

Development of Marine Tourism and Sport Center Model in Thailand

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Abstract

The purpose of this study was to research three main objectives; to study the general condition of the development of marine tourism and sports center model in Thailand, to study the development of marine tourism and sports center model in Thailand and to study and evaluate the effectiveness of the development of marine tourism and sports center model in Thailand. The research was conducted by collecting data from marine sports tourism establishes, marine sports practitioners, and water sports tourists. The data collection tools consisted of semi-structured interviews, questionnaires, effectiveness assessment, qualitative data analysis using content analysis, and quantitative data analysis using the calculated mean and standard deviation.

The results of the study on the development of marine tourism and sports center model in Thailand found that the general conditions were distinguished by marine sports tourism destinations. For example, the southern region of Thailand. There were oceans on both sides of Thailand – Gulf of Thailand and the Andaman Sea. In the central region of Thailand, it was a lowland with Chao Phraya River as the main source of marine tourism. In the northeastern region of Thailand, they had Mekong, Chi, and Mun Rivers, which allowed the boating business to be organized throughout, including Ping River, Wang River, Yom River, and Nan River. Organizing marine sports activities with as traditional long boat races was accordance to McKinney Framework (McKinney 7-S Framework), which consisted of Strategy ($\bar{x} = 4.18$), Structure ($\bar{x} = 4.36$), System ($\bar{x} = 4.35$), Staff ($\bar{x} = 4.45$), Skill ($\bar{x} = 4.43$), Style ($\bar{x} = 4.34$), and Shared values ($\bar{x} = 4.16$). Moreover, the evaluation of usefulness had the most weight, followed by the evaluation of likelihood, correctness, and suitability respectively.

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The development of marine tourism and sports center model in Thailand had been studied and developed, and it could be applied to the operating system of tourism and marine sports business at a higher level.

Keywords: Marine tourism, McKinney 7-S framework, Sport center model

Introduction

Tourism is an important industry that brings economic, social, cultural, and environmental benefits. This industry is one of the industries which generates the highest rate of income. In 2018, there are approximately 38.25 million tourists, generating more than 5.6 billion bath (The Tourism Council of Thailand, 2018). The World Tourism Organization (WTO) predicts that by 2020, there will be 1.2 billion tourists traveling domestically. The Asia-Pacific region is the world's second-largest tourism destination after Europe, which is a percentage market of 20% of the number of tourists worldwide. (World Economic Forum, 2020). Thailand is considered to be likely to expand in Asia, with the market share of 8.5% and growth of approximately 34%. The marine tourism in Thailand being the world's top tourism destinations. The culture of the river has been popular with tourists as it is known as the Eastern Venice (Office of the Permanent Secretary, Ministry of Tourism and Sports, 2018). The natural water attractions have continued to expand into new businesses. The major tourist destinations and tourism activities are becoming more and more popular, such as kayaking, canoeing, water rafting, as well as sailing and fishing competitions are also available. There are also leisure activities and beach viewing, as well as visiting fisherman village (Kasikorn Thai Research Center, 2018). However, the operation still has issues and limitations, including inadequate infrastructure and facilities, lack of equality, unity and clear development goals, efficiency in management, services, integration, and collaboration of different related departments. As well as the lack of necessary multi-dimensional information on the supply and demand on aspects of tourism and marine sports administration, also the lack of education about the impact on society and environment (Travel Articles, 2017) as follows.

- Lack of surveys to assess concrete tourism needs for marine sports development.
- Lack of personnel with international standard skills and knowledge in hospitality, tourism, marine sports, which causes the rapid deteriorating of the environment and nature resources.
- Lack of ensuring tourists and the public population about marine sports safety.
- Lack of development system and participation process from different related departments at all levels to support and push for optimal tourism development.

Ministry of Tourism and Sports therefore comes out with policies and measurements to promote the development of tourism and marine sports. They assign the National Sports University, which plays a direct role in education and promotion in sports, to support and develop personnel, research, and provide academic services to the community. (National Sports University, 2018) for the benefit of Thai citizens. For this reason, the researcher has studied and researched on “Development of Marine Tourism and Sports Center Model in Thailand” using the McKinney 7-S Framework as the key component of the research.

Purpose

In this research, the researcher has three main research objectives, which are:

- To study the general condition of the development of marine tourism and sports center model in Thailand.
- To study the development of marine tourism and sports center model in Thailand.
- To study and evaluate the effectiveness of the development of marine tourism and sports center model in Thailand.

Methods Research

Sample population

The population and contributors in this study was totaled 133,285 people using the analytic table by Taro Yamane (Taro Yamane, 1970) and the samples were:

1. A group of 40 entrepreneurs in tourism and marine sports, including business establishments, partnerships, and companies.
2. A group of 20 marine sports practitioners, including associators, sport clubs, athletic trainers, and marine athletes.
3. A group of 340 stakeholders, including the tourism association, travel clubs, tourism instructors, and tour guides.

Inclusion criteria

The sample group of experts must have these qualifications as followed:

- 1) Have a bachelor's degree of higher.
- 2) Have experienced in management in tourism and marine sports for more than five years.
- 3) Have a willingness to provide information.
- 4) Able to participate in research until the end of the research process.

The sample groups of stakeholders must have these qualifications as followed:

- 1) Have a secondary education qualification or higher.
- 2) Have experienced in management in tourism and marine sports for more than one year
- 3) Have a willingness to provide information.
- 4) Able to participate in research until the end of the research process

Exclusion criteria

There are no elimination criteria, but participants must provide information voluntarily and be able to participate in the research throughout the project.

Research process

Data were collected from relevant journal articles and semi-structured interviews with 12 experts on the general condition of the development of marine tourism and sports center model in Thailand. The results were analyzed by descriptive items. The interviews and questionnaires were developed based on McKinney 7-S Framework, which were finding mean and standard deviations. 5 indicates that the evaluated list is the most appropriate, 4 indicates that the evaluated list is very appropriate, 3 indicates that the evaluated list is moderately appropriate, 2 indicates that the evaluated list is a little appropriate, 1 indicates that the evaluated list is the least appropriate.

The Thai IOC was calculated by presenting three experts with a total confidence of 0.970. the average of score of the data analysis were as follows: Average score of 4.50-5.00 presents the most confidence; Average score of 3.50-4.49 presents high confidence; Average score of 2.50-3.49 presents moderate confidence; Average score of 1.50-2.49 presents low confidence; Average score of 1.00-1.49 presents the least confidence

The effectiveness evaluation study by questioning a group of 30 representatives to consider suitability, accuracy, usefulness, and possibility, as well as other recommendations (if any) with the scoring criteria as follows: 5 indicates that the evaluated list is the most appropriate; 4 indicates that the evaluated list is very appropriate; 3 indicates that the evaluated list is moderately appropriate; 2 indicates that the evaluated list is a little appropriate; 1 indicates that the evaluated list is the least appropriate.

The consideration of the validity, comprehension and consistency of the content, by presenting three experts, the confidence value was equal to 0.980 with the average score criteria as followed: Average score of 4.50-5.00 presents the most confidence; Average score of 3.50-4.49 presents high confidence; Average score of 2.50-3.49 presents moderate confidence; Average score of 1.50-2.49 presents low confidence ; Average score of 1.00-1.49 presents the least confidence.

Data analysis

Data analysis and data processing from the collected data was divided into three processing parts as follows:

The data analysis from the semi-structured interviews of the experts on the study about the general condition of the development of marine tourism and sports center model in Thailand. The analysis was calculated by using content analysis to describe the special characteristics of the collected data if they have any similarity in terms of the structure that can potentially link the information to describe the research effectively. The analysis of the collected data of the development of marine tourism and sports center model in Thailand from the questionnaires was conducted using the SPSS statistical package for the effective data analysis. This is done to explain the characteristics of the study samples. The collected data was analyzed for effectiveness evolution by using the SPSS statistical package for efficiency, consistency, suitability, accuracy, usefulness and feasibility evaluations, as well as other recommendations.

Results

The results of the study of the general condition of the development of marine tourism and sports center model in Thailand showed that the marine sports were outstanding in attracting tourists. However, it was previously used to promote and generate income. For example, in the southern region of Thailand, there were sea flanked on both sides of the land – the Gulf of Thailand and the Andaman Sea. In the central region of Thailand, it was a lowland with Chao Phraya River as the main source of marine tourism. In the northeastern region of Thailand, they had Mekong, Chi, and Mun Rivers, which allowed the boating business to be organized throughout, including Ping River, Wang River, Yom River, and Nan River. In organizing marine sports activities, such as traditional long boat races, which was used to promote marine tourism and sports.

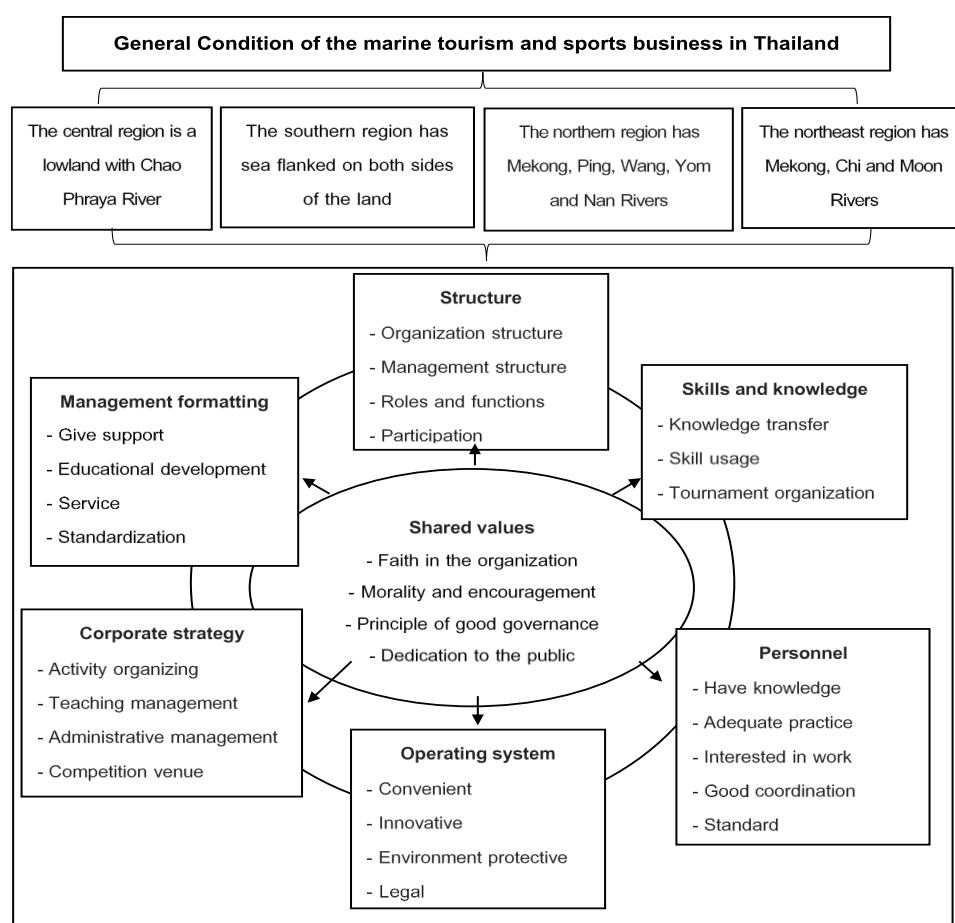
According to the semi-structured interviews with 12 experts which based on the theory of McKinney 7-S Framework. It showed that the management model must lead the organization to make progress or developing marine tourism and sports business center in both work behavior and expressive actions.

The Ministry of Tourism and Sports was in the supervision of the executive, which has been clearly implemented. Organizational strategy should focus on the needs of the customer and the service of tourism and marine sports activities with the clear vision and mission of the organization. The model marine tourism and sports business must be established before organising the management

structure with clear positions of command lines. Moreover, the operational systems should also support employee creativity.

To provide incentives for the work of marine sports and tourism business center, the personnel selection should consider giving the persons with suitable knowledge and ability to enter the organisation, with positive attitude in working in marine sports and tourism industry, as well as be able to collaborate with others or work as a team. Most importantly, they must have appropriate knowledge, skills, and expertise for the job as shown in figure 1

Figure 1 shows a sketch of the development of marine tourism and sports center model in Thailand



The results of the research on the development of marine tourism and sports center model in Thailand were based on McKinsey 7-S Framework. The data was collected from interviewing 400 people about the main elements of the development of marine tourism and sports center model in Thailand, as showed in figure 2.

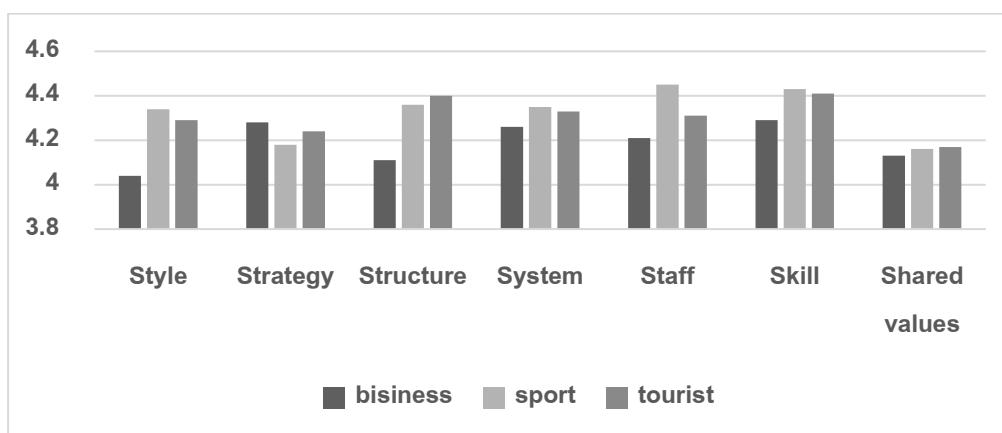
Figure 2 shows the development of marine tourism and sports centre model in Thailand



Overall, the development of marine tourism and sports center model in Thailand, according to the McKinney 7-S Framework, the marine sports tourism establishes commended on the strategy ($\bar{x} = 4.28$), structure ($\bar{x} = 4.11$), operation system ($\bar{x} = 4.26$), staff ($\bar{x} = 4.21$), skills ($\bar{x} = 4.29$), management style ($\bar{x} = 4.04$), and *shared values* ($\bar{x} = 4.13$) respectively.

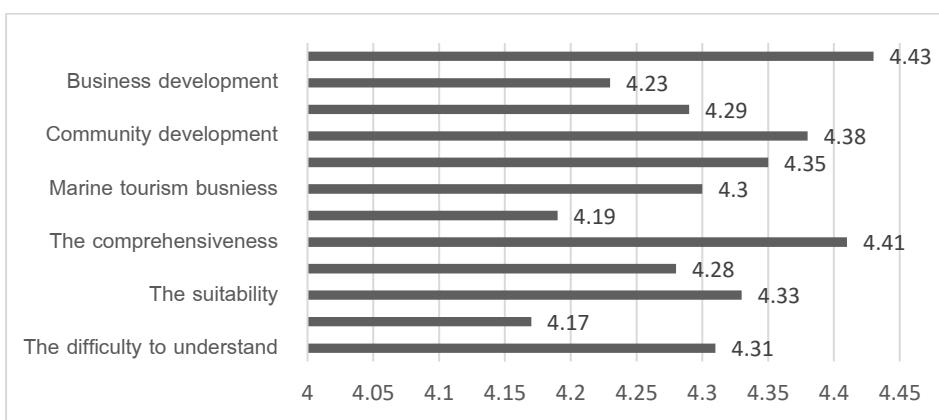
The marine sports and tourism practitioners commented on the strategy ($\bar{x} = 4.34$), structure ($\bar{x} = 4.18$), operation system ($\bar{x} = 4.36$), staff ($\bar{x} = 4.45$), skill ($\bar{x} = 4.31$), management style ($\bar{x} = 4.43$), shared values ($\bar{x} = 4.17$) respectively, as shows in graph 1.

Graph 1 shows the overall results of the study on the development of marine tourism and sports center model in Thailand ($N = 400$)



The results of the assessment of the effectiveness of the development of marine tourism and sports center model in Thailand by the experts on the evaluation of the model effectiveness, suitability, accuracy, usefulness, and feasibility. It appeared that the suitability aspect was in a high level ($\bar{X} = 4.27$). When considering each item separately, it was found that the mean of the highest level was appropriate according to management style ($\bar{X} = 4.33$), followed by the difficulty of the understanding ($\bar{X} = 4.31$) and the suitability for the national context and potential ($\bar{X} = 4.17$) respectively. In terms of the accuracy, it was ($\bar{X} = 4.29$). When considering each case, it was found that the mean value of the highest level of accuracy was the benefits of the model to the development of society ($\bar{X} = 4.38$) followed by the benefits of the development of the marine sports business ($\bar{X} = 4.35$) and the benefits to the tourism business ($\bar{X} = 4.30$) respectively. Lastly, the possibility aspect, it was considered in a high level ($\bar{X} = 4.32$). When considering each case, it was found that the mean of the highest level of possibility was the possibility to produce and develop the personnel potential ($\bar{X} = 4.43$) followed by the tourism business center potential to serve the tourists ($\bar{X} = 4.29$) and the marine sports tourism business model ($\bar{X} = 4.23$) respectively, as shown in graph 2.

Graph 2 shows the overall evaluation of the effectiveness of the development of marine tourism and sports business center model in Thailand ($N = 30$)



Discussion

The development of marine tourism and sports business center model in Thailand was in accordance to the McKinney 7-S Framework, and the results of the analyzed data could be discussed as follows:

The general condition of the development of marine tourism and sports business center model in Thailand consisted of the organization strategy and the structure of the operating system, which had established the principles of the nation and had emphasized the use of sports as a tool for the citizens quality development, and therefore, reformed the nation sports along with government divisions, as well as the participation supports and adherence to the principle of the good governance in the workplace.

Building the morale based on gender, age, education, income, and the length of time of service is in accordance of the research (Anukulpivas, 2015), stated that gender, age, and the formation of the learning organization were statistically different in opinions on the creation of the learning. As for the education level, position, work experience, it was found that the different level of work experience had no effect on the difficulty in building a learning organization. This was also in line with the research which stated that the factors of personal qualifications, job characteristics, and motivation affected the organization's engagement significantly. (Pakphon Chantasart, 2016)

The development of marine tourism and sports business center model in Thailand in accordance to the McKinney 7-S Framework, it was found that the marine sports and tourism management executive must build a clear organization strategy to lead the department for a better future, or improve the marine sports tourism business center. This could be done by

focusing on the government policies and the expectations of high-ranking marine tourists and experts. People must be assigned to be able to work together for job development and selection of workers. This could be done by providing opportunities for employees to develop their own ideas based on their abilities and experiences.

The study done (Puttalak Maneephant, 2012) was researched on the factors affecting the management success of the Farmsukorn Company. It was found that the opinions on the McKinney 7-S Framework in terms of management style was different between the operator and the president of the company. In regards of the company issues, the company always focus on the importance of the operators by giving advises and information needed to the practitioners on the operating guidelines. In terms of the corporate strategy, it is important to focus on the needs of the customer and the service of marine tourism and sports activities. The vision and mission of the organization were clearly specified and therefore the marine sports and tourism business centers bust me built differently to meet the needs of the marine tourism and sports industry.

The research (Dennis Patrick, 2011) was focused on the strategic planning of Michigan Community College. The community college strategic planning was towards certain climate factors and was found that most community colleges have been using strategic planning for four to give years to improve their work. The nature of the strategy had six elements, which were mission determination, factors analysis, goal setting, evaluation, alternative considerations, and cultural analysis. To improve the community understanding, the allocation of sufficient resources of strategic planning and organization structure is necessary to have an administrative structure with clear positions of command. The organization structure should also focus more on decentralization from the center to the different departments. Having level of commands would help the administration works in accordance with the system and understands the authority of the supervisor. The roles of the departments of marine sports and tourism business center should have an organizational structure consisting of a board and an executive committee from policy making to the operation.

The research by Dennis Patrick was also researching into the strategic planning of Michigan Community College in accordance to the McKinney 7-S Framework. It was found that the overall

structure was at a high level. This was because the administrators, personnel, and officers in the municipalities of the provinces in the central region of Thailand were excellent in management with 7-S techniques, which emphasized that the participation of personnel must reduce the redundancy. Work procedures and regulations by the scope of the responsibilities must be in written and clear. The operational system should support employee creativity to provide incentives for the work of marine sports and tourism business center. The service of recipients needed to be considered as interests and adhere to the principle of good governance, accuracy, transparency, and accountability in work. Provides an opportunity for personnel to access information systems thoroughly, internet systems were used to assist in operations covering the work and areas of business centers, tourism, and marine sports. Fully responds to the needs of service recipients such as transportation systems, service systems, information systems, life insurance system, monitoring and evaluating system, and lastly, quality development system.

The study (Chanpen Sukarit, 2010) was focused on the McKinney 7-S Framework in management factors affecting the management process of Na Thong Subdistrict and Chiang Yuen District Administrative Organization in Mahasarakham province. It was found that operational systems and personnel was depended on the administrators had opinions on the management to excellence in personnel by selecting and considering persons with knowledge and ability directly to the organization's needs. It was also important to consider individuals with positive attitude in working in marine sports and tourism, and able to work with others or as a team. The organization must assign people to appropriate job. The assignment and work development should be tailored to meet the strengths and needs of the individual and if the individual they were comfortable with it, such as if an individual with expertise in tourism industries, assigned to be responsible for tourism industries. The individual with expertise in diving should be assigned to be responsible for diving. Personal development should have systematic planning and have career discussion and job discussion with the employees to clarify the identified professional advancement.

The research done (Ahmed, 1998) proposed that personnel attribution of each individual should meet these criteria, which were an adequate amount of experience, interested in the field of industry, hardworking, free-spirit in terms of decision making, confident, good at problem

solving, creative, patient, curiosity, high internal control, and have ability to reflect one's own knowledge and apply or enhance the job, such as joining meetings, seminars, industry visits, etc. The knowledge, skills and expertise must be suitable for business center, tourism, and marine sports. The employees must have responsibility, hardworking, creative, and good at English in terms of communication and information technology, as well as the ability to apply knowledge into practice, such as the knowledge of marine sports, marine sports equipment, marine excursion management, and marine sports expertise.

The research (Tidd et al, 2001) stated that personnel in the organization must be knowledgeable, professional, have communication skills, interpersonal skills, influential skills, and have network both within and outside the organization, as well as knowledge seeker (gate keeper) since the personnel were known as the source of knowledge of the organization, as the personnel problem solving was one of the common values of personnel of the marine tourism and sports business center model in Thailand at all level.

The study (Nikom Keaw Sa, 2005) studied about the school administration for excellency of Ban Petch Drama School in Phetchabun Educational Service Area Office, District 3. The research found that shared values were focused on teachers and office workers. They had formed a loving relationship with the school by allowing everyone to work together as family all the time. The aim of the school was to make teachers and all office workers have confidence in the value of teaching and learning, and able to adapt to keep up with new changes as well.

The research about the effectiveness of the development of marine tourism and sports business center model in Thailand was accordance with McKinney 7-S Framework, which was consistent with the empirical variable data. Overall, the comments about the effectiveness was considered in a high level. When considering each aspect, it was found that the benefits were the highest level of the appropriation, followed by the probability, the accuracy, and the suitability. It was shown that the development of marine tourism and sports business center model in Thailand had been studied and developed that it could be applied to the operation of marine tourism and sports business-related management at a high level.

Conclusions and suggestions

In this research, the researcher aimed to develop the marine tourism and sports business center model in Thailand. The researcher therefore had recommendations divided into three cases as follows:

Policy recommendations

- Marine sports and tourism organization was governing both publicly and privately, and paying more attention to the development of marine sports tourism in all regions, especially in personnel and operating systems.
- Marine sports tourism practitioners should be trained and built in knowledge, skills, and expertise so they could be applied in real situations according to the standards in helping tourists.
- The public region, private region, and entrepreneur should promote marine sports in order to provide tourism services coupled with tourism for sustainability in terms of economic, educational, environmental and social aspects for real community development.

Suggestions for the use of research results

The research results should be applied to the benefits of the management development process of the marine sports and tourism business in Thailand.

Suggestions for the next research

- There should be a study on the process of participating in tourism resources and marine sports in order to create a systematic exchange of knowledge in the area of development of the local government organization for the benefit of the nation.
- There should be research studies on the development of other sports in the local community with the potential for maximum benefit.

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