

**CONDITION AND PROBLEM OF SPORT MANAGEMENT IN
TOURISM BUSINESS**



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Thesis
entitled

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TOURISM BUSINESS**



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CONDITION AND PROBLEM OF SPORT MANAGEMENT IN TOURISM BUSINESS

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ABSTRACT

Sport management in tourism business is still a new thing, it is not known and studied well. This research is designed to study the condition and problems of sport management in tourism business. This research then focuses on tourism businesses that operate trekking and camping, rafting, kayaking, mountain biking, and diving. The concept of 4M's - Man, Money, Material, Management, is applied. Data is collected by questionnaire. The results are as followed:

1. In the personnel aspect, 58% of the tourism business operational staff had at least a bachelor degree and 82% had less than three years of experience in sport and tourism, while 62% were untrained.

2. In the financial and budget aspect, about half rely on private fund. Cost reduction (68%), seeking new markets (40%), and price cutting (48%) are major solutions to economic crisis. The key financial problems include decreasing (70%) and fluctuating income (44%), and cashflow shortage (17%).

3. In the material and equipment aspect, tourism businesses have sufficient material and equipment (76%) at a good standard (81%) and storing process and storage area meeting industry standards (83%). Three of four responders examined all equipment before and after usage, and about half of them based all procurement on standard and quality. The presence of a decent communication device in the activity area is the major problem.

4. In the management aspect, 40% of tourism business executives hold a bachelor degree and 44% are owners of the business. Of the executives, 82% also organize the work process. About 94% reported being open to opinions of operational staff, and 70% reported that they always monitor the operation. Over half are satisfied with the current work process and have no major trouble in contacting the related agencies.

This research suggests that there should be more training courses for further knowledge, more consideration for change in the guide license process, improvement in communication devices, more financial sources and more support for tourism business.

KEY WORDS : CONDITION/PROBLEM/SPORT MANAGEMENT/TOURISM BUSINESS

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สภาพและปัญหาการจัดการกีฬาในธุรกิจการท่องเที่ยว (CONDITION AND PROBLEM OF SPORT MANAGEMENT IN TOURISM BUSINESS)

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ เพื่อศึกษาสภาพและปัญหาการจัดการกีฬาในธุรกิจการท่องเที่ยว ในการวิจัยครั้งนี้ธุรกิจท่องเที่ยวคือธุรกิจที่ดำเนินกิจการโดยใช้กิจกรรมเดินป่าตั้งแคมป์พายเรือ ปั่นจักรยานเสือภูเขา และดำน้ำชมปะการัง โดยใช้ทฤษฎี 4M's ด้วยการใช้แบบสอบถาม นำข้อมูลมาวิเคราะห์ โดยคิดค่าร้อยละ ผลการวิจัย

1. สภาพและปัญหาการจัดการกีฬาในธุรกิจการท่องเที่ยวด้านบุคลากรธุรกิจการท่องเที่ยวผู้ปฏิบัติงานในธุรกิจการท่องเที่ยวจบการศึกษาระดับปริญญาตรีมีประสบการณ์ทำงานด้านการกีฬาและด้านการท่องเที่ยว 0-3 ปีไม่เคยผ่านการฝึกอบรมมีความเข้าใจในงานในระดับดี มีความสัมพันธ์กับผู้บริหารแบบเครือข่าย ปัญหาบุคลากรไม่เพียงพอเกิดจากหาบุคคลที่เหมาะสมยาก

2. สภาพและปัญหาการจัดการกีฬาในธุรกิจการท่องเที่ยวด้านการเงินและงบประมาณ ธุรกิจการท่องเที่ยวใช้เงินตนเองเป็นแหล่งเงินทุนใช้การลดค่าใช้จ่าย หาดตลาดใหม่ และลดราคาตามลำดับในการแก้ปัญหาจากวิกฤตเศรษฐกิจ ปัญหารายได้ลดลง รายได้ไม่สม่ำเสมอ และเงินทุนหมุนเวียนไม่เพียงพอ

3. สภาพและปัญหาการจัดการกีฬาในธุรกิจการท่องเที่ยวด้านอุปกรณ์และสิ่งอำนวยความสะดวก ธุรกิจการท่องเที่ยวมีอุปกรณ์และสิ่งอำนวยความสะดวกได้มาตรฐานเพียงพอเหมาะสม มีห้องเก็บและวิธีการเก็บอุปกรณ์ที่เหมาะสม มีการดูแลตรวจสอบก่อนและหลังใช้งานทุกครั้ง โดยเลือกซื้ออุปกรณ์จากคุณภาพได้มาตรฐาน ปัญหาอุปกรณ์สื่อสารไม่สามารถสื่อสารได้ขณะทำกิจกรรม

4. สภาพและปัญหาการจัดการกีฬาในธุรกิจการท่องเที่ยวด้านการจัดการ ผู้บริหารธุรกิจการท่องเที่ยวจบการศึกษาระดับปริญญาตรีเป็นเจ้าของกิจการมีประสบการณ์ทำงานด้านการท่องเที่ยว 4-6 ปี ด้านการกีฬา 0-3 ปีเป็นผู้จัดระบบการทำงาน มีการรับฟังความคิดเห็นของผู้ปฏิบัติงาน และติดตามผลการปฏิบัติงานทุกครั้ง มีความพอใจในระบบงานที่ได้วางไว้ ไม่มีปัญหาในการประสานงานกับหน่วยงานที่เกี่ยวข้อง และภายใน

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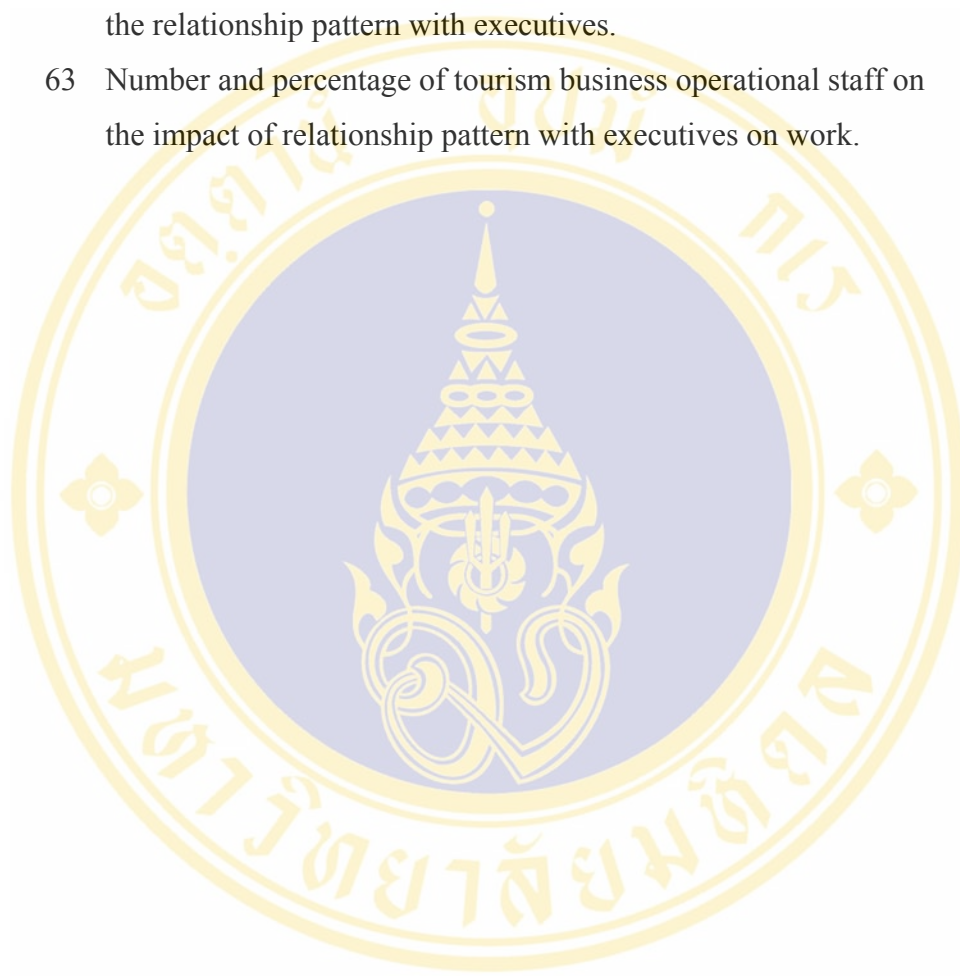
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CHAPTER 1 INTRODUCTION

1.1 Background and Significance of the Problem

There are many definitions of Sports for example: Parke Cumming in Encyclopedia of Sports “Sports have wide meaning might be include playing hobbies games test or competition that build skill, expertise, strength, endurance and majestic of person’s body” ; Encyclopedia Americana International Edition, 1967 (ref Jarin Thanirat,1984 :1) define Sports in three meaning;

Sports means activities that make fun in free time which is recreation sports

Sports means activities as playing and games especially non-complicated activities not many rules and mostly are outdoor activities such as fishing or hunting

Sports means any games or tests or competition which their objective are supporting majestic and body strength including to directly support to build skill.

Now, people all over the world are interested in sports ; for fun or for relaxation or for health or even watch it to support their team or for some athletics they like or just for entertainment. World cup 2002 at Korea and Japan can guarantee the popularity of sports because half population of the world saw this world cup final. Thailand is the another country that sports become something people are interested in, by playing by themselves or watch it for support and entertain, we can see this from the increasing of aerobic dance in public park, sports facilities, sports fields and television in almost every entertainment place for people can watch live sports. From the meaning of sports it can be said that sports not only for competition or build strength, social, emotional and intelligence but also for fun and relaxation which we can call recreational sports, recreation means refreshing or re-energy for body and mind release after work. Even recreation sports are fun but sometimes simply playing sports is not enough to release stress. Human ,who always seek for something new, find the ways to make sports more interesting by searching new and different places

to play sports. This idea that make another activity existed in the world, it is travel or tourism.

Travelling or Tourism is another activity that human do to relax or loose stress by going from one place to another in any distance and in any time. (Preecha Dangroj, 2001 : 29) In Thailand, tourism is the activity earning income abproximately 300,000 million bath year with cotimalely 9.5 millions tourists for country, WTO (World Tourism Organization) predicts the growth rate of Thailand tourism is roughly 7.7 percent and Asia/Pacific is about 7.8 percent. Though Thailand has a lot of competitors in Asia but Thailand has more advantage than other competitors for example; the development of goods and service for tourism with more varieties and more comfortable, the kindness of Thai people and services which are worth for money they spent etc. (Tourism Authority of Thailand, 2002: 1-2)

Sport management in Tourism, no one ever defines the meaning of it but when we can bring the definition of management: the process of getting activities completed efficiently and effectively with and through other people. (Stephen P.Robbins, Mary Coulter, 1996: 8) when combine with sports , The definition of Sport management can be the process of getting sports activities completed efficiently and effectively with and through other people. Then combine with tourism business, the definition of sport management in tourism business can be the process of getting sports activities in tourism business completed efficiently and effectively with and through other people. If one mentions to sport management for tourism since The 13th Asian games that hosted by Bangkok, Thailand have ended, condition of sports management for tourism is out of sign from government especially sports international event which we never host any again since. But even they know all problems as the parliament's committees of tourism and sports have mention them in every for example; in policy, the national sports development plan the second issue (1997-2001) does not mention the important role of sports to support tourism industry, in management, the official who directly involve in operational level in 2 categories (sports and tourism) do not have inter discipline knowledge.

However, not only the problems the parliament committees of tourism and sports have presented but in the current national sports development plan we can also find that the role of sports for support tourism industry is not still yet mentioned and sports management for tourism are left unsupported. Meanwhile in tourism business, sport management is still the new thing, and left behind the old and it is not known and studied well. As the result, the management system or the employee working standard system is not appropriate as it should be. This thesis will study the condition and problems of sport management in tourism business especially the one that use activities which current business offering popular activities: rafting or canoeing or kayaking, diving, mountain biking and trekking and camping focusing on executives and operational staff in tourism business how they manage, problems they face prospect of the business and industry. This study means to establish ground knowledge and understanding in sport management in tourism business further more it might lead to better policy and more efficient and effective management of future economic development.

1.2 Research Objectives

To study the condition and problems of sport management in tourism business.

1.3 Research Problems

The condition and problems of sport management in tourism business include personnel, financial, material, and management aspects in the current situation.

1.4 Research Variables

After reviewing the related concepts, documents, and research papers, the research framework on “the condition and problems of sport management in tourism business” is set as followed:

The variables are consisted of

- 1) Personnel features the number of personnel, education, experience, and attitude.
- 2) Financial capital and budget feature financial sources, and financial allocation.
- 3) Material and equipment feature sufficiency and standard.
- 4) Management features management system and work process.

1.5 Scope of Study

This research collects data by posting questionnaires to business executives and operational staff of tourism businesses which offer trekking and camping, diving, mountain biking, and rafting as activities.

1.6 Definitions of Research Concepts

1. Sport management means systematic operation on any of four sports i.e. trekking and camping, mountain biking, rafting, and diving with the four basic managerial factors; man, money, materials, and management.
2. Tourism business means enterprise offering touring service with certain activities: trekking and camping, mountain biking, rafting, and diving.
3. Tourism business executives are the authorized persons who are in charge in managing tourism business including planning and organizing.
4. Tourism business operational staff are the person who operate trekking and camping, mountain biking, rafting, and diving in all levels.
5. Characteristics of personnel means the ideals of person who are best fit to conduct tourism business. The ideals include education, experience, and attitude.
6. Education means the top level of education and the major subject or field of education including additional training and seminar a person attend.
7. Experience means the stage of being and working in the field related to the operation of tourism business.
8. Attitude means the method of conducting the routine work and the understanding on work and duty of operational staff own self.
9. Capital means the money used in tourism business.

10. Financial source mean the source of money to fund the tourism business.

11. Financial allocation means the division of money to be spent in various ways for tourism business.

12. Management system means the principle in conducting tourism business to be orderly organized, and easily and effectively monitored and controlled.

13. Administrative system means the act of organizing, maintaining and monitoring tourism business.

14. Work system means the act of organizing work process in tourism business.

1.7 Expected Benefit

1. To realize the condition of sport management in tourism business in Thailand.

2. To realize the problems of sport management in tourism business in Thailand.

3. Executives and operational staff of tourism business enterprises realize the importance and benefit of sport management for tourism business.

4. To benefit the future of sport management for tourism and to offer the practical implication.

CHAPTER 2

LITERATURE REVIEWS

In this research paper, related documents and researches are categorized as followed topics :

- 2.1 Sport and Recreation
- 2.2 Tourism
- 2.3 Management
- 2.4 Four Types of Activities
- 2.5 Related Documents and Researches

2.1 Sport and Recreation

2.1.1 Definitions of Sport and Recreation.

Parke Cumming (1964: 8) gives definition in Dictionary of Sports that sport has rather loose meaning, which could include playing activities, game, tests, or competitions, which constitute skill, expertise, strength, stamina, and gracefulness of person.

Encyclopaedia Americana (1967: 434 as quoted in Jarin Thaneerat) explains the meaning of sport as;

Sport means activities that create leisure and fun in the free time which are recreation sports, which make people fun and entertain in the free time.

Sport means plays and games especially simple games which has few rules, and most of them are outdoor activities such as angling and hunting.

Sport means games or tests or competitions of any kinds promoting gracefulness and strength of the body including promoting activities directly effected to personal skill.

Sombat Karnchanakit (B.E.2535: 13-14) claims that “Nandhanakara” is based on “Sandhanakara” which was cited by Phraya Anumana Rajathana or “Satira Koseta” on B.E. 2507 (1964). The Pali word “Nandhana” means joyful, then combined with “Akara”, means symptom or gesture. The word “Nandhanakara” means joyful gesture, which refers to the behavior of people participating the activities and enjoying themselves. This means to establish Thai word for “recreation” but indeed recreation means wider and more than gesture or behaviour. So it can be implied as followed:

1. Recreation means the process of being refreshed and re-energized after the energy consuming activities causing physical, psychological, and brain, fatigues. Recreational activities one attends in the free time will eliminate or ease psychological and physical fatigues. In this meaning, recreation is the response of physical and psychological needs of individuals as well as society.
2. Recreation means activities people attend in their free time without forcing or with their free will, which result in the development of personal pleasure including happiness and tranquility. Such activities must be acceptable by the rest of society.
3. Recreation means the process or experience of happiness one attains from recreational activities in the free time. It results in development or growth in personal physique, emotion, mind, social skills, and intelligence.
4. Recreation means a social institution or a social center for person attending recreational activities, which results in emotional development as well as physical, mental and social development.

Tillman (1984 as quoted in Sombat Karnchanakit B.E.2535: 18) offers the research report on the needs for recreational activities in personal and community free time which can be summarized as followed :

1. The need for new experience
2. The need to be accepted or admired
3. The need for relaxation from stress
4. The need for security
5. The need to be prince, leader, or to be in control

6. The need to be responded and to have social interaction
7. The need to be creative
8. The need to be served and desired by others
9. The need for mental activities for tranquility
10. The need for activities with movement and physical capability test.

From those above meanings, it can be summed up that sport and recreation mean various activities creating leisure and relaxation from work stress. This requires voluntary participation and will establish development in physical, emotion, social, and intellectual aspects. Besides sport and recreation also take part in some other activities of human such as tourism. Despite the fact that it has attained less focused by public because of the lack of understanding in sport and recreation.

2.2 Tourism

2.2.1 Definitions of tourism

Preecha Dangnak (B.E. 2544: 29-30) states that tourism is one of human activities to relax from routine work stress. Generally it refers to the act of travelling from one place to another, regardless the distance of the trip and whether there is a night spent.

United Nations in the conference on travelling and tourism in Rome in B.E.2506 (1963) defines tourism as the activity related 3 factors:

1. Involving travelling
2. Involving chosen destination
3. Involving purpose of travelling

The purpose of the journey must not be for professional reason and to return to regular residence but for one or many purposes among these ;

1. For holiday vacation
2. For cultural or religious reason
3. For education
4. For sport and recreation
5. For historical or special interest reasons
6. For hobby

7. To visit relative or friend
8. For business purpose
9. To attend conference or seminar

Webster's Third New International Dictionary (1986: 1414) gives the meaning of "Tourism" as the travelling or the journey for leisure or business administration of tourism.

Mill and Morrison (1988) define tourism that tourism is a form of human recreation, is an activity taking place during free time relating the journey from one place, defined as home or residence, to another place, tourist attraction. This activity means to offer new experience, knowledge, physical and mental relaxation as a self-reward.

M.L. Tui Chumsai (B.E. 2527-1984) states that tourism is a matter of journey. If there is no journey, therefore there will be no tourism.

Surachet Chetamas (B.E.2535-1992) states that tourism is a journey from home/residence to the remote area for the purposes of relaxation, education on environment and elements of the destination as well as the en-route locations. This means also to acquire new and exotic experience, which cannot be found within one's own home region. The trip might require spending a night over.

Wanna Wongwanich (B.E.2539-1996: 17-18) claims that tourism can be classified by its purposes as followed :

Leisure tourism and entertainment is tourism to change atmosphere and surroundings accompanying with curiosity. This intends to explore scenery, cultures and traditions, and folkways for pleasure. Sometimes tourism is the change of atmosphere and accommodation that depends on various factors such as tastes, economic condition, and specific tourist attraction.

Resting tourism is tourism to rest and relax mental and physical conditions including recovery period. This means to extend the length of stay to be long as possible. The chosen destination is possibly peaceful, tranquil, convenient, and refreshing such as seaside or hill or mountainous area.

Cultural tourism is tourism to educate oneself with local culture, to learn various folkways and different ways of life in sociological and anthropological aspects such as visiting ancient sites, arts, or performing arts.

Sport tourism is divided into 2 purposes: viewing and performing. The former is to attend the sport event of choice as a spectator such as football or boxing. The competition matches occurs in various places, nonetheless spectators always follow to watch the games. The latter is to perform the sport or exercise. The destination is the main attraction establishing tourism such as mountain and forest lead to trekking, hiking, and camping. Countries with exotic scenery or various terrains have edges in this kind of tourism.

Business tourism indeed should not be classified as tourism at all as tourism should be about leisure. But in practice people on business trip, attending conference or seminar, provide a certain period of time during the trip for tourism. The key factors to attract business tourism are good accommodation and hotel and fast, convenient transportation system. This kind of tourism has been increasing nowadays.

Educational tourism is the journey to foreign country to study, visit, or research, or join exchange program, and remain in such destination country over a month. This kind of tourism includes domestic field trip. It is one way of earnings for country.

2.2.2 Principle of Tourism

Brunn (1996) defines sustainable tourism as well-organized tourism, which related original resources we have utilized, can be inherited the next generation without losing or degrading the quality of resources.

Paradej Bhayakavichien (B.E. 2539-1996: 9-10) offers the meaning of sustainable tourism as the ecological tourist attraction management to maintain the maximum level of financial gain and employment.

Eber (1993 as quoted in Science and Technology Research Institute of Thailand B.E.2540-1997) exerts the principle of sustainable tourism as followed :

1. Using resource sustainably – Conserving and utilizing natural, social, and cultural resource properly as the long-term business guideline.
2. Reducing over-consumption and waste – Reducing over consumption and excessive waste is to reduce long term maintenance cost of the degrading environment and to increase tourism quality.
3. Maintaining diversity is to maintain and promote natural, social and cultural diversity which play important roles in tourism in long term and in increasing baseline for tourism industry.
4. Integrating tourism into planning is to integrate tourism into policy frameworks of different levels from national strategy to local development plan. Environmental impact assessment will enhance tourism industry potential in long term.
5. Supporting local economics is tourism that is in harmony with local economy in term of price and environmental values. It not only saves cost but also prevent environment from destruction.
6. Involving local communities mean full participation of local communities not only contributes to local people and environment in general but also elevate the quality of tourism management.
7. Consulting stakeholders and the public is to consult constantly among tourism operators, local people, related organizations and institutions to obtain the similar direction including solution and reduction of conflict of interest.
8. Training staff is to train all local staff with concepts and guideline practice for sustainable development.
9. Marketing tourism responsibly is marketing scheme which provide information to establish among tourists understanding and respect on natural, social, and cultural aspects of tourist attraction. This will also raise the pleasure level of tourists.
10. Undertaking research is to initiate the efficient research and monitor schemes which is essential to solution and profit enhancement of tourist attraction and investors

2.2.3 Tourism Business

Nikom Charumaneë (B.E.2535-1992: 2) defines tourism industry as a kind of industry consisting of various kinds of businesses as followed :

1. Businesses with direct involvement feature transportation, hotel and accommodation business, restaurant, and tour guide business. These enterprises offer their goods and services directly to tourists including service and convenience providers.

2. Businesses with indirect involvement feature agricultural production, handicraft industry etc.

The raw materials of tourism industry are natural beauty, arts, ancient sites, tradition and culture, and folkway. The finishing products of tourism industry are various services offered to tourists, which create pleasure and satisfaction, lengthen the period of stay, and raise tourist spending.

Gee, Choy, and Makets (1984: 14 as quoted in Nikom Charumaneë B.E.2535-1992:2-3) explain the relationship of tourism industry and other businesses as followed:

1. Business that is directly related to tourists such as airline operators, hotels and accommodation, land transportation, tourist guides operators, restaurant, and retailers.

2. Tourism supportive business or specialized business such as tourism journal business, tourist guides production, personnel, hotel management business, tourism and tourist attraction planning and researcher business.

3. Public or governmental organizations or agencies, public or private enterprise which are in responsible for planning, developing, and conserving tourism resources, financial institutes, construction companies

Tourism Authority of Thailand (B.E.2539-1996: 96) categorizes tourism business into 3 categories :

1. Local tourism refers to provincial or surrounding provincial tourism.
2. Domestic tourism refers to multi-provincial tourism within the kingdom.

3. Foreign tourism refers to off-country tourism or domestic alien tourism.

Winij Weerayankura (B.E.2532-1989: 96-97) exerts that the tourism business can be divided by its operational character, operational boundary etc. but generally classified as followed :

1. Full coverage tourism - This kind of business operator is quite influential in negotiating in all deals e.g. accommodation, transportation etc. In United Kingdom, some operators of this kind own air carriers.

2. Specialized tourism business – It has narrower coverage in term of occasion, location, customer request, and private chartered trip without limit such as a trip to Summer Olympic Games etc.

This specialized tourism business can be classified into 5 types:

2.1 Tourism business with a specific destination, especially state-owned or state related tourist attraction.

2.2 Tourism business with a specific tourist attraction which belong to local tour operator or owner. It is normally in a big city.

2.3 Tourism business offering special accommodation such as a camp, or special built tent, or traditional house and village or special tourist attraction.

2.4 Tourism business offering tour with its own vehicles or other inline services such as State Railway of Thailand, and Thai Airway International.

2.5 Tourism business with truly special activity such as a trip with training program, sailing, sea surfing, and sporting competition etc.

Nonetheless these tourism business enterprises offer many services covering broad spectrum, so it is often difficult to differentiate.

3. Domestic tourism business offering tour guide of domestic tourist attraction. The service is mostly directly offered, not by representatives, brokers, or agents.

4. Tourism business offered to foreign tourist. This kind of operators generally relies on travel agents abroad. When tourists enter the country, the local operator will take on the responsibility of tourists from the original operator during the length of stay. In United Kingdom, for example, some operators offer English language course along with the trip with cooperation of various businesses such as

language school, hotels and accommodation providers, host families for home-stay etc.

It can be concluded that tourism means a journey from one place to another for various purposes. It is a kind of human recreation. Tourism covers various activities. The recent popular tourism activities in Thailand feature camping, canoeing, mountain biking, and skin and scuba diving, which are all sport activity.

Tourism business is a kind of industry that can be categorized by the operational character and operational boundary as a directly involved business, and indirectly involved business. Both share the same objective that is to satisfy tourist for longer length of stay and the return of tourists for more service. Nowadays, tourism is one of the major industries of the kingdom. When tourism is in trend, the number of tourism businesses rises, but the understanding of operators and administrators on sport and tourism are in doubt.

2.3 Management

Koontz & Weihrich (1988: 4 as quoted in Patchareewan Buranasomphop B.E.2544-2001: 20) exert that management is a determining and maintaining process for environment of a person or a group of persons to effectively achieve goals.

Pongsan Srisomsap and Chalida Sornmanee(B.E.2533-1990: 3) state that management is an operation or process of two or more persons to attain shared objectives by considering the most effective resource allocation. There are some certain elements:

1. Clear goals
2. Limit resource for management
3. Coordination
4. Division of labor

Barnard (1970 as quoted in Surasak Parinyarattanachai B.E.2544-2001: 25) researches and collects managerial theories and proposes that management relate to many disciplines including philosophy, politics, psychology, sociology, and natural

science. A business unit is a system of cooperation. Manager behaviour can be seen in 2 terms:

1. Behaviour leading to the successful task according to organizational objective is called “effectiveness”.
2. Behaviour leading to efficiency by setting personal satisfaction of related parties as a measurement is called “efficiency”

Simon (1965: 4 as quoted in Surasak Parinyarattanachai B.E.2544-2001: 24) who has been praised as a key thinker in managerial science says that management is a work of two persons or more with cooperation to achieve the same objective. His book “Administrative Behavior” earned him good reputation. He took behavioral science to be one of the fundamental factors of management, which in itself is a discipline on human behaviour and environment such as the concept of motive, communication, conflict, satisfaction, cooperation, and influences of environment. The key concepts can be summarized as followed:

1. Organization is social system and social system will determine role and function of person.
2. Group has a vital influence in determining personal attitude.
3. Individual does not pursue solely economic motive, but also social, and psychological motives.
4. Work satisfaction leads to the increasing effectiveness.
5. Elite model focuses on behaviors.
6. Organization contains countless relationships.
7. Management prefers focusing productivity to processes or activities.

Pimolchan Namawat (B.E.2530-1987 : 5) claims that the normal management process is usually dynamic process or working step of manager which is a scientific management. Management process will clearly define responsibility and function in each step and stage of process. The basic managerial factors are 4M’s, which are:

1. Man
2. Money

3. Materials
4. Management

These basic managerial factors contain meanings and significance as followed :

1. Man

Danaï Tienphut (B.E.2540-1997: 18) claims that there is empirical prove that man or human or human resources is the most valuable asset of the organization and can also harness the existing competence for the successful organization.

Thongchai Santiwong (B.E.2539-1996: 365) states that every organization always has human as the core element. Human as a member of the organization is important as the cause of the birth of organization in one hand, and as the most significant production factor of all in the other hand. The better productivity relies on the quality of human as a production factor. Other production factors such as machinery, raw materials etc. are constant factors with limit potentials and cannot be enhance their capability. In contrary, human are variable factors as human capability depends on cognitive intelligence and initiatives with the controlling mental structure. In one hand, if one is willing to work, personal productivity will increasingly raise. But in the other, if one ignores to devote or feels conflict, personal productivity will slump than ever.

Tourism Authority of Thailand (B.E.2539-1996: 99) claims that tourism industry is service industry. The good impression is essential factor to persuade tourist to return for repeating visit or to persuade new visitors to travel to . operational personnel in tourism industry are the one holding close relation with tourist and play an important role in providing services. The recruitment for tourism industry, and also, skill development, and service upgrading, are highly needed along with tourism industry promotion and development.

2. Money

Petcharee Khumsap, Nipat Jitprasong, and Sa-and Khumsap (B.E.2523-1980: 106) explain that budget is financial plan for certain period of time drafted to explain plan in terms of unit or finance or both.

Thapana Chinpaisal (B.E.2543-2000: 1, 41) says that any business enterprise requires capital for its operation because money is like lubricant in making operation successful. In operating business, management must relate or focus on cash flow because business always needs cash flow such as purchasing raw materials for production, paying wages, salary, power, utility, and facility bills etc.

Phuang Bu-Nga Phumipanich (B.E.2539-1995: 18) claims that, in tourism industry, the company with more flowing operational capital will have better and more efficient management, in term of tour guiding, general management, internal administration, general procurement including modern office equipment and high technology automation than the one with less or limited capital.

3. Material

Patcharee Buranasomphop (B.E.2544-2001: 23) describes that material is the factor being supplied to the producing process for the quality of product.

Sukhothai Open University Textbook (B.E.2532-1989: 5-6) exerts that material means all supply being used in administration. Nonetheless, word can mean differently for each profession.

In private sector, material signifies wider meaning that is supply, tool, equipment, machinery and its parts, engine, raw material, construction material, and miscellaneous items. In practice, material includes goods and instant products.

In public sector, material refers to supply including hardware, material, land, and construction.

Hardware means utensil and equipment with durability of months and years. It also refers to an instant product or ready-to-use product, not component or parts, and sometimes, an expensive tool.

Material means supply or stuff with no durability, i.e. consumables, sometimes, wearing out or exhausted or being used as spare part.

Besides, it is said that if we look around, we then find some innovation or modern products, which are the results of academic advance. These new technological innovations have been improved constantly in term of model and quality. Their price range from low to very high with very complicated feature. These materials have great direct influence to our modern ways of life. If one learns to well utilize these new materials, the benefits in term of cost, effort, and time saving, and efficiency will enhance managerial effectiveness. If one does not learn the new technology, one not only miss the full benefit of innovation but also finds some troubles such as premature damage, general hazard, and accident.

Napawan et al. (B.E.2541-1998 as quoted in Preecha Wittayaphan B.E.2545-2002: 22) state that the meaning of facility in tourist attraction is the area, structure, or construction which are built to serve or accommodate visitors. The management of such facility plays a significant role to recreational sources in various ways :

1. To response to the needs of visitors/tourists for recreational activities. (to utilize and facilitate tourists) For example, the fully equipped picnic area including table, bench, bank, waste bin, and griller, will satisfy the need for picnic activity, and house or shelter will satisfy the need for accommodation of tourist.
2. To protect natural resources and environment from depletion from tourism activity such as wooden footbridge preventing vulnerable area (such as swamp, or area with dense small plant), garbage disposal system and waste water management system protecting tourist attraction from pollution etc.
3. To prevent tourist from potential hazard during activity such as bridge over streams, rails and fence on the cliff to prevent falling.
4. To be a learning tool or to communicate knowledge, message, and understanding, and increase chance for tourist to appreciate more of nature such as natural walking routes with description, and outdoor exhibition.
5. To facilitate the management of tourist attraction such as office building for staff, staff residence, guard stations, road blocks.

6. To play indirect role in creating good image of tourist attraction such as billboard, tourist attraction with certain uniqueness.

Forest Research Centre, Department of Forestry, Kasetsart University (B.E.2541-1998: 33 as quoted in Uraiwan Piemniwet B.E.2544-1998: 77) classifies facilities in sustainable tourism in term of space management into 4 types :

1. Facility built to prevent environmental impact from tourism and human activity to affect natural resources such as footbridge and walkways, bicycle path, road and parking space, waste bins and waste disposal system, waste water management system, toilet, and signpost.

2. Facility built to communicate, educate, and create understanding and leisure to tourist in exploring nature and culture such as handbook to explore nature/culture, signifying pins, on-site exhibition, and tourist information centre.

3. Facility built for convenience and safety which enhances convenience for tourist in having their activity in simple form and in harmony with nature and local culture such as camping site, shelter or house, residence building, water supply, electricity, and lighting system, restaurant and diner, rest area, park banks etc.

4. Facility built for convenience of staff operation or site keepers such as staff residence, office and other supportive constructions such as garage, warehouse and storage, guard station, road block etc.

4. Management

Sompong Kasemsin (B.E.2523-1980: 7) claims that general management rather refers to business management or administration than to public administration. However, in the other aspect, management means arrangement or operation according the predetermined policy.

Uthai Hiranto (B.E.2525-1982: 3-4) exerts that administration and management means differently as it was explained that administration refers to governmental operation related on policy making. While management is implementing such policy for concrete result.

Thongchai Sasntiwong (B.E.2539-1996: 410) states that administrator as the leader of the organization, must uphold the duty to establish good relation among members of every department organization. By this leadership, administrator must synergies and utilizes all staff for the successful results of organizational objectives.

Robbins & Coulter (1996: 9) describes the duty to manage that there are four elements i.e. planning, organizing, leading, and controlling.

It can be summed up that the meaning of management is the work process of 2 or more persons to achieve the organizational objectives effectively and efficiently. The managing process is clearly defined and determined all working steps. The fundamental factor of management can be summed up by the concept of 4M's

1. Man is the understanding in 2 concepts: tourism and sport. In tourism, it is the recognition of the decent way to treat tourist, the heart of service, and the match of type and location for tourism. In sport, it is the good understanding of the use of equipment, the ability to help, the recognition and understanding of the limit of each sport or activity, knowing true principle, not only experience, and knowing and complying the rule and regulation of the location.

2. Money is the operating or working capital, cash flow, and impact from external cause such as economy, oil price, war crisis etc. which all can have impact on operation because those will determine the number of tourists and the price of the service operation.

3. Material refers to the standard and the number or amount of available material and equipment, the maintenance before and after usage, storage condition for overall safety and maintenance cost reduction.

4. Management is the managing experience of managing staff, clear organization design with non-redundant procedure, accountability, internal and external coordination. Visions of administrators will determine the progress and direction of all organization personnel.

Business Organization

Thongchai Santiwong (B.E.2539-1996: 220-221) states that organization means the attempt of administrators to find the operational path to achieve the planned result. It is widely accepted that sound organization related to the successful business.

Phuang Bu-Nga Phumipanich (B.E.2539-1996: 18-25) claims that there are numerous tourism companies in Thailand but their administration and management are varied from one company to another. The departments in companies might be name differently but work in similar way. The administration and responsibility of each department in each company depends on the focus of the company. So the organization structures of tourism company vary. The administration of tourism company can be divided into 2 kinds :

1. Vertical Structure – One person sets the whole tour program from the beginning to the end; from planning, contacting airline, coach, hotels, restaurant, writing itinerary, fixing the price, promoting sale, preparing all paper work, submitting document, perhaps guiding the tour. It is one person doing all the task, which is usually a structure of small company or department with limited personnel, may be one assistant or clerk to help. But there might be some staff to supply some supportive information. Each will be responsible for tour guiding, which will be assigned to each regions such Asia, Europe, or America etc. But this structure has strength and weakness. It has many benefits. First the responsible person knows the product very well because that person is the operator of all matters. The operator thus answers all inquiry customer effectively. Second the project can be controlled and monitored effectively. Last the expertise of each staff can be best harnessed such one with good knowledge of Asia can be assigned to be in charge for Asia. Its weakness includes that no one can be good at everything. One may be good at sale skill and sale promotion but short of persuasion skill or accounting knowledge etc. Thus when one person doing all can underachieve of everything. In worse case, the absence of such person, for example from illness, will stop all the work as there is no replacement.

2. Horizontal Structure – The structure is formed by administration, function, and responsibility. This form of structure is mostly employed by bigger tourism company with numerous personnel. Each department holds certain task responsibility such as one-department plans for tour programs and another contacts and reserves hotel, airline, and other transportation etc. The bigger company might have even more specific department for each industry such airline, hotel, car rental company etc. Another department might be sale department, which might consist of marketing, advertising. In this kind of structure, sale person must sell all programs, not specifically on certain country or region or type which sale person knows best while contact operator must be able to contact all kind of contact all day long. This kind of structure has strength and weakness. Worker will know only his/her task such as sale person can do nothing more than selling, contact operator spends all day contacting. No one will know all. The coordinator is needed to coordinate every department i.e. manager who monitors and synchronize all department work. Limit and specific scope will create effectiveness and good relation with colleagues because of team working.

3. Mix Structure – some companies may combine vertical and horizontal structures by having less department performing more function i.e. assigning a person or department to design tour programs, reserve tour services, calculate cost, and draft leaflet. While another sell, promote sale, book for customer, and confirm all service providers. In sum, mix structure offers two parts of operation: planning and operation. The benefits of this organization include: no over burden to one person because there are always some help and relieves from colleagues. It possibly gives more time to anticipate the coming work within 2-3 years because tour designers often focus their time and energy on the current year program without foreseeing the upcoming year with initiative.

2.4 Four Kinds of Activity

Apart from attractive environment, tourism business cannot complete without these activities as main attractions for tourist. Four most attractive activities include trekking and camping, canoeing, mountain biking, and skin and scuba diving. The details are rendered as followed :

2.4.1 Trekking and Camping

If you love great space, clean air, picturesque flora, green shades of leaf, and singing birds. These national park gives you a chance to visit. Walking on the natural trails will get closer to the nature. This activity does not stress on reaching the destination within the shortest possible time but on observing and enjoying the environment by the way as a good experience.

The types of forests

1. Evergreen forest such as rain forest, arid rain forest, mountainous rain forest, pinery, swamp forest, fen forest, beach woods.
2. Deciduous forest is woods shedding leaves during dry season

Trekking Preparation.

One should gathers information on the location as much as possible. Novice should consult national park ranger or local guide or experience trekker.

The suitable time for trekking is in the morning and the afternoon because animals will rest in shade and be easier to spot. In the night, national park usually provides a spot for night watching such Khao Yai National Park, Khao Keaw National Park.

Plain color attire with long sleeves and pant to prevent pest, torn, and sunshine is suggested. Full covered shoe in good condition, not new, is also suggested. Light or plain jacket is good idea to prevent cooler air of the night.

All stuff and gear packed in backpack or rucksack including flask, anti-allergy medicine, balm, compass, flashlight, tent, sleeping bag, dry food, sauce pan, solid fuel, maybe, notebook or journal, camera, or binocular.

Trekking

One must seek the safest and most convenient route or trail ;

1. Valley – valley trail is normally filled with bush and brush, vine and sometimes, some poisonous plants which all make a difficult trek and trekker got lost. So it is not suitable for novice trekker.

2. Ridge – ridge trail is lighter route than valley and mostly used by wildlife. So it is easier to trek and possible to have nice scenic viewpoints.

The selection of camping site should base on safety and convenience as these practical guideline suggests.

1. Do not choose the site under big tree with rotten branch or big fruits.
2. Do not choose the bed of dry break as the risk of flash flood.
3. Do not choose the wildlife trail or wildlife water source
4. Choose clear and breezy hill as wind can reduce pest and mosquito.
5. Do not stay too close to the bank of the stream
6. Choose flat and level site, less slant and slope as possible.

Trekking and Camping in Rainy Season

Rainy season or monsoon season is the time that forest is most lively, everything becomes lovely green. Many flower bloom at this time. Nonetheless rain and water make camping and trekking rather messy. Well preparation can help overcome obstacles and enjoy these activities during the wet season.

Packing for rainy condition requires a big plastic bag, black dumpster bag best does the job, for filling all stuff before fitting in the backpack.

Dressing in normal fashion, like normal trekking in dry season, is to be added with long socks, or two layers of sock, or leech preventing sock, to prevent leech. This makes leech to be spotted easier and then snapped off. Please do not spray pesticide to your own body part or clothes.

More accessories to be added are

Plastic raincoat helps protect you and your backpack from rain and can be used to obtain rain water for water supply.

Newspaper helps absorb moisture from shoes and boots during the nighttime.

The suggestions for camping and trekking include

1. Do not make excessive noise, which disturbs wildlife.
2. Sip water during trekking, do not drink a large amount.
3. Walk on the footpath in full pace, train your eyes for forest condition.
4. Walk in line with moderate gap but within eyesight

5. Walk in constant speed with 5-10 minute rest in every hour.
6. Do not trek alone as it is easier to get lost.
7. Do not capture or hurt wildlife.
8. Do not collect or destroy natural stuff.
9. All waste should be collected and taken to be disposed in a city.
10. Do not bring along pet as it can cause epidemic among wildlife.
11. Strictly comply with national park and wildlife reservation regulation

Some camping and trekking tips

1. When filling the flasks, please check the water source or the upstream that there is no pollution or any kind of poisonous materials.
2. Chewing gum helps freshen your breath without using drinking water, which should be saved for the necessary time.
3. Do not force sucking flea because the fang will be left on. Use the balm to irritate the flea, then it soon falls off.
4. Keep boots and backpack in the tent during the night to prevent pest and reptile sneaking in.
5. Sucking leech can be dismantled by rubbing balm or essential oils to irritate it. The wound should be left dry or, at the most, applied by anti-itchy agent. Do not wipe as it will inflict more bleeding.

Drafted Regulation for Trekking Business

Trekking on island or national part should be monitored and the operators should be qualified as followed.

1. The company must obtain license from government.
2. All trails must be permitted by Department of Forestry, in cases of national park, or the local community. Do not exceed the capacity of the area.
3. Operators must provide first aids and life saving kits for visiting trekker as well as a staff trained for first aid and life saving skills.
4. Operators must control noise and cleanliness of the area and provide waste disposal system.

5. The guide for trekking, beach, island forest must be a license guide with an ability to communicate the meaning of nature to visitors. If possible, guide should be able to speak foreign language.
6. Operators must clearly propose the happening tour plans and programs.
7. Operators must inform the trekkers the details of the locales, practical guideline, gears, and trail and trip handbooks.
8. Operators must inform the entrance, the number, and the qualification of trekkers to the area owner at least 2 day prior the entrance.
9. Operators must detail the number of tourist entering the parameter daily and must not exceed the number showed in permission.
10. Operators must offer each tourist insurance coverage of 100,000 baht
11. Operator should let local people to participate in the area management and income distribution according to capability.
12. Operators must treat tourist fairly.

2.4.2 Mountain Biking

Cycling is an alternative tourist activity, which does not focus on speed or competition, but on touring to tourist attractions. The activity offers physical exercise and tourism simultaneously. Cycling is environmental friendly way to be in touch with nature with perspective. It is a good conserving activity.

Introduction to Mountain Biking

Mountain bike is a multi-purpose bicycle for all terrain, asphalt road or no road. So it is a perfect bicycle for nature exploring as well as camping and trekking.

Handling

It is normally like normal bicycle with some extra knowledge on the additional system of the bicycle.

1. Handle bar – use two hands to control the bar to the right direction, regardless what happens, this is the first rule for safety.
2. Braking – to stop, always press rear brake before front brake. On downhill course, press rear brakes and release repeatedly to control the speed. Do not let the speed go beyond control.

3. Gear Transmission – Shift to various gears to find the suitable weight and gear to fit personal physical strength.

Outfits

1. Safety helmet helps head hazard especially in accident. Mostly the shape is streamline with pointy end and holes for ventilation.
2. Bicycle jersey is generally made by special fabric for cooler temperature and more comfortable than normal. It comes in light and catchy colors to be noticeable or car users.
3. A bicycle pant is a tight pant with extra pads on crotch, front and back, to ease shock and friction from saddle.
4. Cycling gloves have no fingertips with more softer textile than driving gloves and extra colorful design.
5. Arm grip prevents sunburn and heat for arms.
6. Sunglasses and night goggles; sunglasses help reduce brightness and ultraviolet ray while night goggles are in yellow to help brighten night vision.

Essential Accessories

Bicycle should have headlight and side blinking LED lamp. Air pump, tire repair kit, and flask will help.

Rules, Regulation, and Manner of Group Touring Bicycling.

1. Group leader is the appointed person who rides and knows the route well. The rest of the group does not overtake the leader but only follow.
2. Do not break off the caravan, off the line of chaperone.
3. Notice chaperone when needed emergency stop or accident.
4. Strictly comply with traffic law when riding on road.
5. Keep left, on the most left lane on the road.
6. Use hand signal when slowing, stopping, and turning to avoid collision.
7. Do not make caravan too long, or to leave too wide gap as the rest of the caravan can be cut in by the traffic and make them nervous. The front group must wait for the back group.

2.4.3 Canoeing

Thailand has tropical forest with numerous species of flora and fauna. Thai forest is the origins of many rivers and streams, which then become routes to discover waterfalls in the heart of forest. Rafting started with bamboo raft but the scarcity of bamboo makes people switch to rubber raft, canoe, and kayak as replacements. This more sustainable tourism stops destroying nature and makes us closer to nature.

Rafting

There are many streams in Thailand that is fit for rafting. Each of them is different in courses and level of difficulty as rafting is a challenge activity. All must participate and follow the order to experienced captain while going through rough condition.

Before start, captain will train and drill all standard procedures, paddling, seating, orders and signals, rescue methods, and lines and obstacles of the stream.

One should dress with easy-to-dry clothes such as T-shirt and shorts, and secured sandal. A pair of trainers is needed if one wants to continue trekking afterwards as well as jacket is need during cool season.

Equipment, lifejacket, and helmet are essential safety gears for everyone joining rafting. The rest of should be bagged in waterproof container or sealed plastic bags.

1. The entrance of the natural vulnerable area like watershed forest requires permission of authority such as department of forestry or representatives.
2. Rafting needs extra caution in every stage. Choose registered tourism company and check all program and deal coverage such as insurance, equipment, available accessories.
3. Review rafting suggestion, participate, and cooperate and comply with captain or tour guide order and request.
4. When having meal in the woods, please choose convenient meal, avoid tin food, foam container, and disposable water bottle to reduce waste and pollution.

Self-help Guide

1. When the raft turns over after falling from high tide, one should dive to rather still surface, off the turned raft, and be sure not to be drafted back.

2. In case of falling of the raft, try to stay afloat by facing up and leveling both leg with the surface. The lifejacket will keep the body afloat. Try to keep legs up front facing the coming obstacles and using legs paddle to slow down the body. Try to get to the shore as soon as possible.

Sea Kayaking

Sea kayaking has recently gained the increasing popularity, both sit-in and sit-on-top. The sit-in type requires the person to insert oneself in the boat which is suitable for rougher stream which sit-on-top type is generally best for lake and open sea with mild condition. Kayak, generally speaking, gives freedom on water surface.

Originally sea kayak was used by Inuit seal hunter as a streamline rowing boat to travel to icy sea. It was made from wooden structure covered with animal skin. As it was narrow and streamline, the paddlers is on two sides to balance which is different from American Indians canoe that is being dug from the tree trunk with one side paddlers.

The preparation of sea kayaking requires the study on location, climate, season, and weather. The calm season for the gulf of Thailand is from January to July while Andaman side is from November to April. Sea kayaking is rather physical demanding.

Route and environment condition must be determined then the itinerary can be set by the time of high and low tide. Local community can be a good source of this.

Light and easy-to-dry cloth is ideal along with hat or cap with flap and strap sandal.

Kayaker lifejacket is special design for kayaking activity by giving room for body movement, flashlight, blinking LED, medicine and first aid kit.

How to Paddle

The basic kayak paddling is the right grip and movement. The best paddle is 90 degree one as it gives good weight. The right use of the paddle is to grab the paddle by facing the palm of good hand up in order to give the opposite paddle correct angle. The more practice, the more one can enjoy kayaking.

Draft of The Regulation for Sea Canoe and Kayak Business

Rowing boat, canoe, or kayak is a activity using such boat as the mean and vehicle to explore nature. In some case it is used for adventure which will uphold this safety standard.

1. The company must be register to authority
2. All boat used in such activity must comply with international standard for the sake of visitor safety. Some locales might require special design boat.
3. There must be mother ship, in case of sea kayaking, with full-scale safety system and equipment.
4. In the places requiring permission, such matter should be proceeded ahead.
5. The exploring point or route must be permitted by authority.
6. There must be trained supervisor or master with ability to control the activity and to communicate with all tourist in comprehensive language.
7. Directly related staff must be trained for canoeing, lifesaving, and basic first aid course with recognized certificate.
8. Canoe staff must be trained on local nature and environment, and to be able to communicate those materials including brief local history to tourist.
9. Tour operator must declare the number of daily tourist and do not exceed the limit stated in the license.
10. Tour operator must propose tour plans and routes to registrar and local community to give chances to participate and to distribute income.
11. Tour operator must provide insurance coverage for tourist at least 50,000 baht each.

12. All collection, destruction, or any form and damage to coral reef, limestone, or marine ecology, noise making, any form of waste and pollution are strictly prohibited.

13. Tour operator must treat tourist fairly.

Nonetheless, if local community, national park ranger, or any responsible agency agrees that the area is vulnerable, tour operator must perform as followed;

1. To inform the authority or local community of the entrance of tourist group at least one day prior to the arrival.

2. To monitor and report environment condition of the locales of national park before and during operation. Then there should be a review every two months during high season by a joint team of tour operator, local administrative body, local community committee, landowner, or recognized academic institutes and publicly revealed. All monitoring cost will be charged to tour operator.

2.4.4 Skin and Scuba Diving

At first diving was widely known in Thailand for treasure hunting and salvaging among islands in the gulf of Thailand. Afterward diving became popular and diving schools were set up. Diving is rather different kind of activity from other tourist activity as it is full of serious responsibility. The lack of knowledge and understanding has vital cost. Thus to explore the fragile underwater world need a strong sense of responsibility and conservation of divers.

Getting to know the coral reef.

Coral reef is the most complicate and diverse ecological system in the ocean and the biggest construction made by living creature in the world. But the creator is, in contrary, very small living creature. The growth of coral is very slow and it takes ten of thousands of year to have such big coral reef.

Novice scuba enthusiasts should seek training from diving schools, which mostly locate on the coastal towns and Bangkok. While snorkeling or skin-diving requite equipment and swimming skill to take part. The information on location, climate and weather are necessary for diving trip. The good time for the gulf of Thailand is from April to November while it is November to April for Andaman side.

Scuba divers usually prepare their own gears or sometimes rent from tour operators. The scuba gears include regulators, vest, goggles, and wetsuit. While skin diving requires goggles, swimsuit, snorkels tube, and perhaps fin. Practice make skin diving more enjoyable.

Diving Suggestions

1. Do not collect any natural item from the sea for souvenir.
2. Do not stand or rest on the coral or coral reef, even it looks stable but the coral can be killed by only touch of human.
3. Control fin not to touch coral and not to blow the sand up as the floating sand can kill coral.
4. Do not touch any kind of marine lives. Do not drive or herd but only observe from proper distance, especially big marine lives like giant Manta Ray, or shark whale as one could scare them off and never get in touch with diver again.
5. Please retrieve underwater waste and dispose on the boat.
6. Do not buy any souvenir with part of coral or coralline as this encourages the greater collection of coral.
7. Do not use anchor and only use buoys in provide area.
8. Choose the proper time for diving. Consider sun condition not to harm skin. Do not dive promptly after meal.
9. Marine life normally does not attack human. Try to avoid but do not be panic that could lead to other great harm.
10. Do not skin dive alone. Do have at least one diving partner within 3-5 meter range. Always check each other.

Drafted Regulation for Scuba Diving Business

1. Use only the registered vessel.
2. Obtain license from authorized agency
3. Use only equipment approved by certified juristic person.
4. Diving spots are only marked by Harbor Department or Department of Forestry which buoys are installed.
5. Do not use anchor in coral area. Tour operator must install buoys according to regulation of Harbor Department.

6. There must be dive master or equally qualified staff at all time of diving.
7. Diver must possess the international diving license.
8. Spare oxygen tanks and first aid kit must be always on board of the ship.
9. All divers must be insured for at least 100,000 baht coverage.
10. There must be communication radio and emergency phone number on board.
11. Any damage or collection of coral including waste, oil, and pollution emission are strictly prohibited.
12. Tour operator must treat tourist fairly.
13. Dive master must be trained on marine ecology and can describe the ecological condition of diving spot.
14. Tour operator must inform the number of tourist to authority each trip at least two days and the number of tourist must not exceed the capacity of the area.
15. Tour operator must propose related plan for consideration.
16. In the case of regular tour visit, tour operator must monitor and check every month during high season by a joint team of tour operator, local administrative body, local community committee, landowner, or recognized academic institutes and publicly revealed.

Drafted Regulation for Skin Diving Business.

Skin diving is for general tourist with no scuba diving experience. There are greater chances to cause environmental impact. This business also needs standard.

1. The company must be registered.
2. Tour operator must provide all skin diving equipment and lifejacket, all in good condition and sufficient number.
3. The vessel must be registered to Harbor Department and possess sufficient safety gears.
4. Tour operator must be permitted by Department of Forestry in cases of national park, and community in elsewhere. The operator must not exceed the capacity of the location and agrees to compensate local community as deal.

5. Diving spots are marked by Department of Forestry or Harbor Department.
6. Do not use anchor in coral area, use only buoy.
7. Tour operator must provide first aid kit along with trained staff on board.
8. Skin dive master must be on-shore tour guide who is trained from TAT recognized institute and able to communicate the meaning of nature, the surrounding condition, utility, and conservation for tourist before diving.
9. Any damage or collection of coral including waste, oil, and pollution emission are strictly prohibited.
10. Tour operator must set the maximum number of daily tourists and not exceed the stated number.
11. Tour operator must propose clear tour routes and diving spots including all tide conditions. In some areas where sometimes coral are above sea level or less than 1.5 meter from sea surface, diving is strictly prohibited.
12. Tour operator must give chance local people to join in or participate the business and share according to competence.
13. Tour operator must declare the entering number of tourist and diving experience daily at least one day prior to the diving date.
14. Tour operator must treat tourist fairly.

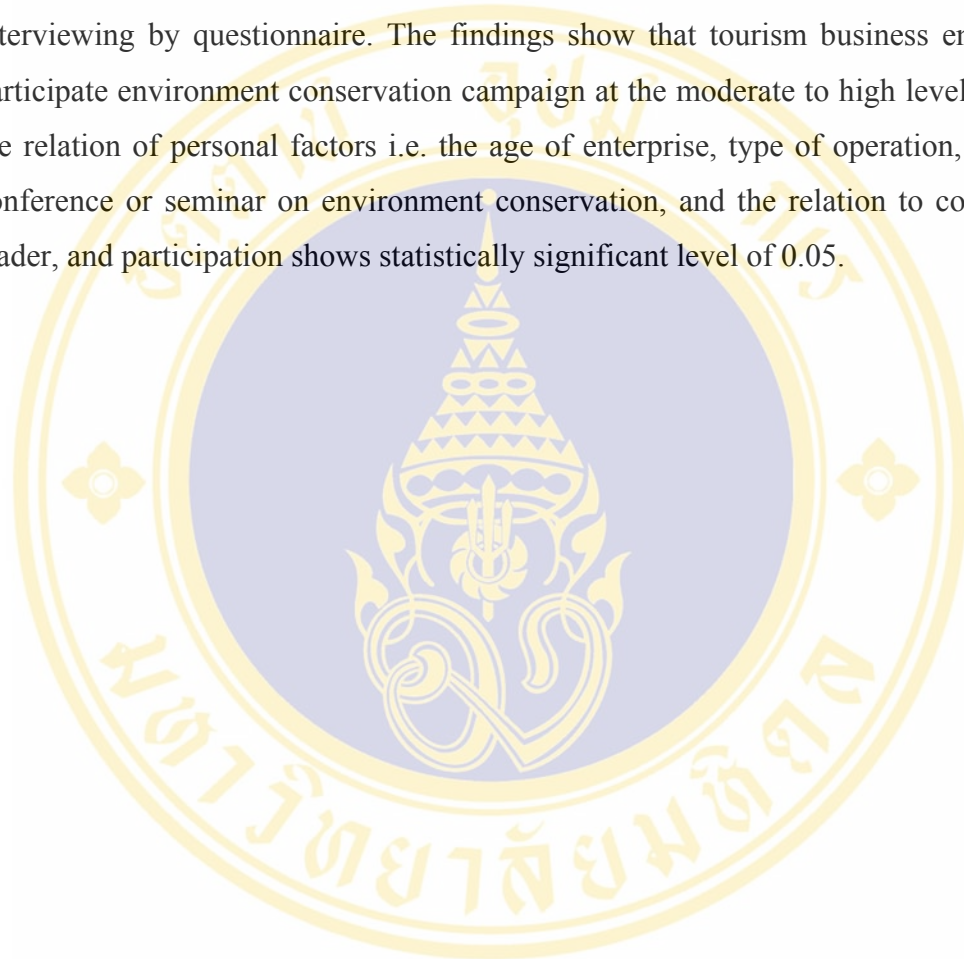
Those four activities are currently popular and will be the main focus of this research paper.

2.5 Related Documents and Research

Wittaya Kiatrat (B.E.2543-200) conducts the study on the stage of being eco-tourist of Thai tourist: case of Umphang district, Tak that means to explore the eco-tourism behaviour of Thai tourist. The findings show that eco-tourism behaviour, the knowledge of eco-tourism, and the stage of being eco-tourist is at moderate level. Occupation, education, income, length of stay, travelling expense, admiration or travelling, and aware of eco-tourism news have impacts of the stage of being eco-

tourist at the significant level of 0.001 and the experience on natural travelling has impact on the stage of being eco-tourist at the significant level of 0.01.

Chuenjai Buchatham (B.E.2542-1999) studies on the participation of tourism business in Bang Saen, Choburi, on environment conservation campaign by interviewing by questionnaire. The findings show that tourism business enterprises participate environment conservation campaign at the moderate to high level and that the relation of personal factors i.e. the age of enterprise, type of operation, training, conference or seminar on environment conservation, and the relation to community leader, and participation shows statistically significant level of 0.05.



CHAPTER 3

RESEARCH METHODOLOGY

The research is on condition and problems of sport management in Thailand which is conducted in descriptive research style. The steps are :

- 3.1 The selection of population and sample
- 3.2 The selection of tools and the construction of tools
- 3.3 The evaluation of tool effectiveness
- 3.4 Data collection
- 3.5 Data analysis

3.1 Population and Sample

3.1.1 Population are executives and operational staff of tourism businesses offering four activities: camping and trekking, mountain biking, canoeing, and skin and scuba diving.

3.1.2 Sample are specified sampled from the licensed local domestic tour operators which lead a group with less than 20 tourists and which lead a bigger group. There are 2,359 companies altogether. The overall registered company list was kindly sponsored by Tourism Authority of Thailand and the registered company list ended on January 1, B.E.2546 (2003). Only operators relating to any activity in four mentioned types are chosen to be interviewed by questionnaire. The indicator of relation is key word within the name of the enterprise which includes trek, trekking, wild, adventure, dive, diving, canoeing, kayaking, raft, bike, mountain bike, scuba, camp, and camping. Tour operators matching indicating words are 113 in number. Two copies of questionnaire are sent by mail to each enterprise, one copy for the executive, and the other for operational staff, which count 226 copies in total.

3.2 Tools and Construction of Tools

The process and details of constructing tools begin by setting the limit of content for questionnaire by surveying the related materials and dividing the questionnaire into four parts as followed.

Part 1 General Information

These questions are on the basic information of the business and of the interviewee which are gender, age, education, working experience, location, and offered activity.

Part 2 Questions on Condition and Problem of Tourism Business

These questions are on the condition and situation of tourism business in term of personnel, capital, equipment, management, and other related problems. The content generally covers tourism business in all aspects.

Part 3 Questions on Condition and Problems in Sport Section

These questions are on problems in terms of personnel, capital, equipment and materials, management, and the problem in sport activity section. The content of the questions cover the operation of sport activity.

Part 4 Questions on Perspectives on Problems and Suggestions

These questions are on the overall perspectives of condition and problems beyond the normal content of questionnaire and suggestions.

3.2.1 The construction of this research tool are processed as followed :

3.2.1.1 Study and research on the questionnaire construction from research papers, document, textbooks, and supervisors, for guidelines and techniques.

3.2.1.2 Set the limit or boundary of content of questionnaire by reviewing literatures, researches, and textbooks as framework.

3.2.1.3 Construct questionnaire according the set framework and guideline.

3.2.1.4 Have experts review the constructed questionnaire for its clarity and boundary of content.

3.3 Efficiency of the Tools

The questionnaire is reviewed and revised by three experts for the precision and credibility.

3.4 Data Collection

To collect data, private request letter issued by Mahidol University are sent prior to the questionnaires to the enterprises in order to express the objectives and benefits of the research.

3.5 Data Analysis

All collected data are processed by computer statistical application SPSS/FW version 11.5 to obtain the required statistical values and interpretation for further analysis.

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RESULTS

The research is the condition and problems of sports management in tourism business which studies condition and problems in organization management, sport activity management for tourism business from 4's M concept (Man, Money, Material and Management) on present day by setting the questionnaire in 2 separated sets, one for executives and the other for operational staff in tourism business. The data are statistically analyzed and the analysis results are divided into 6 parts as follows :

- 4.1 Condition and problem of sports management from tourism business executives
- 4.2 Condition and problems of sports management from tourism business operational staff
- 4.3 Opinion of tourism business executives to their businesses
- 4.4 Opinion of tourism business operational staff to business they work for
- 4.5 Suggestion of tourism business executives to their businesses
- 4.6 Suggestion of tourism business operational staff to business they work for

The total number of questionnaire is 113 sets for each group. All is to all the tourism businesses follow-up calls are then made. 104 sets or 92.0 percent are returned, 82 sets or 72.6 percent of the returned are tourism business executives who answer the questionnaire and 84 sets or 74.3 percent of the returned were tourism operational staff who answered the questionnaire, the results as follows :

4.1 Condition and problems of sports management from tourism business executives

General data of tourism business and responder: gender, education, and position in business and offering activities that use in their business.

Table 1 Number and percentage of tourism business executives separated by gender.

Gender	Number	Percentage
Male	50	61.0
Female	32	39.0
Total	82	100.0

From table 1, tourism business executives mostly were male 61.0 percent and female on 39.0 percent.

Table 2 Number and percentage of tourism business executives separated by education level.

Education level	Number	Percentage
Primary school	2	2.4
Junior high school	3	3.7
Senior high school	8	9.8
Bachelor degree or	64	78.0
Higher than bachelor degree	5	6.1
Total	82	100.0

From table 2 tourism business executives mostly graduated in Bachelor degree on 78.0 percent and senior high school on 9.8 percent.

Table 3 Number and percentage of tourism business executives separate by major of graduated.

Major of degree	Number	Percentage
Administration and Management	13	15.8
Higher Vocational Diploma	6	7.4
Tourism and Hotel	4	4.9
Engineering	4	4.9
Mass Communication	4	4.9
Political Science	4	4.9
Humanity	4	4.9
Public Administration	2	2.5
Education	2	2.5
Law	2	2.5
Economics	2	2.5
Mechanic Vocational Diploma	1	1.2
Education Administration	1	1.2
Environmental Science	1	1.2
Computer Business	1	1.2
Primary Education	1	1.2
Finance and Banking	1	1.2
History	1	1.2
Public Health	1	1.2
Social Development	1	1.2
Accounting	1	1.2
Marketing	1	1.2
Science	1	1.2
Liberal Arts	1	1.2
Business English	1	1.2
International Relation	1	1.2

Table 3 Number and percentage of tourism business executives separate by major of graduated. (Cont.)

Major of degree	Number	Percentage
Do not answer major of degree	7	8.5
Do not graduated in Bachelor Degree	13	15.8
Total	82	100.0

From table 3, tourism business executives mostly graduated in major business administration and management and do not graduated in bachelor degree both on 15.8 percent and do not answer the graduated major on 8.5 percent.

Table 4 Number and percentage of tourism business executives separate by position.

Position	Number	Percentage
Managing Director / Caretaker	7	8.6
Owner	36	43.9
Manager	32	39.0
Assistant Manager	1	1.2
Eco-tourism project Coordinator	1	1.2
Activity Manager	5	6.1
Total	82	100.0

From table 4, tourism business executives mostly were the owner of business on 43.9 percent and manager on 39.0 percent.

Table 5 Number and percentage of tourism business executives separate by period of work in tourism business.

Period of work	Number	Percentage
0 - 3 years	21	25.6
4 – 6 years	23	28.0
7 – 9 years	13	15.8
10 – 12 years	8	9.8
12 – 15 years	8	9.8
16 – 18 years	3	3.7
19 – 21 years	4	4.9
Over 21 years	2	2.4
Total	82	100.0

From table 5, tourism business executives mostly work for 4-6 years on 28.0 percent and 0-3 years on 25.6 percent.

Table 6 Number and percentage of tourism business executives on the role and duty they do or not do perform. (able to answer more than 1 choice).

Role and duty	Perform	
	Number	Percentage
Recruitment	57	69.5
Financial systemize	48	58.5
Market planning	51	62.2
Work systemize	68	82.9
Work evaluation	50	61.0
Year planing	54	65.9

From table 6, tourism business executives mostly do work systemize on 82.9 percent and recruitment people to work on 69.5 percent.

Table 7 Number and percentage of tourism business executives separate by work experience in tourism.

Work experience	Number	Percentage
0 – 3 years	7	8.5
4 – 6 years	20	24.4
7 – 9 years	13	15.8
10 – 12 years	16	19.5
12 – 15 years	8	9.8
16 – 18 years	6	7.3
19 – 21 years	9	11.0
Over 21 years	3	3.7
Total	82	100.0

From table 7, tourism business executives mostly have work experience in tourism 4-6 years on 24.4 percent and 10-12 years on 19.5 percent

Table 8 Number and percentage of tourism business executives separate by work experience in sport.

Work experience	Number	Percentage
0 - 3 years	40	48.8
4 – 6 years	16	19.5
7 – 9 years	5	6.1
10 – 12 years	9	11.0
12 – 15 years	5	6.1
16 – 18 years	2	2.4
19 – 21 years	2	2.4
Over 21 years	3	3.7
Total	82	100.0

From table 8, tourism business executives mostly had work experience in sport 0-3 years for 48.8 percents and 4-6 years for 19.5 percent.

Table 9 Number and percentage of activities for service that tourism business offer.

Activities	Have	
	Number	Percentage
Camping and trekking	50	61.0
Canoeing or kayaking or rafting	33	40.2
Diving	33	40.2
Mountain biking	19	23.2
Others	19	18.3

From table 9, each of tourism business have difference activities to serve tourists. Most business have camping and trekking for 61.0 percent and kayaking or canoeing or rafting and diving for 40.2 percent.

Table 10 Number and percentage of tourism business executives knowing their activities offering are sport.

Knowing their activities are sport	Number	Percentage
Know	73	89.0
Do not know	9	11.0
Total	82	100.0

From table 10, tourism business executives mostly know their offering activities are sport for 89.0 percent and do not know for 11.0 percent.

Table 11 Number and percentage of tourism business executives who is sport lover.

Sport lover	Number	Percentage
Sport lover	79	96.3
Not a sport lover	3	3.7
Total	82	100.0

From table 11, tourism business executives mostly sport lover for 96.3 percent and not a sport lover for 3.7 percent.

Table 12 Number and percentage of tourism business executives who send operational staff to train.

Send to train	Number	Percentage
Never send	31	37.8
Send	51	62.2
Total	82	100.0

From table 12, tourism business executives mostly send operational staff to train for 62.2 percent and never send for 37.8 percent.

Table 13 Number and percentage of tourism business executives on reasons not to send operational staff to train.

Reasons not to send	Number	Percentage
Not necessary	8	25.8
No money	1	3.2
No interesting courses	12	38.7
Not worth of money	4	12.9
Others	6	19.4
Total	31	100.0

From table 13, tourism business executives mostly give reasons they do not send operational staff to train as no interesting courses on 38.7 percent and not necessary on 25.8 percent.

Table 14 Number and percentage of tourism business executives about the principle of recruitment.

Principle of recruitment	Number	Percentage
Appropriated knowledge	29	35.3
Experience	39	47.6
Physical strength	5	6.1
Personality	8	9.8
Others	1	1.2
Total	82	100.0

From table 14, tourism business executives mostly employed experience on 47.6 percent as the principle of recruit and secondly appropriated knowledge on 35.3 percent.

Table 15 Number and percentage of tourism business executives about having working process.

Working process	Number	Percentage
Have working process	71	86.6
No working process	11	13.4
Total	82	100.0

From table 15, tourism business executives mostly have working process on 86.6 percent and no working process on 13.4 percent.

Table 16 Number and percentage of tourism business executives about reasons not to have working process. (able to answer more than 1 choice)

Reasons not to have working process	Number	Percentage
Not necessary	4	4.9
Do not know how to	2	2.4
Too complicated	0	0.0
Others	3	3.5

From table 16, tourism business executives mostly gave reasons why they do not have working process that not necessary on 4.9 percent and other on 3.5 percent.

Table 17 Number and percentage of tourism business executives on the reasons to have working process. (able to answer more than 1 choice)

Reasons to have working process	Number	Percentage
Convenience of work	59	71.9
Make standard of work	61	74.4
Easy to evaluate	46	56.1
Others	6	6.1

From table 17, tourism business executives mostly gave reasons to have working process that to make standard for work on 74.4 percent and to work more conveniently on 71.9 percent.

Table 18 Number and percentage of financial source of tourism business.

Financial source	Number	Percentage
Private fund	39	47.6
Partnership fund	20	24.4
Loan fund	23	28.0
Total	82	100.0

From table 18, tourism business mostly use private fund for capital business on 47.6 percent and depend on loan fund on 28.0 percent.

Table 19 Number and percentage of tourism business executive's solution for survival during Iraqi War and SARS outbreak problem. (able to answer more than 1 choice)

Solution method	Number	Percentage
Reduce employees	17	20.7
Price discount	40	48.7
Reduce expense	56	68.3
Seek new partner	10	12.2
Search for new market	33	40.2
Do nothing because do not get impact	12	14.6
Do nothing, just wait and see	3	3.7
Do nothing, wait for help from government	5	6.1

From table 19, tourism business executives mostly choose to reduce expenditure business as a solution for survival during War and SARS problem on 68.3 percent, secondly cut price on 48.7 percent and used look for new market on 40.2 percent.

Table 20 Number and percentage of tourism business executives business procurement criteria.

Procurement criteria	Number	Percentage
Appropriate Price	27	32.9
Quality and Standard	43	52.4
Beauty	1	1.2
Endured	4	4.9
Safety	7	8.6
Brand/popularity	0	0.0
Total	82	100.0

From table 20, tourism business executives mostly used quality and standard as a criteria for procurement on 52.4 percent and appropriate price on 32.9 percent.

Table 21 Number and percentage of internal structure pattern of tourism business.

Structure pattern	Number	Percentage
Vertical structure	56	68.3
Horizontal structure	20	24.4
Mixed structure	6	7.3
Total	82	100.0

From table 21, tourism business mostly choose vertical structure as internal structure pattern on 68.3 percent and used vertical structure on 24.4 percent.

Table 22 Number and percentage of tourism business executives about on the openness to employee's opinion on working process.

The openness to employee's opinion	Number	Percentage
Not accept	5	6.1
Accept	77	93.9
Total	82	100.0

From table 22, tourism business executives mostly accept the opinion from employees to plan for work on 93.9 percent and not accept on 6.1 percent

Table 23 Number and percentage of tourism business executives on the frequency of work follow-up.

Frequency of work follow-up	Number	Percentage
Everytime	58	70.7
Almost everytime	9	11.0
Once a month	8	9.8
Once every 2-3 month	4	4.9
Once every 4-6 month	1	1.2
Once a year	1	1.2
Never	1	1.2
Total	82	100.0

From table 23, tourism business executives mostly every time after work they followed up on 70.7 percent and almost every time on 11.0 percent.

Table 24 Number and percentage of tourism business executives classified by opinions on government policy to intervene to support their business.

Opinion on government	Number	Percentage
Agree	36	43.9
Disagree	46	56.1
Total	82	100.0

From table 24, tourism business executives mostly agree that government policy is involving to support their business on 56.1 percent and disagree on 43.9 percent.

Table 25 Number and percentage of tourism business executives on number of employees.

Number of employees	Number	Percentage
Enough	42	51.2
Not enough	40	48.8
Total	82	100.0

From table 25, tourism business executives mostly have sufficient employees on 51.2 percent and not sufficient on 48.8 percent.

Table 26 Number and percentage of tourism business executives on reasons of employee shortage. (able to answer more than 1 choice)

Reasons of employee shortage	Number	Percentage
Appropriate person difficult to find	31	37.8
Can not afford	9	11.0
Others	8	9.8

From table 26, tourism business executives mostly give reason that it is difficult to find appropriate person for job on 37.6 percent and can not afford on 11.0 percent.

Table 27 Number and percentage of tourism business executives on the satisfaction level of care and responsibility on work of employees.

Satisfaction level	Number	Percentage
Very good	16	19.5
Good	55	67.1
Moderate	9	11.0
Not good	2	2.4
Bad	0	0.0
Total	82	100.0

From table 27, tourism business executives mostly satisfy the level of care and responsibility of employees in good level on 67.1 percent and very good level on 19.5 percent.

Table 28 Number and percentage of tourism business executives on the confronting financial problems. (able to answer more than 1 choice)

Financial problem	Number	Percentage
Decreasing income	58	70.7
Inconsistent income	33	40.2
Lack of capital	14	17.1
Other	6	7.3

From table 28, tourism business executives mostly have decreasing income as a financial problem they face on 70.7 percent and inconsistent income on 40.2 percent.

Table 29 Number and percentage of tourism business executives on necessary equipment in business.

Appropriate number	Number	Percentage
Enough	62	75.6
Not enough	20	24.4
Total	82	100.0

From table 29, tourism business executives mostly had necessary equipment enough in their business on 75.6 percent and not enough on 24.4 percent.

Table 30 Number and percentage of tourism business executives on the reason of material shortage. (able to answer more than 1 choice)

The reason of shortage	Number	Percentage
Can not afford	14	17.1
Easily damaged when using	9	11.0
Don't have and not necessary	1	1.2
Other	3	3.7

From table 30, tourism business executives mostly on claim that they can not afford more on 17.1 percent and the material are damaged often when using on 11.0 percent.

Table 31 Number and percentage of tourism business executives on the satisfaction level on the efficiency of their administration system.

Satisfaction level	Number	Percentage
Very good	10	12.2
Good	45	54.9
Moderate	13	15.8
Not good enough	0	0.0
Have to develop	14	17.1
Total	82	100.0

From table 31, tourism business executives mostly are satisfied with efficiency of their administration system in good level on 54.9 percent and moderate on 15.8 percent.

Table 32 Number and percentage of tourism business executives on internal work.

Internal work problem	Number	Percentage
No problem	65	79.3
Have problems	17	20.7
Total	82	100.0

From table 32, tourism business executives mostly think they so not have a problem on 79.3 percent and have a problem on 20.7 percent.

Table 33 Number and percentage of tourism business executives on the causes of internal work problem.

Causes of internal work problem	Number	Percentage
Overlapping work	10	12.2
Do not understand their own roles	11	13.4
Others	2	2.4

From table 33, tourism business executives mostly give reason that employees do not understand their own role as the major cause of internal work problem on 13.4 percent and overlapping work on 12.2 percent.

Table 34 Number and percentage of tourism business executives on cooperation with related organization.

Cooperation problem	Number	Percentage
No problem	52	63.4
Have problems	30	36.6
Total	82	100.0

From table 34, tourism business executives mostly consider that they have no problem in cooperation with the related organization on 63.4 percent and have a problem on 36.6 percent.

Table 35 Number and percentage of tourism business executives on the causes of cooperation problem with the related organizations. (able to answer more than 1 choice)

Causes of cooperation problem with the related organization	Number	Percentage
Officer is difficult to contact	23	28.0
Bribery	9	11.0
Employee do not cooperate	8	9.8
Others	2	2.4

From table 35, tourism business executives gave reason that officer difficult to contact as the main cause of cooperation problem on 28.0 percent and bribery on 11.0 percent.

Table 36 Number and percentage of tourism business executives about relationship pattern with employees.

Relationship pattern	Number	Percentage
Family pattern	30	36.6
Brotherly pattern	33	40.2
Boss-employee pattern	19	23.2
Total	82	100.0

From table 36, tourism business executives mostly enjoy brotherly pattern as a relationship with employees on 40.2 percent, secondly is family pattern on 36.6 percent and boss-employee pattern on 23.2 percent.

Table 37 Number and percentage of tourism business administrator's opinion on the relationship pattern with employees have effect on work.

Relationship pattern have effect on work	Number	Percentage
Effect on work	53	64.6
Not effect on work	29	35.4
Total	82	100.0

From table 37, tourism business executives mostly tell that relationship pattern with employees have effect on work on 64.6 percent and not effect on work on 35.4 percent.

Table 38 Number and percentage of tourism business administrator's opinion on their employees work evaluation.

Work evaluation	Number	Percentage
Enough	57	69.5
Not enough	25	30.5
Total	82	100.0

From table 38, tourism business executives mostly consider that they have enough employees work evaluation on 69.5 percent and not enough on 30.5 percent.

4.2 Condition and problems of sport management from tourism business operational staff

Table 39 Number and percentage of tourism business operational staff separated by gender.

Gender	Number	Percentage
Male	57	67.9
Female	27	32.1
Total	84	100.0

From table 39, tourism business operational staff mostly are male on 67.9 percent and female on 32.1 percent.

Table 40 Number and percentage of tourism business operational staff separate by education level.

Education level	Number	Percentage
Primary school	7	8.3
Junior high school	8	9.5
Senior high school	20	23.8
Bachelor degree	46	54.8
Higher than bachelor's degree	3	3.6
Total	84	100.0

From table 40, tourism business operational staff mostly graduated in Bachelor's degree on 54.8 percent and secondly senior high school on 23.8 percent.

Table 41 Number and percentage of tourism business operational staff separate by major of graduated.

Major of degree	Number	Percentage
Administration and Management	8	9.5
Marketing	2	2.5
Tourism and Hotel	8	9.5
Engineering	3	3.6
Mechanic Vocational Diploma	1	1.2
Law	1	1.2
Accounting	1	1.2
History	1	1.2
Higher Vocational Diploma	4	4.9
Public health	1	1.2
Physic	1	1.2
Humanity	1	1.2
Science	2	2.5
Education	1	1.2
Bachelor Diploma/Certificate	3	3.6
Do not answer major of degree	11	13.1
Do not graduated Bachelor degree	35	41.2
Total	84	100.0

From table 41, tourism business operational staff mostly didn't graduated Bachelor's degree on 41.2 percent, secondly didn't answer major of graduated on 13.1 percent and graduated major administration and management and also tie with major tourism and hotel on 9.5 percent.

Table 42 Number and percentage of tourism business operational staff separated by position.

Position	Number	Percentage
Activity operational staff	25	29.7
Guide	23	27.3
Manager	15	17.9
Activity manager	10	11.9
Owner	3	3.6
Diving instructor	2	2.4
Assistant guide	2	2.4
Assistant manager	2	2.4
Intern student	1	1.2
Volunteer	1	1.2
Total	84	100.0

From table 42, tourism business operational staff mostly are activity operational staff on 29.7 percent and guide on 27.3 percent.

Table 43 Number and percentage of tourism business operational staff separated by period of work in tourism business.

Period of work	Number	Percentage
0 – 3 years	54	64.2
4 – 6 years	15	17.9
7 – 9 years	4	4.8
10 – 12 years	3	3.6
13 – 15 years	6	7.1
Over 15 years	2	2.4
Total	84	100.0

From table 43, tourism business operational staff mostly work for 0-3 years on 64.2 percent and 4-6 years on 17.9 percent.

Table 44 Number and percentage of tourism business operational staff separated by type of employment.

Type of employ	Number	Percentage
Full time employee	68	80.9
Freelance employee	16	19.1
Total	84	100.0

From table 44, tourism business operational staff mostly are full time employee on 80.9 percent and freelance employee on 19.1 percent.

Table 45 Number and percentage of tourism business operational staff separated by work experience in sport.

Work experience	Number	Percentage
0 – 3 years	46	54.8
4 – 6 years	13	15.5
7 – 9 years	5	5.9
10 – 12 years	9	10.7
13 – 15 years	7	8.3
Over 15 years	4	4.8
Total	84	100.0

From table 45, tourism business operational staff mostly have work experience in sport 0-3 years on 54.8 percent and 4-6 years on 15.5 percent.

Table 46 Number and percentage of tourism business operational staff separated by work experience in tourism.

Work experience	Number	Percentage
0 - 3 years	69	82.1
4 – 6 years	9	10.7
7 – 9 years	1	1.2
10 – 12 years	3	3.6
13 – 15 years	1	1.2
Over15 years	1	1.2
Total	84	100.0

From table 46, tourism business operational staff mostly have work experience in tourism 0-3 years on 82.1 percent and 4-6 years on 10.7 percent.

Table 47 Number and percentage of tourism business operational staff on training.

Training	Number	Percentage
Never train	53	63.1
Used to train	31	36.9
Total	84	100.0

From table 47, tourism business operational staff mostly are never trained on 63.1 percent and at least once trained on 36.9 percent.

Table 48 Number and percentage of tourism business operational staff on the causes of no training.

Causes of no training	Number	Percentage
Not interested	6	7.1
Not necessary	5	5.9
Never know the courses	14	16.7
Do not have time to participate	22	26.2
Others	5	5.9

From table 48, tourism business operational staff mostly give reason that they do not have time to participate on 26.2 percent and never know they have on 16.7 percent.

Table 49 Number and percentage of tourism business operational staff who like sport.

Like sport	Number	Percentage
Like sport	82	97.6
Don't like sport	2	2.4
Total	84	100.0

From table 49, tourism business operational staff mostly like sport on 97.6 percent and do not like sport on 2.4 percent.

Table 50 Number and percentage of tourism business operational staff who know their offering activities are sport.

Know that offering activities are sport	Number	Percentage
Know it	61	72.6
Don't know it	23	27.4
Total	84	100.0

From table 50, tourism business operational staff mostly know that their offering activities are sport on 72.6 percent and don't know on 27.4 percent.

Table 51 Number and percentage of tourism business operational staff on the number of equipment compared to tourists.

Number of equipment	Number	Percentage
Enough	57	67.9
Not enough	27	32.1
Total	84	100.0

From table 51, tourism business operational staff mostly tell that they have enough equipment for tourists on 67.9 percent and not enough on 32.1 percent.

Table 52 Number and percentage of tourism business operational staff on the standard of equipment.

Standard of equipment	Number	Percentage
Already in standard	68	80.9
Not in standard	16	19.1
Total	84	100.0

From table 52, tourism business operational staff mostly told that their equipment is already in standard on 80.9 percent and not in standard on 19.1 percent.

Table 53 Number and percentage of tourism business operational staff on the frequency of operative equipment checking.

Frequency	Number	Percentage
Everytime before and after use	63	75.0
Everytime before use	13	15.5
Everytime after use	0	0.0
1-2 time per month	3	3.6
Never	5	5.9
Total	84	100.0

From table 53, tourism business operational staff mostly check operative equipment everytime before and after use on 75.0 percent and everytime before use on 15.5 percent.

Table 54 Number and percentage of tourism business operational staff on the equipment storage room.

Equipment storage room	Number	Percentage
Have equipment storage room	70	83.3
Not have equipment storage room	14	16.7
Total	84	100.0

From table 54, tourism business operational staff mostly have equipment storage room on 83.3 percent and not have it on 16.7 percent.

Table 55 Number and percentage of tourism business operational staff on the equipment keeping.

Equipment keeping	Number	Percentage
Keeping by how they use	78	92.9
Keeping by own satisfy	5	5.9
Leaving around use area	1	1.2
Total	84	100.0

From table 55, tourism business operational staff mostly keep their equipment according to the use on 92.9 percent and keep by personnel satisfy on 5.9 percent.

Table 56 Number and percentage of tourism business operational staff on first aid equipment.

First aid equipment	Number	Percentage
Bring out everytime	64	76.2
Bring out sometime depend on tourist	8	9.6
Bring out sometime depend on weather	6	7.1
Never bring out	6	7.1
Total	84	100.0

From table 56, tourism business operational staff mostly bring out first aid equipment everytime when they went out for working on activity on 76.2 percent and bring out sometime depend on tourist on 9.6 percent.

Table 57 Number and percentage of tourism business operational staff on communication equipment.

Communication equipment	Number	Percentage
Not have communication equipment	20	23.8
Have communication equipment	64	76.2
Total	84	100.0

From table 57, tourism business operational staff mostly have communication equipment for contact with outside on 76.2 percent and do not have on 23.8 percent.

Table 58 Number and percentage of tourism business operational staff on the causes of tourist accident.

Cause of accident	Number	Percentage
Carelessness of tourist	46	54.8
Quickly changed weather	18	21.3
Broken equipment	4	4.7
Too many tourists	3	3.5
Physical condition	13	15.7
Total	84	100.0

From table 58, tourism business operational staff mostly claim cause of accident that happen to tourist is the carelessness of tourist on 54.8 percent and quickly changed weather on 21.3 percent.

Table 59 Number and percentage of tourism business operational staff on the standard working process.

Standard working process	Number	Percentage
Have standard working process	78	92.9
Not have standard working process	6	7.1
Total	84	100.0

From table 59, tourism business operational staff mostly tell that they have standard working process on 92.9 percent and not have it on 7.1 percent.

Table 60 Number and percentage of tourism business operational staff on the appropriateness of having standard working process.

Having standard working process	Number	Percentage
Appropriate	81	96.4
Not appropriate	3	3.6
Total	84	100.0

From table 60, tourism business operational staff mostly say that the current standard working process is appropriate on 96.4 percent and not appropriate on 3.6 percent.

Table 61 Number and percentage of tourism business operational staff on the criteria to judge the appropriateness of work process.

Reason of appropriate or not	Number	Percentage
Make work easier to do	63	76.8
No work dispute	36	43.9
Make system of work	56	68.3
Others	1	1.2
Not necessary	1	1.2
Can work already	0	0.0

From table 61, tourism business operational staff mostly tell that reason of appropriate to have working process is make work easier to do on 76.8 percent and make system of work on 68.3 percent.

Table 62 Number and percentage of tourism business operational staff on the relationship pattern with executives.

Relationship pattern	Number	Percentage
Family pattern	33	39.3
Brotherly pattern	23	27.4
Boss-employee pattern	28	33.3
Total	84	100.0

From table 62, tourism business operational staff mostly thought they have relationship with executives as family pattern on 39.3 percent, secondly as boss-family pattern on 33.3 percent and brotherly pattern on 27.4 percent.

Table 63 Number and percentage of tourism business operational staff on the impact of relationship pattern with executives on work.

Impact on work	Number	Percentage
Impact on work	46	54.8
No effect on work	38	45.2
Total	84	100.0

From table 63, tourism business operational staff mostly consider that relationship pattern with executives have impact on work on 54.8 percent and no impact on work on 45.2 percent.

4.3 Opinion of tourism business executives to their business.

Tourism business executives give opinion that their business must be grow up more on 46.4 percent cause this tourism style is getting more popular and more accepted from teenage but still need to improve their business in marketing, method of activities management, equipment and administration method to get continuing along with economic and social condition. To achieve this government must take more serial and more serious with supporting. Last, executives think they have to be more international than this on 86.6 percent.

4.4 Opinion of tourism business operational staff on business they work for.

Tourism business operational staff give opinion that business they work for must have more branches and bigger business than this on 88.1 percent. They must do more marketing work, increase more options for market such as making web-site, advertise on internet, opening boot, add more service activities, and improve activities for more interesting activities.

4.5 Suggestion of tourism business executives to their business

Tourism business executives suggest that they need government to consider play the supportive role more than present on 80.5 percent with different causes; 28.6 percent consider that the existing laws do not support to small or medium sized business, 45.1 percent thought that national park entrance fee rate is too high, 24.4 percent think that they need government to offer loan for small or medium tourism business by having a long term payment with low interest and 67.1 percent think that they need government to help in training staff in operative and service techniques to make it to be more international and work in one standard.

4.6 Suggestion of tourism business operational staff to business they work for.

Tourism business operational staff suggest that tourism business need government to take more attention with national parks or other tourist destinations should improve and such up such standard and have more appropriate enter fare rate on 48.8 percent. On 26.2 percent need government to reconsider guide work permit process that should be more appropriate. On 70.2 percent need government to advertise to other countries and become a part of training operational staff which can make operational staff in this work have the same standard and on 38.1 percent need government to have more continuing and more serious attention not just intervene when problem occur.

CHAPTER 5

DISCUSSION

This research on condition and problems of sport management in tourism business is to be discussed in these topics ;

5.1 Condition and problems of sport management in tourism business on personnel aspect

5.2 Condition and problems of sport management in tourism business on financial and budgetary aspect

5.3 Condition and problems of sport management in tourism business on material and facility aspect

5.4 Condition and problems of sport management in tourism business on management aspect

5.1 Condition and Problems of Sport Management in Tourism Business in Personnel Aspect

Tourism Authority of Thailand (B.E.2539-1996: 99) claims that tourism industry is service industry. The good impression is essential factor to persuade tourist to return for repeating visit or to persuade new visitors to travel to . operational personnel in tourism industry are the one holding close relation with tourist and play an important role in providing services. The recruitment for tourism industry, and also, skill development, and service upgrading, are highly needed along with tourism industry promotion and development.

The condition of the business in term of personnel, the operational staff mostly have bachelor degree and lower than bachelor degree in the second order. Most of them do not graduate in direct or relevant subject. Only a small number graduate in direct or relevant fields which apply to jobs. Most of operational staff

answering questionnaires are directly responsible for activity, have short direct experience, and possess moderate experience in travelling but less in sport.

In operation, these operational staff have positive attitudes toward job and working as it can be concluded from work attention, operations (equipment storing, checking and maintaining, pre and post activity preparation), understanding on work system, and the need for work procedure. Executives mostly rate operation well and satisfied and show positive attitude to their tourism businesses and their works which all agree with the suggestion of Thongchai Santiwong that if one is willing to devote for work, one's productivity and product will be better but in contrary, if one ignores to devote or feels conflict personal, productivity will slump than it should.

Most executives claim that they sent their staff for training but most operational staff conversely never attend any training. This agrees with the findings of Nipon Shuemuangphan that suggests that there is no further training for tour guide. The proposed topics, both directly and indirectly related, feature kayaking, first aid training, natural resource conservation, scuba gear maintenance, bicycle equipment use, tourist help, hotel business service, and market development etc.

The patterns of relationship of executives mostly are family, followed by boss-employee, and brotherly. The pattern affects work relation because it sets the mutual understanding, gives ways to express operational staff's opinion, makes executives accept staff's opinion, and help create teamwork solution. It somehow has less impact on working because there is an existing work system which each has clear duty and trusts each one another.

Most personnel rather employ work experience and personal expertise rather than trained or educated knowledge. The result is supported by the study of Kanda Wasasiri. (B.E.2544-2001) This is in line with the criteria executives using to recruit their staff for tourism business. Most executives rate experience more significant than suitable background knowledge. The majority of accidents happening with tourists are first blamed to be tourists' carelessness. But such carelessness can be

reduced or eliminated with the good or decent care of tourist of well-trained and experienced staff.

In addition, tourism business suffers from personnel shortage as the qualified staff are rare.

5.2 Condition and problems of sport management in tourism business on financial and budgetary aspect

The financial status of tourism business is rather insecure because of USA Iraqi war and SARS. These crises hit many companies very hard and make them close down because they were short of cashflow, or cannot pay their loans. As Thapana Chinpaisal (B.E.2543-2000: 1, 41) says that any business enterprise requires capital for its operation because money is like lubricant in making operation successful. In operating business, management must relate or focus on cash flow because business always needs cash flow such as purchasing raw materials for production, paying wages, salary, power, utility, and facility bills etc.

Most tourism businesses choose to reduce cost, and price, find new market respectively as a primary solution to increase its cashflow and capital. There are some operators which do not feel the impact or feel it partly as their operations do not rely on foreign tourists.

Different financial sources lead to different difficulties. Private fund will face slow expansion with high risk. It even faces tougher time when crisis breaks off because the shortage of cashflow. While partnership mostly causes internal conflict and disagreement among partner which ultimately slows down the expansion. The tourism business with loan sources, despite the smoother expansion and easier cashflow, must catch up with interest rate, especially worse during crisis. This agree with the suggestion of Phuang Bu-Nga Phumipanich (B.E.2539-1995: 18) which claims that, in tourism industry, the company with more flowing operational capital will have better and more efficient management, in term of tour guiding, general management, internal administration, general procurement including modern office equipment and high technology automation than the one with less or limited capital. It

is also in line with Khalifa T Begbehani and Jawad K. Hashem and Yingyong Matchacheep, who exert on the financial problem and management that from the crises that tourism business now faces i.e. the fall of tourist number and market price, and the rise of strong competition, the negative, and unstable foreign factors, fluctuated income as the tour season changes, tourist bargaining, fluctuated number of tourists because the lack of confidence in travelling, the short of cashflow because the lack of the financial sources, no income and short of capital, and business partner and tourist are short of financial liquidity.

5.3 Condition and problems of sport management in tourism business on material and facility aspect

Most tourism businesses have sufficient materials to their needs and to the number of tourist they can handle. All equipment is in good standard. All equipment has decent storage and is stored according to its usage. All is checked before and after every usage. Communication tools and first aid kits are prepared and taken along every trip operation.

All equipment and facility procurement in tourism business are primarily based on quality and standard by executives, then price is the second concern, and durability and safety follow respectively. This demonstrates the working standard of executives which rate working quality more important than cheap price.

The material problems feature no specific and well-order storage, improper storage, and no pre-use preparation which causes permanent damage or serious damage. Substandard equipment is only purchased when one does not have enough money. This is supported by the studies of Yingyong Matchacheep (B.E.2542-1999) and Nipon Chuemuangphan which claim that despite the good equipment, equipment damage is generally caused by the lack of instructor to train the proper use for tourists. And only few operators do not always carry first aid kits with them.

Communication equipment is mainly ignored. The main contact mean is cellular phone which often is out of range of signal, thus out of contact with the

outside world. Only few operators possess amateur communication radio, or satellite phone which can be used in emergency.

5.4 Condition and problems of sport management in tourism business on management aspect

Most executives are owner themselves or partners. Most of them graduated in bachelor degree, but not in the direct or relevant fields, with the admiration of such sport or activity and good knowledge of their offered service activity. Most of them perform all administrative tasks, have well work experience, and possess certain experience from other fields, then open their own or family-owned business.

Most tourism businesses are in vertical structure and presumably small businesses. Phuang Bu-Nga Phumipanich (B.E.2539-1996: 18-25)

1. Vertical Structure – One person sets the whole tour program from the beginning to the end, it is usually a structure of small company Thus when one person doing all can underachieve of everything. In worse case, the absence of such person, for example from illness, will stop all the work as there is no replacement.

2. Horizontal Structure – The structure is formed by administration, function, and responsibility. This form of structure is mostly employed by bigger tourism company with numerous personnel. No one will know all. The coordinator is needed to coordinate every department i.e. manager who monitors and synchronize all department work. Limit and specific scope will create effectiveness and good relation with colleagues because of team working.

3. Mix Structure – some companies may combine vertical and horizontal structures by having less department performing more functions. One person or department might be responsible for many related or continuing tasks. In general, there are two departments: planning and operation.

There are work system process which makes it more convenient to work, and close to standard and easy to monitor. In planning, operational staff will be listened for information and errors as they work closer and know more of the need of tourists. This means to adjust for more friendly working environment for operational staff which could raise the effectiveness and efficiency and make all participate in

working by monitoring every operation for simultaneous self-improvement. Then the operation can be promptly adjusted to better serve tourist need. The evaluation is sufficient as the number of staff is low and makes it easy to evaluate. Each is well responsible for assignment and the outcome rather impresses customer and executive.

Executives are well satisfied by the effectiveness of the existing work system because the proper job allocation has less problem and stays on course. There is less or no internal coordination problem as well as coordination between unit. This agrees with the research of Ampa Suchinno (B.E.2546-2003) on sport center management.

Executives choose to have the relation to operational staff in the pattern of family and brotherly which are the pattern of relation with closeness and high acquaintance. The part of family really comes from family business or local community business which already have close relation. Some of them are long time colleagues and partners with deep trust. In this case, brotherly relation are most likely because executives want to have close relation to make operational staff feel comfortable in working and encourage them to express their opinion, and occurring problems without fearing condemnation. The boss-employee relation only exists in the medium and big tourism companies with complex horizontal or mix structure.

Each relation plays significant role in working, mostly makes work more effective and efficient, each competence accepted, all participate more in working, and realize one's own duty.

Some executives do not define clear the working process with the reason of no necessity and do not know how to do so. Some executives do not listen to the opinion of operational staff because they want to plan alone. Most of them operate the tour by themselves. So all works rely on one person and without that person, no work can be done effectively. Some are organizing the new operation system for more effectiveness but still stuck at the moderate level because there are still some hidden old operation system, the lack of qualified personnel, too much competition, lack of knowledge on information technology and marketing, and lack of unity.

According to Thongchai Sasntiwong (B.E.2539-1996: 410), he states that administrator as the leader of the organization, must uphold the duty to establish good relation among members of every department organization. By this leadership, administrator must synergies and utilize all staff for the successful results of organizational objectives. Executives of tourism companies suffers from internal working as they do not understand their roles and overlapping duty. In coordinating to related external agencies, the problem is difficulty in contacting officers and only few staff ignore contacting. The small problem that can potentially grow bigger and worse is bribery which all businesses in the same area suffer the same fate.



CHAPTER 6

CONCLUSION AND SUGGESTION

This research has the objective to study the condition and problem of sport management in tourism business, especially companies offering camping and trekking, mountain biking, canoeing, and skin and scuba diving. It is seen in the light of basic managerial factors: 4M's. The population and sample of the research are executives and operational staff in tourism business. All is interviewed by questionnaire and all the data is processed and analysed.

Conclusion

6.1 General Information of Population

The target population is the executives and operational staff of 182 tourism businesses. Overall, 57.2% reply, 5% do not reply, 22.5% out of business, 6% cannot contact, 9.3% move. 78.8% of executives reply while 21.2% do not reply and 61% of executive are male and 39% are female. 75.6% hold bachelor degree and 43.9% of executives are also owner. 39% are managers 28% have worked in tourism industry between 4-6 years. Interviewee with 4-6 year of tourism experience are 24.4% and with 0-3 years in sport are 48.8%. The businesses offering camping and trekking are 61.0%, rafting and canoeing 40.2%, diving 40.2%, and mountain biking 23.2%, and others 18.3%

6.2 Condition and Problems of Sport Management in Tourism Business: Personnel

54.8% of Operational staff have bachelor degree of which 29.7% are activity staff, and 27.3% are tour guide. 64.2% are in tourism business for 0-3 years. 82.1% have 0-3 year experience in sport. 63.1% do not received additional training but 62.2% of executives claim that they have sent their staff for additional training.

97.6% of operational staff enjoy sport and 72.6% learn that the service they currently offer are sport.

51.2% of executives think that their businesses have sufficient workforce while 48.8 do not think so. The reason of insufficiency is the scarcity of suitable personnel for 60%. 67% of executives are satisfied with the attitude and attention of their operational staff. The relation of employers and employees are in the pattern of kinship for 39.3%, senior-junior friends for 27.4, and superior-inferior 33.3. 54.8% consider the current relation affecting work and 45.2% do not agree.

6.3 Condition and Problems of Sport Management in Tourism Business: Finance and Budget.

47.6% are supplied by personal fund with high risk and bad cashflow, slow expansion, but good return because they do not need to share with others. 24.4% consider partnership will slow down management and cause conflict, despite of good cashflow. 28% rely on high interest loan but help increase cashflow. Executives prefer cost reduction, finding new market, and price cutting as primary solution to the situation of war in Iraq, and SARS. The external factors include fluctuating income, uncertain travelling season, the decreasing confidence of tourist, the shortage of cash in hand caused by no reserve financial sources, commercial loss, and partners and tourist financial difficulty.

6.4 Condition and Problems of Sport Management in Tourism Business: Material and Facility.

75.6% of tourism companies consider having sufficient materials and facility 80.9% have equipment in good standard, 83.3% have equipment storage, 75.0% examine equipment before and after using. 92.9% sort and store their equipment according its usage. 76.2% always carry first aid kit on the trip and 76.2% have communication devices i.e. mainly cellular phones which will be out of signals in activity area. All equipment and materials procurement will base on standard

quality as the top priority for 52.4% and reasonable price as priority for 32.9%. 16.7% have trouble finding equipment storage.

6.5 Condition and Problems of Sport Management in Tourism Business: Management.

Executives have work process for 86.6% which is caused by convenience, standardisation, and easy monitoring for 52.5%. 96.4% of operational staff consider they have appropriate work process. 93.9% of executives listen to employees' suggestion to learn information including errors of operational staff who are closer and know the need of tourists. It also help adjust work system to better point where operational staff can work easier. 70.7% will monitor every trip because they can adjust, improve, and develop operation according to tourist needs at all time. 69.5% consider the current monitoring process sufficient because of the shortage of personnel. Everyone is now well responsible on one's own assignment and seems to impress customer.

54.9% of executives are satisfied by the current work system because of fewer problems and the planned work has run by process and plan. There is no internal coordination at 79.3% and 63.4% do not have trouble coordinating with external agencies.

6.6 Suggestions from Research

6.6.1 Cooperation and the Number of Tourism Business

It is found that the cooperation level of tourism business is rather low because of the long distance which makes following-up process is much more difficult. The number of tourism is also unclear as some went out of business, moved, change its names and business style without noticing authority. So the information is rather unreliable.

6.6.2 Limitations of Research

As a new issue for Thailand, it is rather difficult to find the related research papers prior to this research as a starting point and guideline. The current domestic research trend is either directly on tourism or sport. The available foreign research and article show their limit as only abstracts, not unabridged version, can be found.

6.7 Suggestions from Findings

The findings interpreted from questionnaires lead to conclusion and suggestions for further guideline for research and development as followed:

6.7.1 On further or additional training, the findings shows that most operational staff do not receive additional training though executives claim that they sent. The possibility is that executives sent themselves to the training course and re-teach or re-tell which cannot match in term of effectiveness. It should be done by real trainer with more specific, practical, and suitable topics. The government is the most competent and responsible party to do so. The key point is to distribute to all regions, not concentrate to only few areas in order to produce more qualified personnel including executives.

6.7.2 Tour guide license, the findings suggest that most see that tour guide license test is too difficult, too long, too limit, and cost too much which make the number of current license holder is quite low. The affected party is actually tourist. Because unlicensed tour guide do not have any reliable guarantee but personal experience which are varied from one to another.

6.7.3 Communication device, the findings show that major external communication device is cellular phone which is mostly out of signal when entering activity zone. But its easy availability and low price make it popular though incompetent because it could not communicate in emergency. There should be cooperating schemes, private and public sectors, to provide communication radio for national park rangers, or related government agencies, and also for tour operator to rent when entering the parameter. The use of communication radio should be in safety regulation to create greater confidence for tourist.

6.7.4 Capital in tourism business, the findings show that most tourism businesses rely on private or personal fund. When facing crisis, the companies need to cut cost and cut price for survival but the government does not support enough as it should. The government should provide a sort of limited low-interest business loan for small tourism business with potential perspective business.

6.8 Suggestions for Further Research

6.8.1 From this research, there are only few researches and studies on sport and tourism. So it is better to have some more researches and studies on this topic for better understanding and knowledge of these two fields.

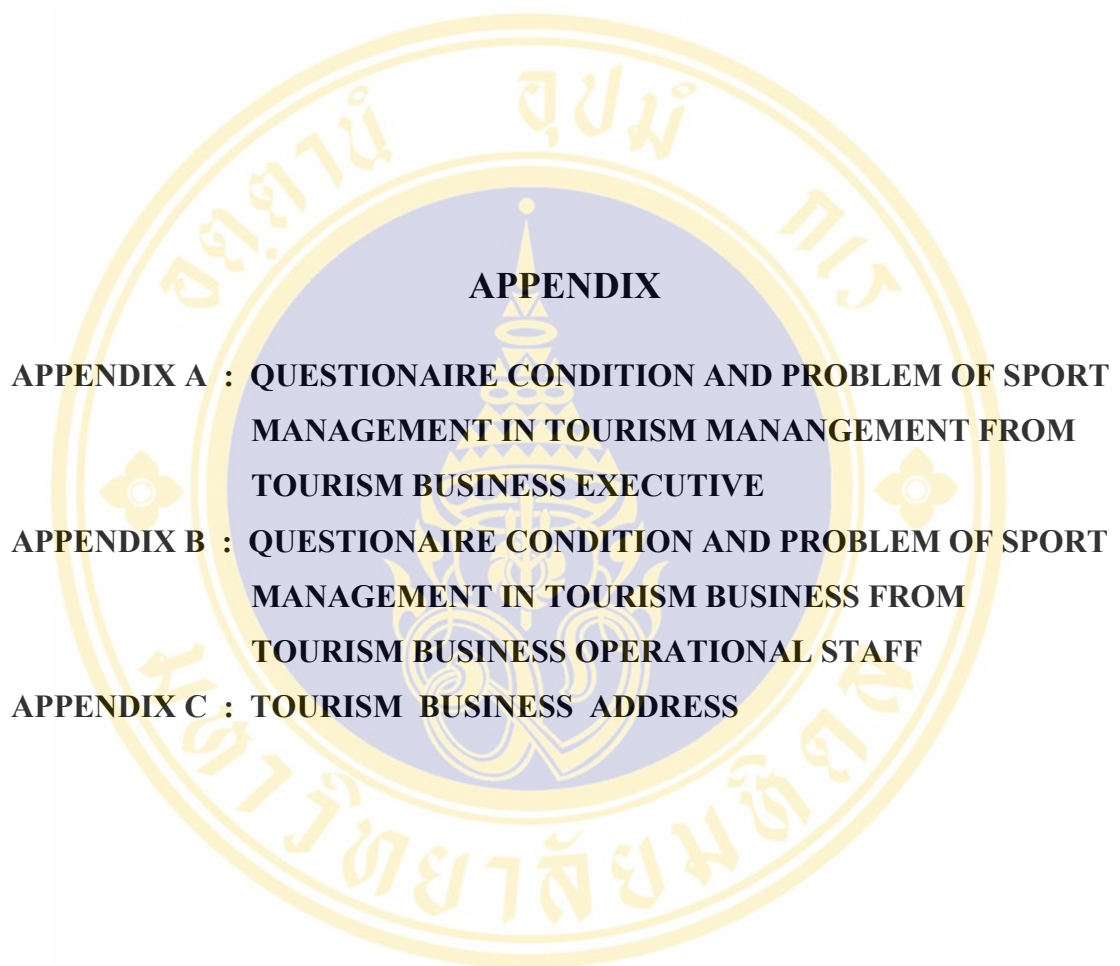
6.8.2 From this research, executives show that they realise that services they are offering are sport but do not exploit this as selling point and marketing schemes. So more marketing study for marketing scheme for sport tourism should be more conducted.

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APPENDIX

**APPENDIX A : QUESTIONNAIRE CONDITION AND PROBLEM OF SPORT
MANAGEMENT IN TOURISM MANANGEMENT FROM
TOURISM BUSINESS EXECUTIVE**

**APPENDIX B : QUESTIONNAIRE CONDITION AND PROBLEM OF SPORT
MANAGEMENT IN TOURISM BUSINESS FROM
TOURISM BUSINESS OPERATIONAL STAFF**

APPENDIX C : TOURISM BUSINESS ADDRESS

APPENDIX A
QUESTIONNAIRE
CONDITION AND PROBLEM OF SPORT MANAGEMENT IN TOURISM
MANAGEMENT FROM TOURISM BUSINESS EXECUTIVE

Part 1 Basic information

1. Gender of responder
 - Male
 - Female
2. Highest education graduated
 - Primary school
 - Junior high school
 - Senior high school
 - Bachelor's Degree major.....
 - Higher than Bachelor's Degree major.....
 - Other
3. Position.....period of work in business.....years
4. Role and duty that you do in business

<input type="radio"/> Recruitment	<input type="radio"/> Work systemize
<input type="radio"/> Financial systemize	<input type="radio"/> Work evaluation
<input type="radio"/> Market planning	<input type="radio"/> Year planning
5. Work experience in tourism.....years in sport.....years
6. Activities that your tourism business use for running business

<input type="radio"/> Trekking and camping	<input type="radio"/> Diving
<input type="radio"/> Canoeing or kayaking or rafting	<input type="radio"/> Mountain bike
<input type="radio"/> Other.....	
7. Do you know that activity on your service is one kind of sport?
 - Don't know because.....
 - I know because.....
8. Do you think that you're sport lover?
 - Yes because.....
 - Not because.....

Part 2 Condition of tourism business

1. Do your tourism business ever sent operators to train for more knowledge?

- Never because
- Not necessary
- Not have interesting article
- No money
- Not worth for money
- Other.....
- Used to sent Article of training.....

2. Principle of recruitment (From first till last important)

-Appropriate knowledge
-Experience
-Physical strength
-Personality
-Other.....

Reason of using this principle

.....

.....

3. Do you have a working step plan for your employees?

- No cause
- Not necessary
- Too complicated
- Don't know how
- Other.....
- Yes cause
- Convenient of work
- Easy to evaluate
- Make standard of work
- Other.....

4. Where is your capital money source of your business?

- Private money
- Partnership money
- Loan money

5. Your positive opinion and negative opinion about your capital money

Positive opinion.....

Negative opinion.....

6. According to SARS outbreak and war between Iraq VS USA, What are your solution to survive from this situation?

- Reduce employee
- Price discount
- Look for new market
- Do nothing just wait and see
- Do nothing wait for help from government
- Reduce expense
- Seek more partner
- Do nothing cause didn't get the effect

7. Do you think that SARS outbreak and war between Iraq VS USA have effect to your business in what level and why is that ?

.....

.....

.....

.....

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8. Principle of procure material (from first till last)

-Appropriate price
-Quality and standard
-Beauty
-Endured
-Safety
-Brand/popularity

9. Internal structure of your business

.....

.....

.....

.....

.....

.....

.....

10. Do you accept opinion from employee to plan work?

- No cause.....
- Yes cause.....

11. How often that you have work follow up?

- | | |
|--|--|
| <input type="radio"/> Everytime | <input type="radio"/> Almost everytime |
| <input type="radio"/> Once a month | <input type="radio"/> Once per 2-3 month |
| <input type="radio"/> Once per 4-6 month | <input type="radio"/> Once per 7-9 month |
| <input type="radio"/> Once a year | <input type="radio"/> Never |

Reason of it.....

12. Do you think that government policy is involving to support you business?

- No cause.....
- Yes cause.....

Part 3 Problem of tourism business

1. Your business have employees

- Enough
- Not enough cause appropriate person is hard to find
- Don't have money to pay for
- Other.....

2. What level of satisfaction of you to your employee in care and responsibility with work?

- Very good cause.....
- Good cause.....
- Moderate cause.....
- Not good cause.....
- Bad cause.....

3. Financial problem of your business

- Lower income cause.....
- Inconsistent income cause.....
- Lack of capital money cause.....
- Other.....

4. Necessary equipment (Activities equipment, communication equipment, first aid equipment) and facility for tourist in your business

- Have appropriate number for tourist
- Not have enough
- No money to buy more
- Damage often when use
- Don't have and not necessary
- Other.....

5. Do you satisfy with efficiency of your administration system in what level?

- Very good cause.....
- Good cause.....
- Moderate cause.....
- Not good enough cause.....
- Have to develop cause.....

6. Internal work in your business

- No problem cause.....
- Have problem cause
- Overlapping work
- Can't get along with colleague
- Do not understand their role
- Others.....

7. Cooperation with related organization

- No problem cause.....
- Have problem cause
- Officer is hard to contact
- Bribery
- Employee do not cooperate
- Others.....

8. Relationship pattern with employee

- Family pattern
- Brotherly pattern
- Boss-employee pattern

Reason.....

9. Do you think that relationship pattern that you use to your employee have impact to them on work?

- Yes cause.....
- No cause.....

10. What do you think about your work evaluation?

- Enough cause.....
- Not enough cause.....

Part 4 Suggestion

1. Vision of you to your business

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.....

.....

.....

2. Your suggestion

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.....

.....

Thank you for your kindness

#####

APPENDIX B
QUESTIONNAIRE
CONDITION AND PROBLEM OF SPORT MANAGEMENT IN TOURISM
BUSINESS FROM TOURISM BUSINESS OPERATIONAL STAFF

1. Gender of responder
 - Male
 - Female
2. Highest education graduated
 - Primary school
 - Junior high school
 - Senior high school
 - Bachelor's Degree major.....
 - Higher than Bachelor's Degree major.....
 - Other.....
3. Position.....period of work in this business.....years
4. Type of employment Full time Freelance
5. Work experience in tourism.....years In sport.....years
6. Do you think that you're sport lover?
 - Yes cause.....
 - No cause.....
7. Have you ever past any training for more knowledge?
 - Never cause Not interest
 - Not necessary
 - Never know the courses
 - Do not have time to participate
 - Others
 - Yes on.....Article
8. Do you know that activity on your service is one kind of sport?
 - Don't know cause.....
 - I know cause.....

9. Do you think that equipment you have is enough for tourist?

- Yes cause.....
- No cause.....

10. Do you think that your equipment are in standard?

- Already in standard
- Not in standard cause.....
-

11. You check the equipment

- Everytime before and after use
- Everytime before use
- Everytime after use
- 1-2 time per week
- 1-2 time per month
- Never

Reason of doing this.....

12. Equipment storage room

- Have storage room
- Not have storage room

13. Equipment keeping

- Keeping by how they use
- Keeping by own satisfy
- Keeping by around use area

14. First aid equipment

- Bring out everytime
- Bring out sometime depend on tourist
- Bring out sometime depend on weather
- Never bring out

15. Communication equipment

- Not have cause.....
- Have please notify.....

16. Causes of accident that happen to tourist (From first till last)

-Carelessness of tourist
-Quickly changed weather
-Broken equipment
-Too many tourist
-Physical condition

17. Do you have standard working process?

- Yes cause.....
- No cause.....

18. What do you think about having standard working process?

- Appropriate cause
 - Make work easier to do
 - No work dispute
 - Make system of work
 - Others.....
- Not appropriate cause
 - Not necessary
 - Can work already
 - Others.....

19. Relationship pattern with executive

- Family pattern
- Brotherly pattern
- Boss-employee pattern

Reason.....

20. Do you think that relationship pattern with executive have impact to your work perform?

- Yes cause.....
- No cause.....

Suggestion

1. Vision to your business.....
-
-
-
-

2. Suggestion.....
.....
.....
.....



APPENDIX C

TOURISM BUSINESS ADDRESS

1. Camping Side Center
31 ซ.จรัสสันทวงศ์ 77/3 ถ.จรัสสันทวงศ์ บางพลัด กทม. 10700
2. Dive Master
110/63 ซ.ลาดพร้าว 18 ถ.ลาดพร้าว แขวงลาดยาว เขตจตุจักร กทม. 10900
3. Nature Trek
86 ถ.ประชาชื่น แขวงลาดยาว เขตจตุจักร กทม. 10900
4. Bike & Travel
802/756 หมู่ 12 ซ.ริเวอร์ปาร์ค10 ถ.พหลโยธิน ต.คูคต อ.ลำลูกกา จ.ปทุมธานี 12130
5. Nature Traveller
3476/5 ปากซอยลาดพร้าว 138 ถ.ลาดพร้าว แขวงคลองจั่น เขตบางกะปิ กทม. 10240
6. Eco Network International
235 ซ.สุขุมวิท 31 ถ.สุขุมวิท แขวงคลองตัน เขตคลองเตย กทม. 10110
7. Sea Voyage Dive
675/3 หมู่ 5 ถ.พญา-นาเกลือ ต.หนองปรือ อ.บางละมุง จ.ชลบุรี 20150
8. Aqua Sports
45/02 ซ.สุขุมวิท 31 ถ.สุขุมวิท แขวงคลองเตยเหนือ เขตวัฒนา กทม. 10110
9. BK Atlantis Adventure
75/50 อาคาร โอเชียนทาวเวอร์ 2 ชั้น 24 ซ.สุขุมวิท 19 ถ.สุขุมวิท 21
แขวง/เขต คลองเตย กทม. 10110

10. Panorama Adventure

1055/1413 อาคารอาร์ซีเค ชั้นที่51 ถ.สีลม แขวงสีลม เขตบางรัก กทม. 10500

11. Wild Watch Thailand

318 ถ.แม่น้ำแคว ต.ท่ามะขาม อ.เมือง จ.กาญจนบุรี 71000

12. Ventura Adventure Tour

56 แสปปี้แลนด์ ซ.2 ถ.ลาดพร้าว แขวงคลองจั่น เขตบางกะปิ กทม. 10240

13. Forra Travel & Diving

19/6 ซ.สตูลธานี ต.พิมาน อ.เมือง จ.สตูล 91000

14. ท่องไพรทัวร์

197/10 หมู่บ้านเฟื่องฟ้า 2 หมู่14 ซ.1/2 ถ.ฉิมพลี-รัชฎาธิฐาน แขวงบางตลาด เขตตลิ่งชัน กทม. 10170

15. River Wild

323/24 ซ.ประชาอุทิศ 4 ถ.ประชาอุทิศ แขวง/เขต ราษฎร์บูรณะ กทม. 10140

16. S.T.D.Camping Tour

32/15 หมู่10 ซ.สหกรณ์4 ถ.นาคนิवास ลาดพร้าว กทม. 10230

17. The Nature Adventure

111/42 คอนโดทีลาเกรสซีเดนที่ชั้น1 หมู่4 ซ.รร.บรรจบรักษ์ ถ.รังสิต-นครนายก ต.ประชาธิปไตย อ.ธัญบุรี จ.ปทุมธานี 12130

18. Wild Watch (Thailand)

211 หมู่7 ต.ช่องสะเดา อ.เมือง จ.กาญจนบุรี 71190

19. Holiday Diving Club

206/66 ถ.พัทธากลาง ต.หนองปรือ อ.บางละมุง จ.ชลบุรี 20260

20. Family Sea Diving

15/2 หมู่6 ถ.พัทธาสาย 3 ต.นาเกลือ อ.บางละมุง จ.ชลบุรี 20150

21. Bangkok Travel Bike

44/25 หมู่7 ถ.ราษฎร์พัฒนา สะพานสูง กทม. 10240

22. N.S. Tour & Adventure (Thailand)

42 รร.เวียงใต้ ถ.ธานี แขวงตลาดยอค เขตพระนคร กทม. 10200

23. KC Kayak

235 หมู่1 แขวงบางปะกอก เขตราษฎร์บูรณะ กทม. 10140

24. HuaHin Adventure Tour

69/8 อภิรัตน์พลาซ่า ถ.เพชรเกษม ต.หัวหิน อ.หัวหิน จ.ประจวบคีรีขันธ์ 77110

25. แพกิตติ

152 หมู่ 3 ต.ท่าเสา อ.ไทรโยค จ.กาญจนบุรี 71500

26. เหนือฝายแคมป์

215 หมู่ 1 ต.ลำพันตา อ.นาดี จ.ปราจีนบุรี 25220

27. River Canoe Travel Service

3/7 ซ.โรงหีบอ้อย ต.บ้านเหนือ อ.เมือง จ.กาญจนบุรี 71000

28. เกาะช้าง ไลฟ์พอยท์

103 หมู่บ้านคลองพร้าว หมู่4 ต.เกาะช้าง กิ่งอ.เกาะช้าง จ.ตราด 23120

29. Nature Focus

129/1 หมู่4 ซ.4 ถ.ป่าจ้าว ต.รอบเวียง อ.เมือง จ.เชียงราย 57000

30. Family Tribal Trekking

12/2 ซ.เปาสามขา-บ้านใหม่ ต.ออนกลาง อ.เมือง จ.เชียงใหม่ 50320

31. Eagle House Pon & Annie Trekking

16 หมู่3 ถ.ช้างม้อยเก่า ต.ช้างม้อย อ.เมือง จ.เชียงใหม่ 50200

32. Green Bike & Travel

460/70 หมู่ 8 ซ.บ้านฉัตรแก้ว ถ.พินธุโลก-อุตรดิตถ์ ต.สมอแข อ.เมือง จ.พินธุโลก 65000

33. ภูคอยแคมป์ไฮด์

637หมู่1 ซ.6 ถ.ประเวศไพรวัน ต.อ้อมผาง อ.อ้อมผาง จ.ตาก 63170

34. Sam Trekking & Travel Service

142 ซ.บ้านแก้วเกศที่ห้า ถ.เจริญประเทศ ต.ช้างคลาน อ.เมือง จ.เชียงใหม่ 50100

35. R.C.N. Tour & Trekking

35 ซ.7 ถ.มูลเมือง ต.ศรีภูมิ อ.เมือง จ.เชียงใหม่ 50200

36. ชัมมิต อีโคทัวร์

42/2 หมู่11 ถ.เชียงใหม่-ฮอด ต.ช่วงเปา อ.จอมทอง จ.เชียงใหม่ 50160

37. River Raft

50/6-7 ถ.หน่อคำ ต.ในเวียง อ.เมือง จ.น่าน 55000

38. World Story Adventure Tours

136/4 ถ.ราชภาคนัย ต.พระสิงห์ อ.เมือง จ.เชียงใหม่ 50200

39. กิรินทร์ทัวร์แอนด์เทรค
14-14/1 ซ.1 ถ.ลอยเคราะห์ ต.ช้างกลาง อ.เมือง จ.เชียงใหม่ 50100
40. เพิ่มชัยเทรคกิ้ง
101/1 หมู่4 ซ.บ้านเวียงใต้ ถ.ราษฎร์บำรุง ต.เวียงใต้ อ.ป่าข่อย จ.แม่ฮ่องสอน 58000
41. I Dare You Trekking & Tour
100/1 ถ.ราชดำเนิน ต.ศรีภูมิ อ.เมือง จ.เชียงใหม่ 50200
42. ปะทะทะ ฮอติเคย์ แคมป์
49 หมู่ 1 หมู่บ้านปะทะทะ ต.แม่ละมุ้ง อ.อุ้มผาง จ.ตาก 63170
43. Trekking Center Tour
368 ถ.ท่าแพ ต.ช้างม่อย อ.เมือง จ.เชียงใหม่ 50300
44. Trekking Collective
25/1 ถ.ราชวิถี ต.ศรีภูมิ อ.เมือง จ.เชียงใหม่ 50200
45. Green Wing Eco Adventure Tour
116/17 หมู่4 ถ.เชียงใหม่-คอยสะเก็ด ต.ตลาดฝืน อ.คอยสะเก็ด จ.เชียงใหม่ 50220
46. CML Eco Travel
288/6 ซ.เชียงใหม่แลนด์ ถ.ช้างกลาง ต.ช้างกลาง อ.เมือง จ.เชียงใหม่ 50100
47. Frency Trekking
530/10 ถ.บรรพปราการ ต.เวียง อ.เมือง จ.เชียงราย 5700
48. Jame & Jack Tribal Trekking
8 ซ.5 ถ.มูลเมือง ต.ศรีภูมิ อ.เมือง จ.เชียงใหม่ 50200

49. สามล้านเทรค

7/2 ถ.สามล้าน ต.พระสิงห์ อ.เมือง จ.เชียงใหม่ 50200

50. Siam Bike Travel

108 หมู่5 ต.สันพระเนตร อ.สันทราย จ.เชียงใหม่ 50210

51. Brownie Trek'n Tour

711 ซ.5 ถ.ราชภาคนัย-พระปกเกล้า ต.พระสิงห์ อ.เมือง จ.เชียงใหม่ 50200

52. Green Pedal Tour

40 ถ.ท่าแพ ต.ช้างม่วย อ.เมือง จ.เชียงใหม่ 50300

53. มนตรี อีโกทัวร์

116/10 หมู่ 1 ต.ช้างเผือก อ.เมือง จ.เชียงใหม่ 50300

54. Top Thailand Adventure Tour

104 ถ.ราชดำเนิน ต.ศรีภูมิ อ.เมือง จ.เชียงใหม่ 50200

55. แคมป์สุขเสถียร

303 หมู่ 4 ซ.บ้านแม่กลองใหม่ ถ.แม่สอด-อุ้มผาง ต.แม่กลอง อ.อุ้มผาง จ.ตาก 63170

56. Fantasea Divers

219 ถ.ราษฎร์อุทิศ 200 ปี ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

57. Similan Scuba Sport

94 ถ.ทวีวงศ์ ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

58. Trang Camping And Tour

66/7 ถ.สถานี ต.ทับเที่ยง อ.เมือง จ.ตรัง 92000

59. P.I.D.C Divers

1/10 หมู่5 ซ.อ่าวฉลอง ถ.วิเศษ ต.ราไวย์ อ.เมือง จ.ภูเก็ต 83130

60. Andaman Scuba Venture

111/22 หมู่4 ถ.ปลัก ต.กะรน อ.เมือง จ.ภูเก็ต 83100

61. จังเกิลแอดเวนเจอร์ การท่องเที่ยว

63 ซ.กองวักซัน3 ถ.เทศบาล16 ต.ปากช่อง อ.ปากช่อง จ.นครราชสีมา 30130

62. S & P Adventure

158/31-32 ถ.เขาวราช ต.ตลาดใหญ่ อ.เมือง จ.ภูเก็ต 83000

63. ซีบีส ซับมาริน ไคฟ์วิงคลับ

1/3 หมู่9 ถ.วิเศษ ต.ราไวย์ อ.เมือง จ.ภูเก็ต 83130

64. West Coast Divers

120/1-3 ถ.ราษฎร์อุทิศ 200 ปี ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

65. E-Dive

21/6 ถ.เพชรเกษม ต.คึกคัก อ.ตะกั่วป่า จ.พังงา 82190

66. Jungle Kayak

71 หมู่4 ถ.ฉลุง-ละงู ต.ละงู อ.เมือง จ.สตูล 97740

67. Padel Asia TaruTao Kayakking

938 หมู่2 ถ.ละงู-ปากบารา ต.ปากน้ำ อ.ละงู จ.สตูล 91110

68. Amazing Sea Canoe Tour

63/425 หมู่4 ซ.5/6 ถ.เจ้าฟ้านอก ต.วิชิต อ.เมือง จ.ภูเก็ต 83000

69. Sea Kayak Krabi

40 ถ.รื่นฤดี ต.ปากน้ำ อ.เมือง จ.กระบี่ 81000

70. Planet Scuba and Wild Planet

328 หมู่3 ต.อ่างทอง อ.เกาะสมุย จ.สุราษฎร์ธานี 84140

71. ไฟล์ไคฟ์วิ่ง

43/2 ถ.ราษฎร์อุทิศ 200 ปี ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

72. Diving Today

20 หมู่ 1 ซ.นายะ ถ.วิเศษ ต.ราไวย์ อ.เมือง จ.ภูเก็ต 83130

73. Canoeing Trip Phuket

100/36 หมู่5 ถ.เฉลิมพระเกียรติ ร.9 ต.รัชฎา อ.เมือง จ.ภูเก็ต 83000

74. Holiday Sea Canoe Tour

25/44 ถ.แม่หลวน ต.ตลาดเหนือ อ.เมือง จ.ภูเก็ต 83000

75. Phuket Siam Sea Canoe

58 หมู่2 ต.ราไวย์ อ.เมือง จ.ภูเก็ต 83130

76. Safety Divers

10/3 ถ.สวัสดิรักษ์ ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

77. บ่อผูกไคฟ์วิ่ง

93/2 หมู่1 ต.บ่อผูก อ.เกาะสมุย จ.สุราษฎร์ธานี 84320

78. Eco-siam

19/36 ถ.เจ้าฟ้า ต.วิชิต อ.เมือง จ.ภูเก็ต 83000

79. Wild Discovery Travel Network

24/126 หมู่ 2 ซ.7 ถ.เทพกระษัตรี ต.รัชฎา อ.เมือง จ.ภูเก็ต 83000

80. คลองม่วงอีโคทัวร์

49 หมู่ 6 ต.อ่าวนาง อ.เมือง จ.กระบี่ 81000

81. ภูเก็ตพื้่นวาแคะ

78/12 ถ.เจ้าฟ้า ต.ตลาดเหนือ อ.เมือง จ.ภูเก็ต 83000

82. Sea Hawk Divers

222/2 ซ.รร.ใสน้ำเย็น ถ.สวัสดิรัถย์ ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

83. Scuba Biker

27/140 หมู่ 8 ถ.เจ้าฟ้าตะวันออก ต.ฉลอง อ.เมือง จ.ภูเก็ต 83130

84. Tarzan Safari Eco Nature Tour

21/1 หมู่ 7 ถ.เพชรเกษม ต.คึกคัก อ.ตะกั่วป่า จ.พังงา 82190

85. Island Queen Canoe

10/305 หมู่ 3 ซ.หมู่บ้านจอมทองธานี ถ.ขวาง ต.วิชิต อ.เมือง จ.ภูเก็ต 83000

86. Bubble Maker Dive Team Phuket

8/15 หมู่ 2 ต.กะรน อ.เมือง จ.ภูเก็ต 83100

87. Smile Divers

119 หมู่ 2 ต.อ่าวนาง อ.เมือง จ.กระบี่ 81000

88. ดันตา Sea Kayak

174 หมู่ 1 ต.ศาลาด่าน อ.เกาะตันตา จ.กระบี่ 81150

89. Phuket Paddle Club

127/14 ต.กะรน อ.เมือง จ.ภูเก็ต 83100

90. ศรีฟ้าดำน้ำ

33/103 หมู่1 ถ.ปถัก ต.กะรน อ.เมือง จ.ภูเก็ต 83100

91. Century Kayaking

272 หมู่ 2 ต.อ่าวพระนาง อ.เมือง จ.กระบี่ 81000

92. Phuket Pro Dive & Sail

53/18 ถ.ไสยวน ต.ราไวย์ อ.เมือง จ.ภูเก็ต 83100

93. หาดรินไดฟ์เวอร์ส

128/7 หมู่6 ต.บ้านใต้ อ.เกาะพะงัน จ.สุราษฎร์ธานี 84280

94. ABC Divers

136 หมู่1 ต.แม่่น้ำ อ.เกาะสมุย จ.สุราษฎร์ธานี 84330

95. ตริง Eco Tour

134/2-5 ถ.วิเศษกุล ต.ทับเที่ยง อ.เมือง จ.ตรัง 92000

96. The Dive Center Kata

64/73 หมู่3 ต.กะรน อ.เมือง จ.ภูเก็ต 83100

97. Phuket Dolphin Divers

114/59-60 ถ.ท้ายนา ต.กะรน อ.เมือง จ.ภูเก็ต 83100

98. Scuba Junction

10/4 หมู่1 ต.เกาะเต่า อ.เกาะพะงัน จ.สุราษฎร์ธานี 84280

99. Jungle Joe Trekking

110/184 ถ.ทิววงศ์ ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

100. Laguna Fun Divers

165 หมู่3 ต.ศาลาด่าน ต.เกาะลันตา จ.กระบี่ 81150

101. Trip Trek Tour

222-26 ซ.นิลสิทธิ์มารีน่าอินน์ ถ.ทิววงศ์ ต.ป่าตอง อ.กะทู้ จ.ภูเก็ต 83150

102. Diving Sport Club

69/512 หมู่ 1 ถ.เจ้าฟ้า ต.วิชิต อ.เมือง จ.ภูเก็ต 83000

103. Captan Caveman Dive Master

45 หมู่3 ต.บ่อผุด อ.เกาะสมุย จ.สุราษฎร์ธานี 84320

104. Dive in Deep

162/8 หมู่2 ต.อ่าวนาง อ.เมือง จ.กระบี่ 81000

105. ฟังงา Eco Tourism

2/3 ถ.ชุมพร ต.ตลาดใหญ่ อ.เมือง จ.ภูเก็ต 83000

106. Blue Star Divers

169/1 หมู่2 ต.บ่อผุด อ.เกาะสมุย จ.สุราษฎร์ธานี 84320

107. Reef Watch World Wide

48/23 ถ.กระบี่-เขาทอง ต.ปากน้ำ อ.เมือง จ.กระบี่ 81000

108. Holiday Diving Club

69/131 ภูเก็ตวิลล่า 3 ซ.ผลเจริญ2/1 ถ.เจ้าฟ้า ต.วิชิต อ.เมือง จ.ภูเก็ต 83000

109. ตริ้ง Scuba Dive Center

53/33-34 ถ.ห้วยยอด ต.ทับเที่ยง อ.เมือง จ.ตรัง 92000

110. Visa Diving Center

77 หมู่ 7 ต.อ่าวนาง อ.เมือง จ.กระบี่ 81000

111. Nantilus Divers & Adventure Tour

5/33 หมู่ 2 ถ.กะตะน้อย ต.กะรน อ.เมือง จ.ภูเก็ต 83100

112. Mister Kayak Thailand

52 หมู่ 2 ถ.อ่าวนาง-ช่องพลี ต.อ่าวนาง อ.เมือง จ.กระบี่ 81000

113. รีมปีงแอดเวนเจอร์

17 หมู่ 5 ซ.3 ถนนเชียงใหม่-ดอยสะเก็ด ต.สันพระเนตร อ.สันทราย จ.เชียงใหม่
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