

# THE MANAGEMENT PROCESS AND THE ADDED VALUE OF THE SPORTS INDUSTRY

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## Abstract

The management process of sports competition events acts as an intermediary in driving the supply chain in the sporting industry because it involves the process of hiring sports personnel and purchasing equipment from other businesses in the sports industry. This leads to the expansion of the sports industry and groups sports competition management which is an added value for the entire sports industry. It is the beginning of the value of sports management. The competition must have a clear competition management process; additionally, it must pay attention to the management of sports resources which is in line with the management of sports competitions in order to add value to the sports industry.

This article explains the relationship between sports resources. It focuses on sporting fame, technology and innovation in sports, sports project management skills and national sports competition management guidelines. The guidelines lead to the process of assessing the sports competition environment and the results of sports competition events that add long-term value to sports industry in Thailand.

The finding found that the sports resources and national sporting events management approaches influence adding value to the sporting industry, which will present an approach that businesses in the sporting industry can apply to achieve efficiency in the management of total sporting resources. To have clear indicators of success in business operations, including assessing projects after organizing the competition and moving towards the goal of creating added value that brings results that will create stability for the business.

**Keywords:** sports resources management, process management of national sports competition event, value added of the sports industry

## Introduction

At present, a sport is organized commercially. Sports management plays a greater role in driving commercial activities and is also one of the country's main industries that bring

money into the country in terms of sports tourism. Management of sports competition events both nationally and internationally together with the popularity of sports such as Thai boxing that have become even more popular. As a result, the value in the sports industry continues to increase. In this regard, Thailand's sports competition events are held to international standards in a variety of sports due to the readiness in terms of location, sports personnel, resources, expertise and Thai service. This is considered a strength in organizing sports competition events. In many national sports competition events, it can be seen that there is a very concrete and effective management system. In addition to this, organizing national sports competitions drives sports from local to regional levels. Furthermore, it also promotes the local economy where the competition is organized (Sports Authority of Thailand, 2017).

According to previous studies, a variety of issues can be detected in national sports competition events in Thailand. The issues can be illustrated as in organizing the competition, irrelevant objectives of the competition, insufficient budget, competition venue and facilities, accommodation for the athletes, and public relations and ceremonies. These problems will affect the popularity and the number of people participating in the sport events. The effective management of the competition will increase the popularity of both athletes and sports visitors as well as sports sponsors. Organizing national sports competition events is therefore an important factor. In creating added value to the sports industry (Jirasak Bunnag, 2012), the added value of the sports industry is the overall growth. The sports event management business is one of the sports industry's supply chains that is crucial in creating added value both in terms of promoting the popularity of sports, expanding the sports market and creating sports innovations allowing the sports industry to grow sustainably.

The result of organizing national sports competition events will bring about the travel of tourists who watch the games and spend money in various fields. This will also benefit various related businesses. Sports competition events is therefore important to attract and create industrial value and economic value. Sports competition management has been studied in many different aspects both in terms of the efficiency of competition management and the guidelines for organizing competition and resources in organizing competitions (Stufflebeam and Shinkfield, 2007). In the study, it was found that there is a gap in terms of developing the sports industry into a commercial industry. Event management is a part of the sports industry that has a huge commercial impact in terms of popularity and market expansion. This, it must extend to the management that can measure the value of the industry for commercial purposes (Sports Authority of Thailand, 2017). Of the importance mentioned above, a study on the model of commercially managing national sports competitions requires theories and concepts of sports management as a guideline. In this research, the factors of sports management at the national level will be studied in terms of management and sports resources that will contribute to the creation of added value in the management of sports competition events for the benefit of developing sports at different levels in the future.

Reasons that should be study this special problem is the competition in the sports industry is fierce and the sports supply chain is growing rapidly. Both in terms of existing operators and interested income providers in a rapidly expanding market. With health consciousness being the mainstream of present generation, the sports industry is becoming more and more attractive. The industry's forces businesses to have a clear management approach and measure their performance to the fullest. to make the investment worthwhile (Seepui, et al., 2022), which in this article therefore brings Guidelines for managing sports resources that focus on sporting fame technology and innovation in sports project management skills and guidelines for organizing national sporting events that bring the process of assessing the environment of sporting events and sporting event results to create added value for the business in order to survive in the long term.

### **Importance of Sports Event Management Business**

Currently, Thailand has placed an importance on the promotion of sports both in the public and private sectors. Various sports competitions are promoted on a regular basis and budgets are provided to support sports competitions. Each year there are many major sports competition events organized by both public and private sectors. This is in line with the guidelines for the development of sports cities in Thailand by setting policies and strategies to achieve the goals in many dimensions that correspond to the development of a sports city.

This is due to the support from the government and the popularity of sports. Nowadays, people are interested in watching sports and love exercising. This leads to the continuous growth of sports industry in Thailand according to the demand of sports popularity. The data from the Department of Business Development shows that growth in the context of the sports industry which consists of manufacturers of sporting goods, distributor and distribution of sporting goods, business of sports service facilities, fitness service business and organizing sport event business have grown steadily from 2019 to 2020. The sporting industry has grown by 15 % in one year and when considering the types of businesses in the sporting industry, it is found that the sports event management business has grown in line with the government policy and the popularity of sport competitions in Thai society. It is one of the businesses in the sports industry that grew 8 % in 2020 and is the business with the highest number of new entrepreneurs in the sports industry (Department of Business Development, 2021).

Due to the growth of the sport competition management business, the expansion of the sports industry is one of the highest in the industry in Thailand. Office of Small and Medium Enterprises Promotion (2021) said that the sport event management business is a business that drives Thailand's grassroots economy and also promotes sport tourism in Thailand. In the context of sports event management business, it is the nature of the central coordinator in organizing competitions at the provincial or national level. Sports clubs, schools, government

and private sectors that want to organize sports competitions must rely on sports organizers. As a result, the customer group of the sports event management business covers all levels of Thai society (Ministry of Tourism and Sports, 2017).

### **Sports Resource Factors Affecting the Management of National Sports Competitions**

According to the literature review on sports management resources, it demonstrates the importance of in-house resources and competitiveness in converting into the effectiveness of a national sports management program. Internal resources in an organization and how it is used takes the key components of internal resource analysis. Therefore, internal resource and competency analysis is necessary to build and increase organizational capacity in national sports competition events. The factors of organizing national sports competitions are as follows:

1. Corporate Image/Reputation of Sport Organizers is becoming increasingly important. It has become an important factor for the success of organizing national sports competition events.

2. Sport Technology and Innovation is another resource that shows outstanding competency. It is a process that involves incomprehensible due to creative innovation in the management of national sports competitions. It is something that is difficult to do to achieve the efficiency of organizing national sports competition events. There is uncertainty and high cost of innovation. It is difficult to manage and guarantee the returns of innovation by an organization alone, so innovation becomes a national sporting performance only when linked with other outstanding abilities. Importantly, innovation is diverse that appears in the main projects of the entity (Fiol, 2001).

3. Financial Capability is when an entity considers its competence in relation to the financing national sports competition events. Financial Capability is a thought process that examine the initial qualification of an organization based on their financial capability.

4. Sport Marketing Capability is an important role in sports organizations. It is a management strategy especially in times of recession (Fellows and Langford, 1993). Many business organizations invested in advertising, market research, and stimulation and service design. In fact, there are many marketing methods that are used today, such as market direction analysis, relationship marketing philosophy, as well as service quality and customer satisfaction.

5. Sport Management Skills rely on performance as a broad project team and problem solving at the field level. As a result, project management skills must be deeply ingrained in the team's psyche for the success of the project. The rapidly changing business environment results in more intense market competition (Hsu and Wang, 2012) and newly developed principles that will increase the quality and efficiency of operations.

6. Sport Organization and Human Resources is another important aspect of which the organizational structure is the official framework. The tasks of the organization are divided and grouped with appropriate coordination. Sports organizational structures must be able to facilitate employees to work efficiently. The main aim of an effective organizational structure is to achieve the organizational goals according to the direction of the organizational strategy. Therefore, organizational structures differ in terms of strategy, size, technology and environmental uncertainty. Human resource management therefore plays an important role in the organization. In general, human resource management can be regarded as the core process of the organization that focuses on how to acquire valuable human resource organizations and build long-term relationships (Fraticova and Rudy, 2015).

Pianese (2020) further explains the factors of sports resources that will cause the efficiency of sports management. The factors include sports organizers and using new technologies to organize sports to make them different from other organizers. This is an innovation in organizing competitions (Chris et al, 2020). Competition that relies on foreign technologies which are Artificial Intelligence and Augmented Reality used in organizing competition in modern times.

In addition, Chris et al (2020) also emphasized on the skills of project managers and sport event organizers with new information on sport event management. The result is considered to create the highest value for customers in sports event management services and constantly monitors the results of project management. Additionally, what the sports event management business must consider is building a reputation which is the first factor that customers will choose to use the service. Besides, public relations, building a positive business image and having social responsibility plays significant roles (Fraticova and Rudy, 2015; Hsu and Wang, 2012).

According to the sports management in Thailand, all of the 3 factors have been studied with the emphasis on the factors that affect the success of sports management. It describes the characteristics of success factors in terms of the confidence that comes from having a well-established reputation. It is a factor that shows confidence. The next factor is the technology that has been applied and the use of existing technology to create innovation in competition management. Last but not least, the skills of sport organizers who specialize in managing both participating teams in various sports and executing teams as well as effective coordination between the host of the competition and other stakeholders is crucial factor.

### **Concepts of Guidelines for Organizing National Sports Competitions**

Guidelines for organizing national sports competitions that can be applied to various sports competition management projects involve the assessment as an important framework or concept. Academics in sports management have proposed a conceptual framework for organizing sports competitions. The frameworks can be generally divided into organizing a

sports competition and the nature of the official process of organizing the competition. It can be described as follows:

The concept of the competition management method places an importance on the results of the competition. It is widely used by both Thai and international scholars in organizing sports events (Panya Inthacharoen, 2019; Xue, 2020; Stufflebeam and Shinkfield, 2007). Moreover, it can be used to manage a wide range of projects (Xue, 2020; Wahyudi, Setijono and Mintarto, 2020).

The approach to organizing sports competitions uses the form of assessment as a process. The decision is based on 4 aspects which are the decision on the plan, the decision on the structure, the decision on the operation and the decision on the debriefing after the competition. Initial concepts of different types of decision-making require information which can be classified into 3 types as follows:

1. Sport Management Context Evaluation is an assessment to obtain information for planning decisions. It can define expected outcome of an official sport competition event or the objectives and goals of organizing sports competitions. Context assessment is an assessment of policies, philosophies, goals, economic, social pressures, needs of related individuals and agencies as well as political pressures. Wahyudi, Setijono and Mintarto (2020) explain that assessing the context is a needs assessment. It is an assessment of economic, social, political conditions, as well as various problems and obstacles that lead to the direction and objectives of the project. 2. Sport Input Efficiency is an assessment to obtain information for decision-making on the methods and strategies of sports competition events. Sports competition management is an examination of the readiness of various preliminary factors such as personnel, budget, materials, equipment, and official venues for sports competition events. It is an assessment to focus on whether the factors are ready to proceed. Xue (2020) said that factor assessment is an assessment of factors or resources in organizing sport competition events. It examines the availability of both quantitative and qualitative resources, as well as the management system in order to analyze and determine the most appropriate options that will achieve the specified objectives.

3. Sport Management Result Evaluation is an assessment to obtain information for decision-making on the future of a sporting event programme which the evaluation after the project operation ends. This is to check the effectiveness of the project. It is an assessment that aims to answer the question whether the project was successful as planned or the outcomes of the sports competition event is on purpose or how worthwhile is the performance. The evaluation considers the quantity and quality of the results compared to the objectives of the project. Another part is the impact. The information obtained will be used to judge the value of the project's output both in terms of quantity and quality in order to decide what to do next or cease to abort or elevate to a full-time job (Stufflebeam and Shinkfield, 2007).

According to the literature review mentioned above, it can be seen that the implementation of the guidelines for organizing sports competition events in all 3 aspects consisting of assessing the environment of organizing sports competition events, the efficiency of official resources for sports competition event and sport management outcomes (Panya Inthacharoen, 2019; Xue, 2020; Wahyudi, Setijono and Mintarto, 2020; Stufflebeam and Shinkfield, 2007). These can be used study in the application evaluation of national sport management because it is systematic assessment. There is a process for collecting and extracting information for accurate decision making. This includes being valuable in organizing national sports competition events.

#### **Concepts Related to the Added Value of the Sports Industry in Thailand.**

The study of characteristics and indicators of added value of sports industry focuses on value-added studies for each type of business in the sports industry both in the distribution of sports goods and equipment including the management of sports competitions. Studying the characteristics of added value is to identify the similarity of different types of sports industry and there is a measure of the added value resulting from effective management and the presence of valuable business resources. The measure of added value is a measure of changes in quality or quantity that a business has or can do in the past (Lee and Kwon, 2019).

Shuvajit (2021) stated that in the sports industry, the added value of innovation is creating value for the business that affects both customers and users of the business. This brings about market growth in the sports business. In the production of new sporting goods, new sporting events management processes creates value for the business either in terms of reducing business costs or increasing customer satisfaction leading to more profits.

Both Thai and foreign scholars have widely explained the characteristics and indicators of the added value of the sports industry in Thailand. They have explained that in terms of customer satisfaction. In other words, the sports business can respond (Andrea, Yvette and Jennifer, 2018) by creating and developing sports products to meet the needs of customers. The creation of innovative services and products to continuously increase value. The growth of the industry in terms of spending, consumption and popularity in the sports industry. This includes various types of sports competitions and the preference for sports apparel of various sports teams. In Thailand, value-added indicators have been used with a focus on innovation capabilities and market growth. However, when studying in terms of added value in sports management, it was found that innovation in sports management was measured by the rate of increase in the number of innovations used in sports management (Supawat and Warapon, 2012). Thus, it cannot be a competitive innovation that has been used in foreign countries and is considered an added value for sporting events in Thailand. Another indicator is the growth of the official sporting events market which can be measured by the rise of the expansion of the market where the competition manager business dominates the market and

indicators of the popularity of sporting events can be considered by the number of sports visitors and the increasing popularity of watching sports (Somphong, 2019).

### **The relationship between sports resources and national sports competition management approaches and the added value of the sports industry**

In business, resources are an important factor in creating superior value to competitors. In terms of organizing sports competition events, sporting resources are the default variables in creating value for sports event providers. In organizing sports competition events, the resources consist of various supporting materials for organizing sporting events, venue for sports competition events (Supawat and Warapon, 2012), as well as sufficient informational resources in making decisions in managing the competition. This is a factor that will lead to decision-making in the management of sports competition events. The availability of competition management resources must be consistent with each event's situation (Chris et al, 2020). Shuvajit (2021) stated that sporting resources will affect business reliability in terms of reputation of the business which can be seen from previous competitions. The technology used by the company can also affect the decision making. The ability to use modern technology as a management service capability also demonstrates the efficiency of competition management which nowadays affects the efficiency and speed of displaying the competition results. In addition to the resources of reputation and technology and competition innovation, it also includes the skills of the organizers themselves.

The resource efficiency factor will affect the sport management process in terms of the efficiency of the assessment of the competition environment (Lindholm and Levainin, 2006). Technology and innovation resources are the main resource in obtaining information in evaluating the competition environment. Moreover, skills and experience in organizing sporting events will lead to a more accurate assessment of the environment and situation. In addition, the competition management process also relies on the evaluation of sporting events resources to lead to more efficient planning and execution in which the competition will focus on the results of each sports competition events. This refers to the effect of availability and resource management (Lee and Kwon, 2019).

The added value of the sports industry relies on both resource availability and efficient competition management. Therefore, it can generate the industrial value from the sports competition events which can be explained that sports resources are consistent with the situation and are sufficiently prepared for management. It will build confidence in the management of sports competition eventss that require assessment of the sporting environment and the effective management of available resources affecting the results of the competition. This also brings innovation in both competition management and operations to create added value in the sport industry and brings about the growth of the sports market and the popularity of sports competition eventss (Lee and Kwon, 2019).

According to the literature review, it can be concluded that the added value of the sports industry in the aspect of increasing innovation in sports management and growing sports competition events market and its popularity depends on the availability of sufficient resources and the efficiency of the management of available resources through the efficient event management process itself.

#### **The relationship between sports resources and national sports competition management guidelines**

Sports resources are very important in the sports industry both in terms of mobility and value creation of both sports products and services. They are the driving factors moving the sports industry value chain. In sports business management, resources are clearly considered inputs that can lead to the success of the management process (Lee and Kwon, 2019) resulting in the effectiveness of sports management (Andrea, Yvette and Jennifer, 2018).

In terms of organizing sports competition events, it relies on a foundation of trust in the operations as a sport event organizer. This is what the business has to create. This is due to the reputation of the business (Lee and Kwon, 2019) and the readiness of technology and innovation. Competition management promotes the efficiency of competition management both in terms of acquisition of the competition information and competition management (Xue, 2020). Moreover, the personnel resources are ready in terms of skills and experience in organizing competitions that will meet the goals of planned competition organizers (Wahyudi, Setijono, and Mintarto, 2020; Phromsiri, 2004).

According to the literature review, it can be concluded that sports resources have a direct influence on the way sports are organized. The relationship arises from the availability of resources in terms of credibility resulting from reputation for competition, the state-of-the-art technology and innovation and skill in organizing competitions. That results in management efficiency including assessment of a stable competitive environment and the resources for organizing sports event competitions that are valuable and achieve results that meet goals.

#### **The relationship between national sports competition management approaches and the added value of the sports industry in Thailand.**

Sports competition management is a process that relies on efficient competition management. Running a sport event requires an assessment of the environment in which accurate and valuable data is inputted into the event. This will lead to effective situation assessment and planning (Supawat and Warapon, 2021). Moreover, the sport competition management process also takes into account the most efficient resource management. It is the most cost-effective use of resources. The result of management must be continuously evaluated and monitored. This will result in the creation of added value in the sports industry (Rue and Bbyars, 2000).

The approach to organizing sports competitions is a process that creates added value in both the sports industry and the business sector. It can be explained that organizing a competition with the availability of information can lead to better planning and risk reduction. It can also minimize the errors that will occur during the competition. Sports competition management approaches can be used to evaluate resources creating the appropriate use of the values contained in each type of resource to the maximum value (Supawat and Warapon, 2012), which will lead to satisfaction in using the services of customers and visitors. The approaches can be used to monitor the outcomes of sports competitions. This is a process of development dynamic leading to the innovation in competition management and growth in the sports market (Wahyudi, Setijono, and Mintarto, 2020).

According to the literature review, it can be concluded that sports competition management approaches in the assessment of the sports competition environment can be applied to planning to reduce errors and risks in competition management. Efficiency of sporting resources and sporting results with continuous monitoring of sporting operations will increase the added value of the sporting industry in terms of sporting innovation and market growth driven by sport satisfaction and popularity.

### **Beneficial and applicable of the model**

The concept of sports resources and guidelines for organizing national sports events that influence adding value to the sports industry can be applied to industries other than sports industry. Whether it is a sports-related industry in the supply chain or an industry in other sectors, it can be explained that the focus on business resources as the primary input of a business operation is to make operations are even stronger. By emphasizing the value creation of business resources assessment of the management environment of sports competitions, evaluation of the efficiency of sports event management resources and evaluation of sports event outcomes. To emphasize the importance of business performance both in the short and long term (Singram and Thanaiudompat, 2023)

The conceptual framework for creating added value for the sports industry, whether the business is in the manufacturing industry or the service industry, must have a clear direction that will be a compass or an operational indicator. Business that can create value in terms of both monetary returns and business acceptance from stakeholders of that business. Therefore, it can be considered that the business has increased value effectively.

### **Discussion and Conclusion**

Gerke, Woratschek and Dickson (2020) stated that sports reputation is an important sports resource in creating value-added in terms of the credibility of sports organizers and problem-solving during event management. Consistently, Yaquelin and Joaquin (2020) described sports prominence as a factor that affects the market. Sports are expanding more and more. In addition, technology and sports innovations are still required which are intangible resources. However, it is

an important resource factor that makes the use of innovation in competition management more efficient. The added value of the sports industry also requires sports project management skills to solve problems during competition management. Hannah et al (2021) stated that sports resources also affect competition management. This will increase the added value of the industry through a management process that assesses the environment of organizing sports competitions. It is planning before organizing the competition and managing the efficiency of the official resources for organizing sports competitions in accordance with each type of sport. After organizing the competition, it is the evaluation of the results of the sports competition in order to plan for the next competition to be more effective. As a result, the sports industry can grow. This is in line with the research results showing the relationship between sports resources and the reputation and credibility development, the creation of technology and innovation sports together with sports project management skills. These sports resources affect the variables that businesses rely on in organizing national sports event competitions to add value to the sports industry in Thailand.

The sports event management business relies on a solid foundation of trust in its operations as a sport event organizer. This is what the business has to create. This is caused by the reputation in business operations and the readiness of technology and innovation in organizing competitions (Lee and Kwon, 2019) to promote efficiency in organizing competitions in terms of acquiring competitive information and conducting organizing the competition (Xue, 2020). Moreover, the personnel resources can be a crucial factor in terms of skills and experience in organizing the competition that will help the organizer meet the planned goals (Wahyudi, Setijono and Mintarto, 2020; Vassilios et al., 2022). Efficiency can be increased by having resources that are ready in terms of the image of the competition management business and technology. In organizing competitions, Hannah et al (2021) elaborated on the relationship between skill and expertise of organizing competitions. As a result, the competition can be organized quickly in terms of reporting the results of the competition, the flow of competitive information and tracking results competition management.

Chris et al (2016) mentioned that sports event management is an intermediary in driving supply chains in the sports industry both in hiring sports personnel and purchasing competitive equipment from other businesses in the sports industry. This will expand other businesses related to sports competition management which is an added value for the entire sports industry. It is the starting point of the value of organizing a sports competition. Organizing a competition must have a clear competition management process. This can be achieved by relying on the assessment of the competitive environment. It is a preparation before the competition. This is consistent with research by Shuvajit (2021) who described the relationship between environmental analysis as an assessment of the readiness to solve problems during the competition effectively. The use of innovation in the competition was explained further that it will have implications for the sporting industry. Gerke, Woratschek and Dickson (2020) stated that it is important to monitor outcomes in order to implement post-event action and

next plan and action that can add value to the business in terms of satisfaction and improvements that can be used in planning the competition in order to grow the market and increase the popularity of sports.

### Recommendations for future research

This study is a study of sports resources and approaches to organizing national sports events and the added value of sports industry in Thailand. Emphasis is placed on the study of analytical units at the business level. In the future study, additional studies should be conducted at the individual level, for example, conducting additional studies with workers at different levels of the business sector or group interviews with workers to gain perspectives from other groups.

From the conclusions, discussions and recommendations above It can be clearly stated that the findings of this research will be useful to industry, business and other industry groups. Sports Authority of Thailand Sports Association to create added value of the industry. The aforementioned results can lead to macro-level benefits for the overall industrial sector of Thailand.

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