. The outcome indicators, incidence and number of partner libraries are presented in Table 28.

Table 28. Outcome Indicators, Incidence and Number for Partner Libraries

Stakeholders			Taichung Public Library		Other Partner Libraries	
Population			1		104	
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number	Outcome Incidence	Outcome Number
Improved library resource utilization	(1) During Home Run Readers activity period, the number of library applicants increased significantly	Parallel qualitative and quantitative	100%	1	70.73%	73
	(2) During Home Run Readers activity period, the number of physical library books borrowed increased significantly					
	(3) The number of public visits to the library increased significantly					
	(4) During or after Home Run Readers activity period, the utilization rate of various library resources increased significantly compared to previous period					
Improved book car utilization	(1) The number of public visits to the book car increased significantly	Parallel qualitative	100%	1	0.00%	-

Stakeholders			Taichung Public Library		Other Partner Libraries	
Population			1		104	
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number	Outcome Incidence	Outcome Number
	(2) The number of book car applicants increased significantly (3) The number of physical books borrowed from the book car increased significantly (4) The number of people returning books to the book car increased (5) Increased number of schools, communities or organizations inviting book car to serve on-site	and quantitative				
Increased the ability of libraries to serve more people	(1) Increased number of librarians serving each day (2) The service speed of librarians increased (3) The speed at which librarians solved people's problems increased	Parallel qualitative and quantitative	100%	1	24.39%	25

4. CTBC

In response to the outcome of "Increased the favorability of CTBC," we collected information on the changes in the participants' views about the organizers via questionnaires. To avoid overestimating the results, we set a double threshold. We first determined whether people's favorable impression of the organizer had passed the index. Then we calculated whether the number of people passing the index exceeds half of the respondents to the questionnaire. According to the

analysis results, the number of people's favorable impression of CTBC was not more than half. The outcome indicators, incidence and number of CTBC are presented in Table 29.

Table 29. Outcome Indicators, Incidence and Number for CTBC

Stakeholders	CTBC			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased CTBC awareness	(1) During the event period, the number of likes or followers on CTBC's Facebook fan page increased significantly compared to other months (2) During the event period, the number of visitors to the official CTBC website increased significantly (3) The number of interactions for the Home Run Readers post is significantly higher than other posts (4) The participation rate of CTBC initiatives or activities increased significantly (5) The keyword search volume of CTBC increased significantly.	Parallel qualitative and quantitative	100%	1
Increased the favorability of CTBC	(1) The participants felt that the CTBC was more concerned about society than their peers (2) Participants would be more willing to stay longer when they see the relevant information about CTBC	Parallel qualitative and quantitative	0%	-

Stakeholders	CTBC			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(3) Participants would be more willing to share the information of CTBC with others			
	(4) Participants would be more willing to support the activities organized by CTBC			

5. CTBC Brothers

In response to the outcome of "Increased the favorability of CTBC Brothers," we collected information regarding the changes in the participants' views of the organizers via questionnaires. To avoid the overestimation of results, we set a double threshold. We first determined whether the people's favorable impression of the organizer had passed the index. Then, we calculated whether the number of people passing the index exceeded half of the questionnaire respondents. According to the results of the questionnaire analysis, more than half of the people passed the double threshold, and based on the interviews with the participants, public opinion of CTBC Brothers was obviously higher than that of other organizers. Therefore, we concluded that CTBC Brothers favorability had indeed increased. The outcome indicators, incidence and number of CTBC Brothers are presented in Table 30.

Table 30. Outcome Indicators, Incidence and Number for CTBC Brothers

Stakeholder	CTBC Brothers			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased CTBC Brothers awareness	(1) During the event period, the number of likes or followers on CTBC Brothers's Facebook fan page increased significantly compared to other months (2) During the event period, the number of visitors to the official CTBC Brothers website increased significantly (3) The number of interactions on the Home Run Readers post is significantly higher than for other posts (4) The participation rate of CTBC Brothers initiatives or activities increased significantly (5) The keyword search volume for CTBC Brothers increased significantly	Parallel qualitative and quantitative	0%	-
Enhanced the cohesiveness of CTBC Brothers fans	(1) The interaction rate of CTBC Brothers Facebook fan page increased (2) The participation rate of other CTBC Brothers activities increased (3) The number of CTBC Brothers members increased (4) The member interaction rate of CTBC Brothers increased (5) I made other new friends because of the Reading Home Runs event (6) CTBC Brothers merchandise sales increased	Parallel qualitative and quantitative	0%	-
Increased the favorability of CTBC Brothers	(1) Participants felt that the CTBC Brothers was more concerned about the society than their peers (2) Participants would be more willing to stay longer when seeing the relevant information about CTBC Brothers	Parallel qualitative and quantitative	100%	1

Stakeholder	CTBC Brothers			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(3) Participants would be more willing to share the information about CTBC Brothers with others (4) Participants would be more willing to support the activities organized by CTBC Brothers			

6. CTBC Brothers players

According to the results of the questionnaire analysis, only some players thought Home Run Readers could help them increase their impact on fans. Other outcomes, such as raised the profile of players in the fields of culture and education and increased the number of fans, did not pass the threshold, so the incidence and number of both outcomes are 0. The outcome indicators, incidence and number of CTBC Brothers players are presented in Table 31.

Table 31. Outcome Indicators, Incidence and Number for CTBC Brothers Players

Stakeholder	CTBC Brothers players			
Population	6			
Outcome	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Raised the profile of players in the fields of culture and education	(1) Other companies or civil organizations also invited me to participate in educational and cultural activities, including speeches, publicity and reading activities, etc.	Parallel qualitative and quantitative	0%	-

Stakeholder	CTBC Brothers players			
Population	6			
Outcome	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(2) The school authority invited me to participate and promote related reading activities (3) Some publisher invited me to write an autobiography			
Increased the impact on fans	(1) I felt that fans would participate in the activities I promoted (2) I felt that fans enjoyed baseball or reading because of me (3) I received feedback from fans that they liked baseball or reading because of me (4) I felt fans imitated my words and actions (5) Fans had more interaction and communication with me	Parallel qualitative and quantitative	33.33%	2
Boosted the number of fans	(1) Number of fans increased compared to before the Home Run Readers endorsement (2) Number of fans and supporters increased at events or meetups I attended compared to before the Home Run Readers endorsement (3) The number of followers on my community Facebook fan page increased compared to before the Home Run Readers endorsement	Parallel qualitative and quantitative	0%	-

7. NLPI employees

According to the results of the questionnaire analysis, half of the employees passed the threshold, so the incidence for both outcomes are 50%. The outcome indicators, incidence and number of NLPI employees are presented in Table 32.

Table 32. Outcome Indicators, Incidence and Number for NLPI Employees

Stakeholder	NLPI employees			
Population	2			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased cross-border integration planning capability	(1) Home Run Readers' collaborator were those I had not previously contacted (2) I knew how to better communicate with professionals in different fields (3) I could coordinate the opinions of all parties and maintain the progress of the project (4) I knew more professionals in different fields	Parallel qualitative and quantitative	50%	1
Increased the sense of accomplishment	(1) After completing the Home Run Readers activity, my sense of satisfaction increased significantly (2) I would introduce to my relatives and friends that I am one of the organizers for Home Run Readers activities (3) I considered Home Run Readers to be one of the main achievements of my work (4) I performed better in the Home Run Readers project	Parallel qualitative and quantitative	50%	1

8. CTBC employees

Compared with NLPI employees, the field of Home Run Readers events differed significantly from the previous projects carried out by CTBC employees. In addition, the events had been held continuously because of the support of the

participants, which offers them great affirmation. Therefore, reaching the indicator had a significant impact on ability and inner fulfillment. The outcome indicators, incidence and number of CTBC employees are presented in Table 33.

Table 33. Outcome Indicators, Incidence and Number for CTBC Employees

Stakeholder	CTBC employees			
Population	2			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased cross-border integration planning capability	(5) Home Run Readers' collaborator were those I did not previously contact (6) I knew how to better communicate with professionals in different fields (7) I could coordinate the opinions of all parties and maintain the progress of the project (1) I knew more professionals in different fields	Parallel qualitative and quantitative	100%	2
Increased the sense of accomplishment	(5) After completing the Home Run Readers activity, my sense of satisfaction increased significantly (6) I would introduce to my relatives and friends that I am one of the organizers of Home Run Readers activity (7) I considered Home Run Readers to be one of the main achievements of my work (1) I performed better in the Home Run Readers project	Parallel qualitative and quantitative	100%	2

9. Online bookstores

Compared with physical libraries, because online bookstores also cooperated with many other promotional activities at the same time, Home Run Readers were more like another way of promoting online bookstores. Therefore, they did not

specifically track the effectiveness of theme book fair. In addition, it was difficult to analyze from the existing data, so the online bookstores did not meet the threshold in any outcomes. The outcome indicators, incidence and number of Book. Com and other partner online bookstores are presented in Table 34 and 35 respectively.

Table 34. Outcome Indicators, Incidence and Number for Books. Com

Stakeholder	Books.com online bookstores			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased use of Books. Com writing platform	(1) After holding high school writing competition, the number of members on the Youth Books. Com platform increased significantly (2) After holding high school writing competition, the number of visits to the Youth Books. Com platform increased significantly (3) After holding high school writing competition, the number of trial readings of books displayed on the Youth Books. Com platform increased significantly (4) After holding high school writing competition, the participation rate of other activities on the Youth Books. Com platform also increased significantly	Parallel qualitative and quantitative	0%	0
Increased use of online bookstore platform	(1) After exhibiting themed book fair books, the number of members on the online bookstore platform increased significantly (2) After exhibiting themed book fair books, the number of visits to the online bookstore platform increased significantly	Parallel qualitative and quantitative	0%	0

Stakeholder	Books.com online bookstores			
Population	1			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(3) After exhibiting themed book fair books, the number of trial readings of the books exhibited on the online bookstore platform increased significantly (4) After exhibiting themed book fair books, the participation rate of other activities on the online bookstore platform also increased significantly			
Increased income	(1) During Home Run Readers, the sales of books on the themed book fair or writing competition books increased significantly (2) During Home Run Readers, the sales of books other than the above increased significantly	Parallel qualitative and quantitative	0%	0

Table 35. Outcome Indicators, Incidence and Number for Other Partner Online Bookstores

Stakeholder	Other partner online bookstores			
Population	9			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
Increased the use of online bookstore platform	(1) After exhibiting themed book fair books, the number of members on the online bookstore platform increased significantly (2) After exhibiting themed book fair books, the number of visits to the online bookstore platform increased significantly	Parallel qualitative and quantitative	0%	0

Stakeholder	Other partner online bookstores			
Population	9			
Outcomes	Indicators	Indicator Attributes	Outcome Incidence	Outcome Number
	(3) After exhibiting themed book fair books, the number of trial readings of the books exhibited on the online bookstore platform increased significantly (4) After exhibiting themed book fair books, the participation rate of other activities on the online bookstore platform also increased significantly			
Increased income	(1) During Home Run Readers, the sales of themed book fair books or writing competition books increased significantly (2) During Home Run Readers, the sales of books other than the above increased significantly	Parallel qualitative and quantitative	0%	0
Increased brand awareness	(1) After Home Run Readers activity, our company's market share increased significantly (2) After Home Run Readers activity, the visit rate of the official website of the online bookstore increased significantly (3) Our organization's keyword search volume increased significantly (4) After Home Run Readers activity, the number of invitations for cooperation by other companies or groups increased significantly	Parallel qualitative and quantitative	0%	0

Chapter 4: Outcome Evaluation

4-1 PROCESS OF EVALUATING OUTCOMES

Adding value to important outcomes is the most unique aspect of the SROI methodology framework. Based on the steps suggested by the standard on applying Principle 3: Value the things that matter,²⁴ we formulated the relevant steps for the assignment of value, as explained below:

Stage 1: Be clear about the audience and purpose of the valuation, and what type of decisions it needs to inform.

The purpose of this analysis was to optimize usage for internal decision-making and management.

Stage 2: Determine an appropriate level of rigor required.

This analysis marks the first time the project was analyzed, and the analysis was used for internal management. Therefore, we set a lower precision target for the level of rigor. After the first calculation and inventory outline, a more accurate evaluation methodology and content could be set for this project in the future.

Stage 3: Select the most appropriate valuation approach or combination of approaches.

We based our selection and analysis of evaluation methods on the feedback of stakeholders, the experience of project executors, and past certified SROI reports.

Stage 4: Clearly explain what is being evaluated, including the depth and duration of the social outcome.

Regarding the evaluation degree and period of the achievement, we mainly used the achievement indicators as the judging standard. We then used the changes of the achievement indicators as an important reference to verify the evaluation degree and determine the achievement period.

²⁴ Social Value International, standard on applying Principle 3: Value the things that matter.

Stage 5: Plan data collection exploring the limitations and risks to the exercise.

Based on each outcome, we formulated strategies and plans for data collection, and set up data collection methods for different evaluations according to stakeholder characteristics. We then asked stakeholders to evaluate different outcomes via questionnaires. At the same time, we also considered whether there were some limitations or risks in data collection, such as the price of substitutes not matching stakeholder expectations or stakeholders not being able to accurately answer their values. We would then clearly explain to stakeholders during the negotiation process and gave stakeholders the opportunity to adjust the value of the preset results to avoid major errors.

Stage 6: Collect data from primary sources (sample of stakeholders) or secondary sources (other valuations).

Our evaluation data was primarily sourced directly from stakeholders, but the evaluation methodology was referenced from stakeholders and other literature, such as financial proxy variables used for similar outcomes in other certified SROI reports. However, the stakeholders still decided on which financial proxy variable to choose.

Stage 7: Analyze the data collected, and allocate appropriate values for the changes.

Our survey was based on the sampling theory of statistics. We set the stakeholder matrix as the normal distribution, set the sampling ratio at a 90% confidence level and 10% error value as the benchmark, and used multi-stage negotiation to reduce possible bias error. In the sensitivity analysis stage, we also included financial agencies that are not easily determined by stakeholders in the sensitivity analysis. Please refer to Chapter 6, Section 2, Sensitivity Analysis for a breakdown of this aspect.

Stage 8: Seek assurance or verification of the valuations, including the results and of the approach taken.

For the final evaluation method and financial proxy variables, we referred to the content of the SROI report with similar results and confirmed the method. The evaluation of abstract results was also confirmed with project executives, experts in related fields, other certified practitioners and stakeholders.

Stage 9: Report and present the results with full transparency of the professional judgments made and any limitations or risks attached to the data.

For the evaluation process and content, please refer to the subsequent descriptions in this chapter.

Stage 10: Use the valuations to support decision-making.

According to the results of the evaluation, the relevant activity process was revised in the future. Please refer to the description of the Be Responsive element in Chapter 7, Section 2.

4-2 OUTCOME EVALUATION

1. Financial Agency Variables

In this project study, the results mostly focused on changes in attitudes, relationships, behaviors and thoughts; stakeholders were not familiar with the evaluation methods. Therefore, the choice of evaluation methods became a challenge to overcome. We first referred to similar assured SROI reports to understand how the evaluation method is determined. Then, we discussed all possible evaluation methods and possible evaluated items (referred to as *financial agency variables* in SROI methodology) with stakeholders in the three stages of preliminary interviews, questionnaires and confirmation. The financial agency variables of each stakeholder are presented in the following sections.

(a) Participants

For the participants, we tested some evaluation methods in the first stage of the negotiation. We found that the participants often used "other activities" or "substitute items" as the outcome measurement narrative. There were many different types of reading or baseball alternatives in participants lives, so participants could achieve the same results through these alternatives.

Therefore, we adopted the substitute analogy method as the evaluation method for the results of the participants. According to the discussion with the participants and the characteristics of the results of this activity, after the first stage of interviews and discussions, 26 substitute types were set. We searched for the general average price of each substitute item through Taiwanese public information. In the negotiation, participants were then invited to set a price for each change they experienced after participating in Home Run Readers. We provided a list of 26 alternative items and values (as shown in Table 23 below) for participants to choose the one they felt was the closest value. For negative outcomes, we asked the stakeholders the following question: "If we provided you with one of the items listed above or subsidized you with the cost of an activity, which one would make up for the negative impact Home Run Readers had on you?"

Table 36. Evaluation Substitutes for Participants

Number	Substitute	Value (\$NTD)	Description
1	Dinner with family and friends once a week	6,000	Estimated at \$500 per dinner for 3 months (average activity month for Home Run Readers) (500 * 4 weeks * 3 months = 6,000)
2	Take a 2-day, 1-night domestic free travel with family and friends	3,000	Average price at a Taiwanese travel agency for 2 days and 1 night of independent travel ²⁵
3	Join a 2-day, 1-night domestic tour package with family and friends	6,000	Average price of a 2-day, 1-night tour package from a Taiwanese travel agency ²⁵
4	Take a 3-day, 2-night domestic in-depth tour with family and friends	9,000	Average price of a 3-day, 2-night trip from a Taiwanese travel agency ²⁵
5	Participate in volunteer activities 1 day a month	3,600	Cost of car and food for each volunteer is \$1,200, and it is estimated based on the average activity month of Home Run Readers for 3 months (1,200 * 3 months = 3,600)
6	Participate in a domestic work and dormitory exchange	19,200	Average cost of working and changing accommodation in Taiwan for 1 month (food, transportation, recreational expenses, etc.)
7	Visit Taroko Sports to play baseball once a month	600	An estimated \$200 per visit to play baseball at the Taroko Sports, ²⁶ and it is calculated based on the average activity month of Home Run Readers for a period of 3 months (200 * 3 months = 600)
8	Visit the stadium to watch a baseball game	750	CTBC Brothers in Taichung International Baseball Stadium

²⁵ <https://www.eztravel.com.tw/>, <https://www.lifetour.com.tw/>

²⁶ <https://www.trk.com.tw/venue/baseball/548>

	once a month, on average—outfield tickets		holiday outfield ticket is \$250, ²⁷ and it is calculated based on the average activity month of Home Run Readers for a period of 3 months (250 * 3 months = 750)
9	Visit the stadium to watch a baseball game once a month, on average—infield ticket	1,500	CTBC Brothers in Taichung International Baseball Stadium holiday infield ticket-home plate ticket is \$500, ²⁷ and it is calculated based on the average activity month of Home Run Readers for a period of 3 months (500 * 3 months = 1,500)
10	Join a community baseball team	3,500	Registration Fee for Taiwan Community Baseball Team (4 months) ²⁸
11	Participate in a 2-day CTBC Brothers Baseball Camp—Students	4,000	CTBC Brothers Baseball Camp Registration Fee ²⁹
12	3 hours of KTV singing per month	1,200	Average price of Taiwanese KTV for 3 hours is \$400, and it is calculated based on the average activity month of Home Run Readers for 3 months. (400 * 3 months = 1,200)
13	One full-body massage per month	4,950	Estimated based on the average price for a 60-minute full-body massage in Taiwan, ³⁰ and it is based on the average activity month of Home Run Readers for 3 months. (1,650 * 3 months = 4,950)

²⁷ https://www.brothers.tw/ticket_paper.php?i=17

²⁸ https://www.rivegauche.org.tw/newlesson_info.php?sn=3752

²⁹ <https://www.facebook.com/BrothersBaseballCamp/posts/3432876196762281>

³⁰ <https://www.hellotoby.com/zh-tw/c/%E6%8E%A8%E6%8B%BF%E6%8C%89%E6%91%A9-%E8%B2%BB%E7%94%A8%E7%AF%84%E5%9C%8D>

14	Participate in a 1-day workshop on mindfulness and stress reduction	2,500	Registration Fee for 1-day workshop on Mindfulness-Based Helping Association ³¹
15	1-year subscription to <i>CommonWealth Magazine</i> – Digital	2,490	1 year of online reading version of <i>CommonWealth Magazine</i> ³²
16	2-year subscription to <i>CommonWealth Magazine</i> – Digital	4,980	2 years of online reading version of <i>CommonWealth Magazine</i> (2,490 * 2 = 4,980)
17	1-year subscription to <i>National Geographic</i>	2,680	1 year of <i>National Geographic</i> print and digital dual editions ³³
18	2-year subscription to <i>National Geographic</i>	5,360	2 years of <i>National Geographic</i> print and digital dual editions (2,680 * 2 = 5,360)
19	Buy a writing teaching book set	750	Best-selling writing teaching kits ³⁴
20	Attend high school writing class	3,600	Junior and high school writing class on online teaching platform ³⁵
21	7–11 coupons \$300	300	Convenience store merchandise gift certificate
22	7–11 coupons \$500	500	
23	7–11 coupons \$1,000	1,000	
24	1 CTBC Brothers infield ticket (hot spot)	550	CTBC Brothers Intercontinental Ballpark Holiday Infield Ticket – Hot Zone Full Ticket \$550 ³⁶
25	3 CTBC Brothers infield tickets (hot spot)	1,650	

³¹ <https://www.beclass.com/rid=24461c86007e2130abeb>

³² <https://www.cw.com.tw/payment>

³³ <https://www.natgeomedia.com/magazine.html>

³⁴

https://www.books.com.tw/products/0010895121?gclid=CjwKCAjwndCKBhAkEiwAgSDKQdcwwS4L91WD_XeJq4HkyRWPkcWSxcalqft_rvi9400n-MyVp6skBoC7iQQAvD_BwE

³⁵

https://347.com.tw/product/ClassDiscount.php?main_group=40&sub_group=773&discount_id=4879

³⁶ https://www.brothers.tw/ticket_paper.php?i=17

26	5 CTBC Brothers infield tickets (hot spot)	2,750	
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After completing the questionnaire survey, we balanced the cost and substitute value that stakeholders selected with a weighted-average method. Our rationale was that the participant population was too large, so we did not want to ignore the different evaluation levels that could occur. The weighted adjustment was mainly because we found that the stakeholders could choose alternatives based on personal values. However, personal values were not related to the outcome or the process of change. Since personal values were not the private domain that the project intends to manage and get involved in, the result evaluation was calculated using a weighted average without affecting the calculation results and considering the de-characterization. In addition, it was also cautious to check whether any extreme values were present. The variables of participants for each outcome are listed in Table 37.

Table 37. Financial Agency Variables of Participants

Stakeholders		Outcomes	Financial Agency (\$NTD)	Description
Participants	Participated in one activity alone	Improved family relationships	4,219	Questionnaire
		Improved interpersonal relationships	4,800	Questionnaire
		Increased interest in baseball	1,875	Questionnaire
		Felt relieved	4,329	Questionnaire
		Possessed broader views and knowledge	3,883	Questionnaire
		Increased writing ability	NA ³⁷	Questionnaire
		Reduced personal available times	NA	Questionnaire
		Felt frustrated or experienced other negative feelings	NA	Questionnaire
		Improved family relationships	5,552	Questionnaire

³⁷ NA means that the evaluation will not be performed because the outcome has not occurred.

Stakeholders		Outcomes	Financial Agency (\$NTD)	Description
	Participated in one activity with others	Improved interpersonal relationships	4,840	Questionnaire
		Increased interest in baseball	2,981	Questionnaire
		Felt relieved	4,268	Questionnaire
		Possessed broader views and knowledge	3,624	Questionnaire
		Increased writing ability	3,733	Questionnaire
		Reduced personal available times	(2,680)	Questionnaire
		Felt frustrated or experienced other negative feelings	(3,083)	Questionnaire
	Participated in more than one activity alone	Improved family relationships	2,750	Questionnaire
		Improved interpersonal relationships	4,000	Questionnaire
		Increased interest in baseball	2,033	Questionnaire
		Felt relieved	9,000	Questionnaire
		Possessed broader views and knowledge	3,275	Questionnaire
		Increased writing ability	NA	Questionnaire
		Reduced personal available times	(550)	Questionnaire
		Felt frustrated or experienced other negative feelings	(1,500)	Questionnaire
	Participated in more than one activity with others	Improved family relationships	3,937	Questionnaire
		Improved interpersonal relationships	4,818	Questionnaire
		Increased interest in baseball	2,999	Questionnaire
		Felt relieved	3,160	Questionnaire
		Possessed broader views and knowledge	3,595	Questionnaire
		Increased writing ability	4,386	Questionnaire
		Reduced personal available times	(4,570)	Questionnaire

Stakeholders		Outcomes	Financial Agency (\$NTD)	Description
		Felt frustrated or experienced other negative feelings	(3,258)	Questionnaire

(b) Other stakeholders

For stakeholders other than the participants, the stakeholders responded that it was impossible or difficult to measure the value of the results with the cost or substitute analogy method during the negotiation process. We therefore used the "importance" of the results in the minds of stakeholders and the actual impact on the stakeholders to list five importance combinations: *Very important*, *Important*, *Ordinary*, *Not very important*, and *Very unimportant* set as \$1,000,000, \$500,000, \$100,000, \$10,000, and \$5,000, respectively. We referred to the average annual disposable income of each household announced by Directorate-General of Budget, Accounting and Statistics, Executive Yuan, R.O.C.³⁸ The average disposable income in the past 5 years was about one million. Therefore, we set the upper limit of the value at one million. According to Taiwanese people's consumption patterns, food, housing and transportation that meet the basic needs of the people account for about 50%, so the amount of *Important* level was set at \$500,000; necessary leisure consumption accounts for about 10%, so the "ordinary" level was set at \$100,000. The *Not very important* and *Very unimportant* values were calculated at 10% and 5% of the "ordinary" level of the amount of \$100,000 in accordance with ordinary people's concept of money and professional judgment, which were calculated as \$10,000 and \$5,000, respectively.

Since everyone's money values are different, during the negotiation process, we first asked stakeholders to give feedback on the importance of their achievements and then explained the amount we set according to the importance of stakeholder feedback. We asked stakeholders to confirm whether the amount aligned with their own perceptions.

³⁸ 2020 household income and expenditure survey report / Directorate-General of Budget, Accounting and Statistics, Executive Yuan, R.O.C.

If they thought the amount was not suitable, they could provide the amount they recognize as the basis for value calculation. Finally, to avoid affecting the calculation results and to de-characterization, the result evaluation was calculated using a weighted average, and the existence of extreme values was also carefully considered. The variables of participants for stakeholders except for participants are listed in Table 38.

Table 38. Financial Agency Variables of Other Stakeholders

Stakeholders	Outcomes	Financial Agency (\$NTD)	Description	Resource
NLPI	Increased NLPI awareness	500,000	Stakeholders believed awareness was important to NLPI, and the degree of actual improvement after participating in the event was significant	Questionnaire
	Increased the favorability of NLPI	NA ³⁹		Questionnaire
	Improved NLPI resource utilization	750,000	Stakeholders believed that improved NLPI resource utilization was important to NLPI, and the degree of actual improvement after participating in the activity was significant	Questionnaire
	Increased opportunities and capabilities for diversified development of NLPI	NA		Questionnaire
	Increased the experience and capacity of NLPI to	NA		Questionnaire

³⁹ NA means that the evaluation was not performed because the outcome had not occurred.

Stakeholders		Outcomes	Financial Agency (\$NTD)	Description	Resource
		organize diversified activities			
		Increased the ability of NLPI to serve more people		NA	Questionnaire
Library	Taichung Public Library	Improved library resource utilization	1,000,000	Stakeholders believed that improved library resource utilization was important, and the degree of actual improvement after participating in the activity was very significant	Questionnaire
		Improved book car utilization	1,000,000	Stakeholders believed that improved book car utilization was important, and the degree of actual improvement after participating in the activity was very significant	Questionnaire
		Increased the ability of libraries to serve more people	1,000,000	Stakeholders believed that the increased ability of libraries to serve more people was very important, and the degree of actual improvement after participating in the activity was very significant	Questionnaire
	Other partner libraries	Improved library resource utilization	535,786	Stakeholders, on average, considered improved library resource utilization to be important, and the degree of actual improvement after participating in the activity was significant	Questionnaire

Stakeholders		Outcomes	Financial Agency (\$NTD)	Description	Resource
		Improved book car utilization		NA	Questionnaire
		Increased the ability of libraries to serve more people	622,222	Stakeholders, on average, believed that the increased the ability of libraries to serve more people was important, and the degree of actual improvement was significant after participating in the activity	Questionnaire
CTBC		Improved CTBC awareness	500,000	Stakeholders believed that awareness was important to CTBC, and the degree of actual improvement after participating in the activity was significant	Questionnaire
		Increased the favorability of CTBC		NA	Questionnaire
CTBC Brothers		Increased CTBC Brothers awareness		NA	Questionnaire
		Enhanced the cohesiveness of CTBC Brothers fans		NA	Questionnaire
		Increased the favorability of CTBC Brothers	1,000,000	Stakeholders felt that a positive image was important to CTBC Brothers, and the actual improvement after participating in the event was very significant	Questionnaire
CTBC players	Brothers	Raised the profile of players in the fields of culture and education		NA	Questionnaire

Stakeholders	Outcomes	Financial Agency (\$NTD)	Description	Resource
	Increased the impact on fans	1,000,000	Stakeholders believed that the influence of fans is important to the star, and the degree of actual improvement after participating in the event was very significant	Questionnaire
	Boosted the number of fans	NA		Questionnaire
NLPI employees	Increased cross-border integration planning capability	100,000	Stakeholders believed that it was important to have cross-border integration capabilities, but the actual improvement after participating in the activity was average	Questionnaire
	Increased the sense of accomplishment	500,000	Stakeholders considered it important to have a sense of achievement, and the degree of actual improvement after participating in the activity was significant	Questionnaire
CTBC employees	Increased cross-border integration planning capability	1,000,000	Stakeholders believed that it was important to have cross-border integration capabilities, and the degree of actual improvement after participating in the activity was very significant	Questionnaire
	Increased the sense of accomplishment	1,000,000	Stakeholders believed it was important to have a sense of achievement, and the degree of actual improvement after participating in the activity was very significant	Questionnaire

Description of the Duration of the Outcomes

To facilitate the calculation, we set the unit of the financial agency variable to 1 year. We then aimed to prevent stakeholders from being incomprehensible, so in the interview and questionnaire, we emphasized that the result evaluation was based on 1 year. For example, we asked, "What surrogate or value would you be willing to evaluate for 'one year' with this level of achievement value?" We specifically highlighted and emphasized the achievement period in the question to avoid misunderstandings by stakeholders.

However, we found that, in this study, many of the results lasted longer than a year, so we further researched and investigated the duration of each outcome. We originally thought the reason might be that the project was an ongoing activity, and under the influence of multiple years of activities. While stakeholders could not consciously extend the duration of the results, after interviews and understandings from various parties, it was found that the long working hours in Taiwan often meant parents spent less time with their children, or there were few activities fathers and children could enjoy together. Therefore, family activities like Home Run Readers often became the focus of family discussions after tea and dinner, and the current project also offers a key activity between families and parents every year for participants. After Home Run Readers event, parents and children have continued to discuss the event and look forward to the next year's event. Even when participating in the next year's event, parents and children would still compare the content or activities of the previous year. These dynamics made it clear that the event continued to have an impact in subsequent years. With the relevant feedback and stakeholder corroboration, we decided to use the duration of the stakeholder feedback as the duration of the results of this research based on our professional judgment.

Because the length of the duration of the results significantly impacted the evaluation results, we tested the duration in the sensitivity analysis stage. Doing so will help ensure that report readers can better understand the impacts. Further, the project managers should be aware of the follow-up project activities and strive to collect more information for analysis over the duration of the results.

Chapter 5: Impact Factors of Stakeholder Outcomes

5-1 DECISION AND PROCESS OF IMPACT FACTORS

To follow the "do not over-claim" SROI principle, we excluded the impacts that are not part of this evaluation project. We considered four impact factors, as illustrated in Table 39 below.

Table 39. Four Impact Factors in SROI analysis

Impact Factors	Description
Deadweight factor (Deadweight)	Refers to the proportion of the changes or outcomes for the stakeholders would still happen even if the project (Home Run Readers) were not held. The deadweight factor of this project is based on interviews and questionnaires; the factor is calculated by the weighted average of the stakeholder replies.
Transfer factor (Displacement)	Refers to the proportion of the project's outcome that transfers the problem to other places or excludes others. This factor has no obvious transfer problems in this project, but considering the principle of not exaggerating SROI, we planned to discuss the transfer factor as part of the sensitivity analysis but not to include the factor in the calculation of results.
Attribution factor (Attribution)	Refers to the proportion of the change in the outcome of the project that is attributed to the contribution of other factors—that is, the proportion of the outcome that is not due to our efforts. The attribution factor of this project is based on interviews and questionnaires, and then calculated using the weighted average of the stakeholder replies.
Attenuation factor (Drop-off)	Refers to the proportion of the results that diminish with time—that is, the proportion of the results produced by the project and whose benefits are diminishing year by year. The attenuation factor of this project is based on interviews and questionnaires, and then calculated using the weighted average of the stakeholder replies.

Regarding the four impact factors, due to the complex concept, we had to discuss many examples with the stakeholders during the interview so that they could fully comprehend the significance of the impact factors.

Although the stakeholders understood the impact factors after our explanation and examples, we could not obtain accurate feedback on the proportions of the impact factors. Therefore, we renegotiated the measurement method by considering in the management purpose and the viewpoint of stakeholder decision-making. After discussion, we found that it was nearly impossible to obtain an precise ratio, and if it could, it would consume much time, which was not beneficial for decision-making. Therefore, we designed the questionnaire based on the "scale questions" of the Likert scale, so that stakeholders could more clearly feedback their actual feelings. We asked stakeholders for the four factors in the following ways:

- Deadweight factor:

We asked stakeholders the following question: "Would you take part in similar activities that give you the same feeling, if this activity was not part of the project?" For example, when asking participants about the deadweight factors in "improving the family relationship," we asked them: "Would you take part in similar activities that give you the same feeling to strengthen the relationship with your family through other approaches, if this activity was not part of the project?"

The questionnaire was designed with the concept of Likert scale, with options of —*Very high chance, High opportunity, Common opportunities, Low chance and Very low chance*— plus —*it would not happen at all*—. Stakeholders could respond their feelings according to the six different degrees. The six degrees respectively represent 100%, 80%, 60%, 40%, 20%, and 0%.

- Transfer factor:

During the negotiation process, we asked stakeholders the following question: "Do you think Home Run Readers would have a negative impact on other groups?". Since none of the stakeholders responded this project would have a negative impact on other groups or cause resource crowding out, so the transfer factor was 0%.

- Attribution factor:

Different from the design of the Likert scale, we wanted to more directly guide stakeholders to think about the if there were other contributing factors, so we summarized the other contributing factors that stakeholders often mentioned in discussion as the options of attribution question. For example, when asking participants about the attribution factors in "improving the family relationship," we asked them the following question: "Were there any other factors besides Home Run Readers that made you improve the relationship with your family?". The options, which were provided by participants, included "*(1) My family and I have a lot of common interests, so we often participated in various activities together; (2) There were many parent-child activities, so we would participate if we were interested in; (3) My family and I often communicated with each other and we often held family dinners or family trips; (4) My family is mentally healthy, so our relationship was always harmonious.*" Stakeholders could select more than one option, and there was also one open option —*others*—for participants to respond other contributing factor. If stakeholders thought there was no other factor that cause them the impact, they chose the answer—*none of the above*—.

We took the number of options in the questionnaire as the denominator, and the number of options selected by stakeholders as the numerator, and then divided the two to obtain the attribution factor ratio. If the stakeholder chose none of the above, the attribution factor ratio is 0%.

- Drop-off factor:

In the questionnaire, we first asked stakeholders the degree of influence of each outcome, and then asked the question : "Did you think the degree of change would decrease year by year over time? If so, what was the rate of decrease?" We referred to the Likert scale to design the options, including—*Very much, Much, Ordinary, Little, Very little*— plus—*would not decrease at all*—. Stakeholders chose the most suitable option based on their own feelings. The six degrees represent the numerical significance of *100%, 80%, 60%, 40%, 20%, and 0%*, respectively.

In terms of calculation, we used a less biased weighted average method to ensure all stakeholder responses would be reflected in the proportions of the four major impact factors. The degree of four impact factors for each stakeholder is listed in Table 40 to 48.

1. Participants

Table 40. Impact Factors for Participants

Outcomes	Participated in One Activity Alone	Participated in One Activity with Others	Participated in More Than One Activity Alone	Participated in More Than One Activity with Others	Stakeholder Description
Deadweight Factor					
Improved family relationships	53%	65%	60%	64%	Most participants usually met with family and friends or participated in activities monthly, so participants had the opportunity to maintain relationships with both family and friends.
Improved interpersonal relationships	50%	66%	80%	57%	
Increased interest in baseball	80%	72%	47%	66%	Most participants who achieved this result were people who originally loved baseball.

Outcomes	Participated in One Activity Alone	Participated in One Activity with Others	Participated in More Than One Activity Alone	Participated in More Than One Activity with Others	Stakeholder Description
					More than 75% of them participated in baseball activities once a month, on average, so even if they did not join Home Run Readers, there were many activities that could help increase their interest in baseball.
Felt relieved	54%	62%	40%	58%	In addition to this project activity, there were other leisure activities and hobbies to relieve the pressure of life.
Possessed broader views and knowledge	47%	61%	90%	63%	Due to the many learning opportunities in school, work and life, participants had the opportunity to acquire new knowledge in different ways.
Increased writing ability	NA ⁴⁰	67%	NA	48%	The participants who achieved this result were mainly students who participated in the high school writing competition. Since the school had existing writing courses and fixed writing competitions every semester, there was a half chance that the same change would occur.

⁴⁰ NA means that the impact factor was not calculated because the result did not occur (all the same below).

Outcomes	Participated in One Activity Alone	Participated in One Activity with Others	Participated in More Than One Activity Alone	Participated in More Than One Activity with Others	Stakeholder Description
Reduced personal available times	NA	60%	40%	68%	If not participating in Home Run Readers, the participant would join other activities, believing that there was a certain chance that the same change would occur.
Felt frustrated or experienced other negative feelings	NA	71%	60%	58%	
Attribution Factor					
Improved family relationships	38%	64%	50%	61%	Due to the influence of family relationships, personality traits, and so on, the interaction with family members or interpersonal relationships was frequent, so Home Run Readers did not necessarily contribute.
Improved interpersonal relationships	50%	69%	100%	58%	
Increased interest in baseball	43%	51%	67%	54%	Family and friends around participants liked baseball, and participants' interest in baseball was also enhanced by those friends and family.
Felt relieved	32%	53%	75%	54%	In addition to this project activity, participants also engaged in other leisure activities to relieve the pressure of life, so Home Run Readers may not necessarily provide direct relief.

Outcomes	Participated in One Activity Alone	Participated in One Activity with Others	Participated in More Than One Activity Alone	Participated in More Than One Activity with Others	Stakeholder Description
Possessed broader views and knowledge	42%	55%	88%	58%	Due to personal habits, new knowledge would be obtained through different channels, so such knowledge may not necessarily be contributed by Home Run Readers
Increased writing ability	NA	50%	NA	53%	The participants of the high school writing competition were high school students. The school already had writing courses, so Home Run Readers may not necessarily cultivate increased writing ability.
Reduced personal available times	NA	67%	100%	80%	The participants' place of residence or the failure to confirm the rules of the event in advance can influence and result in unexpected results during the participation process, so this negative impact is not entirely due to Home Run Readers.
Felt frustrated or experienced other negative feelings	NA	56%	100%	83%	
Drop-Off Factor					
Improved family relationships	40%	44%	60%	50%	Because the results would last for multiple years, in the process of surveying

Outcomes	Participated in One Activity Alone	Participated in One Activity with Others	Participated in More Than One Activity Alone	Participated in More Than One Activity with Others	Stakeholder Description
Improved interpersonal relationships	30%	50%	80%	51%	stakeholders, the drop-off rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Increased interest in baseball	70%	46%	40%	47%	
Felt relieved	34%	42%	20%	50%	
Possessed broader views and knowledge	60%	45%	40%	46%	
Increased writing ability	NA	47%	NA	40%	
Reduced personal available times	NA	60%	60%	72%	Negative feelings caused by the activities of this project were hardly affected for more than 1 month. Although the results of this project were mainly analyzed in units of years, the degree of attenuation of the results was still investigated monthly.
Felt frustrated or experienced other negative feelings	NA	67%	60%	72%	
Displacement Factor					
Stakeholder feedback emphasized that this activity did not have a negative impact on external transfer and resource crowding out, so the transfer factor was 0%					

2. NLPI

Table 41. Impact Factors for NLPI

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Increased NLPI awareness	70%	If there were no Home Run Readers events, there would be a high chance to plan other activities.	33%	NLPI had been established for many years and had a certain awareness.	0%	Stakeholder feedback on this activity did not have a negative impact on the outside or resource crowding out.	40%	Because the results last for multiple years, in the process of surveying stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Increased the favorability of NLPI	NA							

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Improved NLPI resource utilization	80%	If there were no Home Run Readers events, there would be a high chance to plan other activities.	50%	The Home Run Readers event was held during summer vacation, so the number of visitors was usually higher than in other months.	0%	Stakeholder feedback on this activity did not have a negative impact on the outside or resource crowding out.	40%	Because the results last for multiple years, in the process of surveying stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Increased opportunities and capabilities for diversified development of NLPI	NA							

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Increased the experience and capacity of NLPI to organize diversified activities								
Increased the ability of NLPI to serve more people								

3. Library—Taichung Public Library

Table 42. Impact Factors for Taichung Public Library

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Improved library resource utilization	80%	The library had a variety of activities, and because Home Run Readers was held during summer vacation,	67%	There were other activities in the library at the same time, so the results may not all be due to Home Run Readers.	0%	Stakeholder feedback on this activity did not have a negative impact on the outside or resource crowding out.	80%	Because the results last for multiple years, in the process of surveying stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Improved book car utilization	80%	the librarians believed that there was a high probability that the same changes would occur during this period.	100%	The resource utilization rate of book car was not low, and there was a fixed period for the car to be released every week, which was not affected by	0%		60%	

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
				Home Run Readers				
Increased the ability of libraries to serve more people	80%	The library regularly trained and evaluated the service ability of librarians every year.	100%	Because the reading Home Run Readers was held during summer vacation, the number of people was relatively high.	0%		60%	

4. Library—Other Partner Libraries

Table 43. Impact Factors for Other Partner Libraries

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Improved library resource utilization	62%	The library may host other events, so it was	68%	There were other activities in the library at the	0%	Stakeholder feedback on this activity did	50%	Because the results last for multiple years,

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
		possible that the same changes would occur.		same time, so the results may not all be due to Home Run Readers.		not have a negative impact on the outside or resource crowding out.		in the process of surveying stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Improved book car utilization	NA							
Increased the ability of libraries to serve more people	80%	The library regularly trained and evaluated the service ability of librarians every year.	100%	Because the Home Run Readers event was held during summer vacation, the number of	0%	Stakeholder feedback on this activity did not have a negative impact on the outside or	60%	Because the results last for multiple years, in the process of surveying stakeholders, the decline rate

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
				people was relatively high.		resource crowding out.		of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.

5. CTBC

Table 44. Impact Factors for CTBC

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Improved CTBC awareness	60%	CTBC had certain awareness in Taiwan.	83%	CTBC had other activities and advertising exposures at the same time, so the	0%	Stakeholder feedback on this activity did not have a negative	40%	Because the results last for multiple years, in the process of surveying

				changes were not all generated by Home Run Readers.		impact on the outside or resource crowding out.		stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Increased the favorability of CTBC	NA							

6. CTBC Brothers

Table 45. Impact Factors for CTBC Brothers

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Increased CTBC Brothers awareness	NA							
Enhanced the cohesiveness of CTBC Brothers fans								
Increased the favorability of CTBC Brothers	59%	There was also an opportunity to enhance the views of CTBC Brothers through other social activities of CTBC Brothers.	55%	Most participants participated in the event because they liked the CTBC Brothers baseball team, and CTBC Brothers had won excellent awards and received high online reviews. Many	0%	Stakeholder feedback on this activity did not have a negative impact on the outside or resource crowding out.	43%	Because the results last for multiple years, in the process of surveying stakeholders, the decline rate of each year was estimated based on the degree of attenuation of

				factors showed good views on CTBC Brothers.				the survey stakeholders and results indicators.
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7. CTBC Brothers Players

Table 46. Impact Factors for CTBC Brothers Players

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Raised the profile of players in the fields of culture and education				NA				
Increased the impact on fans	60%	Usually had the opportunity to bring a certain influence to fans through stadium performance or	100%	Frequent interaction with fans, maintaining influence and appeal through different activities and	0%	Stakeholder feedback on this activity did not have a negative impact on the outside or	60%	Because the results last for multiple years, in the process of surveying stakeholders, the decline rate

		other fan activities.		marketing promotions.		resource crowding out.		of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Boosted the number of fans	NA							

8. NLPI Employees

Table 47. Impact Factors for NLPI Employees

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Increased cross-border integration planning capability	80%	Other projects at work may produce the same results.	100%	Due to their own work experience, NLPI employees had good cross-border	0%	Stakeholder feedback on this activity did not have a negative	20%	Because the results last for multiple years, in the process of surveying

Increased the sense of accomplishment	60%		100%	integration ability. In addition, they were responsible for many projects at the same time, so they did not think the changes were all caused by Home Run Readers.	0%	impact on the outside or resource crowding out.	20%	stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
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9. CTBC Employees

Table 48. Impact Factors for CTBC Employees

Outcomes	Deadweight Factor	Description	Attribution Factor	Description	Displacement Factor	Description	Drop-Off Factor	Description
Increased cross-border integration planning capability	50%	Other projects at work may produce the same results.	33%	Although CTBC employees were responsible for many projects simultaneously,	0%	Stakeholder feedback on this activity did not have a negative	40%	Because the results last for multiple years, in the process of surveying

				Home Run Readers was different from other activities, so the employees did not think the change was all caused by Home Run Readers.		impact on the outside or resource crowding out.		stakeholders, the decline rate of each year was estimated based on the degree of attenuation of the survey stakeholders and results indicators.
Increased the sense of accomplishment	70%		50%	CTBC employees were responsible for other projects at the same time, which also increased employees' sense of accomplishment.	0%		30%	

Chapter 6: SROI Calculation and Sensitivity Analysis

6-1 CALCULATING THE VALUE

We calculated the influence of the aforementioned results negotiated with the stakeholders, and the value of each result was calculated as follows:

Outcome value = Quality of outcomes * Evidencing outcome * (1-Deadweight) * (1-Transfer) * (1-Attribution) * (1-Drop-off)

Total input of Home Run Readers is \$16,718,359 and total outcome value is \$50,033,789, which means that for every NT\$1 invested, about NT\$8.99 social value was created.

Table 49. Calculation of Outcome Value

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
Participated in one activity alone	16,154	Improved family relationships	16.67%	2,692	4,219	0.75	53%	0%	38%	40%	3,370,520
		Improved interpersonal relationships	4.17%	673	4,800	1.75	50%	0%	50%	30%	1,366,800
		Increased interest in baseball	4.17%	673	1,875	1.75	80%	0%	43%	70%	186,642

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
		Felt relieved	14.58%	2,355	4,329	0.64	54%	0%	32%	34%	3,159,781
		Possessed broader views and knowledge	6.25%	1,009	3,883	0.33	47%	0%	42%	60%	1,216,500
Participated in one activity with others	61,945	Improved family relationships	32.61%	20,200	5,552	1.34	65%	0%	64%	44%	21,941,139
		Improved interpersonal relationships	14.67%	9,087	4,840	1.22	66%	0%	69%	50%	6,884,096
		Increased interest in baseball	17.39%	10,772	2,981	1.81	72%	0%	51%	46%	6,814,235
		Felt relieved	26.63%	16,495	4,268	1.10	62%	0%	53%	42%	19,760,317
		Possessed broader views and knowledge	20.65%	12,791	3,624	1.24	61%	0%	55%	45%	12,679,502
		Increased writing ability	3.26%	2,019	3,733	2.25	67%	0%	50%	47%	2,280,016

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
		Reduced personal available times	0.54%	334	(2,680)	0.02	60%	0%	67%	60%	(118,635)
		Felt frustrated or experienced other negative feelings	4.89%	3,029	(3,083)	0.03	71%	0%	56%	67%	(1,198,213)
Participated in more than one activity alone	2,690	Improved family relationships	12.50%	336	2,750	0.50	60%	0%	50%	60%	183,700
		Improved interpersonal relationships	12.50%	336	4,000	0.50	80%	0%	100%	80%	0
		Increased interest in baseball	37.50%	1,008	2,033	0.83	47%	0%	67%	40%	363,952
		Felt relieved	12.50%	336	9,000	1.00	40%	0%	75%	20%	450,900
		Possessed broader views and knowledge	25.00%	672	3,275	1.00	90%	0%	88%	40%	27,428

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
		Reduced personal available times	12.50%	336	(550)	0.08	40%	0%	100%	60%	0
		Felt frustrated or experienced other negative feelings	12.50%	336	(1,500)	0.04	60%	0%	100%	60%	0
Participated in more than one activity with others	31,309	Improved family relationships	45.16%	14,139	3,937	1.74	64%	0%	61%	50%	11,652,003
		Improved interpersonal relationships	23.66%	7,407	4,818	1.75	57%	0%	58%	51%	9,557,095
		Increased interest in baseball	27.96%	8,753	2,999	2.10	66%	0%	54%	47%	7,502,715
		Felt relieved	37.63%	11,781	3,160	1.49	58%	0%	54%	50%	10,983,204
		Possessed broader views and knowledge	33.33%	10,435	3,595	1.87	63%	0%	58%	46%	8,917,795
		Increased writing ability	5.38%	1,684	4,386	2.60	48%	0%	53%	40%	3,508,819

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
		Reduced personal available times	5.38%	1,684	(4,570)	0.06	68%	0%	80%	72%	(491,951)
		Felt frustrated or experienced other negative feelings	12.90%	4,038	(3,258)	0.04	58%	0%	83%	72%	(913,145)
NLPI	1	Increased NLPI awareness	100.00%	1	500,000	0.29	70%	0%	33%	40%	500,000
		Improved NLPI resource utilization	100.00%	1	750,000	0.50	80%	0%	50%	40%	375,000
Taichung Public Library	1	Improved library resource utilization	100.00%	1	1,000,000	0.47	80%	0%	67%	80%	333,335
		Improved book car utilization	100.00%	1	1,000,000	1.00	80%	0%	100%	60%	0
		Increased the ability of libraries to	100.00%	1	1,000,000	0.86	80%	0%	100%	60%	0

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
		serve more people									
Other partner libraries	104	Improved library resource utilization	70.73%	73	535,786	0.47	62%	0%	68%	50%	7,627,980
		Increased the ability of libraries to serve more people	24.39%	25	622,222	0.86	80%	0%	100%	60%	0
CTBC	1	Improved CTBC awareness	100%	1	500,000	1.00	60%	0%	83%	40%	170,000
CTBC Brothers	1	Increased the favorability of CTBC Brothers	100%	1	1,000,000	1.93	59%	0%	55%	43%	1,445,465
CTBC Brothers players	6	Increased the impact on fans	33.33%	2	1,000,000	1.00	60%	0%	100%	60%	0
NLPI employees	2	Increased cross-border integration	50%	1	100,000	0.50	80%	0%	100%	20%	0

Stakeholder	Population	Outcomes	Outcome Incidence	Outcome Number	Outcome Unit Price	Duration (Year)	Impact Factor				Total Value
							Deadweight Factor	Displacement Factor	Attribution Factor	Drop-Off Factor	
		planning capability									
		Increased the sense of accomplishment	50%	1	500,000	0.50	60%	0%	100%	20%	0
CTBC employees	2	Increased cross-border integration planning capability	100%	2	1,000,000	2.50	50%	0%	33%	40%	6,533,335
		Increased the sense of accomplishment	100%	2	1,000,000	3.00	70%	0%	50%	30%	3,285,000

Total outcome value	150,355,330
Total input	16,718,359
Social return on investment (SROI)⁴¹	8.99

⁴¹ SROI = total present value / total input.

6-2 SENSITIVITY ANALYSIS

Since the calculation of SROI monetizes non-quantitative information, such as qualitative and narrative information, it involves many assumptions and estimates. To quantify and verify the results, the SROI standard requires that SROI be included in each analysis report. Thus, we conducted a sensitivity analysis and have disclosed the relevant information. Table 50 describes the items adjusted for the sensitivity analysis of this project:

Table 50. Sensitivity Analysis

SROI	Adjustment Item	Adjust Content	Description
9.89	SROI	Up 10%	Because this assessment was based on different assumptions, we adjusted the error range by 10% above and below.
8.09		Down 10%	
8.09	Participant population	Down 10%	This project did not record the personal information of the participants, so we could only assume the proportion of repeated participants based on the questionnaire results and literature data. To avoid overestimation of the number of participants, we reduced the number of participants by 10% and 20%.
7.19		Down 20%	
9.11	Financial agency variables (except for participants)	Up 10%	Because the financial agency variables of groups other than activity participants were based on the most common concept of money as the value assumption, an adjustment of 20% up and down was used as the adjustment of the error range.
8.87		Down 10%	

SROI	Adjustment Item	Adjust Content	Description
6.65	Duration	Before 2019 (inclusive), only the achievement value of the first year was calculated	This evaluation first calculated the number of achievements and the value of achievements in each year from 2016 to 2020, and then added up the value of the 5 years to calculate the SROI. Since the Home Run Readers event was held on a regular basis every year, some stakeholders may participate each year. To avoid double counting the value of the achievement that lasts for more than one year, only the outcome value from the first year was counted (before 2019).
8.95	The negative impact on library	Deemed negative impact, reduced outcome value by 10%	Event participants felt disappointed that they did not get tickets, and overly aggressive participants could go to the library to argue with librarians or even get into physical conflicts. Because this report mainly investigated the feedback and reactions of stakeholders in an anonymous way, we could not know the changes and results for stakeholders who did not pass the indicator threshold. Thus, we conservatively estimated that librarians may have a slightly negative results.

6-3 VERIFICATION RESULTS

In the third stage of the process, we worked face to face with stakeholders and conducted telephone interviews to confirm the analysis and all results.⁴² We also, during the negotiations, referred to the relevant literature⁴³ and stayed in close contact with experts to confirm the results aligned with actual and reasonable conditions. The verification content is presented in the details below.

1. Confirm the Achievement Event Chains

We confirmed the outcome chain of events drawn after interviews and questionnaire surveys with various stakeholders. Since the outcome chain of events captures the feedback content of various stakeholders, in the verification stage, most stakeholders agreed with the chain of events. The course of the results drawn were impacted by stakeholders not returning negative results in the first and second phases of the negotiation results. Thus, we discussed and confirmed the situation with the stakeholders in the third phase. There were no negative results.

2. Confirm the Calculation Result

We explained the calculation logic and its meaning to the stakeholders, and then further confirmed the importance of the results to the stakeholders and the degree of occurrence. These steps allowed us to determine whether the results were consistent with the final calculation results, which showed that the stakeholders agreed with our calculations. Therefore, the result was consistent with the stakeholders' feelings and feedback.

3. Verify the Conclusion

After the calculation, negotiation and verification phases of this report, the project management team believes no clear evidence exists that other people's

⁴² Please refer to Table 9 for detailed negotiation number for each stakeholder group.

⁴³ Please attach references for details.

calculations of this project activity would be materially different from our calculation result.

Chapter 7: Achievement Verification and Disclosure

7-1 RESULTS ANALYSIS

Based on the analysis in this report, the value distribution of the results of each stakeholder can be determined. This distribution is presented in Table 51 and Figure 3 below.

Table 51. Summary of Outcome Value (by Stakeholder)

Stakeholder		Outcome Value	Percentage of Total Outcomes
Participants	Participated in one activity alone	9,300,243	6.19%
	Participated in one activity with others	69,042,457	45.92%
	Participated in more than one activity alone	1,025,980	0.68%
	Participated in more than one activity with others	50,716,535	33.73%
NLPI		875,000	0.58%
Library	Taichung Public Library	333,335	0.22%
	Other partner libraries	7,627,980	5.08%
CTBC		170,000	0.11%
CTBC Brothers		1,445,465	0.96%
CTBC employees		9,818,335	6.53%
Total		150,355,330	100.00%

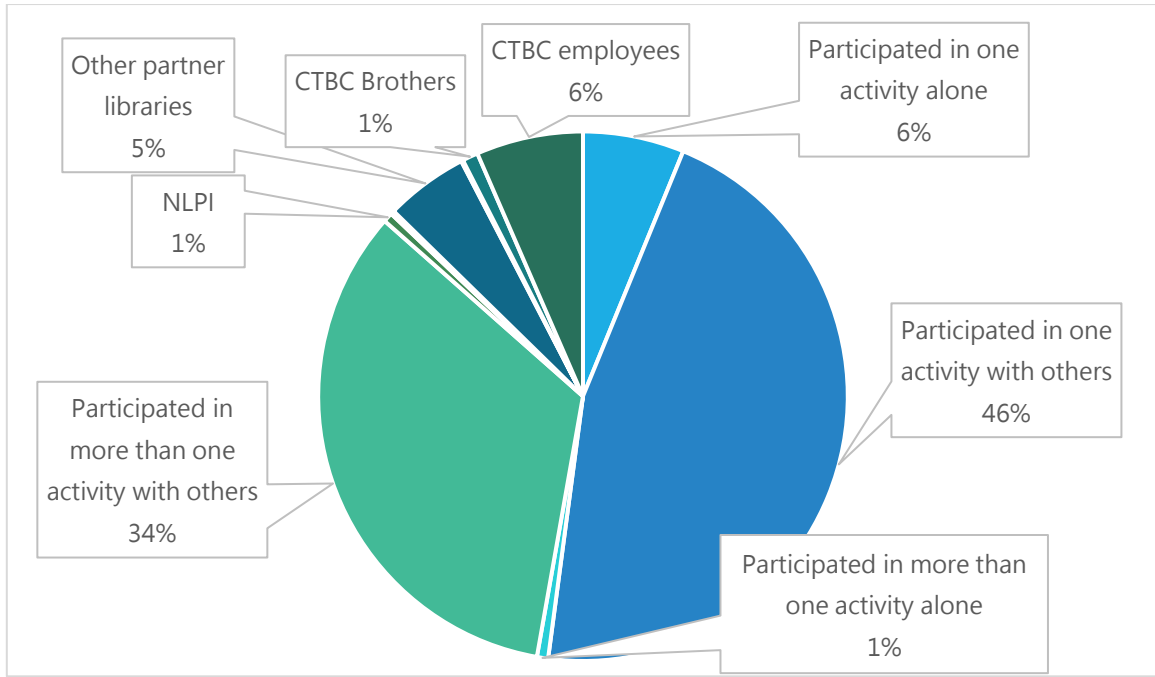


Figure 3. Pie Chart of Outcome Values

7-2 BE RESPONSIVE

This report was the first SROI analysis report on Home Run Readers activities. By completing the report, we achieved the following:

1. The results of the activity were consistent with the set social investment strategy.
2. We identified ways and actions that can be optimized from the perspective of operations to remain responsive.

For CTBC, Home Run Readers made good use of the advantages and resources of the group to achieve the purpose of enhancing family harmony, promoting Taiwanese people's reading habits and improving the efficiency of library use. Strategically, the social value of the project could be further enhanced through stakeholders' favorite activities.

We consider our social investment strategy and project operation through the seven principles of SROI⁴⁴ to further enhance the social value of this project, as presented in Table 52.

Table 52. Be Responsive to Future Home Run Readers Activities

Principles	Strategic Meaning	Operational Meaning
Involve stakeholders	Through feedback from stakeholders, we know that the results of this activity generally aligned with our social investment strategy goals. Due to	We found that Home Run Readers attracted most of the public to participate in the event because of the strong baseball element and the invitation

⁴⁴ Principle 8: Be responsive. SVI standard & short guidance (V.01). A DRAFT for consultation.

Principles	Strategic Meaning	Operational Meaning
	<p>a love for baseball and stars, more than half of the participants produced results that were consistent with the strategic goals. This project also brought important inspiration to our other social investment projects. We will strive to design or adjust the direction of the project according to the needs and preferences of the audience.</p>	<p>of CTBC Brothers players as spokespersons; the event ultimately increased the favorability of CTBC Brothers. It is recommended to strengthen the link between NLPI and CTBC and activities in the future (for example, taking CTBC as an example, parent-child financial management seminars can be held, etc.).</p>
<p>Understand what changes</p>	<p>We found that the rate and value of the outcomes of individual participants were significantly lower than those of accompanying participants, mainly because the original strategy of the activity was to be family-based, thus ignoring individual participants. But baseball can indeed trigger the participation of this group. Therefore, in the future, it may be possible to design different content for individual participants so that this project can be more</p>	<p>Through the outcome event chain, we can identify both the process of stakeholder change and the keys to change, which will help inform the design of new activity plans for future strategic goals. For example, we found that improving family relationships mainly derives from family members having common interests, memories and chatting topics, so the benefits of the activities could extend. The main axis of the future of the activity can therefore be assessed</p>

Principles	Strategic Meaning	Operational Meaning
	closely integrated with the core goal of social investment in the group.	from the common interests, memories and chatting topics of family members.
Value the things that matter	An important use of evaluation for this report is to measure the importance and impact of outcomes for stakeholders. In the future, we will continue our investigation under a consistent evaluation and selection method. If we can increase the importance and influence of the results among stakeholders, it will prove that our social investment strategy will effectively enhance the overall social value of Home Run Readers.	Participating in more than one activity alone had a lower outcome incidence than other participants, but had the highest rating for stress relief. After discussion with them, participants who joined more than one activity alone may have different stress and background in interpersonal and family relationships. But by participating in favorite activities, individuals can effectively feel less stress. In the future, we will strengthen the outcome incidence among individual participants because, when their results occur, there will be higher social value.
Only include what is material	This activity was integrated with the library, but it was found that the reading-related outcomes were not as varied and important as expected.	Due to the limited number of tickets, some stakeholders who were unable to obtain tickets had negative impressions and results. Although

Principles	Strategic Meaning	Operational Meaning
	Strategically, we will consider whether to strengthen the experience design of reading outcomes so that participants can benefit from reading.	the proportion that had such an experience is not high, it is still a negative result to which we attach great importance. Future event planning will strive to reduce negative outcomes.
Do not over-claim	The deadweight factor was higher than expected, possibly because there are many alternative family activities in Taiwan or because the participants' family ties are inherently close. Stakeholder feedback "baseball" is the most unique element of Home Run Readers compared to other activities, but the result replacement rate seems to be too high. In terms of strategy, perhaps we can adjust slightly to focus in areas that Taiwan is less concerned about, such as youth groups.	Because of the high deadweight factor, it may also be necessary to think about how to design more unique activities in the future to reduce the substitutability of stakeholder results without departing from the theme of family and baseball.
Be transparent	Strategically, we hope to confirm the correctness of the research framework and direction through	After establishing the SROI research framework, we hope to improve the accuracy of the

Principles	Strategic Meaning	Operational Meaning
	<p>Social Value International(SVI) certification. We also hope to communicate the calculation results and process with the public and stakeholders through certification, including to communicate with stakeholders through the open process of certification to get them more involved.</p>	<p>framework by updating and optimizing the indicators every year, to grasp the management direction and ensure smooth communication with stakeholders .</p>
<p>Verify the result</p>	<p>Sensitivity analysis was an important method for verifying our results. After the first research framework is established, we expect to use new strategic thinking to design activity hypothesis parameters, which will be brought into this research framework by means of simulation. In doing so, we can then predict and observe changes in results, which is beneficial to future research, goal-setting and activity design.</p>	<p>In the future, we will use the simulation method to introduce parameters in advance before the implementation of the activity. Doing so will allow us to not only observe the degree of the possible value enhancement and direction of the activity, but also prioritize the activities that are most conducive to value enhancement to optimize the project benefits.</p>

7-3 THE RISKS IN RESEARCH AND PROFESSIONAL JUDGMENTS

The risk factor for this study is whether the set level of rigor is consistent with the completeness and accuracy of the report. This report represents the first SROI analysis report of Home Run Readers. Internal management is the main user of the report, and the purpose is to optimize the project activities and methods. Therefore, we did not set a high level of rigor; we only need to confirm that the activities meet the strategic goals and can maximize the value created by SROI. We more heavily emphasize the optimization activities and use this analysis to establish a framework for future research. Therefore, our research risk is mainly whether the research steps can meet the SROI research framework, so we will apply for SVI certification.

This report uses the SROI method to analyze and follow the eight principles of SROI to compile this report. However, because the research methods and data required in the SROI report are different from the existing project data, the collection of relevant data may be limited. There are certain required basic assumptions that the report must meet, so we have made different professional judgments in the stages detailed in Table 53 below to account for such assumptions:

Table 53. The Risks in Research and Professional Judgments

Professional Judgment Item	Description
Inclusion and exclusion of stakeholders	The inclusion and exclusion of stakeholders affected the calculation scope of the entire report. Although we used the judgment scale of stakeholders as the basis, we still needed to integrate the scale with experts' judgments to ensure all related stakeholders were considered.
Judgment of negative outcomes	We carefully analyzed whether there are any negative effects on stakeholders, including those who fall outside the scope of our analysis. At first, we started from the literature

Professional Judgment Item	Description
	research to determine the preliminary direction and then collected stakeholders' opinions via interviews and open questions; finally, we put stakeholders who did not reach the outcome indicator into the sensitivity analysis test.
Selection of evaluation methods	There are various evaluation methods in the guidance to "value the things that matter." We referred to the opinions of experts for different outcomes and selected the most appropriate method for each outcome, which was most clear and objective for stakeholders.
Investigation method of four influence factors	The influence factors were challenging in terms of the observation of evidence and the communication with stakeholders. Therefore, we decided to divide the degree of influence factor into five equal parts based on the level of rigor in this report, allowing us to seek a more suitable evaluation percentage if the stakeholders could fully understand the level of rigor.

Optimization of Future SROI Analysis

Based on above research risks and our analysis experience, we will focus on the items in the following Table 54 to optimize and refine our negotiation and analysis methods in the next SROI report:

Table 54. Optimization of Future SROI Analysis

Item	Description
Judgment of negative outcomes	As we used anonymous questionnaires for the discussions with stakeholders, it was difficult to judge there were results without impact or with negative impact when stakeholders did not give any feedback. Therefore, we assumed these stakeholders had few negative impacts on the sensitivity analysis. In the future, we will refer to the results in this report and to new domestic and foreign documents to design more complete questions for testing negative outcomes in the questionnaire. In addition, to ensure stakeholders clearly understand the difference between non-impact and negative outcomes, we will also explain the difference more thoroughly in the interview, focus group or verification stage to ensure all possible negative outcomes are calculated.
Optimization of outcome indicators	This report is Home Run Readers' first SROI analysis report. We have already had preliminary ideas on the context and direction for changes with stakeholders. Therefore, in the future, we will review the indicators determined in this assessment and seek more representative indicators.
Elaboration of evaluation options	To make it easier for stakeholders to judge and understand stakeholders' attitudes toward prices and possible range, we widened the price range of items selected in the willingness to pay value method and the alternatives analogy method. In the future evaluation design, we will start from this point and design more refined evaluation options.
Number of negotiators in verification stage	Due to the limitation of research time, we were unable to confirm the results with all stakeholders. In the future, we aim to increase the proportion of negotiation in the verification stage to more than 50%, but for those groups with more than 20 people (e.g., participants, partner libraries, etc.), since it difficult to interview more than half, we will

Item	Description
	priorly interview the best representatives in each group (e.g., partners who have joined the activity for over 3 years, etc.) and then contact as many other individuals as possible.

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Appendix 1: Interview Question Outline and Questionnaire (for participants)

- **Focus Group Question Outline**

(Introductory Questions)

When each person speaks for the first time, please answer the following three questions: Where did you learn about the Home Run Readers event? How many years have you been participating in this event? What events have you participated in over the years?

(Transitional Questions)

1. Do you usually read about or watch baseball?
2. Please tell us about the first time you participated in a Home Run Readers activity. What was the most impressive thing about it? Did your family participate with you? Did your family members know you would be participating in this activity?
3. Did you read all three books and write quotations according to the instructions?
4. Tell us about other times you have participated: What were the activities? What are the other changes?
5. What do you think is different about Home Run Readers activities compared to other reading or baseball activities?

(Key Questions)

1. How has participating in Home Run Readers changed your family's parent-child interactions? Please explain each of them. Are there more common topics and experiences with your family? Is your dad spending more time with his family?
2. How has participating in Home Run Readers changed your reading habits? Do you still maintain the same reading habits after your duties are completed?
3. How did your exercise habits change after participating in Home Run Readers?

4. How has your opinion of the CTBC Brothers baseball team or its endorsers changed after participating in Home Run Readers?
5. How has your ability to write changed after participating in Home Run Readers? (for youth essay)
6. In sum, how do you think your personal life has changed after participating in Home Run Readers?
7. Did the event have any negative effects on you? Or is there anything you can do to improve?

(Ending Questions)

Based on the results of the above interviews, we have compiled these possible outcomes: (list the outcomes according to the status of each interview).

1. Which engagement experience has been most helpful in achieving these dimensions? Why?
2. Please rank the importance of the results, and rate them on a scale of 1 to 5.
3. What would you consider a reasonable price for such an event if you had to set a price?
4. Have you ever participated in other activities like Home Run Readers? What do you think is different about Home Run Readers? Does it have the same effect on you as Home Run Readers?
5. Do you think there are other factors (e.g., original family relationships, personalities, attitudes, etc.) that have changed your family besides this activity?
6. If you had the opportunity to give some advice to the people in charge of these programs, what would you say?

Home Run Readers Questionnaire

Part 1: Basic information

(1) What is your gender ?

- Male
- Female

(2) What activities have you participated in through Home Run Readers?

(Check all that apply)

- Read and get baseball ticket
- Book car
- Themed book fair
- Baseball stars' endorsement and reading guidance
- High school writing competition

(3) In which years did you participate in Home Run Readers event? (Check all that apply)

- 2016
- 2017
- 2018
- 2019
- 2020

(4) Did you participate in Home Run Readers alone or with family or friends?

(Check all that apply)

- On your own
- With family
- With friends
- Other, please specify _____

(5) On average, how often did you participate in leisure activities with your friends and family before you participated in Home Run Readers?

	Less than 1 time	1~2 times	3~4 times	5 or more times
With family				
With friends				

- (6) On average, how often did you participate in other reading (e.g., book fairs, reading tips contests, etc.) or baseball-related (e.g., attending games, baseball camps, fan meet-ups, etc.) activities before you participated in Home Run Readers?

	Never	Less than 1 time	1~2 times	3~4 times	5 or more times
Reading activity					
Baseball activity					

- (7) Besides the changes mentioned earlier, did you have any other feelings? Or did you have any suggestion for Home Run Readers activities? (Please briefly explain.)
-

- (8) Do you think Reading Home Runs will have a negative impact on certain groups? (Please briefly explain.)
-

Part 2: Outcome Questions

- (1) Based on the results of the first questionnaire and interviews, we found that the following changes occur for participants who participate in Home Run Readers campaigns. Please check all options that apply to you.

- I participated with my family members, and I strengthened my relationship with them during the activity.

- I participated with my friends, and I got to know them better during the event.
- After participating in the activity, I started to pay attention or pay more attention to baseball.
- The process of participating in the activity can help me relax and relieve stress.
- I read different kinds of books to broaden my horizons; after the event, I am more willing to go to the library to borrow books than before.
- Participating in the youth essay contest helped to improve my writing skills.
- The library I originally attended did not have a redemption ticket or there was no matching library near my home, so I had to go to another library. That meant it took me longer than expected to complete the task.
- I was frustrated that I did not earn a prize (baseball tickets, raffle prizes or tournament placement) for participating in a Home Run Readers event.

Below we will learn more about the extent and period of change in each of your results based on the results (changes) that you have experienced.

A. Improved family relationships

- I. What is the best description of how reading about home runs has helped you bond with your family? (Check all that apply)
 - I will invite my family to join Home Run Readers with me.
 - Spend more time with my family.
 - Talk with my family more often.
 - I have new common topics with my family.
 - My family and I will continue to participate in similar activities.
 - My family and I will participate in other parent–child activities together.
 - Other, please specify _____.

II. How long will the change in your relationship with your family last due to the excitement of Home Run Readers program?

- Less than 1 month
- 1~6 months
- 7~12 months
- 2 years
- 3 years
- Other, please specify _____

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very Important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
a. What is the importance of improving your relationships with your family in your mind?						
b. To what extent have your relationships with your family increased because of the guidance activity in Home Run Readers?						
c. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
d. If you had not participated in the Home Run Readers event, would you have had a higher or lower chance of participating in a similar event that would have enhanced your family's relationships?						

IV. Besides Home Run Readers, is there anything else that you would like to do to improve your relationships with your family? (Check all that apply)

- My family and I already have many common interests and often participate in various activities together.
- There are many parent–child activities in our life that we participate in whenever we are interested.
- My family and I are always together; we often have family dinners or take family trips.
- My family is mentally healthy, so I have always had good family relationships.
- Other, please specify _____.
- None of the above.

B. Improved interpersonal relationships

I. What is the best description of how Home Run Readers has enhanced your interpersonal relationships? (Check all that apply)

- I will invite friends to participate in Home Run Readers together.
- Spend more time with friends.
- Talking with friends more often.
- I have new common topics with friends.
- I meet other new people through Home Run Readers events.
- My friends and I continue to participate in similar activities.
- My friends and I will participate in other group activities together.
- Other, please specify _____.

II. How long do you think the changes in your relationships due to Home Run Readers will last?

- Less than 1 month
- 1~6 months
- 7~12 months
- 2 years

- 3 years
- Other, please specify _____

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
a. What is the importance of increasing interpersonal relationships" in your mind						
b. To what extent do you think relationships have increased as a result of Home Run Readers?						
c. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
d. If there were no Home Run Readers event, would you have had a higher or lower chance of participating in a similar event and improving your relationships?						

IV. Besides Home Run Readers activities, are there any other factors that help you improve your relationships? (Check all that apply)

- I used to talk to my friends or meet up with them to keep in touch.
- I like to go to social events and make new friends.
- My friends often introduce me to new people.

- It is easy to make friends with the same interests at school or at work.
- Other, please specify _____.
- None of the above.

C. Increased interest in baseball

I. What is the best description of how Home Run Readers has helped you to increase your interest in baseball? (Check all that apply)

- I started to learn about baseball, such as the history of baseball or the rules of the sport.
- I started to follow baseball events in and out of the country.
- I joined the fan clubs of domestic and foreign baseball teams.
- I became a fan of stars on the CTBC Brothers team.
- I buy baseball peripherals.
- I pay attention to baseball news or go to the games more often.
- I invite my family and friends to watch the games together more often.
- Other, please specify _____.

II. How long will the change in your interest in baseball due to the excitement of Home Run Readers last?

- Less than 1 month
- 1~6 months
- 7~12 months
- 2 years
- 3 years
- Other, please specify _____

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
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a. What is the importance of increasing interest in baseball in your mind?						
b. How much do you think your interest in baseball has increased due to Home Run Readers?						
c. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
d. If there were no Home Run Readers event, how likely or unlikely is it that you would have had the opportunity to participate in a similar event and increase your interest in baseball?						

IV. Besides Home Run Readers activities, are there any other factors that enhance your interest in baseball? (Check all that apply)

- I am already interested in baseball and will go to baseball games.
- Many family members and friends who like baseball will share baseball information to me.
- Many family members and friends who like baseball will take me to watch baseball games with them.
- My family and friends like baseball, so I would like to understand their interest.
- I heard that there are great baseball players in Taiwan, so I will pay attention to the news of the players.
- Watching baseball-related movies or documentaries makes me interested in baseball.
- Others, please specify _____.
- None of the above.

D. Felt relieved

I. What is the best description of how Home Run Readers activities relieved you of stress? (Check all that apply)

- Reading or watching a baseball game takes my mind off things.
- Reading or watching a baseball game lifts my spirits.
- Fewer times I get bored.
- Other, please specify _____.

II. How long can you expect the change in stress relief from the stimulation of Home Run Readers activities to last?

- Less than 1 month
- 1~6 months
- 7~12 months
- 2 years
- 3 years
- Other, please specify _____

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
a. What is the importance of relieving stress in your mind?						
b. How much relief do you think you get from Home Run Readers?						
c. Following the above question, do you think the degree of change will decrease each year as time passes?						

If yes, how much will it decrease?						
d. If there were no Home Run Readers event, would you have had a higher or lower chance of participating in a similar activity to relieve stress?						

IV. Besides Home Run Readers activities, are there any other factors that can help you relieve stress? (Check all that apply)

- My regular leisure hobbies provide a stress-relieving effect.
- I regularly go on trips to relax my mind and body.
- My worries or stress usually disappear in 2–3 days.
- I usually don't have any worries or stress.
- Other, please specify _____.
- None of the above.

E · Possessed broader views and knowledge

I. What is the best description of how Home Run Readers activities has helped you improve your views and knowledge? (Check all that apply)

- Read different kinds of books and learn something I didn't know before when I participated in Home Run Readers activities
- Read more books in the library or borrowed more books after participating in the Home Run Readers activity.
- Read more types of books.
- Others, please specify _____.

II. How long can you expect the change in views and knowledge to last due to Home Run Readers?

- Less than 1 month
- 1~6 months
- 7~12 months
- 2 years

- 3 years
- Other, please specify _____

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
a. In your opinion, what is the importance of views and knowledge enhancement?						
b. How much do you think your views and knowledge have improved as a result of reading about Home Run Readers?						
c. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
d. If there were no Home Run Readers event, would you have had a higher or lower chance of participating in a similar event and improving your views and knowledge?						

IV. Besides Home Run Readers, are there any other factors to help you broaden your views and knowledge (Check all that apply)

- I already like to attend book fairs or book clubs and other reading events.
- Friends and family often share their knowledge in different fields.

- I have been able to increase my knowledge and skills from school courses or work.
- I can gain basic knowledge through news media.
- Other, please specify _____.
- None of the above.

F · Increased writing ability

I. What is the best description that proves your writing skills have improved as a result of Home Run Readers? (Check all that apply)

- Chinese writing performance improved.
- My speed of Chinese writing has become faster.
- I use more words and phrases in my Chinese writing.
- The number of times people praise my writing has increased.
- Received other writing awards.
- Other, please specify _____.

II. How long will the change in your writing ability last due to Home Run Readers?

- Less than 1 month
- 1~6 months
- 7~12 months
- 2 years
- 3 years
- Other, please specify _____

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
a. What is the importance of writing skills improvement in your mind?						

b. How much do you think your writing skills have improved as a result of Home Run Readers?						
c. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
d. If there were no Home Run Readers event, would you have had a higher or lower chance of participating in a similar event and improving your writing skills?						

IV. Besides Home Run Readers, are there any other factors that can help you improve your writing skills? (Check all that apply)

- The school already has a writing program.
- I buy reference books or tutorials to improve my essay writing skills.
- I have a habit of writing journals or essays.
- For others, please specify _____.
- None of the above.

G · Reduced personal available times

I. What is the best description of how Home Run Readers has reduced your personal availability? (Check all that apply)

- There is no library near your home, so you must spend more time than others to go to other libraries to participate in activities.
- After completing the activity, you must go to another library to complete the activity again because the original library no longer has the ticket exchange coupon.

- If you want to borrow books from the e-book platform, you must go to a physical library to get the activity card and redeem tickets, so you still need to spend time at the library.
- Others, please specify _____.

II. How long will you be inconvenienced by the reduced personal time available due to Home Run Readers?

- 1 day
- 1 week
- Half a month
- 1 month
- Other, please specify _____.

III. Please answer the following questions by checking the weighted scores

1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0.*

	0	1	2	3	4	5
a. How much less time is available to you personally due to Home Run Readers?						
b. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
c. If there were no Home Run Readers event, how likely is it that you would have had the opportunity to participate in other activities that would have reduced your personal time?						

IV. Are there any other factors (behaviors or activities) besides Home Run Readers that have caused you to reduce your personal time available?
(Check all that apply)

- The mission rules were not confirmed at the beginning, so you must go to the library again to complete the mission.
- I had an emergency and couldn't go to the library nearby in the first place.
- The library near my home is already crowded.
- Others, please specify _____.
- None of the above.

H · Felt frustrated or experienced other negative feelings

I. What is the best description of how Home Run Readers frustrated you?
(Check all that apply)

- While I finished the task immediately, I didn't get a ticket to the baseball game, so I felt depressed.
- Felt frustrated because I did not win an award for my efforts to finish the book.
- Others, please specify _____.

II. How long do you feel frustrated by Home Run Readers?

- 1 day
- 1 week
- Half a month
- 1 month
- Other, please specify _____.

III. Please answer the following questions by checking the weighted scores 1~5: 1 = *Very unimportant / Very little / Very low*, 5 = *Very important / Very much / Very high*, and 0 = *Degree of change will not decrease or the chance of occurrence is 0*.

	0	1	2	3	4	5
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a. How much frustration do you feel from Home Run Readers?						
b. Following the above question, do you think the degree of change will decrease each year as time passes? If yes, how much will it decrease?						
c. If there were no Home Run Readers event, how likely is it that you would have had the opportunity to become frustrated with other activities?						

IV. Besides Home Run Readers, are there any other factors that cause you frustration at the same time? (Check all that apply)

- I didn't check the rules of the event at the beginning, so I didn't have a chance to win the prize.
- The library near my home is already very crowded, so I often can't get the prizes.
- Others, please specify _____.
- None of the above.

(End of the Results Panel)

Part 3: Value game

If you were an excellent pricing expert and you were asked to put a price on the changes you experienced from participating in Home Run Readers, which of the following things would you say is the closest in value to each change? Please fill in the following questions with the English code for that item.

A	Dinner with family and friends once a	B	2 days and 1 night domestic free travel with family	C	Join a 2-day, 1-night domestic tour package with	D	Take a 3-day, 2-night domestic in-depth tour
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	week (\$500 per person)		and friends (\$3,000 per person)		family and friends (\$6,000 per person)		with family and friends (\$9,000 per person)
E	Participate in volunteer activities 1 day a month (\$1,200 per person)	F	Participate in a domestic work and dormitory exchange (\$19,200 per person)	G	Go to Taroko Sports to play baseball once a month (\$200 per time)	H	Visit the stadium to watch a baseball game once a month—outfield tickets (\$250 per person)
I	Visit the stadium to watch a baseball game once a month, on average—infield ticket (\$500 per person)	J	Join a community baseball team (\$3,500 per year)	K	Participate in a 2-day CTBC Brothers Baseball Camp—Students (\$4,000)	L	3 hours of KTV singing per month (\$400)
M	One full-body massage per month (\$1,650)	N	Participate in a 1-day workshop on mindfulness and stress reduction (\$2,500)	O	1-year subscription to <i>CommonWealth Magazine</i> – Digital (\$2,490)	P	2-year subscription to <i>CommonWealth Magazine</i> – Digital (\$4,980)
Q	1-year subscription to <i>National Geographic</i> (\$2,680)	R	2-year subscription to <i>National Geographic</i> (\$5,360)	S	Buy a writing teaching book set (\$750)	T	Attend high school writing class (\$3,600)
U	7-11 coupons \$300	V	7-11 coupons \$500	W	7-11 coupons \$1,000	X	1 CTBC Brothers infield ticket (hot spot) (\$550)
Y	3 CTBC Brothers infield tickets (hot spot) (\$1,650)	Z	5 CTBC Brothers infield tickets (hot spot) (\$2,750)				

1. What do you think is the closest thing to the value of each outcome?

	Please fill in the English code.	If you think none of the above items are suitable, please fill in the items and budget of the activities or items you think are suitable.
Improved family relationships		
Improved interpersonal relationships		
Increased interest in baseball		
Felt relieved		
Possessed broader views and knowledge		
Increased writing ability		

2. If we provide you with one of the items listed above or supplement you with an event fee*, which would compensate for the inconvenience of the "negative items" caused by Home Run Readers?

* The subsidy will not be provided by the event organizer; this question is only for the analysis of the social impact calculation.

	Please fill in the code.	If you think none of the above items are suitable, please fill in the items and budget of the activities or items you think are suitable.
Reduced personal available times		
Felt frustrated		