

The Development of a National Sport Event Management Model that Affects the Value Added of the Sport Industry in Thailand

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Abstract

The objective of this study was to construct a model of the link between sports resources and the model of national sports event management and the added value of Thailand's sports sector. Mixed methods were implemented in this study. The causative and result link between sports resource variables and national sporting practices and the added value of the Thai sports sector were examined using quantitative research. Using questionnaires and qualitative phenomenological research, data were obtained from 207 sports competition management organizations registered with the Department of Business Development in 2020. Based on in-depth interviews, a group discussion with the Council of Industry Committees was implemented to corroborate the results of the in-depth interviews. The sports industry group comprised of three individuals and two academics in sports business management who conducted a corroborative elemental analysis on the data. And structural equation models. The hypothesis research found that 1) sports resources had a direct effect on the value added of the sports industry and an indirect effect on the value added of the sports industry through the national sports competition management; 2) the sports resources had a direct effect on the national sports competition management; and 3) the national sports competition management had a direct effect on the added value of the sports industry in Thailand. The analysis revealed that the hypothetical model was consistent with the statistical data. It appeared to be qualified with $\chi^2 = 47.85$, p-value = 0.08, $\chi^2/df = 1.55$, GFI = 0.96, AGFI = 0.98, and RMSEA = 0.01. The contribution of this research is that it can explain the relationship between the causes and outcomes of sports resources and guidelines for organizing national sports events and the added value of the sports industry in Thailand. The results of the study can be used in the management of sports competition management businesses, which leads to sustainable performance for the sports industry.

Keywords:

Sports Resources;
National Sports Event Management;
Sports Marketing;
Value Added;
Sports Industry.

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1- Introduction

Modern sports are becoming increasingly commercial, and sport event management plays a crucial part in this trend [1]. Sport is one of the country's important sectors that creates money in the form of sport tourism, national and international sport events, and the popularity of Thai combat sports [2], hence increasing the industry's worth consistently. In this sense, sports events of all sorts can attain worldwide standards in Thailand in terms of venue readiness, human resources in sports, and hospitality expertise, which are regarded as the strengths of organizing sports events at various levels. When various national sport event management models are considered, it is determined that the management models are tangible and highly effective, as the organization of national sport competitions could drive sport participation from the local to the regional level and promote local economic activities in venues where sport events are held [3].

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Based on the previous literature review, adding value to the sports industry is a huge challenge for sport organizers. A well-organized management, efficient management of both the availability of support and a well-equipped technology resource, as well as the skills of executives at various levels in the sports industry, are required for a business to develop sport innovations and create a growing trend in sports [4, 5]. From business units to policymakers [5], the study also found that in developed countries, there is significant growth in the sports industry. This is reflected in the popularity of sport and the ability to host world-renowned sporting events such as in the United Kingdom, the United States, and China, where the management of competitions with clear performance indicators is used to organize competitions, reflecting the efficiency of resource management and the application of technology and innovations in competition management, resulting in a sense of taste and emotion in watching sports, which creates added value for the sports industry [6]. Previous studies have also revealed that there were difficulties in the implementation of a number of issues, including the organization of the competition for the purpose of organizing the events that did not meet the intended objectives, the inadequate budget, the venue and facilities, the accommodation of the athletes, the public relations, and the formalities of the operation. The challenge with staging this national athletic event is that it would diminish participation and contests' appeal [7]. This has also diminished the significance of national sports. However, competent competition management will boost the popularity of both athletes and sports spectators, as well as sports sponsors, and national sporting events play a significant role in the creation of added value for the sports sector [8]. The overall added value of the sports industry is increasing. The sports event organizing company is one of the primary sports industry supply chains that creates added value in terms of increasing sports popularity, extending the sports market, and inventing sports in order for the sports industry to thrive sustainably [9].

The outcome of the national games will result in the trip of visitors attending the games, their spending on many elements, and the concurrent expansion of corporate engagement. The athletic event structure is consequently essential for attracting and producing popularity, followed by industrial and economic value, with a broad variety of sporting events examined in numerous fields, such as competition performance, competition methods, and competition resources [10]. According to studies, education in the sports business is deficient in the area of transforming the sports sector into a commercial enterprise [7]. Organizing competitions is part of the sports sector, which has a significant commercial influence in terms of market growth and attractiveness. Managing the sport is not limited to utilizing the same conceptual framework in order to properly organize the tournament. However, it must be expanded to encompass management able to quantify commercial industrial value [3].

The contribution of this research is to enrich the management of sporting events as a cog in driving added value in the Thai sports industry. Previous research has shown that only those on resource availability and support focused primarily on tangible resources [8, 10] without a mechanism that optimizes resource management through variables representing management and competition management skills, both in terms of being able to assess the environment before organizing the competition and the ability to manage executive resources and determine organizational outcomes [11] and Chobphon [12].

A conceptual framework for the research of a national sport event management model that influences the commercial component must be derived from the study of sports management concepts and theories. In this study, the variables of national sport management in terms of management and sports resources that influence the production of added value in sporting events for the benefit of the growth of sports at many levels are examined:

- To study the direct and indirect effects of sport resources on the value added of the sport industry in Thailand.
- To study the direct effect of sport resources on a national sport event management model in Thailand.
- To study the direct effect of a national sport event management model on the value added of the sport industry in Thailand.
- To develop a relationship model between sport resources and a national sport event management model with the value added of the sport industry in Thailand.

Research Hypotheses

H1: Sport resources have a direct effect on the value added of the sport industry in Thailand, and a national sport event management model has an indirect effect on the value added of the sport industry in Thailand.

H2: Sport resources have a direct effect on a national sport event management model.

H3: A national sport event management model has a direct effect on the value added of the sport industry in Thailand.

2- Review of Literature Review

2-1- Sports Resources Affecting the Hosting of National Sporting Events

The significance of internal resources and competitiveness for the success of national sporting events is demonstrated by the sports management resources. By excluding crucial components from the examination of internal resources, on-premises resources and use techniques can be improved. Therefore, it is required to conduct an analysis of internal

resources and competencies in order to construct and improve the ability to organize national sporting events and elements of national sporting event organization.

The previous characteristics of sporting resources focused on having all the sporting equipment available to organize tournaments as a tangible resource [10, 11]. It was discovered that sports resources influencing sports viewers' perceptions cannot be used solely by supporting devices. Technology must also be used in terms of conveying feelings in the competition. It is even fun to watch the game when the audience is not on the field. This requires both technology and innovation as well as a management skill that demonstrates a vision of competitive management.

Elaborated on athletic resource factors that can influence sports management performance, such as the fact that the sport's organizers have adopted new technologies to organize the competition in order to differentiate themselves from other organizers [13], which creates innovation in competition organization [9]. To host modern-day events in Thailand, a competition format dependent on foreign technology, including artificial intelligence and augmented reality systems, has been regularly created [11]. However, sports resources also result in more efficient sports management in terms of the availability of internal resources. Organizing a national sporting event will be a variable that drives the mechanism for efficient resource management, resulting in the enjoyment and attraction of watching sporting events both from the audience inside the stadium and from the audience through other broadcast channels [14].

2-2- Concepts Related to National Sporting Events

Adaptable guidelines for the organization of national sporting events is applicable to a variety of sporting event programming. Important frameworks or concepts that show procedures that vary based on the preliminary agreement are assessments. Scholars in the field of organizing sporting events have developed a framework for organizing sporting events, often split by the order of sporting activities, to describe the nature of the organizing process [7].

The notion of a competitive strategy that emphasizes competition outcomes is well-known and widely accepted by Thai and international experts in the general organization of sports initiatives [10, 15]. In addition to this, it may be used extensively to handle several tasks [15, 16].

The strategy for planning sporting events employs a judgement kind of evaluation. It requires the information received from the evaluation to assist make four sorts of judgments: planning decisions, structural decisions, operational decisions, and decisions on a review of the competition's implementation at the conclusion of the project. Various sorts of decision concepts need different forms of information. It categorizes management and planning-related choices and assessments [13].

A reassessment of Williams et al. [17] study revealed the benefits of holding competitions with explicit success objectives. It necessitates an evaluation of the internal and external environment, which is the preparation for the event and the preparedness to maximize the effectiveness of the available sports resources. It is evident from past research that there is an abundance of research on sports resources, but no explanation on how to properly manage them [7, 14]. According to additional research, competition is a process that drives resource availability. The results will be reflected in the perceptions of the sport's audience, or the total worth of the sports industry.

2-3- Concepts Related to the Added Value of the Sports Industry in Thailand

Value added of the sport industrial delivers value for industries engaged in the organization of athletic events. Initially, value-added creation was a marketing instrument that would aid in the evolution of the competition model [1]. However, adding value will also make sports audiences feel more useful by requiring efforts to develop more valuable events in the eyes of sports viewers [18] or to present a complete sporting event with quality, service, and price to meet the needs of visitors to satisfy their visit to the sport [19]. In sports marketing, producing value-added is the development of services that maximize the pleasure of sports visitors and beyond the expectations of sports audiences; the added value may be the result of enhancing something beyond what the audience anticipates [20]. In addition, the creation of added value in the development of sports items should be relevant and in line with what sports spectators desire. Creating value-added is evidence of the capacity to plan effective athletic events, with the process of arranging a competition or service linked to organizing a competition satisfying this need [21].

3- Methodology

Quantitative and qualitative research methods are employed, employing quantitative research methods primarily and complementing qualitative research methods to clarify and corroborate quantitative research outcomes [22].

Quantitative Research conducts causal studies describing the relationship between causal variables and result variables to model causal relationships, and the results of the development of national sporting event models that affect the value-added generation of the sports industry in Thailand are consistent with theoretical knowledge and empirical information.

Qualitative Research: The researchers chose the Phenomenological Approach, a method of seeking knowledge and truth from the study of phenomena and human life experiences by understanding the meaning of life experiences that individuals have experienced primarily [23] through an in-depth interview with the Board of Industry Council, a sports business industry group that oversees members of the sports industry in Thailand, and sports event scholars, to obtain information based on a wide range of experiences based on quantitative research data and use it for analysis to reach the conclusion of the next research.

Step 1: Studying concepts and theories to define conceptual frameworks in research by outlining concepts and theories and related research to obtain conceptual frameworks and variables for research.

Step 2: Conducting quantitative research, starting with the creation of research tools, is to create questionnaires, sports resource factors, guidelines for organizing national sporting events with the added value of the sports industry in Thailand. This is the process by which the researchers created and developed questionnaires based on concepts, theories and literature related to sports resources, the approach to organizing national sporting events with the added value of the sports industry in Thailand by using the data and variables that have been created as questionnaires based on the research framework. After that, the tool quality was checked by reviewing content validity, analyzing the results for the IOC: Item of Objective Congruence Index and revising it according to the recommendations, and then taking the tool to try out with a non-sample population of 30 people, and then using the data obtained to obtain reliability by coefficient method [24], which must be obtained at 0.770 or higher to be considered convincing and acceptable. Once the quality-verified tools have been obtained, the information is collected by asking for feedback from business owners, executives or business managers organizing sporting events in Thailand. When the researchers received the response questionnaire, they checked the integrity of the questionnaire and continued to analyze the quantitative data.

Step 3: Qualitative research using phenomena-based research methodology with an in-depth interview with the Industry Council Committee. It supervises members of the sports industry based on their positions in the Industry Council and experience related to the sports industry to obtain accurate and diverse information detailed in the implementation: prepare semi-structured interviews, examine the quality of interviews, in-depth interviews, and analyze qualitative findings. After the conclusion of the in-depth interview, the researchers confirmed the data by conducting a focus group discussion, using the data collected from both quantitative research and in-depth interviews to confirm the key informants' meetings so that the meeting discussed the information and analyzed the verified data to obtain the conclusions of the research to use the data obtained from qualitative research to support and confirm the quantitative findings more clearly.

Step 4: Summarizing the findings is a summary of both quantitative and qualitative findings, discussing the results, providing research recommendations by presenting as a research report on the development of national sporting event models that affect the value-added creation of the sports industry in Thailand.

4- Result and Discussion

4-1- Quantitative Research Results

The observed variables in the study had skewness values ranging from -0.315 to -0.512, between -3 and +3, and kurtosis values ranging from -.132 to -0.623, between -10 and +10, showing that the variables had normal distribution [25]. Therefore, they are suitable to be used in an analysis of the developed structural equation model. The correlation analysis results among 9 observed variables found relationships between 36 pairs of variables. The relationships between each pair of the variables moved in the same direction. Correlation coefficients between the variables were positive. The size of correlations or correlation coefficients ranged from 0.144-0.636 with the statistical significance level of 0.01 as seen in Table 1.

Table 1. The observed variables correlation analysis

| | GLORY | TECH | MANAGE | ENVIR | Resource | Result | Value 1 | Value 2 | Value 3 |
|----------|---------|---------|---------|---------|----------|---------|---------|---------|---------|
| MEAN | 3.98 | 4.13 | 4.32 | 4.24 | 3.94 | 4.01 | 4.01 | 4.12 | 4.07 |
| SD | 0.78 | 0.69 | 0.73 | 0.68 | 0.70 | 0.74 | 0.70 | 0.74 | 0.63 |
| GLORY | 1 | | | | | | | | |
| TECH | 0.362** | 1 | | | | | | | |
| MANAGE | 0.261** | 0.384** | 1 | | | | | | |
| ENVIR | 0.144** | 0.334** | 0.636** | 1 | | | | | |
| Resource | 0.331** | 0.175** | 0.590** | 0.344** | 1 | | | | |
| Result | 0.318** | 0.315** | 0.348** | 0.478** | 0.268** | 1 | | | |
| Value 1 | 0.337** | 0.393** | 0.516** | 0.561** | 0.300** | 0.451** | 1 | | |
| Value 2 | 0.285** | 0.370** | 0.533** | 0.524** | 0.244** | 0.512** | 0.620** | 1 | |
| Value 3 | 0.219** | 0.374** | 0.178** | 0.491** | 0.524** | 0.446** | 0.601** | 0.616** | 1 |

Bartlett's test of sphericity = 9326.953, df = 154, p = 0.000, KMO = 0.945

From Table 1, consideration of correlation coefficients among the observed variables found each pair of the variables had a positive relationship with the statistical significance level of 0.01. There were 4 pairs of the observed variables that were highly correlated ($0.6 < r < 0.8$), 11 pairs of the observed variables were moderately correlated ($0.4 < r < 0.6$), and 21 pairs of the observed variables were lowly correlated ($r < 0.4$). The pair with the highest correlation was sport event management skills (MANAGE) and sport event environmental assessment (ENVIR) ($r = 0.636$). The pair with the lowest correlation was reputation in sports (GLORY) and sport event environmental assessment (ENVIR) ($r = 0.144$). However, the consideration of overall correlation coefficients between each pair of the observed variables found that correlation coefficients between each pair of the observed variables were not greater than 0.80, showing that the correlation levels of the observed variables were not high. Multicollinearity was not present, and all of the observed variables shared the same element. Therefore, they were suitable to be used in a relationship model analysis.

Bartlett's test of Sphericity Chi-Square value was 9326.953 $df = 154$ ($p = 0.000$). It indicated that the correlation matrix was not an identity matrix with the statistical significance level of 0.01. The variables were sufficiently correlated for factor analysis, consistent with the Kaiser-Mayer-Olkin (KMO) test result that was close to 1 (0.945), indicating that the observed variables were highly correlated, suitable for being used to measure the goodness-of-fit of the research model to the empirical data accordingly since the index was greater than 0.80. It means the data were highly suitable for factor analysis [26].

Test results of the effects of causal variables, effects of causal relationship, sport resources, and a national sport event management model on the value added of the sport industry in Thailand, developed to describe the research hypotheses, are shown in Table 2.

Table 2. The effect size of variables according to the research hypotheses

| Causal variables | Sport Resources (RESOU) | | | National Sport Event Management Model (EVALUA) | | | R ² |
|---------------------------------------|-------------------------|-------|-------|--|----|-------|----------------|
| | DE | IE | TE | DE | IE | TE | |
| Outcomes | | | | | | | |
| Sport Resources | - | - | - | - | - | - | - |
| National Sport Event Management Model | 0.72* | - | 0.72* | - | - | - | 0.32 |
| Value Added of Sport Industry (VALUE) | 0.56* | 0.44* | 1.00* | 0.79* | - | 0.79* | 0.48 |

Chi-Square = 47.85, $df = 107$, P-value = 0.08, RMSEA = 0.01, AGFI = 0.98, GFI = 0.96;

* $p < 0.05$; DE is a direct effect; IE is an indirect effect; TE is total effect

From Table 2, it was found that variables, being the components of causal variables and outcomes of sport resources and a national sport event management model with the value added of the sport industry in Thailand, which were developed, had a direct effect, an indirect effect, and a total effect, divided by the research hypotheses as follows:

Hypothesis 1: Sport resources under the component consisting of the reputation for sports, sport technology and innovation, and sport management skills have a direct effect on the value added of the sport industry in Thailand and have an indirect effect on the value added of the sport industry in Thailand through a national sport event management model. It was found that sport resources (RESOU) had a positive direct effect on the value added of the sport industry in Thailand (VALUE), the direct effect size was 0.56, the indirect effect size through a national sport event management model (EVALUA) was 0.44, and the total effect size was 1.00 with a statistical significance level of 0.05. Therefore, hypothesis 1 is accepted.

Hypothesis 2: Sport resources under the component consisting of the reputation for sports, sport technology and innovation, and sport management skills have a direct effect on a national sport event management model – it was found that sport resources (RESOU) had a positive direct effect on a national sport event management model (EVALUA), the direct effect size was 0.72 and total effect size was 0.72 with the statistical significance level of 0.05. Therefore, hypothesis 2 is accepted.

Hypothesis 3: A national sport event management model under the component consisting of evaluation of the sport event management environment, efficiency of sport event management resources, and outcomes of sport event management has a direct effect on the value added of the sport industry in Thailand. It was found that a national sport event management model (EVALUA) had a positive direct effect on the value added of the sport industry in Thailand (VALUE); the direct effect size was 0.79 and the total effect size was 0.79 with a statistical significance level of 0.05. Therefore, hypothesis 3 is accepted. The analyses of the hypotheses are detailed in Figure 1.

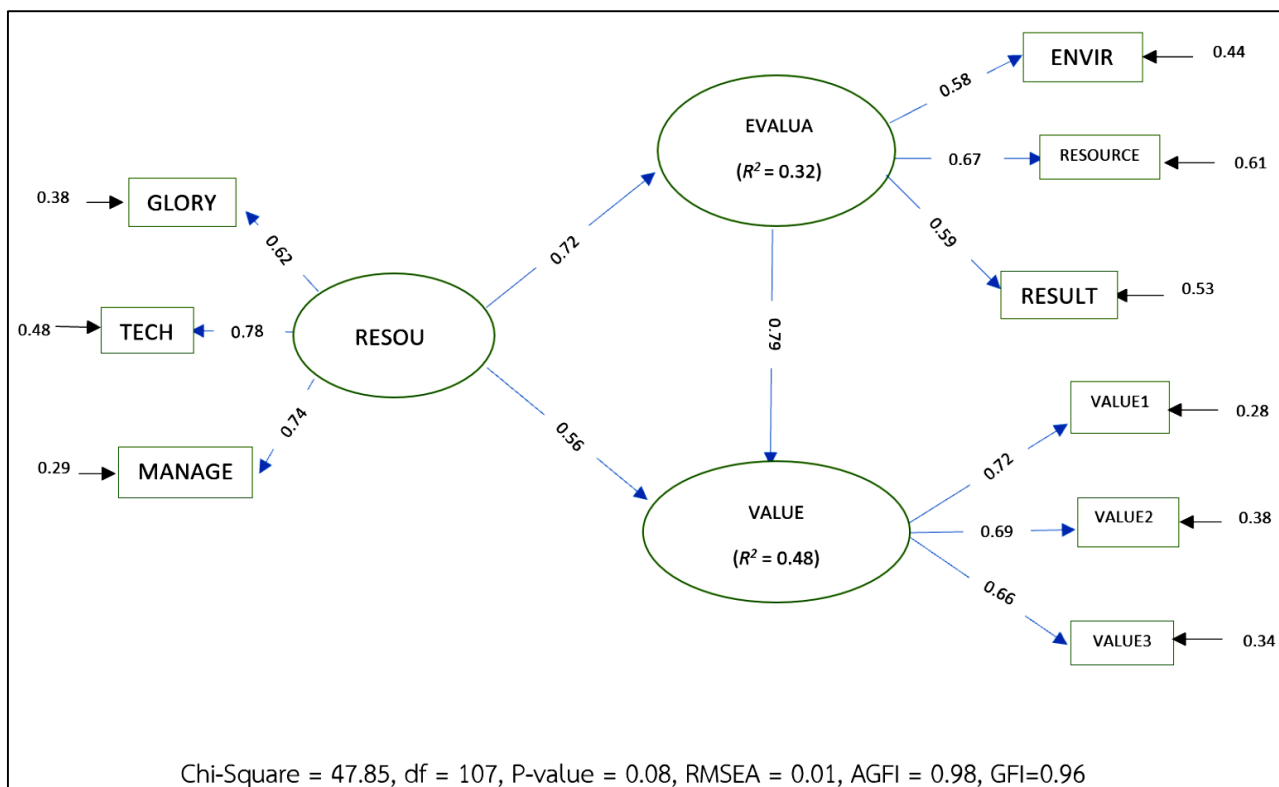


Figure 1. Analysis results of the causal relationship and outcomes of sport resources and a national sport event management model with the value added of the sport industry in Thailand

4-2- Results of the Qualitative Data Analysis

Sport Resources of Sport Event Management Business in Thailand

Key informants highly give importance to sport resources in terms of facilities including management preparedness. In this regard, the sports resources that sport event management businesses need to give importance to should comprise both tangible and intangible resources. Business reputation is a tangible resource but essential to encourage service users to choose event management services since it indicates confidence, reliability in event management, and recommendation, increasing the customer base. Reputation takes times and experiences are required in order to gain confidence and reliability for being a choice of services. It is a factor in making management more efficient when customer confidence is built.

Technology and sport innovation resources are demanded to support sport event management to be more efficient, especially a national sport event that needs high accuracy to ensure reliability of sport event management. Sport event management businesses must have experience organizing sports events and show competency and skills in sport event management. Skills are cumulative experiences that sport event organizers possess and how well the business is operated in a professional manner. Executives need to have management skills and understand management of sport events of all scales and types to ensure necessary plans are made and problems are solved the right way.

A National Sport Event Management Model of Sport Event Management Business in Thailand

Importance is given to the adoption of management principles to sport event management by means of evaluating sport event management environment. To organize a national sport event, evaluation of the sport management environment is required in terms of facilities, support, and preparedness of sport resources, which will affect the efficiency of sport event management resources. Monitoring the efficiency of sport event management resources to ensure they are ready at all times will reduce risks and errors during the event's organization. Moreover, importance should be given to outcomes of a sport event by taking customer expectation and the goals of organizing the sport event into consideration for creating a development plan of the future sport event management to reduce the likelihood of error occurrence as much as possible.

Outcomes of Sport Resources and a National Sport Event Management Model with the Value Added of the Sport Industry in Thailand

An efficient sport event management model through an efficient planning process, follow-up of sport event management outcomes in a continuous manner, and sport event management outcomes are used for planning the future sport event management. The follow-up of sport event management outcomes makes previous outcomes a guideline for

improving and developing future sport event management to ensure it will be more efficient. The value added of the sport industry is driven by a major chain of the industry like sport event management business that requires sport products and services from other sport businesses. Therefore, sport event management business is an important business playing a key role in the value added of the sport industry.

Confirmation of Research Results from Focus Group

Focus group indicates that the empirical data from the qualitative study and the interview are confirmed by key informants who have direct experience and are experts specializing in sport event management business in Thailand. Moreover, in the focus group results, key informants also add some suggestions to make use of the research results in sport event management business in Thailand by disseminating through different forms of communication, preparing a management manual, and sharing knowledge by providing training programs with cooperation between sport event management business in Thailand and educational institutions. Furthermore, key informants are the ones who apply the research results to their organizations.

4-3- Discussion

According to Gerke et al. [21], being famous for sports is considered a sport resource important to create value added in terms of credibility of sport event organizers and problem solving in sport events. This is consistent with Garcia & Sao [27] description that being famous for sports is a factor that affects the expansion of the sport market. Moreover, technology and sports innovation are needed. Though they are intangible resources, they are important resources that make sports event management more efficient. The value added of the sport industry depends on sport management skills that indicate competency in sport event management and problem-solving skills during the organization of sport events [7]. Sport resources have an effect on sport event management as they can create more value added to the industry through the process of evaluating the sport event management environment and managing the efficiency of sport resources to be consistent with each type of sport. After the completion of sport event management, the outcomes of the management are evaluated to make a plan for future sport event management to ensure it will be more efficient, resulting in the growth of the sport industry. This is consistent with the study results showing the relationship of sport resources to being famous for sports, credibility, the development and making of technology, and sport innovation at the same time as sport event management skills. These sport resources have an effect on variables such that the business requires a national sport event management model to generate the value added of the sport industry in Thailand.

Sport event management businesses must rely on credibility as sport event organizers. It is something the business needs to generate, which is caused by the reputation for operating the business and the preparedness of technology and sports event management innovation [28]. It is a way to promote the efficiency of sport event management in terms of the acquisition of sport event information and sport event operations [15]. Preparedness of human resources with sport event management skills and experiences shall enable outcomes of sport event management to reach the goals that sport event organizers planned [14, 16]. It is consistent with Shuvajit [29], who described the relationship between the sport resources that businesses possess and the process of sport event management that can be more efficient with the preparedness of resources regarding the image of sport event management business and technology in sport event management [7, 30]. Described further is the relationship between skills and competency in sport event management that affects the speed of reporting sport event results, the flow of sport event information, and the follow-up of sport event results.

Chris et al. [9] stated that sport event management is a mediator to drive supply chains in the sport industry with regard to hiring sport personnel and purchasing sport goods or equipment from other businesses in the sport industry, contributing to business expansion in different groups. To achieve value added, efficient sport event management is required, as it is the beginning of the value of organizing sport events. Sport events must be clearly organized by means of an evaluation of the sport event management environment to determine preparedness before they are organized. This is consistent with a study conducted by Shuvajit [29] describing the relationship in environment analysis that it is the evaluation of preparedness, making problems during sport events are organized can be solved efficiently. Innovation brought to sport event management can create value added to the business, which certainly affects the sport industry [21]. Importance should be given to outcome follow-up so that the post-performance of sport event management can be used to make a plan and support future operations, which can create value added to the business with regard to satisfaction and improvement to ensure the sport market is growing and sports gain more popularity.

When compared to previous studies on value-adding in the sports industry, emphasis was placed on managing only resources and support [5] in the sports industry. Calvert [1] points out that, no matter how sufficient or readily available resources are, they cannot be driven on their own. They require the ability to manage that resource to create value. This study therefore requires the study of resource availability variables and the use of sports technology in sports management. It can be seen that the results of the research clearly indicate that when the sports organizer business only uses efficient management of sports resources without interstitial variables, it will result in an increase in industry value. sports drop. However, when effective tournament management that can measure the effects of sports technology used in tournament management and effective management skills, research results show an increase of the added value that was statistically significant.

5- Conclusion and Recommendation

Adding value to the Thai sports industry is important to the economy because it affects both the industry's business sector and its supply chain. The study of the concept of sports resources, guidelines for the management of national sports events, and added value of the sports industry in Thailand shows that the sport organizer business focusing on resource management alone as before is no longer enough. The reason is that resources cannot create value if they are not properly managed. However, the sports resources in education have morphed from tangible resources both in terms of the field or equipment and facilities. It is not enough anymore. Intangible sports resources must also be used to create added value for sporting events, both in terms of fame, technology, and innovation, as well as management skills, through the process of organizing sporting events with an assessment of the competition's readiness. In addition to this, the evaluation of readiness in various fields to organize competitions and evaluate the results for improvement can be included to create added value for sporting events. These are the cogs that drive the value of the industry.

In Thailand's sports industry, the sport organizer business is a business unit that drives the industry chain. If the executives in this business group have good management skills, together with the vision operational planning, and setting clear goals, this will result in competition within the business group, the development of innovation in competition, and market growth due to the growing popularity of sports. This is the added value that is happening in the sports industry.

The study was conducted on sport resources and a national sport event management model associated with the value added of the sport industry in Thailand. The emphasis was placed on business-level analysis. For future studies, additional study should be conducted on an individual level, such as with workers in different levels of the business sector, an interview with groups of workers to obtain perspectives from other groups of people.

In this study, a cross-sectional design was used to collect data at a specific point in time. A study on business administration is full of environmental changes at all times; therefore, a longitudinal study should be conducted for future studies to see the effects of sport resources and a national sport event management model on the value added of the sport industry in Thailand in a long term. In this regard, a study should be constructed on how to create the value added of Thailand's sports industry in the future in a sustainable manner by using a longitudinal study for data collection.

The conceptual framework of this study can be used for studying control variables that are clearly classified, such as the size of business and characteristics of a sport event management operator, to test whether or not there are differences in terms of sport resources and a national sport event management model affecting the value added of the sport industry in Thailand.

6- Declarations

6-1- Author Contributions

P.S. and T.T. contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript. All authors have read and agreed to the published version of the manuscript.

6-2- Data Availability Statement

The data presented in this study are available in the article.

6-3- Funding

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6-4- Acknowledgements

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6-5- Institutional Review Board Statement

Not applicable.

6-6- Informed Consent Statement

Not applicable.

6-7- Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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