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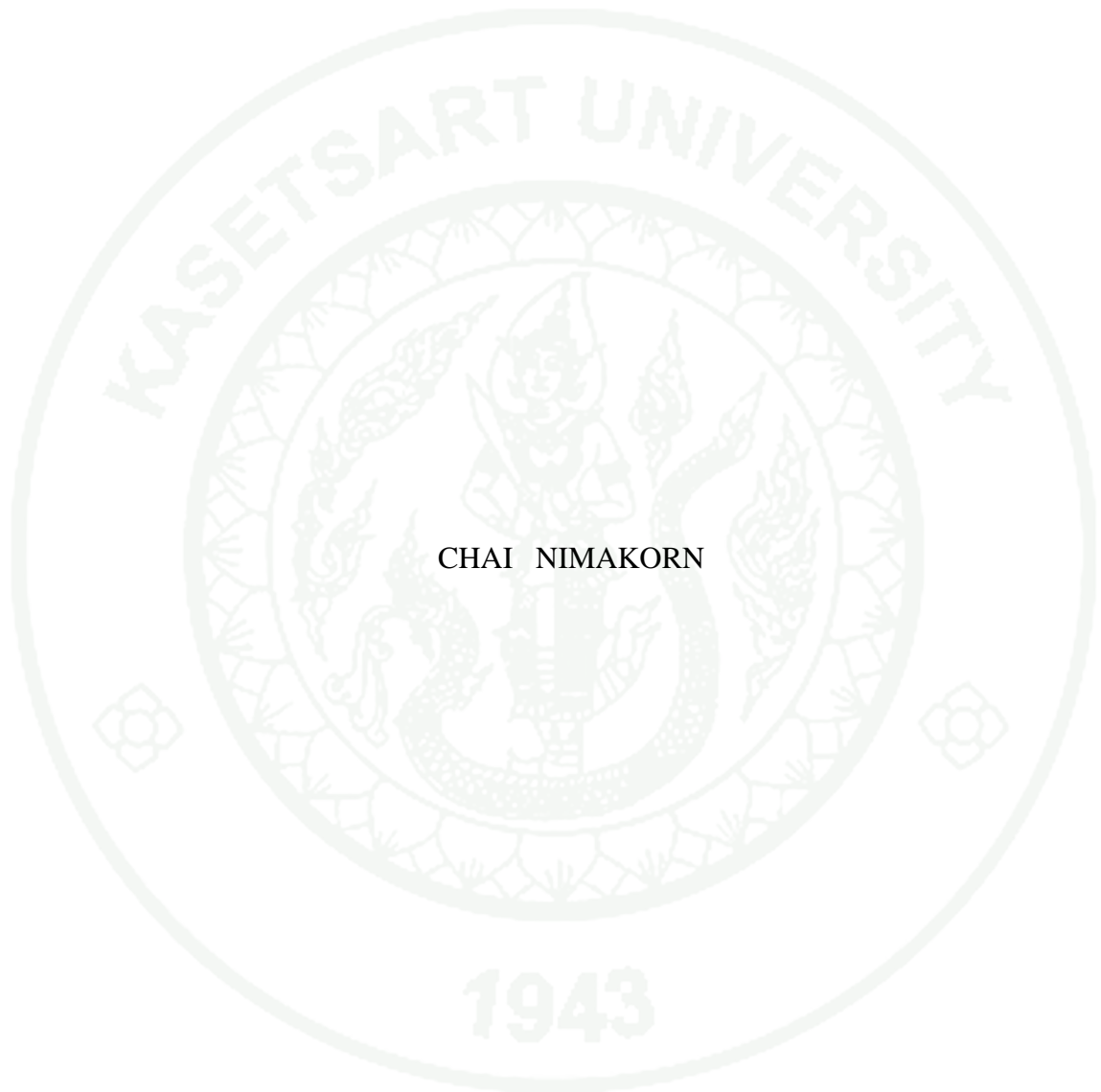
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THESIS

A BUSINESS MODEL DEVELOPMENT FOR A PROFESSIONAL WOMEN'S
VOLLEYBALL LEAGUE IN THAILAND



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A Thesis Submitted in Partial Fulfillment of
the Requirements for the Degree of
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Chai Nimakorn 2013: A Business Model Development for a Professional Women's Volleyball League in Thailand. Doctor of Philosophy (Sports Science), Major Field: Sports Science. Thesis Advisor: Associate Professor Supitr Samahito, Ph.D. 230 pages.

This study was to find out a suitable business model for Professional Women's Volleyball League in Thailand. The samples were purposive sampling, composed of 2 representatives from Sports Authority of Thailand, 2 executives from the Thailand Volleyball Association, 2 executives of Thailand Volleyball League, and 4 club executives, besides, 6 different type of media representatives, 7 sponsors, 36 sports personnel of different posts; they were, coaches, players, referees, match statistics staffs, teams staffs, organizing committee staffs, totally 162 samples..

The researcher used questionnaires with rating scale, in 5 sets of open ended questions and additional interview by following to the open ended questions. The questionnaires has been through the reliability by test-retest from the 20 identical samples with the target groups and find the correlation coefficient(r), tested by Pearson Product Moment Correlation Coefficient, then test the significance level at .05 with reliability of questionnaires equal to 0.89. In finding the constructed validity of the 5 sets of questionnaires, the research found index of Item Objective Congruence (IOC) from 5 specialists. In collecting data, the researcher collected by himself during September 2012 to January 2013. Then, analyzed data quantitatively in terms of percentile, means, and standard deviations. As for the qualitative data, the researcher analyzed by qualitative content analysis.

The results revealed that the national women's volleyball players have high performance. They are good enough to become women's professional players as their performances are in the world level. Another data has shown the strengths, weakness, opportunity and threats, as well as the success factors in administration and management which reflect the lack of the professional business operation plan for professional women's volleyball league, with the recommendations will eventually improve both professional and the national volleyball team of Thailand.

Student's signature

Thesis Advisor's signature

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LIST OF ABBREVIATIONS

AFC	=	Asian Football Confederation
AVC	=	Asian Volleyball Confederation
CEO	=	Chief Executives Officer
CRM	=	Customer Relation Management
CSR	=	Corporate Social Responsibility
DJ	=	Disc Jockey
FAT	=	Football Association of Thailand
FIFA	=	Fédération International de Football Association
FIVB	=	Fédération Internationale de Volleybal
KOVO	=	Korea Volleyball Federation
KU	=	Kasetsart University
MOU	=	Memorandum of Understanding
NBA	=	National Basketball Association
PR	=	Public Relations
SAT	=	Sports Authority of Thailand
TPL	=	Thai Premier League
TVB	=	Thai Volleyball Co., Ltd.
TVA	=	Thailand Volleyball Association
TVL	=	Thailand Volleyball League
VC	=	Volleyball Club
VIK	=	Value In Kinds
VIP	=	Very Important Person
VIS	=	Volleyball Information System
VTL	=	Volleyball Thailand League
V.V.I.P.	=	Very Very Important Person
WVTL	=	Professional Women's Volleyball Thailand League

CHAPTER I

INTRODUCTION

Statement of Problem

History of Professional Sports

The world has adopted professionals in the past decades and the influence of professional sports, sport management and sport marketing concept, has been adopted among Thai sports organization more and more as the sport industry grows. The sport business sector is being turned into entertainment. Even the Olympic Games has been allowing more professional players to participate in Olympic Games. We are all aware that the NBA basketball players were welcome to play as the dream team represented the U.S.A. in the Barcelona Olympic Games.

The world of modern sports started around before the turn of 19th century. The Olympic Games first was started in Greece in 1896. Later, Baron de Coubertin promoted the Olympic philosophy “participation in sports is more important than winning”, for the spirit of volunteerism in sports. Olympic Games get more popular, the sports are well received worldwide, at the expenses of the organizing countries which have to subsidize the games with sweats and tears of the their people, until Mark Ueberroth organized the profitable Olympic Games for the first time, in Los Angeles Olympic Games, USA in 1984.

Globally, sports has been professionalized in USA in around 1960, one of the evidences is made by Mark McCormack the founder of IMG as he wrote “my only credential is that I run a sports marketing company, which I started 35 years ago in Cleveland, Ohio, with US\$500 in capital, called International Management Group, or simply IMG”. (McCormack, 1995).

The professionalism of sport spread over to Europe in around the 1970s and one of the early sports marketing company was called West Nally Limited, and later on came ISL in 1970's. The professional sport business arrived in Asia to Japan when Dentsu opened the sport marketing department in 1984, then followed by Hokukudo is Sport Business International Magazines.

As for Thailand, the 1998 Asian Games was a historical event where we hired ISL-Dentsu as marketing agent to sell the sponsorship and licensing of games. As the sport business is too new for Thailand to cope with technical aspects of the business practices and connection with the sponsors were not well set at that time.

With the growth of computer and IT technology, TV, internet, and social media are playing more and more important roles in the streams of income for sports, and the way of sports are organized and mixed with music and other artistic performances to entertain spectators in the stadium and at home until the business is called sport entertainment business nowadays.

Using Professional Football League as Benchmark

In Thailand, even though football is the biggest sport in the recent years, from the survey, Dusit poll has listed Thai volleyball as the best sport that Thai people are proud of. However football has been using as the benchmark for any other sports as best practice in Thailand and volleyball has no exception in the eyes of public including the Sports Authority of Thailand. Professional sport is a kind of entertainment businesses which has the structure, mechanism, compositions, of business of elements and must fall into the same business category such as league structure, spectators, media and sponsors. The business operation departments are board of directors, managing director or CEO, team management, event organizing management, marketing management, fan clubs management, sponsorship, etc. Only the nature of sports and playing rules are different, football use feet and volleyball use mainly hands, with different sizes of court and equipments.

In 2009-2011, the Sports Authority of Thailand (SAT) brought in sport marketing and broadcasting company for doing public relations, live telecasting, selling sponsorship, which was mainly televised through SAT's Sport TV channel. The agency could hardly get sponsors and the PR scale was limited. However, SAT saw the boom of Thai Premier League (TPL) and imposed similar conditions of club licensing system from Asian Football Confederation (AFC) imposed on Teams for Football Association of Thailand (FAT). (Asian Football Federation, 2008)

1. Players, majority of players in a team must be professional. (16 players in 2009 and 20 players in 2012).
2. Coaches and officials must be trained and qualified, and competent management staff. (AFC Professional License Diploma or equivalent).
3. Facilities, the club has or can guarantee the use of both stadium and training site with certain facilities, minimum capacity of 3,000 seats.
4. Legal, the club is a commercial entity under its national law. Cross-ownership of the club is not allowed. The directors and employees of one club are not employed by any other clubs nor do they process the shares of any other clubs. It prepares annual financial statement and submits to the league.
5. Management, the club is in sound management. All clubs have competent management staffs that are in charge of the tasks such as competition, marketing, media and finance.
6. Fans and admissions, the club has a good relationship with its community. All clubs conduct activities contributing to the local community of the hometown. Admission is charged and gate receipt is one of the main sources of income. All the clubs have revenue such as:

6.1 Gate receipts

6.2 Media rights

6.3 Sponsorship

6.4 Merchandising

6.5 Transfer fee income

6.6 Revenue distributed from the league

7. Local government, the club is supported by its local government. All the clubs can get support from a local government in the following areas:

7.1 Use of a home stadium

7.2 Use of a training site

7.3 Improvement of access to the stadium for the fans.

8. Youth development, the club invests in youth development programs.

The above requirement should be considered as a benchmark for the professionalization of clubs in Thai Premier League. Although the clubs in TPL are now under the process for professionalization, even top clubs in TPL have not fully fulfilled the above requirements.

In addition to the above criteria, Football Association of Thailand (FAT) is commencing the Federation International de Football Association (FIFA) club licensing regulations which mention that confederation shall establish confederation club licensing regulation by season 2009-2010 at the Vision Thailand, Project FAT. Strategic Development Plan. (Asian Football Federation, 2008)

Thai Women's Volleyball

Thai women's volleyball has excellently achieved the record of Asian Champion in 2009 which many people could not believe, but it was a real victory then. And recently, (in September 2012) the women's volleyball national team won the Asian Champion title again when Thailand women's team won over China in Kazakhstan at Asian Volleyball Confederation Championship 2012. Thai Women's Volleyball is rising to the top of Asia and ranks the 12th of the world.

In Thailand, professional volleyball league has been implemented for almost a decade, but not yet been professionally operated, however the name is so-called professional league. The clubs do not really invest in players and their human resources as incomes are not enough to justify such professional investment, the clubs' incomes combined with the championship awards does not cover their annual expenses. Therefore, many volleyball clubs has to stop their operations.

Criteria for the Management of Professional Volleyball

The Sports Authority of Thailand (SAT) set criteria for the management of professional volleyball team for season 2010-2011 as follows. (Sports Authority of Thailand, 2010)

1. There must be a competition organizing manager
2. There must be a sponsorship and financial manager
3. A fan club manager
4. Public relations manager
5. Venue manager

However, the criteria are flexible for the time being for professional volleyball. Few teams have actually passed the criteria, but the show must go on. In order to pass the evaluation, SAT give the minimal pass marks to all teams with the hope to improve in the following year by setting more realistic standards, and set up a Memorandum of Understanding (MOU) signing ceremony with the professional volleyball team to perform with the promise to support more in 2012.

The SAT promised to support each team 500,000 baht which jumps from 160,000 baht. And may further increase the support in form of rubber flooring system and monetary awards for the champion 1,000,000 baht. The supports are scheduled to last for 5 years expecting the professional volleyball will be independent in 2016. This leads to the challenge can the personnel in the league really pass the criteria of SAT without helping in evaluation.

From Amateur to Professional Volleyball

Over - Expected Achievement

Salute to the people of Thai volleyball for their great achievements of Thailand volleyball in the Asian and World arena. Through their hard work, devotion, sincerity, and sacrifice in the past three decades volleyball in Thailand is now in the stage of early growth, as an amateur sport, volleyball performed recently especially in 2011, outstandingly beyond any expectations of the fans and public by achieving the 6th world ranking in 2011 Women's World Grand Prix. The association has been once again, awarded the best women's team sports association over and over again by the Sports Authority of Thailand as well as by the Ministry of Tourism and Sports in 2011.

Sooner or later, this position will become the benchmark to shift the stakeholders' expectations, people and fans to the world level without a compromise, and aim for better achievements.

So far, the vision, mission and objectives of Thai volleyball as an amateur volleyball association are well knitted among few top leaders and well implemented through value of the team spirit of volleyball volunteers with history of sacrifice along the past 3-decades of Thailand Volleyball Association since 1984, 27 years under the leadership of high ranking officers from the Ministry of Interior as mentioned in souvenir book the 50 years of Thailand Volleyball Association (Thailand Volleyball Association, 2010)

The Thailand Volleyball Association is among the best performers of Thailand sport associations. However, Thai volleyball is just at the beginning stage if consider of being in professional arena when compared to other international leagues in Asia and Europe. Still away from reaching the ceiling of the full professional league practices, in management, marketing, finance and human resources, sponsorship, media, fan club, entertainment and quality management, which are yet to be developed despite its high potential.

Successful amateur women's volleyball has created the pride to the people in volleyball with the best players, best coaches, and best sport association in Thailand. These bring complacency within the pride among volleyball people who are most government officials. They are excellent volunteers and praised by all people in the sport circle for their devotion, transparency and sacrifices. But they are not aware that running a professional volleyball is a different matter than ordinary volleyball which is run the team to perform well in the competition, and arrange the competitions according to the FIVB's acceptable standards, and many time just close an eyes on venue standards, and run the events at the low cost as possible to pass the day. These are amateur ways.

The Trap of Success

On the other side, the success of amateur volleyball may have negative impacts to professional side of the business. Success in amateur volleyball does not always mean success in professional volleyball. Professional volleyball means business,

which needs professional people to do their job in treating spectators as customers, to listen to their needs, and to improve the business through better services for sponsors and media. Creating more business to make the sports profitable, which even for the amateur, fund raising is also important.

Through the participation in management meeting and attending TVB seminars, the following points are initially observed and required attentions in future development of Professional Women's Volleyball League in Thailand. There are:

1. Lack of business experience

The people in volleyball are mostly from the public sector. They had practice of spending the least, saving money from the sponsors, being transparent with budgeting, running at costs, paying minimum to employee or no pay for volunteers. But in the professional environment, coach and players are getting paid at minimum to moderate compensation with also no welfare while the personnel are not being paid by salary, just some allowances at work on site which cannot be justified as income for good living. All must have the permanent jobs for family and personal living. As sport marketing and sport management is a new issue in Thailand. There are only a handful of people, who understand the business of sport.

2. Lack of business concept

It is hard to attract sponsors to support the volleyball activities. The management may not know how to draw and attract big sponsors, and how to work with them to generate business for them, or not even know what the optimum price is for a piece of advertising or sponsorship. Therefore the income generated does not match with what is needed for grow the sport professionally.

3. Lack of professional business investor

Most of teams are started by the amateur coach, who is kind-hearted in supporting the student athletes to play volleyball and make them grow into national team to be pride of the nation. They do know how to attract donors but not investors. When the national team win more people come to volleyball, and they get good prices in supporting volleyball with publicity at minimal charge as non-profit organization. On the investor side, they may not know the trick of trade in volleyball. Therefore, most of the sponsors are coming to volleyball with a kind heart, just to help volleyball out, and not coming for profit. Therefore, they do pay for what is to pass the day. But do not really know how to get the marginal profit. So they just spend on the advertising and promotion budget in certain proportion of their sales.

4. Living in the hope for mercy, not the marketer of business opportunity

Professional volleyball tend to wait for some kind companies to donate and support for what they can afford to assist the teams or league and negotiate for the counter offers, while the association honors the past sponsors who have grown up together and provide free advertisements for them in the professional volleyball which again block the opportunity to earn extra income for the new branch of business. The league has no specific objectives and time frame, in managing the WVTL league.

5. Do not determine the rights price of property when sell to sponsor

Professional volleyball do not survey for the right price in the sport market such as football, while sponsors for football spending for some 100 time of volleyball, volleyball people are humble gentlemen in negotiation, without knowing what is really needed to grow professionally, to determine the right competitive market price of sponsorship deals.

6. Cannot hire professional

Without big enough income, the association has to save money to spend for coaches and players, the rest are considered unnecessary, and regarded as volunteers who will not be able to hire top professionals in management and marketing to do fund raising or improve the further popularity of the sport. And they do not find the billionaires to get behind the team business.

Strategic planning made by few people on the top without official sharing vision to the board or members, neither specific target nor shared objective. Most of people do tasks day in day out on routine, and do not really think of strategic improvement.

Potential Improvements

Will the Professional Women's Volleyball Thailand League be sustainable? Why is the professional volleyball league still run mostly by amateur staff. Why is the professional league not fully functioning?

What makes volleyball not professional? How to turn them to professional? The movements of the Volleyball Thailand League from November 2011 until April 2012 through observations:

1. The top national players are not participating in the league as they are playing professional volleyball abroad to gain experiences and receive better incomes. The player levels are mixed among the national players, national junior players, and full time students.

2. The teams' income after prize money and subsidies from SAT can not cover the expenses.

3. The coaches and referees are not professional paid, and sometime, uses students to be the line judges who create bias errors and protests made by teams.

4. There is no purchases and transfer compensation of players, and sport agent as yet.

5. The venue are currently used what is based on availability, many of them are without air-conditions. The toilets are wet and tradition government gymnasium quality. Some gymnasiums are not up to volleyball standards.

6. There are only few teams that have marketing officers to do entertainments, promotions, and find secure sponsorship. But overall it still quite traditional practice or not at all transaction, because of the shortage of professional staffs and limited budget.

The Major Development of the WVTL 2011-2012 Seasons

The professional media, Siam Sports Syndicate is joining to promote the league, and pave the way to handle sponsorship as well as the TV rights of the Volleyball Thailand League 2012. The media has the synergy of integrated multimedia, such as sport newspaper, sport radio, sport website, sport facebook, sport TVs. The sponsor will buy sponsorship from the media because sponsors believe in their power to do publicity to enhance the image of sponsors, with the sponsors' activations sponsors can get business from the public through the impacts of media, as well as from spectators at the stadiums where volleyball matches play.

Then, in December 2011, SAT has signed the MOU with the Professional Volleyball Thailand League. The targets to be achieved through the end of year 2016 with strategic target improvements to be made. (Sports Authority of Thailand, 2011)

1. The money supply in the system of VTL is not big enough to motivate Player act personnel to be full time.

2. The VTL is not playing all year round to general the flow of income to the player and personnel to be working full time for VTL.

3. The top players are playing abroad for bigger money and are not around full time at the Volleyball Thailand League.

4. The club management is ignored without qualified staffs or managers such as fan club, PR, marketing, sponsorship, venue, event, concessionaire, and entertainment manager.

5. Must athlete team operated by the coaches who are not fully paid for volleyball sport, and still working as the government officers.

6. The management is not full time, even though the owners support teams, they have many other businesses to attend, as the stakes are bigger than volleyball which is only for CSR or for reputation, and volleyball cannot make profit as a business at least at this stage.

7. The investors or owner of the team and even the league management or SAT are trying to minimize cost and expenses of the teams and organization of the competitions, rather than generating enough money to deliver the quality league, in term of entertainment, players, facility and equipment standard, and marketing activities. Whereas the event standards should be high enough as provided by competitive industry such as entertainment business, music and festival. Therefore, growing of the league with something 10 percent per year seem does not fit with the scale of budgets for making volleyball professional within 5 years. But, instead, the professional sport would take decades if let it grow naturally.

8. Even though some teams are using people or outsourcing sport marketing agenda who understand the marketing concepts and applying marketing techniques in promotion of the events and sponsorships, the majority teams still do not apply enough marketing in branding building, promotion, PR, advertising, fan club management, sponsorship, tickets sales and merchandising.

Some remarks of Thailand Volleyball Association

1. Players

1.1 Not tall enough should have height average 180 cm

1.2 Not enough younger players

1.3 Lack of specific skills training equipments

1.4 All teams apply not enough sport science application

2. Success of volleyball culture

2.1 Continuity, succession of presidents and technical teams

2.2 Sacrifice, voluntary spirit.

2.3 State enterprises support activities, financial and personnel

2.4 Network of businessmen and business organization

2.5 Teamwork of the technical committee and volunteer

2.6 Local government, ministry of interior to facilitate the distribution of volleyball

2.7 Local dignitary provides supports to activities

2.8 Seniority, not to forget someone's previous supports gratitude

2.9 Secured operation

2.10 Economic, low cost of operations

3. Tradition, management culture

3.1 Hard efforts of TVA working team

3.2 Sincere to volleyball and organization

3.3 Long term planning

3.4 Change leaders of same characters over time

3.5 Grow like trees, gradually but firm

Potential Road Map 2016 of Volleyball Thailand League

1. Thai volleyball at the peak among top Asian amateur volleyball teams.
2. Asian Champion, in 2009, Thailand women's volleyball won the title of Asian Champion.

Early stage of professional sport, after recreational volleyball in the first 25 years, the amateur volleyball took the journey to the top of Asia, become the talk of Asia in the second 25 years in 2009 in Vietnam. Year 2010 is the 6th years of professional volleyball, but 1st year of new momentum of professional league. WVTL needs the reform amateurism into sustainable professionalism. From volunteerism into capitalism, and entertainment business, while keeping the values of sporting spirit and corporate governance, social responsibility and the sporting spirit.

3. International professional players

Professional players play in Turkey and other countries in the professional league with the highest income of 700,000 baht per month in China after Asian Games Guangzhou 2010 which bring back a biggest sum of cash back home in Thailand's volleyball history.

4. To The next level

Unclear vision, mission, objectives for the Professional Women's Volleyball Thailand League. What is the master plan lead to the next level of professional volleyball? What are the success factors and how is the determination and commitment of the TVA board and the Professional League Committee.

4.1 Financial security

Lack of financial security to be full time volleyball professional. Most of the volleyball personnel are transfer from amateur volleyball, still think, and do like amateur volleyball in the past 25 years, and cannot continue cross over to the next professional height, as there is not enough financial incomes and benefits compared to the current career security to support family livings if work full time for Professional Volleyball Thailand League.

4.2 Lack of business and entertainment personnel

We never have and never know what we need to do and to have. Who can help? and how much do we have to pay?. How can we assure success? If we invite someone to help. Does he has authority, and budget to spend? Who decide and how?

4.3 Lack of sponsors

What do we have for them to give us the financial support or financial deals.

4.3.1 Our product is volleyball

4.3.2 Women's volleyball characteristic; Asian Championship by the best team sport association

4.3.3 What does it mean to them; business opportunity, good image of the company, worthwhile. Competitive edge, transfer of volleyball image to the business and product.

4.3.4 What is volleyball mean to people, fan clubs?

4.3.5 Who are the volleyball fans?

4.3.6 How many people, where they are, how can we increase them?

4.3.7 What they do?

4.3.8 What they are using?

4.3.9 Where are they buy?

4.3.10 How we can change them to buy from our sponsors?

4.3.11 How can we help our sponsor to get to them?

4.3.12 How can we back up the sponsor's statement and campaign?

4.3.13 How can we cooperate to ensure our sponsor's business success?

4.3.14 How can we ensure sponsor's satisfaction, beyond expectation?

4.3.15 How can recruit, keep and protect sponsors' long term relationship?

4.4 Lack of sufficient fan clubs

4.4.1 Fan clubs and audience determine the success of the sports

4.4.2 Fan clubs and audience determine the success of the business

4.4.3 Fan clubs and audience determine the investment and the budgets

4.4.4 Fan clubs and audience determine sponsors, media, the life of the league and the sport association

4.4.5 Fan clubs and audience is everything to the sport

4.4.6 Fan club management plan, fan club management team, fan club management budget

4.5 Lack of marketing, and PR team

4.5.1 Marketing responsibility is to build brand of the league and team

4.5.2 By creating motivate communication and activities to turn community into non sport to volleyball audience, and fan clubs.

4.5.3 PR officer is responsible in communicate with the community and the target audience, fan clubs about the events and to build the image of the teams and league.

4.5.4 Media-press relations officer is the one who is responsible for servicing and maintaining good relations with the sport and entertainment media.

4.5.5 To make and create stars, more stars the more popular the sports.

4.5.6 As one of the professional sport, professional volleyball is in the entertainment business.

4.5.7 Audience research, fan club information, audience perception of volleyball, audience. Marketing director, and sponsor relations manager, fan club, PR, press relations manager.

4.6 Lack of legal expertise

There are some issue of player contracts, which does meet with the payment when go to play abroad. Besides, in the future, in business transaction, are legal binding, terms of negotiation has to be formalize through legal contracts, to avoid confusion and arguments. For fairness of treatment, as stakes getting bigger, to avoid misunderstanding, to be fair for all.

4.7 Lack of safety and standards

4.7.1 Safety measures, protection is better than cure, liability insurance

4.7.2 Standards for audience comfort, for the event and the organizer's image and branding.

4.7.3 The professionalism has to elevate from local standards to national standards, international standards, and global standards, as a part of commitment and the reputation, and competitive edge of the organization in comparison to other competitive sports or entertainment.

4.7.4 Who can provide safety and higher standards win the race?

The standard are in the venues, facilities, communication, equipments, systems, process, people, materials, brochures, prints, website, stationary used, from the first we come across, when we contact, arrival for service, parking, greetings, servicing, complaints, follow up, service after sales. Customer life time services. loyalty program. Turning complaint into loyalty. Satisfaction beyond expectation which beyond competitor is the name of the games.

Why Do We Study Professional Women's Volleyball League

The world ranking of Thailand women's volleyball team is much higher than Thailand men's national volleyball team. Therefore the popularity is much more than men's volleyball. And it is easy to market and to do the research. Once the professional women's volleyball is done, the information can be easily applied to study professional men's volleyball.

The structure of business model is common in both professional men's and women's volleyball. Such as the same venues and same facilities on the same days, they are in the same playing environments. We can focus to one group to study instead of two.

It is easier and more exciting to ask and answer about the women's volleyball in the conversation. And the spectators would hardly imagine the information.

Women's volleyball has better chance to become professional volleyball in Thailand and International, looking at the players now being hired to play in many countries for several years while the men's are not.

Media is one of study the subjects, recently more media are covering women's volleyball, as well as sponsors prefer to support professional women's volleyball. Therefore, the researcher decide to study on professional women's volleyball league,

to help promote this kind of sport, before gearing towards professional men's which would have more factors to be improved than women's.

Scope of Study

1. To study the current situation of Professional Women's Volleyball League in Thailand about the opinion on experiences, expectations, success factors, obstacles and recommendation from 5 groups of stakeholders; management, volleyball personnel, sponsor, media and spectators.

2. To study the management model of professional volleyball in foreign countries; Italy and Korea, in order to be in development of business model for professional women's volleyball in Thailand.

3. To apply the results of the FIVB management model 2007 into business models and present to check suitability of the application among the executive who are representative from TVA, TVB, fan clubs, academic person, involved with professional women's volleyball and football.

Objectives

1. To develop the business model of Professional Women's Volleyball League in Thailand.

2. To investigate why the Professional Women's Volleyball League in Thailand is not professional as yet, despite of current success in international elite volleyball and try to find out what can be done to make the league functions as professional league.

Expected Results

1. To find the suitable business model for professional women's volleyball in Thailand
2. To make volleyball as a career for the players and the people related to volleyball.
3. To find the elements in turning women's volleyball from amateur to professional sports.

Definitions of Terms for this Research Paper

Profession

Profession is a sustainable business needs someone to be specialized and concentrate on providing quality services up to the spectator the fan club expectation, if they do not enjoy or feel comfortable, the fans will not last for long and will not be coming back next time or will not have the desire to identify themselves with the team or league.

The incomes from the business, in form of products and services will generate income to provide for positions, the profession for people to work full time, full pay, enough as security for themselves and well being for their families. Without job security or enough pays, employers or managers will be able to concentrate at works as they have to look for something to earn for living, if no concentration, there would be no specialization, on the opportunity a secure job, will provide concentration to improve quality of the events and teams and quality of the venues and services for the satisfaction of the audience or the fan club.

Professional

Professional means with the experiences, hard work, skills, proper attitude, and improved working systems, the employees become professional in the profession of volleyball and related products and services with responsibility and accountability

for the benefits of all stakeholders, The industry, the league, the team, the players, the personnel, the fan club, the media, the sponsors in the win-win situations professionally. Professional are some ones who work professionally as they have their stakes in the success of the job responsible.

Professional Volleyball

Professional volleyball means the system of commercial volleyball related activities which included the 4 important elements according to the FIVB's content in the FIVB International Volleyball Management Seminar in 1997-2000, which consist of Participation, Spectators, Media, and Sponsors.

Professional Women's Volleyball

Professional women's volleyball in this study defined as the Professional Women's Volleyball League in Thailand that was established by the Thailand Volleyball Association top develop volleyball sport to become professional volleyball, according to the current national sport plan which implemented by SAT on behalf of the Royal Thai Government.

Business

Business means the commercial activities that a company or a person provide in order to exchange with other person or organization, the goods or services for the return of financial or values in kinds or combined for profit, for keeping and growing the company or personal wealth.

Professional Volleyball Business

Professional volleyball business means the volleyball commercial activities, from production of volleyball products and Services in cooperation and coordination to the media and sponsors to satisfy the spectators, sponsors, or other customers, to

raise funds, to earn income over expends to survive, grow the operation as a profit organization, with governance, ethics, and within legal context.

The personnel who works in the professional volleyball business can rely on the full time employment, can operate happily, can earn enough for living and get job welfares and job security.

Business Model

A business model describes the rationale of how an organization creates, delivers and captures value. The business model covers the four main areas of a business: customers, offers, infrastructure, and financial viability.

Participation

The groups working together to present and management of the WVTL to compete, and present to the spectators as sport entertainment. They are the league who composed of Thai Volleyball Company Limited and the clubs, players, coaches, referees, personnel that participate in WVTL.

Clubs

Clubs are the legal entities that own the teams of professional women's volleyball teams who participate in the WVTL. They are from 8 clubs, 2011-2012 season.

1. Saijo Denki - Nakornnonthaburi Volleyball Club
2. Supreme Nakhonsi Volleyball Club
3. Kathu Phuket Volleyball Club
4. Nakornratchasima Volleyball Club

5. SCG - Khonkaen Volleyball Club
6. Krungkao A.T.C.C Volleyball Club
7. Sisaket Nara Poom Planet Volleyball Club

8. Suan Sunandha Volleyball Club

Stakeholder

Stakeholder means the individuals are related to the parties who participate to organize the professional women's volleyball league (WVTL). They are executives of SAT, TVA, TVB, clubs, volleyball personnel, sponsors, media, and spectators.

Executives

Executive means high ranking, managerial personnel in the participating groups of WVTL management which are composed of SAT, TVA, TVB and clubs such as the Director and Deputy Governor of SAT, the President of the TVA, the President of the WVTL, etc.

Volleyball Personnel

Volleyball personnel mean players, coaches, referees, and include other people who are involved in working groups for the WVTL in key activities.

Media

Media means the users of communication channel reaching public mass within short time. In order to popularize WVTL, they are radio, TV, newspaper, magazines, and social media, etc.

Sponsors

Sponsors means individuals and companies that agree to pay to the league in supporting professional sports, especially WVTL, in other senses, who are the customers and partners of the WVTL.

Spectators

Spectators are the audiences of the WVTL at the venues, who the primary customers of the WVTL.

League

The league is the set up of the group who are working together as clubs, team organizers and participating clubs teams in the WVTL, to complete and perform as entertainment service to the spectators.

League Management

League management is the group of executives of the league, in other words, the committee that runs and rules the WVTL competitions on behalf of the TVA for the success of the tournament that means the Thai Volleyball Company Limited' s executives.

Business and Privilege

Business and privilege is the term used in Thailand for a department responsible for sponsorship management and making other business deals. Since the sponsorship is new to Thailand, and most of the sport organization does not have marketing department yet. Instead of linking business and privileges to marketing department, they usually link a business and privilege function to financial department as the financial department is more familiar to the figures calculation and make business deals.

Academy

Academy is a training center for training the young professional players to supply high performance players to the WVTL in the future to improve and replace the current top players in WVTL. The academy is recommended to cooperate with local schools that currently excellent in junior volleyball then add on the coaching system and sport science, in complement with the junior professional league.

Women's Volleyball Thailand League (WVTL)

WVTL is the highest professional women's volleyball tournament in Thailand, organized by TVB, on behalf of the Thailand Volleyball Association, the competition seasons between November to April every year. There are 8 teams with relegation system that the 2 last teams will fall to the 2nd league called Pro Challenge.

CHAPTER II

REVIEW OF LITERATURE

Theoretical Concept

National Sport Development Plan

Thailand has the first National Sport Development Plan since 1988 -1996 and currently national is in the plan for period of 2012–2016, which carries the vision of professional sport among one of the six sport elements which are fundamental sports, mass sports, elite sports, professional sports, sport science, and sport management.

Sports Authority of Thailand (SAT) set up the professional sport promotion policy, carries the vision to all professional sport to be upgraded to international standards, bring happiness to the Thai people, and drive the economies, as it build careers for the sport personnel.

With the mission: to promote, support and supervise the effective and efficient operation of the professional sport organizations. To promote, support and supervise the professional sports players, develop the professional sports organizations, personnel, the tournaments towards professionalization with international standards. To promote and develop the environment such as the infrastructures, equipment to match the demands of professional sports through the cooperation from every sectors.

The objective of National Sport Development Plan is to upgrade the professional sports to be international standards. That will be able to establish professional sports for happiness of the Thais and drive Thai economy through professional sports. And Thailand will be able to be center of international professional sports center of Asia.

To achieve the objectives of National Sport Development Plan, professional sports will be used to highlight to gain the Thai people's attention through the sport

heroes, to give the wake up calls for the youths to get physical, for channeling their energy towards positive exercise for health and physical excellent to be able to compete with other nations in Asia and the world.

As Thailand is in transition from amateur to professional sports for at least 12 kinds of sports under SAT's promotion policy. SAT sets the guide line for 6 systems and 5 factors: SAT calls for the professional sport organization to build database system, welfare system, PR and fan club system, business system, competition system, and the management system. And the factors are the popularity income, competition, players' and personnel's competencies, and the competition management.

While the professional sports agency such as Thailand Volleyball Association is a role model of amateur sports as they got the awards continuously for many years for their excellent performances in many international competitions. And therefore is selected to be under SAT's promotion program.

Sports Authority of Thailand (SAT) is the government agency which is responsible for promoting and supporting professional sports. SAT expects the professional sports to be sustainable within 5 years, by 2016. At the same time, the sports were expected to be upgraded to international professional standards. Thailand successfully promotes professional football league in the past few years. Therefore, SAT has been using the AFC criteria that SAT believed that it would be best practice for other professional sports, if the sports being promoted, will apply these practices into their implementation which include the women's professional volleyball league. (Sports Authority of Thailand, 2011)

In season 2011-2012, the Volleyball Thailand League (VTL) has cooperated with a leading sport and entertainment newspaper and multimedia company Siam Sport Media Management Co., Ltd. (SSM) who invested in the public relations for the league, and in return the company got the exclusive rights to sell sponsorship which improved significant media coverage. However, income from this contract is

more but far from being enough to get the league running professionally, the comparison between the income statement of professional football clubs and professional volleyball clubs. (Sports Authority of Thailand, 2011)

The Major Types of International Sport Leagues

The North American-Australian model, the professional sports leagues in North America and Australia subscribe to so-called North American-Australian model. They create agreements or joint policies to reduce competition among teams affiliated with the leagues, restrict the entry of new firms, control the supply (numbers of the games played) and cost of their products, coordinate advertising and promotion, set price and encourage profit maximization for the league as a whole.

The North American Model approaches profit maximization, and competitive balance for more exciting games, the relationship of the league and the teams are franchisor and franchisees with the league think concept for benefits of the league as a whole rather the individual profit of a team. The profit sharing for all teams which make the revenue gap, the sum is not big in order to keep every team in business. And each team has own territory rights.

The weaker teams have the priority to choose rookies in the player drafts. The players have the rights to have collective bargaining in order to hold player salary negotiations with the owners of teams to negotiate the salary cap, whenever there is discrepancy, they can set for Salary arbitration before going to the court. Each team has to share gate receipts and merchandise sales.

Financial management of sport industry, European model, The English Premier League is an example whose governance structure fits the profile of the European model. There is no salary cap to limit to how much each team can pay its players. Clubs can spend as much as they want to sign players. The draft systems are not embraced by the league for talent distribution. And no revenue sharing among teams, no

market territory limit, so that the big team can afford to pay for good players. (Ming Li, 2011)

The European league model objective is win maximization, and the league does not set the limit so that every team can compete to buy best players for exciting games with star players, the relationship of the league and the teams are open with the individual team freedom concept for the benefits of the team itself rather than the whole league profit. That is why each year the leading team which does not perform will lose money and in many occasions the famous team has to search new investors to inject money or new capital to wash away the debts and invest in better players for better team performances in the following season. In creating fans and supporters, the teams have to be strong in marketing, supporter promotion and searching for sponsorship. Each team has no territory limitation, and many leading team are looking for the new markets globally to sell the TV rights and merchandises or product licensing. (Brown *et al.*, 2010)

Professional volleyball league, even though the professional volleyball has been around for almost a decade, they are still stick to the amateur operation concept with minimal investments. In order to save the sponsor money with good governance. Even the professional is working on the volunteer basis.

Alternative Professional League Models

Generally, there are several models of a professional league, as Prof. Dr. Li, Ming presented in the KU Sport Management International Conference 2011 on May 25, 2011 that firstly, using the pyramidal model, a professional sports league or organization (the governing body) controls key assets such as the brand and premier competitions and events, and makes key decisions for the organization. Governance structure of FIFA is a good example of this model. The league controls all key assets and makes all key decisions.

Secondly, the professional league in the North America and Australia subscribe to the so-called North American and Australian Model. They create agreements or

joint policies to reduce competition, among teams affiliated with the leagues, restrict the entry of new firms control the supply and cost of their products, coordinate advertising and promotion, set prices, and encourage profit maximization for the league as a whole.

Thirdly, the European model, the English Premier League an example whose governance structure fits the profile of the European Model. There is no salary cap. Clubs can spend as much as they want to sign players. The draft system or the revenue sharing practices used by professional sports in North America are not embraced by the league.

The single-entity ownership model has been adopted as a management model by a number of American professional sports leagues. The most famous one is the Major League Soccer. A league using this model has a number of common characteristics: the league owes all the teams. The owners of all the teams are also investors of the league. Only when a person invests enough money into the league and becomes part of the ownership of the league then money into the league and he or she will be allowed to operate a team in a location selected by the league. In other words, the investors become owners and operators.

The biggest advantage of this particular management structure is that it helps the league control the salary while maintaining a certain level of competitive balance and equality in players' talent. (Li, Ming., 2011). With a single-entity structure, the league office handles all players transaction, such as negotiating sponsorship, and media contracts. (Brown, Matthew T., et al. 2010)

The league governance and ownership separation model, the main advantage of this model is that it separates the governing body that makes all the policy decisions from the owners of all the teams playing in the league. It has been approved to be a useful management model fighting against corruption as the decision makers in this model do not have financial interests. In the USA, NASCAR is a professional sports league adopted this model.

Franchisor and Franchisee Structures, has the player union, salary cap, new player drafting to favor team which finish at the bottom to have high priority of choosing better rookies for better competitive balance of the league. Matthew Brown T. et al. (2010) in financial management in sport industry, wrote that “under the franchisee/franchisor ownership mode, owners purchase individual franchise and then sign players, arrange for a facility in which to play games, conduct marketing activities, and control all other aspects of the teams’ operation. While operating their individual franchises, owners work with the owners of other franchises to set policies that affect entire league.”

Professional sports is a business that needs competitors, as written by Brown. Matthew (2010) mentioning that professional sport leagues operate differently from other business. Whereas most companies would like to dominate and even eliminate their competitors. But without competitors, a franchise is unlikely to attract many customers. If many teams in the league do not appear to have the opportunity to acquire or retain top players, the league’s competitive balance is disrupted. Competitive balance is defined as a reasonable opportunity to compete among teams in the league. When competitive balance is disrupted, fans may lose interest not in their local team but in the entire league.

The franchise owners often have different motivations in purchasing and operating than owners in non sport industries. One goal is to generate revenues that exceed costs and expenses and consistent generation of profits will maximize the value of organization.

In early 1900’s the majority of professional sport owners operated their team as their primary income source, but most modern professional sport owners have already established highly successful organizations that have earned millions or billions of dollars in profits. To some of these owners, ownership of a professional sport franchise is primarily about competition, the opportunity to be a key figure

within a community, and ego gratification. (Rascher, Nagel, McEvoy, and Brown, 2004). These owners may be winning.

In last couple years, the professional league is run by a new CEO who recently retired from the government official who has a new management concept, he bring the teams to couple study tours to Japan, Korea, and Italy, observe best practices, where the researcher has the opportunity to attend the last two tours to observe and collect certain information for comparison.

Fédération Internationale de Volleyball (FIVB)

The business of sport considers spectators and sponsors as customers of the sports, to draw their attentions or to gain popularity, volleyball players must have good performance and the match must be exciting and entertaining. In addition, the facility must be well-planned and well-maintained. With spectators popularity the volleyball will be able to draw media's attentions, and then the media can draw sponsors to volleyball and the sponsors will buy additional media for advertising their business to the audiences.

Ruben Acosta Hernadez (1997) Former President of Fédération Internationale de Volleybal (FIVB) addressed to the FIVB seminar attendants to the FIVB Management Program, Bangkok 1997 that “to attain goals, we have to make Volleyball and Beach Volleyball become major sports by the year 2001 “...we have to target spectators, sponsors and especially the media...” as in figure1 below. The participation means the participations of the league, the teams, players, coaches, referees, and other personnel which all are acting as volleyball service providers.

FIVB Management Model

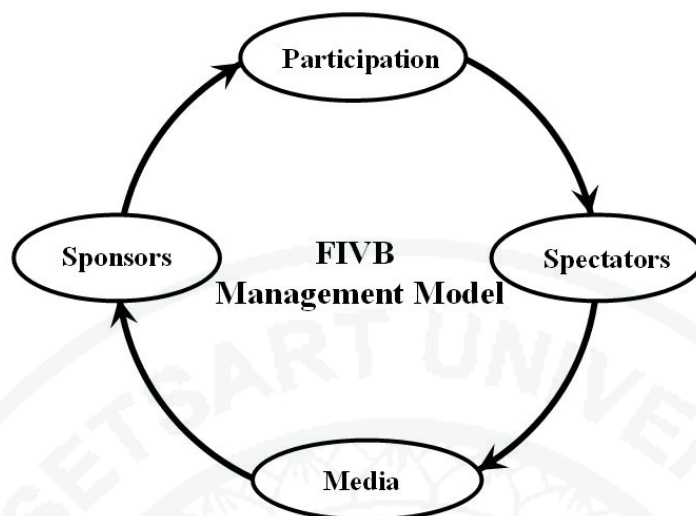


Figure 1 FIVB Management Model

Source: Ruben Acosta Hernandez (1997)

FIVB Management Model

FIVB 2007 model, the FIVB was explaining to the national volleyball federations that the successful volleyball management under the FIVB Vision of World Plan 2001, national federations must overcome: participation, spectators, media and sponsors.

Participation of the League management, clubs, players, and sport personnel is affected by the increased pressure on leisure time and many other sports to choose from. Competition; in every country the national sports scene is highly competitive and the marketing of sport is becoming increasingly sophisticated.

Television influences sport greatly in terms of perception, participation and sponsorship. Significant recent changes in TV, globalization - the massive increase in the number of channels and growth of sports channels - resulted in a fragmentation of audiences. TV is very demanding.

Sponsors are also more sophisticated and demanding. They expect the maximum return of their sponsorship investment and their marketing expectations are higher. The other main source of sport funding - from government - is also under pressure.

A very different approach is therefore required by federations. To the way they are structured and in the way they act. The change required is similar to that of an organization in public ownership moving into the private sector and experiencing the pressure of market forces. Dedication to total quality in every aspect of the organizations is essential.

The presentation looks at the current opportunities available to federations and how they will reach their target audiences in the short and long term.

Professional Women's Volleyball Thailand League

Thailand Volleyball Association has launched the league in 2004, with the rules and regulations to be followed by all teams. Some of them reflect the obligation for cost structure and some of them reflect streams of income affected by the league. Here are the current structure, rules and regulations of the Women's Volleyball Thailand League (WVTL).

Thailand Volleyball Association has appointed one of the vice president to be in charge of organizing of the professional league which appointed a professional league committee, and the committee reappointing the competition director in charge of organizing the events based on the simplification from FIVB amateur rules and structure as experienced in the past few decades. The committee will decide on different issues on weekly basis or when needed. The professional league hired a administrative staff for office secretary work.

Thai Volleyball Co., Ltd. (TVB) has been registered in March 2012 according to SAT regulations, volleyball organizing league and clubs must be registered as juristic person. Then Thailand Volleyball Association has authorized the rights to

TVB to organizing the Volleyball Thailand League. The current management structure as follow.

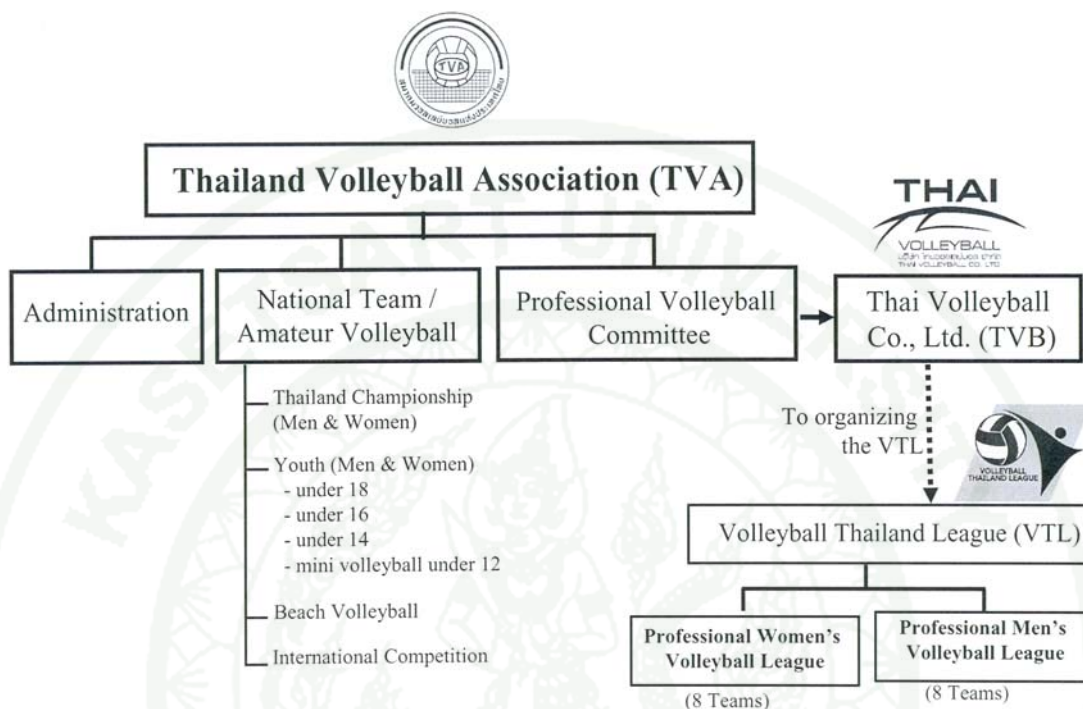


Figure 2 The Structure of Volleyball Thailand League

The WVTL is the top league for Professional Women's Volleyball in Thailand composed of 8 teams where the last 2 teams will fall to the Pro-Challenge League which is the 2nd professional league just started in 2011 where the top 2 teams will be ascended to WVTL.

Mr. Somkuan Rawirach, Chairman of the Professional Volleyball Committee, Thailand Volleyball Association explained about the WVTL in the interview, (2012) that WTVL is the top women's league in Thailand follow the policy of the Sports Authority of Thailand who is providing initial supports for the funding for prize money and team subsidies for a period of 5 years from now. After that SAT would like to see sustainability of the league to be independent. The league transformed from amateur league in 2004 and tries to be professionalized within 5 years. The teams are composed of individual owners. Sponsored by individual or local governments, they are not

big corporation. The coaches are still main persons in the club, with the team owner or manager who are kind to the players supporting them in amateur basis. Mostly do not intended to do or can see volleyball as business. For future strategy of the league, we are persuading teams to use professional on athlete trainings, fan club management, team PR, event management, event marketing, and entertainments at before and during breaks.

The teams will play in the months specified by FIVB, which is between December to April of the following year, as May to November will be the period for international volleyball events. The WVTL, Mr. Somporn Sodtisuporn, the Competition Director, WVTL, 2012 explained that, the league composed of 8 teams, each team will play round robin, home and away totally 14 games. If win 3 straight sets will get 3 points, losers get 0 point. If win 3:2, winner gets 2 points, loser gets 1 point. The team that scores most will be the champion. Teams ranks 1-6 will remain in the league and teams rank 7 - 8 will be moved to the 2nd league, which is called "Pro Challenge Tournament" in the following year. National players will be limited to 2 players per team, as well as the foreign players are allowed 2 per teams in order to add more variety of players to Thai volleyball league. The prize money is totally 4,000,000 baht distributed among the 6 teams ranging from 1,000,000 baht, 500,000 baht, 250,000 baht, 125,000 baht, 75,000 baht and 50,000 baht respectively. In addition, each team will get 500,000 baht as basic support to each team. The 16 best players awards for each 5,000 baht. All these money are from the government through Sports Authority of Thailand each year, with certain conditions to professionalize volleyball within 5 years, from 2012 through 2016. As for sponsorship, the team as, organizer of the event, is responsible for the organization expenses. In return, the organizing club will get the rights for 50% of advertising sign boards around the competition floor and all other banners in competition hall.

Comparison of Thailand's & Italian Professional Volleyball

Table 1 Comparison of Thailand's & Italian professional volleyball league as presented the volleyball trip to Italy and the lesson learned at International Conference; KU Sport Management Summit on May 25-26, 2011.

Leagues	Thailand League Pro-amateur	Italy League: Professional	Potential Applications Thai Style Professional
National Popularity Authority	No. 2 Team sports Thailand Volleyball Representatives	No. 3 Team sports Italian Volleyball League	Still be No.2, after Football Separate entities with joint management
Government	Support / SAT	No support / as financial business	Promotional period
League Management	Representative from TVA	Joint committee separated from Italy Volleyball Confederation and league teams	Joint committee TVA + clubs
Relationship of league & team	Organizational control, as representative of FIVB, for the good of the country	Services: one of the team owners is the President of the league which composed of the representatives of teams as member of the board.	Service providers, facilitators, developers, regulators.

Table 1 (Continued)

Leagues	Thailand League Pro-amateur	Italy League: Professional	Potential Applications Thai Style Professional
Professionalism	Amateur, requests without communication, policy at leisure, no strategic plan	Fully professional, strategic planning, discipline, job description, qualified team members	More professional without target time line yet
Organization	Simple, Ad hoc	Commercial organization structure, right man on the right job	TVA form a league company
Devotion, attitude	Full devotion, few paid staffs part time volunteers	Full time staffs, full responsibility, accountability, professional, planning, system.	Some focus volunteers, some turn professional.
Focus specification	Elite sport and/ in transition towards sport business	100% Sport Business Focus	Separate operation objectives
Compensation	Without pay	Salary, Incentive, bonus, commission	In early transition
Life cycle	Introduction stage	Mature stage	Towards stage of early growth
Status	Just change from amateur structure	Professional, among world's best volleyball league	Professional towards semi-pro

Table 1 (Continued)

Leagues	Thailand League Pro-amateur	Italy League: Professional	Potential Applications Thai Style Professional
Experiences	25 yrs Amateur, 2 yrs professional leagues	20 years as Professional League	Learning to be Professional
Expenses	1 - 2 million baht	Euro 3 - 5 US\$ million	Increasing
Income	0.3 - 1 million baht/ team	Euro 6 million for a team (Modena)	Team investment, from government, from sponsors
Profit	0.7 – 1 million baht	No profit / not so much, for corporate PR	No Profit for investment period
Management	One-man management, volunteer basis.	Separate from VB confederation professional organization, 90% full time staffs	The league & teams' joint management
Players	Top five of Asia	World Club Champions 2010 (Trentino)	International professional players
Matches/Events Organization	Simple, what is available?	Professional facilities, Standards	Being improved
Audience Spectators	Children teenager students invitation, sport oriented events	Families, kids, adults, senior, sport oriented events, (not entertainment oriented as NBA)	PR, marketing, fan club survey and management

Table 1 (Continued)

Leagues	Thailand League Pro-amateur	Italy League: Professional	Potential Applications Thai Style Professional
Media	Advertising, local operation, part time PR outsource, marketing	In-house PR / media relations, ticket sales, sponsorship management	Negotiating with media, and sport marketing agents
Sponsor & sponsorship activation	Personal assistance to commercialization just do it. Using events for PR, no exploitation of the sponsorship.	Commercial Relations with full commercialization, space utilization in play courts and players uniforms, VIP reception lounge, and display, product samples, at the venue	Make good events and better sponsor services provide more business opportunities to sponsor which bring more valuable sponsorship

Korean Volleyball League

On March 1-5, 2012, the VTL team visited to Korean Volleyball League and 2 clubs are Seongnam Korea Expressway Corporation Hi-pass Zenith and Cheonan Hyundai Capital Skywalkers which have learnt that:

The Korea Volleyball Federation (KOVO) is the governing body for Volleyball in South Korea. It was founded in 2004, and has been a member of FIVB. It is also a member of the Asian Volleyball Confederation. The KOVO is responsible for organizing the South Korea men's national volleyball team and South Korea women's national volleyball team. It runs V-League and KOVO Cup. (Wikipedia, 2012). The Structure of Korean Volleyball League as the below.

The Structures of Korean Volleyball League

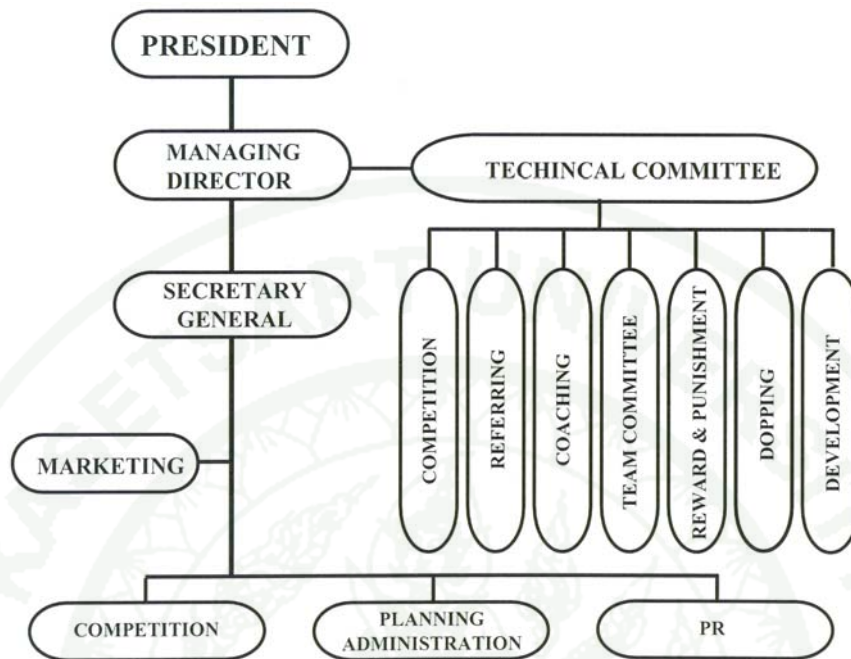


Figure 3 Structures of Korean Volleyball League

The Korean Volleyball League has for both men's and women's teams each 6 teams. They are from 6 clubs.

Men's clubs

1. Cheonan Hyundai Capital Skywalkers
2. Daejeon Samsung Fire Bluefangs
3. Gumi LIG Greaters
4. Incheon Korean Air Jumbos
5. Asan Rush & Cash Dream6

6. Suwon KEPCO Vixtorm

Women's clubs

1. Daejeon KGC
2. Hwaseong IBK Altos
3. Incheon Heungkuk Life Pink Spiders
4. Seongnam Korea Expressway Hi-pass Zenith
5. GS Caltex Gumi KIXX
6. Suwon Hyundai E&C Hillstate

The 6 teams of 15 players and 5 staffs, the league has no relegation system, they are using the NBA Franchise System. However, after the first-round competition, the winner will stay on top waiting for the next 4 teams to compete one more round and the winners of the four will play against the winner of the first round.

In order to make the games interesting and exciting as it does in NBA, the teams that rank last in the previous season will have the rights to pick up rookies in the annual drafting from junior league in order to make the teams' performances getting closer to each other and make the games more interesting. For the sake of the league rather than the individual teams.

The team has a right per set to request the referee to look for the TV replay as the evidence if they think the ruling is wrong against the facts that will be shown on TV. In the play, except during the services, cheer leaders and the DJ will play the well known Rock music, or the cheer leaders' song to bring the audience or spectator to live. Cheer, and enjoy the cheer leading, music and the volleyball.

The women's foreign players that we came across are from Serbia and Canada and the transfer money are at 6,000,000 baht or 200,000 US dollars excluded bonus, accommodation. On that day we visit the games the player from Serbia received a bonus of US\$ 20,000 for being the best player. The local players' minimum salary is around US\$1800. Men's volleyball is more popular than women's volleyball league in Korea.

Seongnam Korea Expressway Corporation Hi-pass Zenith

Seongnam Korea Expressway Corporation Hi-pass Zenith is a Korean professional volleyball team founded in 1970 and changed as a professional in 2005. They are based in Seongnam and are members of the Korea Volleyball Federation (KOVO). Their home stadium is Seongnam Gymnasium in Seongnam. (Wikipedia, 2012)

Cheonan Hyundai Capital Skywalkers

As presented by Mr. Byeongkwan Kim, Cheonan Hyundai Capital Skywalkers established in 1983 by Hyundai Motor VC, only at 2005 - 2006, the team was the champions of volleyball league. The organization of Hyundai SkyWalkers has 7 persons in running the Team. Lead by Mr. Byeongkwan Kim. For the total of 18 players, 17 of local players and only one foreign player is allowed.

The City of Choenan is composed of 45,000 population, without professional sport competitors in the area. Excellent facilities with 7,000 people capacity. The teams play in 18 competitions in a season. Fans of 30% come from Seoul (one-hour drive). The major of the city and people has great interest to support this city's team. The number of spectators are increasing from 2005-2012, from 2081-3512-3801-4196-3801-4000 respectively.

Marketing strategy of Hyundai SkyWalkers: strong team's color identity, with the image building concept on everywhere from the entrance to stadium hall, the seats decorations, printing, shop, brochures, display, products, materials, designs, up to the ceiling flags are black white and blue: SkyWalker loves Cheonan, donation, and community.

Hyundai link around Korea, star is most important: CRM - meet and greet, T-shirt graphic contest. Cross promotion. School as the base for volleyball academy, do volleyball clinics at schools.

1. Community services, beside fire fighting activity, organizing English class for selected fans who are regularly attended the games at the arena, each year the team donated more than one million US dollars to the community, etc.

2. Fan services, meet and greet, and of court activities where players and fans club camp together.

3. Facilities, comfortable seats

- 3.1 Transportation, access by providing transportation to the audience by the environmental friendly bus made by Hyundai, limousine picks up V.V.I.P. to the event arena.

- 3.2 Cross promotion, provide free wifi in the event area by the smart phone sponsor, Korea Telecom. Each player has his own information available for download.

- 3.3 Cheer leaders with NBA style with exciting rhythm, and gift giving during some breaks, and audience participation activities.

- 3.4 Star marketing, stars' uniform sales in the team's shop with merchandises. T-shirt graphic competition, audience research to improve services.

4. The major sources of income, tickets, advertisement, TV, sponsorship which is 25%, and contribution by Hyundai Capital for 75%.

5. Results, SkyWalkers leads and pioneer in Korean volleyball. Awarded by Korea Volleyball Federation (KOVO) marketing awards in 2008, 2009, 2010 and awarded by Ministry of Culture, Tourism and Sport in 2012.

Situation Update on Professional Sport Issue and Government Policies

1. The executive of different professional sports association give different priority for the professional sport strategies and standards.

2. The sum of budgets provided not in proportion with the strategic assignment and the action plans for training and subsidies.

3. The professional associations are still mainly rely on SAT support. They cannot yet rely on their own fund raisings or business.

4. The people assigned to the meeting are not decision makers and cannot communication ideas or information back to the association's decision makers. Therefore, there is no implementation.

5. Professional sports such as Muay Thai has not been involved in the professional strategic planning from the beginning, therefore the association cannot catch up with development target and standards of the professional sports.

6. Professional sport associations are lack of direction in implementing the 6 systems, and 5 factors in professional sport development.

7. The management systems and factors of the implementation has not been brought out to the clubs and team thoroughly.

8. SAT has not yet brought the factors and management systems to link with evaluation of the State Enterprise Supervisory Committee. Cause low budget granted. Budget allocations are uncertain. There is lack of high executive supports and lack of coordination of the departments within the organization.

9. The competency development for personnel of the association do not reached the standard factors and management systems are not wide spread among teams or clubs and are not continuously.

Key Success Factors of Professional Sports Complied by SAT

SAT has complied the characteristics of successful professional sports from around the world and summarize international key success factors of professional sports in Professional Sport Strategic Development Plan 2012 -2016 as follow.

1. Popularity of sports grow from local involvement of the community.

1.1 Use local media to reach each household.

1.2 Players reach out to the community, charity program, and clinics.

1.3 Local organization support and sponsor the team with resources.

1.4 The team set the quota for the local youth to participate.

1.5 The team in cooperation with education schools set the youth academy program for youths in the area and to develop them to be players in the team.

1.6 Organize the inauguration day event and invite community to participate as honorable guests of the team and club.

1.7 Discounted tickets for the local citizens who show the IDs and etc.

2. Consider professional sport as sport business which has to be managed by business professional, with the income, sponsorship, high efficient marketing system. From the best practices as follows:

2.1 Hiring the lawyer, social activities consultant, accountant to run operation as specialist, social activities consultant.

2.2 Hiring the human resources to administrate the sport business.

2.3 Hiring outsource for the important portion of work for their specializations.

2.4 Searching process, select personnel severely.

2.5 Study thoroughly the details before making business investment.

3. Integrated mechanisms in developing player competency from the government agency and the private sectors:

3.1 To have national professional sport development strategy which is supported in cooperation of the public sectors along with the private sectors driving the strategies in local and team level.

3.2 The academic institutions to teach sports in diploma, bachelor and master degree, to support the growth qualitatively.

3.3 The local government regulates and passes the laws and support the professional sport in term of building the large stadium for rent as well as to support in term of taxes exemptions.

3.4 The private sector in the area supports the sport club in the aspect of Corporate Social Responsibility (CSR).

4. Develop the model and values in sport watching and cheering identify and universal sport watching culture in the country.

5. There is efficient management system within the sport organization, the clear organization structure with governance and professionally managed in every aspects.

6. Standardized competition management system which integrated activities to make games entertain the audiences.

6.1 Meet the international federation standards.

6.2 Summarize the competition results to review and develop the competition management for the next seasons.

6.3 Different kinds of competition to keep the popularity and year round competition environment.

6.4 Select the competition manager by merits and fair evaluation.

6.5 The coaches and referees have passed the international training and certification.

6.6 Relegation, up and down from the highest league to the second league.

6.7 Sport festival and family day, contests, ancient displays and others.

6.8 Business booth in front the event hall

6.9 Audience surveys to improve the audience satisfaction.

7. Venue management to maximize value added for integrated business, with facilities for the audience, media, and VIP guests.

8. Products and service development, brand management to bring income to the sport. Sport club is using the full marketing system in operation.

9. The competition frequency to create popularity and build income for the whole system to create the sport business.

10. Media system, channels to distribute the games and competition to public to generate continuous involvement in sports.

11. Professional sport regulation, laws with the body to control, direct and support the operation towards united standards.

12. Build the number of personnel and fan club enough to be sport society and industry.

13. Efficient fan club management system that can generate income to player and club.

14. Application of information technology with database. Scoreboard, audience counter, VIS, audience demographic, live telecast internet, fever detection machine for health safety.

15. Super star management, and building income to the club.

16. Government provides support the infrastructure in the early stage.

17. Build and strengthen sport towards sustainable professional sports.

18. Expanding the global fan base.

19. Career security for professional sport personnel.

20. Strengthen the club financially, for sustainable business with social responsibility.

The Current Situation of Professional Sport in Thailand as Studied by SAT.

1. Professional sport in Thailand is not strong enough to earn sufficient income to support the sports such as volleyball, sepak takraw, and bowling.

2. These sports are still focus on managing the players and competition, not focusing on entertaining, audiences or driving economic values.

3. Some local governments have the great supports while many other local governments are still do not have direction for professional sports.

4. Golf, tennis and Muay Thai grow quickly but not other sports the SAT has to develop in for aspects they are, popularity, sports management and competition management to the international level, player performance development, job security for the professional sport personnel.

5. Lack of involvement from sponsors. Once organizer get the sponsors, the are on their own, the organizers does not fully facilitate to enhance sponsors' business impacts.

6. Professional sports in Thailand is the extension from elite sports or amateur sports, the sport organization are do both at the same time in the same way, therefore they are do professional as they do to the amateur sports. The result they get the same amateur sports instead of becoming professional sports level.

7. Lack of quality personnel for professional sports. Be it players, coaches, referees, competition managers in the international level to develop the professional sports to earn living and welfares for professional sports.

In doing business, there are ways of doing it differently in order to attract the customers' attention and provide products and services in the way they would like to consumer, especially the new product may like to be tested by the target consumer.

Different target market, customer segment need different value proposition, therefore the professional volleyball has to detect and build a business model to match with each group of customers, such as fan club, or sponsors.

Modified from FIVB volleyball management model, then bring to Professional Women's Volleyball League in Thailand management situations and compare International professional sport. Then look at Thailand Volleyball Association's conditions, values, culture and policy before form potential business practices as new Professional Women's Volleyball League business model. To change current volleyball performance into commercial values to hire professional people to improve income to the volleyball tournament that can earn for living and make volleyball a sustainable career as follows.

Performance, the past three decades, Thailand Volleyball Association has been handled by a group of devoted volunteers from the high ranked official from Ministry of Interior first led by Mr. Pisarn Mulsartsatorn and today Mr. Somporn Chaibangyang along with the business people and personnel from volleyball circle. With continuous hard works, the players climbed up Asian ranking up to the tops especially the women's volleyball, which once was the Asian Champion in 2009 in the competition in Vietnam. And top ten in the World Grand Prix 2011 series.

These were appearing in the national and regional media, and increase the number of spectators in Bangkok and provincial districts. The expectation has been raised. And the professional volleyball is on the way, this is the great challenge for

the Thailand volleyball to transform amateur volleyball into professional volleyball in order to attract and make the volleyball up to the new height.

Amateur volleyball is one thing, and professional volleyball is another matter as the business models applied. While amateur volleyball is for fun and volunteer. Today, volleyball is one of the top popular amateur sports, second to only football which is about 10 times bigger in popularity, as estimate when observed the number of fans in the stadium during the matches and compared the size of the sponsorship and government supports in different occasions.

Popularity, all entertainment or show business starts from creating talents, with personal passion to act or perform, with intensive training and hard works combine with the stamina, techniques, and tactics to perform reaching the level of excellence above the ordinary people that they admire and are excited with enjoy.

With the continuous performances in winning and advancing of the volleyball team, information about series of events and the players, coaches, people follow the progress and become familiar with volleyball stars, become the followers.

With the continuously well planned activities of CRM, the fan club is formed and grow with sense of belonging, involvement, become a volleyball family. As the number of volleyball fans increase and become the community with the same passion and interest, involvement and senses of belonging,

Values, the fan club starts to desire to identify themselves in unity and wearing same uniform, same colors with the players and players' uniform, using the same products around them, the one that they are familiar or identified with their identification, such as the sponsors of their team of passion. This consumption of volleyball community has the value for the potential business which linked in.

The fan club can be divided into at least 2 groups, first one is the local fan club who live within traveling distance to close follow the team to scheduled matches. Second group of fan club, can be out of traveling distance, but receive media influence of the team information photos and stories, especially through the TV, and

recently through the access of social media such as facebook and twitter, and love to follow the team performances and stars of the team, which can be personal heroism especially the players who are playing exceptionally well, and those who are good looking.

At the venue of the matches, the gymnasium or arena, as for entertainment business should be easy to access, convenience, clean, comfortable, excitement, safety is utmost important. During the matches should have a sales services of foods and beverages. Wherever community exists, people in the community love to consumers either for food and drinks or souvenirs of team of the events, and bring back some good memories home for the love ones. These are value created by the event organizer or the Volleyball Thailand League.

The fan club or the volleyball community can generate values for business of the leagues and teams. This business starts from costing the expenses for generating incomes and finally profit for the business.

The league or clubs can do businesses in house or lending out the business opportunities to outsiders and get in return certain percentage of a sum of finance, products, services or any combination in form of rent, commission or licensing fees.

The business needs the real market, with real demand to be able to sustain the business and supply chain. The demand is composed of the passion of fan club for volleyball, the purchasing power of fan clubs as well as audiences from the volleyball media, both TV, all other media, and social media.

Business Model Canvas

Alexander Osterwalder and Yves Pigneur (2010) stated that “Business model is “a business model describes the rationale of how an organization creates, delivers, and captures values”.



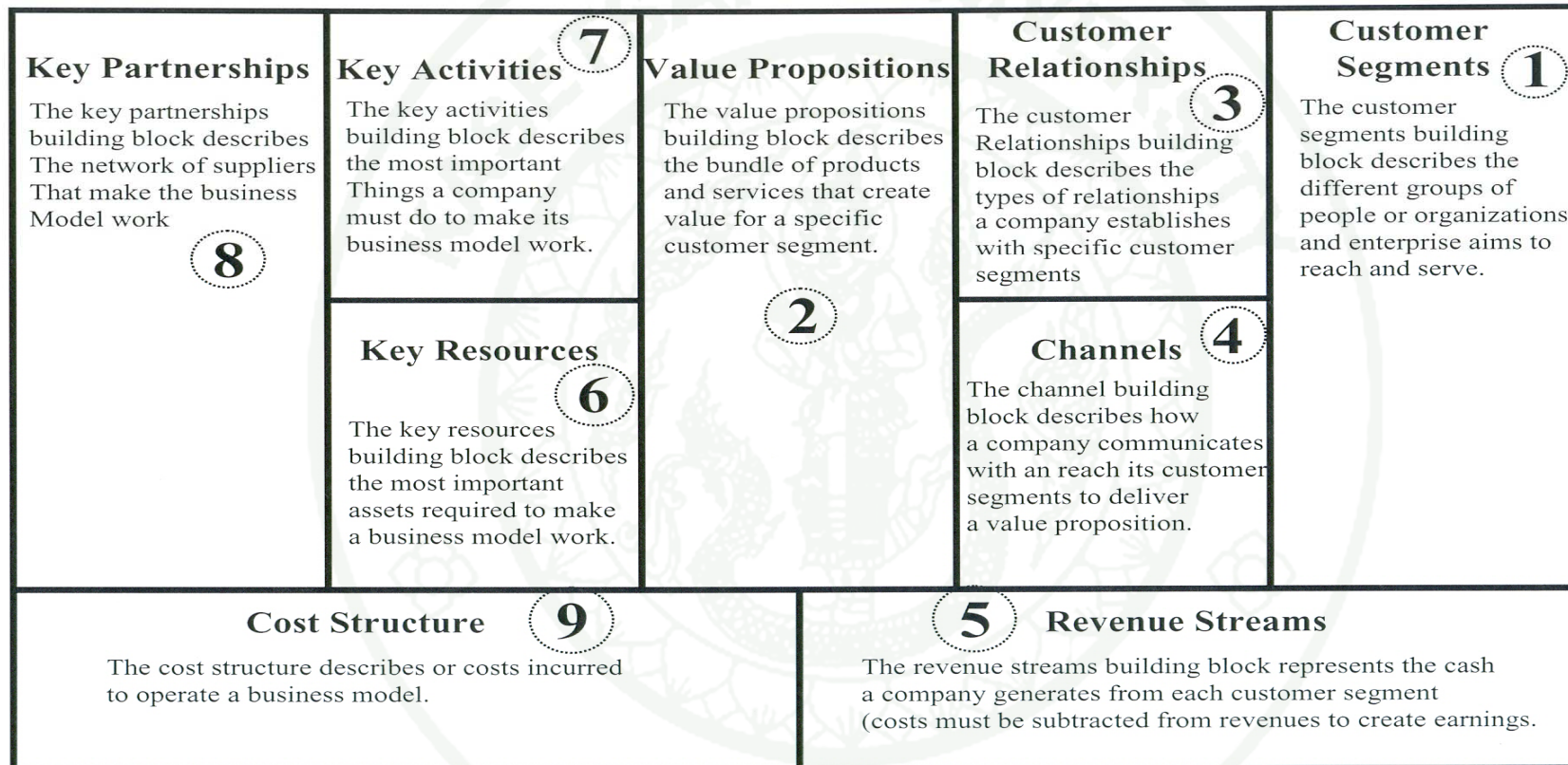


Figure 4 Business Model Canvas

Source: Osterwalder and Pigneur (2010)

The Nine Building Blocks

Alexander Osterwalder and Yves Pigneur (2010) described through nine building blocks as follows.

1. Customer segments

The customer segments building block defines the different groups of people or organizations an enterprise aims to reach and serve.

Customers comprise the heart of any business model. Without (profitable) customers, no company can survive for long. In order to better satisfy customers, a company may group them into distinct segments with common needs, common behaviors, or other attributes. A business model may define one or several large or small Customer Segments. An organization must make a conscious decision about which segments to serve and which segments to ignore. Once this decision is made, a business model can be carefully designed around a strong understanding of specific customer needs.

Customer groups represent separate segments if:

- 1.1 Their needs require and justify a distinct offer
- 1.2 They are reached through different distribution channels
- 1.3 They require different types of relationships
- 1.4 They have substantially different profitabilities
- 1.5 They are willing to pay for different aspects of the offer

2. Value Propositions

The value propositions building block describes the bundle of products and services that create value for a specific customer segment.

The value proposition is the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer need. Each value proposition consists of a selected bundle of products and/or services that caters to the requirements of a specific customer segment. In this sense, the value proposition is an aggregation, or bundle, of benefits that a company offers customers. Some value propositions may be innovative and represent a new or disruptive offer. Others may be similar to existing market offers, but with added features and attributes

3. Channels

The channels building block describes how a company communicates with and reaches its customer segments to deliver a value proposition.

Communication, distribution, and sales channels comprise a company's interface with customers. Channels are customer touch points that play an important role in the customer experience.

Channels serve several functions, including:

3.1 Raising awareness among customers about a company's products and Services

3.2 Helping customer evaluate a company's value proposition

3.3 Allowing customers to purchase specific products and services

3.4 Delivering a value proposition to customers

3.5 Providing post-purchase customer support

4. Customer relationships

The customer relationships building block describes the types of relationships a company establishes with specific customer segments.

A company should clarify the type of relationship it wants to establish with each customer segment. Relationships can range from personal to automated. Customer relationships may be driven by the following motivations:

4.1 Customer acquisition

4.2 Customer retention

4.3 Boosting sales (upselling)

In the early days, for example, mobile network operator customer relationships were driven by aggressive acquisition strategies involving free mobile phones. When the market became saturated, operators switched to focusing on customer retention and increasing average revenue per customer.

The customer relationships called for by a company's business model deeply influence the overall customer experience.

5. Revenue streams

The revenue streams building block represents the cash a company generates from each customer segment (costs must be subtracted from revenues to create earnings)

If customers comprise the heart of a business mode, revenue streams are its arteries. A company must ask itself, for what value is each customer segment truly willing to pay? Successfully answering that question allows the firm to generate one or more revenue streams from each customer segment. Each revenue stream may have different pricing mechanisms, such as fixed list prices, bargaining, auctioning, market dependent, volume dependent, or yield management.

A business model can involve two different types of Revenue streams:

1. Transaction revenues resulting from one-time customer payments
2. Recurring revenues resulting from ongoing payments to either deliver a value proposition to customers or provide post-purchase customer support

6. Key resources

The key resources building block describes the most important assets required to make a business model work.

Every business model requires key resources. These resources allow an enterprise to create and offer a value proposition, reach markets, maintain relationships with customer segments, and earn revenues. Different key resources are needed depending on the type of business model. A microchip manufacturer requires capital-intensive production facilities, whereas a microchip designer focuses more on human resources.

Key resources can be physical, financial, intellectual, or human. Key resources can be owned or leased by the company or acquired from key partners.

7. Key activities

The key activities building block describes the most important things a company must do to make its business model work.

Every business model calls for a number of key activities. These are the most important actions a company must take to operate successfully. Like key resources, they are required to create and offer a value proposition, reach markets, maintain customer relationships, and earn revenues. And like key resources, key activities differ depending on business model type.

8. Key partnerships

The key partnerships building block describes the network of suppliers and partners that make the business model work.

Companies forge partnerships for many reasons, and partnerships are becoming a cornerstone of many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources.

We can distinguish between four different types of partnerships:

1. Strategic alliances between non-competitors
2. Competition: strategic partnerships between competitors
3. Joint ventures to develop new businesses
4. Buyer-supplier relationships to assure reliable supplies

9. Cost structure

The cost structure describes all costs incurred to operate a business model.

This building block describes the most important costs incurred while operating under a particular business model. Creating and delivering value, maintaining

customer relationships, and generating revenue all incur costs. Such costs can be calculated relatively easily after defining key resources, key activities, and key partnerships. Some business models, though, are more cost-driven than others. So-called “no frills” airlines, for instance, have built business models entirely around low cost structures.

Conceptual Framework

The conceptual framework depicts the stakeholders of Professional Women’s Volleyball Thailand League, SAT, TVA, TVB volleyball personnel, media and the people in Thailand are all looking forward to see Thailand volleyball advance into the Olympic Games in 2016 and would like to see Thailand volleyball manage the rising demands which only can be management through the professional process as professional volleyball.

Women’s volleyball is most advanced among all kinds of volleyball in Thailand, therefore, is picked to be the representative model for study in order to find a suitable business model to support the Thailand volleyballs by looking at the current issues, and compare to the international sports and leading volleyball leagues such as USA, Italy, Korea and try to adapt to some key elements of the local volleyball association’s culture policy constraints, values, resources, competencies, to obtain solution of business model that will fit the next time frame of the next decade of ASEAN integration and globalization.

Conceptual Framework of a Business Model Development for a Professional Women’s Volleyball in Thailand

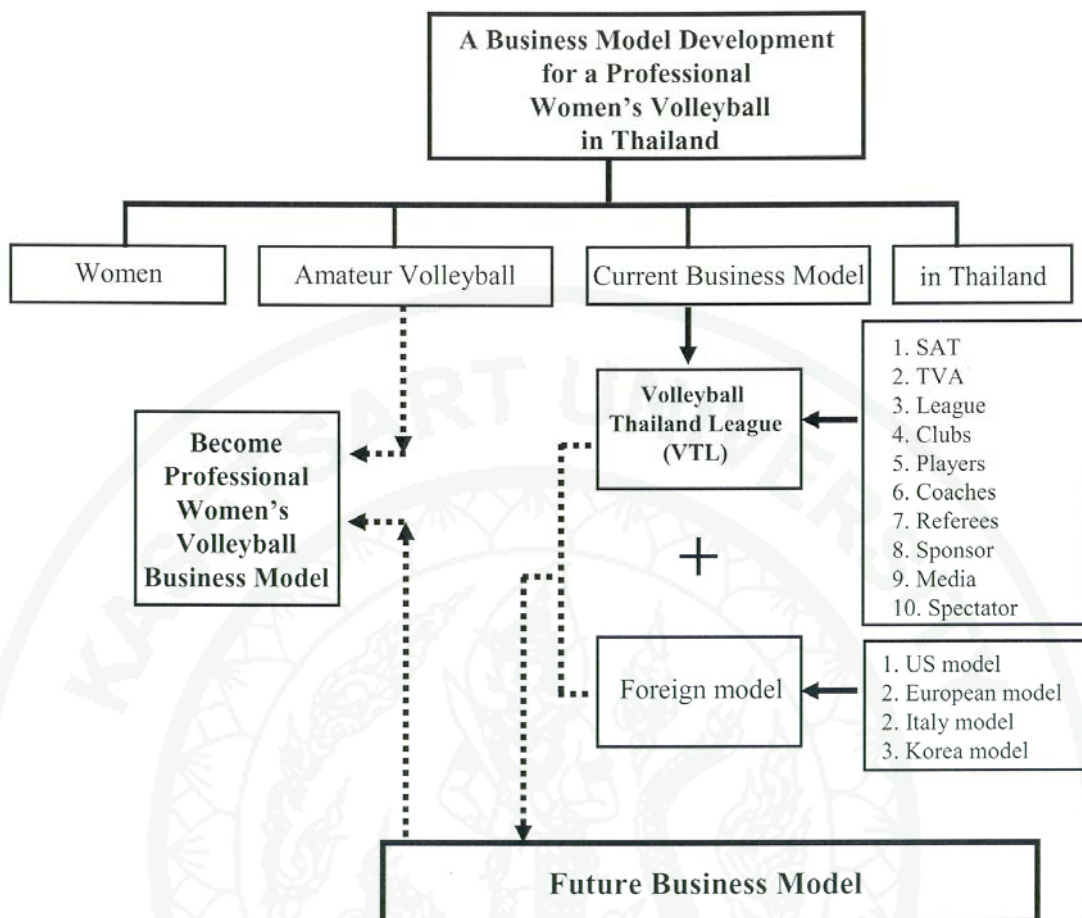


Figure 5 The Conceptual Framework Depicts the Stakeholders of Professional Women's Volleyball Thailand League which is Developed by Researcher.

CHAPTER III

METHODOLOGY

Methodology

The researcher studied the expectations and satisfactions of the target customers; spectators, sponsors and further study the professional women's volleyball management of the national association and the clubs as volleyball tournament service providers.

The study explored the ways to develop the process to provide professional volleyball services, to create careers in the league while respecting the vision, mission and volunteers' values of the Thailand Volleyball Association (TVA), in form of a new professional business model for further application.

Research Process

The research of WTVL will be going through the following 5 steps.

Step 1 Define the conceptual framework of the research "A Business Model Development for a Professional Women's Volleyball League in Thailand" how is the current situation and what is current business model, what are other countries model, to find the difference and recommend to develop the missing part of the model.

Step 2 Design the questionnaires, test reliability, validity by Index of Item Objective Congruence (IOC), to study the success factors, obstacles, the potential solutions for the WTVL, the expectation and requirements of the spectators.

Step 3 Use obtained research information, develop business model according to Business Model Generation of Osterwalder and Pigneur, 2010.

Step 4 Evaluate the current situations of the Professional Women's Volleyball Thailand League.

Step 5 Researcher make summary recommendations and propose the business model development for a Professional Women's Volleyball League in Thailand to the experts related to the professional women's volleyball league and get their additional ideas and opinions which may be neglected by the researchers to make the research results completed for implementation.

The Population and Samples

The population and samples used in this project are chosen from the parties, and stakeholders directly involved with Professional Women's Volleyball League in Thailand (WVTL). The executives from the Sports Authority of Thailand (SAT), Thailand Volleyball Association (TVA), Thailand Volleyball Company Limited (TVB), professional women's volleyball clubs' in the WVTL, volleyball personnel involved in WVTL, media that reports WVTL, sponsors and spectators.

Purposive Sampling Method

The researcher select the target groups according to the FIVB management theory that composed the volleyball stakeholders are the league which composed of Thailand Volleyball Company Limited, (TVB) which is the representative of Thailand Volleyball Association (TVA). TVA is Volleyball Authority of Thailand, who manages Professional Women's Volleyball League, (WVTL). The clubs that are participating in the WVTL. In order to get more details of the situation, the researcher select the directly involved league personnel, who are players, coaches, referees, volleyball information staffs, etc., from branches of media, such as TV, radio, newspaper, social media, etc. as well as the sponsors of the WVTL teams.

The selected samples are in accordance with the research objective, purposive sampling is study based on knowledge, skills, experiences that specific fields from the

samples that the researcher chose or as called “Expert”. Therefore, this sample in another words called “Expert Choice Sampling”. The researcher chose the samples who have directly knowledge, skills, experiences in the Professional Women’s Volleyball in Thailand.

Samples

1. The executives; in order to collect data, the opinion and direction in the mind of decision makers of where we are where do they want to go, and how they want to get there. With the open ended and additional specific oral interviews related to their responsibility to the WVTL.

1.1 The executives of the professional sports, the Sports Authority of Thailand.

1.2 The president, executive director of Thailand Volleyball Association.

1.3 The executives of the Thai Volleyball Company Limited who are in charge of WVTL.

1.4 The executives of the clubs participated in the WVTL.

2. Volleyball personnel; consist of coaches, referees, players, organizing staffs, statistic officers in order to read their mind of how they think about working compensation and job security which is important for making volleyball as professional career.

3. Media; they are the executives of the leading media including TV, radio, newspaper, and social media, who can reflect the popularity, the operation of the league, and how can the league can work out better public relations with cooperation with the media.

4. Sponsors; in this study sponsors are considered as the league's partners as they share the support success of the league, more popular volleyball is the more they are willing to pay as they are attached to the images and popularity of the professional volleyball. The questions focus on how they think about the WVTL league, and what is the result they get from the sponsorship, what are their expectations, and how they will sponsor more of this professional women's volleyball.

5. Spectators of the WVTL to understand the feedback of the current set ups of the league, what they are expecting from the league, as well as the point to be improved, the prices they pay for WVTL and alternative entertainment.

The 5 groups of samples of total 162 persons are reached by purposive sampling. The results of the study will be used for further development of the WVTL Professional Women's Volleyball League business model in Thailand.

Table 2 The five groups of samples of total 162 persons

Samples	Numbers of answered persons	Sampling method	Process
Group 1; Executives	10	purposive sampling	use questionnaire with open ended, and additional interview follow to the questionnaire
1.1 The executives of the professional sports, SAT			
1.2 The president, executive director of TVA			
1.3 The executives of the TVB who in charge of WVTL.			
1.4 The executives of the clubs participated in the WVTL			

Table 2 (Continued)

Samples	Numbers of answered persons	Sampling method	Process
Group 2 Volleyball Personnel	36	purposive sampling	questionnaires
2.1 Coaches of the WVTL teams			
2.2 Players of the WVTL teams			
2.3 Referees of WVTL			
2.4 Volleyball Information			
System staffs			
2.5 WVTL organizing staffs.			
Group 3 Media	6	purposive sampling	use questionnaire with open ended, and additional interview follow to the questionnaire
Group 4 Sponsors	7	purposive sampling	use questionnaire with open ended, and additional interview follow to questionnaire
Group 5 Spectators	103	Simple random sampling	questionnaires
Total	162		

Research Instruments

The researcher uses questionnaires with 5 rating scale, in 5 sets of open ended questions and additional interview following to the open ended questions.

The questionnaires has been through the reliability by test-retest from the 20 identical samples (spectators) with the target groups and find the correlation coefficient (r), tested by Pearson Product Moment Correlation Coefficient, then test the significance level at 0.05 with reliability of questionnaires equal to 0.89. In finding the content validity of the 5 sets of questionnaires, the research verified by index of item objective congruence: IOC from 5 specialists.

Data Collection Procedure

In collecting data, the researcher collected them during September 2012 to January 2013.

Data Analysis

The researcher analyzed data by quantitatively in terms of percentile, means, and standard deviations. As for the qualitative data, the researcher analyzed in descriptive format.

Taking the data obtained to classified into the expectations and satisfaction level from different groups of stakeholders, to see what factors are missing to complete the satisfaction, which we will get the target groups' insights, objectives or demands. Then, find the activities which the results can fulfill with the missing satisfaction or demands. These activities will be performed by the league or volleyball clubs.

CHAPTER IV

RESULTS AND DISCUSSION

Results

Results of this research about “A business model development for professional women’s volleyball league in Thailand” are as follows

Section 1 Status and background information of 59 respondents of 4 groups, executives, volleyball personnel, media and sponsors.

Section 2 Opinion and experiences of the Professional Women’s Volleyball League in Thailand.

Section 3 The participation and expectation of stakeholders of the Professional Women’s Volleyball League in Thailand.

Section 4 Obstacles, potential solution and recommendations for Professional Women’s Volleyball League Development in Thailand

Section 5 The satisfactions of 103 spectators from 6 competition venues.

The details of each section will be presented in terms of tables and descriptive information.

Section 1 Status and Background Information of 59 Respondents of 4 Groups; Executives, Volleyball Personnel, Media and Sponsors.

The researcher has studied background information of gender, age, education, profession, current status and period of participation to the WVTL.

Table 3 Status and background information of respondents

	(n = 59)	
	Numbers of answer	Percentage
Gender		
Male	42	71.19
Female	17	28.81
Total	59	100.00
Age		
30 years and under	17	28.81
31 – 40 years	9	15.25
41 – 50 years	16	27.13
more than 50 years old	17	28.81
Total	59	100.00
Education		
Below bachelor degree	5	8.47
Bachelor degree	26	44.07
Master degree	26	44.07
Doctorate degree	2	3.39
Total	59	100.00
Profession		
Government officers	20	33.90
Employees	15	25.42
State enterprise employees	4	6.78
Business owners	4	6.78
Others		
- Students	14	23.73
- Retired personnel	2	3.39
Total	59	100.00

Table 3 (Continued)

(n = 59)

	Numbers of answer	Percentage
Current status		
1. Executives	10	16.95
- Executives of Sports Authority of Thailand (professional sports)		
- Executives of Thailand Volleyball Association		
- Executives of Thai Volleyball Company Limited		
- Executives of Professional Women's Volleyball Clubs.		
2. Volleyball personnel	36	61.02
- Competition management committee		
- Referees		
- Volleyball Information System (VIS)		
- Coaches		
- Female professional players		
- Team officials		
3. Media representatives	6	10.17
4. Sponsors	7	11.86
Total	59	100.00
Period of participate to the WVTL		
1- 5 years	8	13.56
6 -10 years	16	27.12
11-15 years	12	20.34
more than 15 years	23	38.98
Total	59	100.00

From table 3 representing 59 respondents, the samples were composed of 71.19% of male and 28.81% of female. Their ages under 30 years and over 50 years equal to 28.81%. Level of their education bachelor degree and master degree are equal to 44.07%. Most of them are government officers 33.90%. The status of most samples are from the volleyball personnel are well selected from management involved in the Professional Women's Volleyball League who have direct experiences and knowledgeable equal to 61.02% and participate to volleyball more than 15 years, or 38.98%.

Section 2 Opinion and Experiences of the Professional Women's Volleyball League in Thailand.

The results about average incomes, sustainable career, success factors, obstacles, outstanding and selling points and popularity building are as follow.

Table 4 Opinion of the respondents about the Professional Women's Volleyball League in Thailand.

Opinion	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
Women's Volleyball can be professional sports, because					
- World class sport and standard, worldwide competition	5	26	6	4	41
- Players and official personnel are high competency	3	16	6	3	28
- Players play with league in abroad	1	2	1	-	4

Table 4 (Continued)

Opinion	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
Women's Volleyball cannot be professional sport due to					
- Lack of continued support	2	2	-	1	5
- Lack of professional management personnel	2	7	-	2	11

Note: Multiple-Response

Table 4 41 respondents pointed that women's volleyball can be made professional sport due to popularity, and be world class sport and standard, worldwide competition. 11 respondents pointed women's volleyball cannot be professional sports yet due to lacking of professional personnel to manage the league.

Table 5 Opinion on incomes, average monthly incomes of related personnel to Professional Women's Volleyball League in Thailand to have sustainable career.

Revenues	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
1. Club president					
25,000 - 50,000	3	8	-	3	14
50,001 - 75,000	-	2	1	-	3
75,001 - 100,000	1	7	1	-	9
100,001 - 125,000	-	3	-	1	4
125,001 - 150,000	-	7	2	-	9
more than 150,000	4	3	2	-	9

Table 5 (Continued)

Revenues	Personnel				Total (n=59)
	Executive (n=10)	Volleyball (n=36)	Media (n=6)	Sponsor (n=7)	
2. Team managers					
10,000 - 20,000	-	5	-	-	5
20,001 - 30,000	2	-	-	2	4
30,001 - 40,000	1	6	-	-	7
40,001 - 50,000	1	7	1	1	10
more than 50,000	4	13	5	1	23
3. Coaches					
10,000 - 20,000	-	6	-	1	7
20,001 - 30,000	4	2	1	-	7
30,001 - 40,000	3	10	1	2	16
40,001 - 50,000	-	9	1	-	10
more than 50,000	2	4	3	1	10
4. Assistant coaches					
10,000 - 20,000	2	7	-	-	10
20,001 - 30,000	3	5	3	1	13
30,001 - 40,000	2	15	2	2	20
40,001 - 50,000	-	4	1	1	5
more than 50,000	2	-	-	-	2
5. National players					
under 10,000 baht	-	1	-	-	1
10,000 - 20,000	1	3	-	1	5
20,001 - 30,000	-	13	1	-	14
30,001 - 40,000	-	2	-	1	3
40,001 - 50,000	1	9	1	1	12
more than 50,000	6	4	4	1	15

Table 5 (Continued)

Revenues	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
6. Players					
under 10,000 baht	-	11	-	-	11
10,000 - 20,000	1	10	1	1	13
20,001 - 30,000	4	12	1	2	19
30,001 - 40,000	3	1	2	1	7
40,001 - 50,000	-	1	1	-	2
more than 50,000	1	1	1	-	3
7. Referees					
under 10,000 baht	2	2	-	-	4
10,000 - 20,000	-	13	-	1	14
20,001 - 30,000	3	12	4	2	21
30,001 - 40,000	3	1	2	1	7
40,001 - 50,000	-	1	-	-	1
more than 50,000	1	1	-	-	2
8. Team Officers					
under 10,000 baht	1	6	-	-	7
10,000 - 20,000	6	21	4	3	34
20,001 - 30,000	2	3	2	1	8
30,001 - 40,000	-	1	-	-	1
40,001 - 50,000	-	-	-	-	-
more than 50,000 baht	-	-	-	-	-

Note: Multiple-Response

Table 5 Most of respondents agreed about rate of incomes of the related personnel of the Professional Women's Volleyball League in Thailand. If they have occupied and earned, their incomes per month should be following, the president's are recommended at the ranged of 25,000-50,000 baht. Managers are more than 50,000

baht, coaches and assistant coaches at the range of 30,001-40,000, national players are more than 50,000 baht, general players and referees at the range of 20,001-30,000 baht and team personnel at 10,000-20.000 baht.



Table 6 Success factors for Women's Professional Volleyball League in Thailand.

Success factors	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59X)
1. Management					
1.1 Availability of professional management structure: availability of knowledgeable, capable, responsible persons in different areas, full time, operation systems and plan in form of business entity.	5	6	6	3	20
1.1.1 Management structure of competition organization committee.	7	12	6	2	27
1.1.2 Management structure of the clubs.	8	4	5	6	23
1.1.3 Master plan for achieving professional sport status					
1.2 Availability of professional competition system	4	12	5	5	26
1.2.1. Professional competition organization standards home and away,	6	1	3	2	12
1.2.2 Sport entertainment approach in event organization such as the spectator and fans' participation.					

Table 6 (Continued)

Success factors	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
1.3 Personnel development for their knowledge and professional capability.					
1.3.1 Academy center for youth player development.	7	2	5	6	20
1.3.2 Other personnel such as, coaches, referees, competition organization, both quality and quantity.	3	6	3	4	16
2. Volleyball personnel					
2.1 Player					
2.1.1 Players must have high performance as professional level, discipline and responsibility.	7	16	6	5	34
2.1.2 Player has performed in the international level.	6	4	-	2	12
2.2 Coaches					
2.2.1 Coaches has knowledge and availability in coaching, to improve the players.	2	6	6	4	18
2.2.2 Get the FIVB coaches certificate, and continues improvement	1	5	4	3	13

Table 6 (Continued)

Success factors	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
2.3 Referees					
2.3.1 Referees must know the rules and regulation, fairness	-	7	4	3	14
2.3.2 Get the FIVB referees certificate, and continues improvement.	-	1	4	2	7
3. Finance and Business Privilege					
3.1 The Government has subsidized as state in the National Professional Sports plan 2012 - 2016 -The government should provide continue and enough budget to start up professional sports for improvement and sustainable.	8	12	6	6	32
3.2 The supports form private sector -The business opportunities of supporters, PR plan	7	10	6	7	30
3.3 Income and sponsorship management					
3.3.1 Should have professional personnel to manage the sponsorship	9	6	6	6	27
3.3.2 Have enough income and continues management	9	21	6	6	42

Table 6 (Continued)

Success factors	Executives (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
4. Public relations and fan club building					
4.1 Public Relations					
4.1.1 PR must be fully integrated media, and regularly.	4	7	6	4	21
4.1.2 Broadcasting through seasonal in various channels	4	2	2	-	8
4.1.3 Personnel who responses the PR	2	4	6	5	17
4.2 Fan club building					
4.2.1 Build activities with communities and allocate the competition to cover all area.	8	8	6	4	26
4.2.2 League must have super stars to attract spectators	5	3	6	4	18
5. Competition venues and facilities.					
5.1 Provide the standard competition venues which have facilities for spectator, media and related people.	8	17	6	4	35
5.2 Prepare the place of venue and security system	1	-	1	-	2

Note: Multiple-Response

Table 6 Success factors of Professional Women's Volleyball League in Thailand which the respondents are divided into 5 groups as follow.

1. The management
2. Volleyball personnel
3. Finance and privileges
4. Public relations and fan club building
5. Competition venues and facilities

The interviewees answer and provide the following information:

1. The Management

- 1.1 Professional management structure, 4 groups of respondent total 27 persons agreed to have the professional management structure.

- 1.2 The competition system, 4 groups of respondents total 26 persons appointed that the system must be professional volleyball competition standards, and must have home and away system.

- 1.3 Personnel development by improving knowledge skills of professional, 4 groups of respondents total 20 persons appointed that should have academy center for youth volleyball players training for increasing number of professional volleyball players.

2. Volleyball personnel

2.1 Players, 4 groups of respondents total 34 persons agreed that the players must have high performance, well disciplined and responsible as professional persons.

2.2 Coaches, 4 groups of respondents total 18 persons appointed that coaches must be able to develop the to-date sport scientific training methodology.

2.3 Referees, 4 groups of respondents total 14 persons must be affluent in the regulations and rules of the sport and officiate with fairness.

3. Finance and privileges

3.1 The support from government; 4 groups of respondents total 32 persons agreed that government should provide enough budget and continuously in order to develop sustainable professional league.

3.2 The supports from private sectors; 4 groups of respondents total 30 persons appointed that the sponsors expect the tangible benefits in term of businesses opportunity and recognition in form of media plans, broadcasting opportunity.

3.3 Revenues and privileges; 4 groups of respondents total 42 persons appointed that league organizer and clubs must general enough income to facilitate the league operation and league business management.

4. Public relations and fan club management for popularity

4.1 Public relations, 4 groups of respondents total 21 agreed that the PR must be fully integrated media, and regularly.

4.2 Building of fan club, 4 groups of respondents total 26 pointed that building fan club and fan club base should be increased by distribution of competitions in different location around the country.

5. Competition venues and facilities, 4 groups of respondents total 35 appointed the facilities must be competition standards and with comfortable accessories.

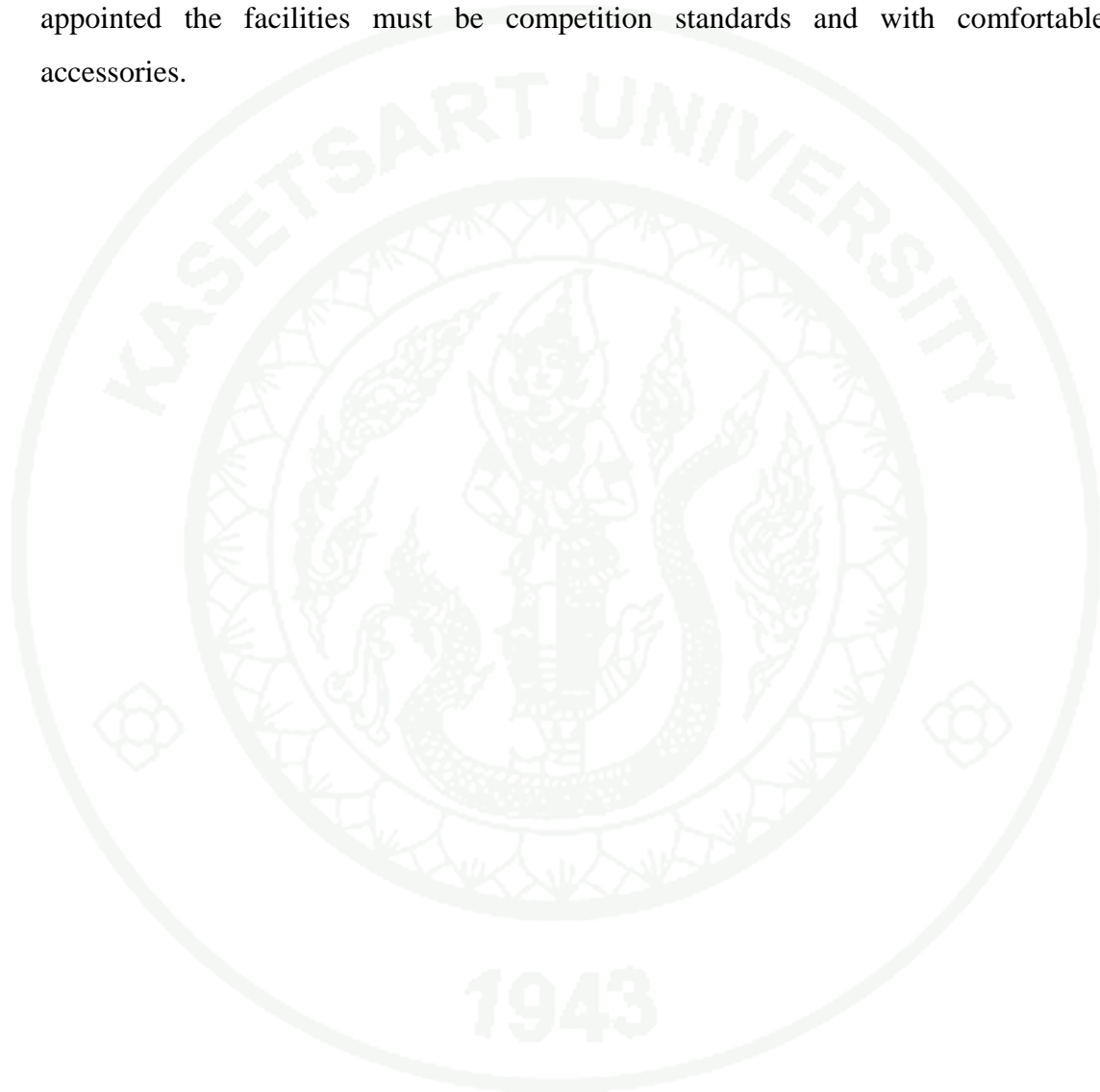


Table 7 Opinion on obstacles of Professional Women’s Volleyball League in Thailand.

Obstacles	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
1. The management					
1.1 The management of SAT, TVA, clubs					
1.1.1 Lack of business knowledge	6	5	4	6	21
1.1.2 Lack of specialist personnel	8	21	3	4	36
1.1.3 Lack of full time working personnel	2	10	2	1	15
1.1.4 Lack of road map for professional sport	4	4	3	3	14
1.2 Competition system					
1.2.1 The competition rules do not related to the professional sport development	6	2	3	3	14
1.2.2 Planning and timing of competition have not settled.	2	2	-	4	8
2. Volleyball personnel					
2.1 Incomes	7	25	6	-	38
The personnel has not enough income and lack of stability of life					

Table 7 (Continued)

Obstacles	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
2.2 Have not enough professional personnel					
2.2.1 Most of players are students, they are not full time professional player	7	13	5	3	28
2.2.2 Coaches must be able to develop the to-date sport scientific training methodology.	5	18	4	2	29
2.2.3 The aces not enough professional referees who have welled skills	3	16	3	1	23
3. Financial and privilege					
3.1 Subsidiary from government	8	26	6	6	46
- Lack of enough and continues budget from government for professional sport improvement					
3.2 The supports form private sector					
3.2.1 Uncertain budgets, most of sponsors are interested in popular sports such as football	8	10	4	-	22
3.2.2 League and clubs lack of sponsorship management skills.	9	6	4	5	24

Table 7 (Continued)

Obstacles	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
4. Public relations and fan club building					
4.1 PR must be fully integrated media, and regularly.	7	22	6	4	39
4.2 There are a little of fan club building due to lack of personnel, super star players and development plan	6	8	6	3	23
5. Competition venue and facilities					
5.1 There have not enough standard competition venue	6	16	5	2	28
5.2 The facilities such as wifi, live TV camera position light and sound system, toilets, car parking have not served enough.	2	13	5	-	20

Note: Multiple-Response

Table 7 Shown the obstacles which effect to success factor of Professional Women's Volleyball development as followed 5 factors.

1. The Management

1.1 The management, 4 groups of respondent total 36 persons agreed that obstacle is lacking of professional personnel in different departments.

1.2 Competition system, 4 groups of respondent total 14 persons appointed that the competition system not in line with the professional sport development plan

2. Volleyball Personnel

2.1 Income of volleyball personnel, 4 groups of respondent total 38 persons appointed that volleyball personnel has not enough income and lack of stability of life.

2.2 Limited of professional personnel, 4 groups of respondent total 29 persons appointed coaches must be able to develop the to-date sport scientific training methodology. Most of coaches have not enough time due to have another occupied.

3. Finance and Business Privilege

3.1 The support from government; 4 groups of respondents total 46 persons agreed that lack of enough and continues budget from government for professional sport improvement.

3.2 The supports from private sectors; 4 groups of respondents total 24 persons appointed that league organizer and clubs lack of sponsorship management.

4. Public Relations and Fan Club building

4.1 Public relations, 4 groups of respondents total 39 agreed that the PR must be fully integrated media, and regularly. Lack of PR personnel, plan and budget.

4.2 Building of fan club, 4 groups of respondents total 23 pointed that there are some fan club building due to lack of responded personnel, plan and budget

5. Competition venues and facilities

5.1 The standard venues, 4 groups of respondent total 28 appointed that have not enough the standard competition venues available.

5.2 Facilities, 4 groups of respondents total 20 appointed that the facilities wifi, live TV camera position light and sound system, toilets, car parking have not served enough.

Table 8 The opinions are about the outstanding and selling point of volleyball, by increasing more spectators.

Outstanding and Selling Point	Executives (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
The outstanding of the Professional Women's Volleyball League					
1. Players has the capability and good performance, now they have high world rankings	10	32	6	7	55

Table 8 (Continued)

Outstanding and Selling Point	Executives (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
2. TVA has good management system according to the international event standard	3	19	4	1	27
3. The players is goods-looking and they have relationship and capability. Within 5 years the Professional Women's Volleyball League will be more popular and the spectators are increased	1	14	-	-	15
1. Possibility	8	29	6	7	50
2. Impossibility	-	7	-	-	7

Note: Multiple-Response

Table 8 The respondents pointed the outstanding and selling point of Professional Women's Volleyball League in Thailand will be more popular and increase more spectators.

The outstanding of Professional Women's Volleyball League in Thailand, 4 groups of respondents total 55 persons appointed due to the capability and good performance, now they have high world rankings.

The opportunities of Professional Women's Volleyball League in Thailand, are possible more popularity and spectators. 4 groups of respondents total 50 persons agreed to have possibility.



Table 9 The opinions of respondents about the popularity building.

Opinion	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
1. Public relations and fan club building					
1.1 Public relations					
1.1.1 To continue PR through all media channels and live on free TV	6	15	5	4	30
1.1.2 To have personnel who directly response the PR, coordinate to medias and image building	4	8	5	4	21
1.2 Population building					
1.1.1 To have high capability and professional players in the league especially the popular national women's players	3	11	5	3	22
1.1.2 To create and develop the players to be super star who are attractive the spectators	4	5	4	5	15
1.3 Building fan club					
1.3.1 The volleyball clubs must have fan club building and development plan	8	5	4	2	19
1.3.2 Create the local participating with local players in the league	3	6	1	2	12

Table 9 (Continued)

Opinion	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
2. The competition management					
2.1 To management the competition like the international level with international league	2	2	2	3	9
2.2 To spread the competition to the provincial area	2	3	1	1	7
2.3 To management the facilities inside and outside the venue for comfort, convenience and cleanliness	1	1	2	1	5
2.4 To management the playing calendar in according to the FIVB international events	1	-	1	-	2
2.5 To have revenue structure comparison the international standard to attract Thai and foreign player to join the league	3	1	-	-	4

Note: Multiple-Response

Table 9 The opinions of respondents about the popularity building.

1. Public relations and fan club building

Public Relations, 4 groups of respondent total 30 persons suggested that should do PR through every channel, continuously broadcast on free TV.

Popularity building, 4 groups of respondent total 22 persons appointed that should have high capability and professional players in the league, especially the popular national women's players.

Fan club building, 4 groups of respondent total 19 persons appointed the clubs must have fan club building and development plan.

2. Competition management, 4 groups of respondent total 9 persons appointed that should manage the competition to international level with international league.

Section 3 The Participation and Expectation of Stakeholders of the Professional Women's Volleyball League in Thailand.

Table 10 Opinions of 10 executives about the strengths of Professional Women's Volleyball League in Thailand for business value added creation.

(n = 10)

Opinions	Numbers of answer	Percentage
1. Spectators		
1.1 Create the entertainment, impression to spectator in the event and hope them come back to buy tickets in the next events.	7	70.00
1.2 Create activities for spectators and the star player created popularity for souvenirs selling.	7	70.00
2. Media		
2.1 Performance of Women' National Team	5	50.00
2.2 Create super star for team	8	80.00
2.3 High performance players and well known in Thailand and international	4	40.00
3. Sponsors		
3.1 To build brand image through the popular players	6	60.00
3.2 To communicate with customers through volleyball	5	50.00
3.3 To build brand perception and awareness	5	50.00

Table 10 The executives suggest that the strength of Professional Women's Volleyball League in Thailand for business value added creation following.

7 Spectators suggest that to create the entertainment, impression to spectator in the event and hope them to come back to buy tickets in the next events. Also, to create activities for spectator and the star players created popularity for souvenirs selling.

8 Media are shown their opinions that to create super star to attract media.

6 Sponsors of executives suggest that the sponsors can build the brand through the super star players.

Table 11 Opinions of 10 executives of Professional Women's Volleyball League in Thailand for sources of revenue.

(n = 10)

Sources of revenues	Numbers of answer	Percentage
1. Subsidized by the SAT	8	80.00
2. Supported by the private sectors	7	70.00
3. State enterprises	6	60.00
4. Local government	5	50.00
5. Education institutions	2	20.00

Table 11 As 8 executives' opinion shown that source of main revenues of Professional Women's Volleyball League in Thailand from subsidized by the Sports Authority of Thailand.

Table 12 Opinions of 10 executives of Professional Women's Volleyball League in Thailand for business opportunities

(n = 10)

Business opportunities	Answered numbers	Percentage
Business opportunities		
1. See the business opportunities	8	80.00
2. Indecision	2	20.00

Table 12 (Continued)

Business opportunities	Answered numbers	Percentage
Opportunities of attracted business		
1. To build and develop youth players in academy for sales	7	70.00
2. Broadcasting right	4	40.00
3. Brand building of clubs and souvenirs selling	4	40.00

Table 12 Opinion of 8 executives see through the business opportunities and 7 executives attract to the business of building and developing youth players in academy for sales.

Table 13 Opinions of 10 executives of Professional Women's Volleyball League in Thailand for business model.

(n = 10)

Business model	Answered numbers	Percentage
1. The government must invest the venues, facilities, create popularity and then attract to sponsors.	5	50.00
2. The Volleyball clubs must have the same level performance and spread the star to every team.	4	40.00

Table 13 Opinion of 5 executives shown the starter of business model in Thailand, the government must invest the venues facilities, create population and then attract to sponsors

Table 14 Opinion of 10 executives of Professional Women's Volleyball League in Thailand for success factor in business.

(n = 10)

Success factor in business	answered numbers	Percentage
1. To create the population in volleyball to attract more spectators, to do PR and improve the venue, facilities. The capable players play in the league.	9	90.00
2. The management personnel who have business knowledge and skill in the league	9	90.00

Table 14 Opinions of 9 executives shown that if invest in volleyball business, key success factors are popularity creating to attract more spectators by increasing PR and improving venues, facilities for more comfort and according to standard. League has capability players and management personnel who have business knowledge and skill in the league.

Table 15 Opinions of 10 executives of Professional Women's Volleyball League in Thailand for budgeting.

(n = 10)

Budgeting	Amount (Baht)	Percentage
1. Investment budget	3.0-24.0 million	100.00
2. Expenditures		
2.1 Team expenses		
- Wage and salary for players	1.2 -12.0 million	50.00
- Wage and salary for coaches and assistant coaches	0.5 - 3.0 million	12.00
2.2 Competition management expenses (competition, traveling and accommodation expenses)	0.5 - 3.0 million	13.00

Table 15 (Continued)

(n = 10)

Budgeting	Amount (Baht)	Percentage
2.3 Marketing expenses (PR, fan club management)	0.5 - 2.5 million	10.00
2.4 Administration expenses (salary, rent, water, electricity, overheads)	0.5 - 3.5 million	15.00

Table 15 Opinions of 10 executives shown that the investment budgets are 3.0-24.0 million baht and most of expenses are for wages and salary for players at 50%.

Table 16 Opinions of 10 executives of Professional Women's Volleyball League in Thailand for expectation

(n = 10)

Expectation	Answered numbers	Percentage
1. Revenues from Professional Women's Volleyball business	1	10.00
2. Create the stable and sustainable profession, income and business.	4	40.00
3. CSR and organization's PR	1	10.00
4. Reputation and pride	3	30.00
5. Social contribution	5	50.00

Table 16 Opinions of 5 executives shown that the expectation for participating to the Professional Women's Volleyball League is social contribution.

Table 17 Opinion of 10 executives of Professional Women's Volleyball League in Thailand for sustainable professional sport.

(n = 10)

Sustainable professional sport	Answered numbers	Percentage
1. To develop marketing system and professional sponsorship for the volleyball club and competition	7	70.00

department.

Table 17 (Continued)

	(n = 10)	
Sustainable professional sport	Answered numbers	Percentage
2. The government must clarify professional sports plan. To support enough budget, standard venues, facilities especially while start the league.	6	60.00
3. To continuously build and develop the players included fan clubs.	3	30.00

Table 17 Opinions of 7 executives shown that the development of the Professional Women's Volleyball League for sustainable professional sport, to reduce the subsidiary from government by developing marketing system and professional sponsorship management for the clubs and competition department.

Table 18 The participation and expectation of 36 volleyball personnel in the Professional Women's Volleyball League in Thailand.

(n = 36)

Participation and expectation of volleyball personnel	Numbers of answer	Percentage
Stakeholders		
- Coaches	5	13.89
- Players	16	44.44
- Team officers	2	5.56
- Referees	8	22.22
- Volleyball Information System (VIS)	2	5.56
- Competition committee	3	8.33
Participation		
1 time	1	2.78
2 times	3	8.33
3 times	0	0.00
4 times	5	13.89

5 times 2 5.56

Table 18 (Continued)

(n = 36)

Participation and expectation of volleyball personnel	Numbers of answer	Percentage
6 times	2	5.56
7 times up	23	63.89
Sports Profession		
- Yes, due to popular sport	16	44.44
- No, due to have uncertain income and have not instability	14	38.89
- Not applicable	6	16.67
Expectation of return		
- Reputation and pride	27	36.49
- Revenues from participation	21	28.37
- Build the certain and sustainable of profession, income and business	13	17.57
- CSR and social contribution	13	17.57

Table 18 Most of respondents are 16 players, 23 respondents have participated the Professional Volleyball League for 7 times up, 16 respondents can turn sports to be profession due to volleyball is one of popular sport and 14 respondents appointed that have not uncertain income and have not instability. 27 of volleyball personnel expect to the reputation and pride.

Table 19 The participation and expectation of 6 media in the Professional Women's Volleyball League in Thailand.

(n = 6)

Participation and expectation of media	Amount (Baht)
1. Budgeting	
1.1 Television	2.0 - 35.0 million
1.2 Radio	0.5 - 3.0 million

Table 19 (Continued)

(n = 6)

Participation and expectation of media	Amount (Baht)	
1.3 Social media	0.5 - 3.0 million	
1.4 Printing and others	1.0 - 18.0 million	

Participation and expectation of media	Number of respondent	Percentage
2. The opinions for satisfaction of media		
2.1 Easy to access the information	6	100.00
2.2 To have personnel who directly response the PR	5	83.33
2.3 To continuously provide info for press	4	66.67
3. Opinions for satisfaction of sponsors		
3.1 League organizer must take care and develop the competition, to create the population and distribute competition news for brand awareness	3	50.00
3.2 To retain the performance of national team and clubs	2	33.33

Table 19 Most of the media guide out some figures to cover the media budget from the Professional Women's Volleyball League in Thailand from their experiences that it range from 10 - 50 millions baht. The majority of the budget goes to the media and Live TVs.

All 6 media agreed to the same direction, in order for the media to continuously support the distribution of the Professional Women's Volleyball news, most important factor is easy to access the information. 3 of respondents pointed out that the organizer must take care and develop the competition, to create the population and to distribute competition news to media for brand awareness.

Table 20 The participation and expectation of 7 sponsors in the Professional Women's Volleyball League in Thailand.

(n = 7)

Opinions	Numbers of answer	Percentage
Business Opportunity		
1. Building images of products and business for selling opportunity	5	71.43
2. It is not the purpose of sponsors/ players transfer is future stream of income	2	28.57
Values sponsored		
1. Cash 1.0 - 3.0 million Baht	7	100.00
2. Value in Kinds 0 - 1.0 million Baht	7	100.00
Reasons to sponsor		
1. As CSR for the company as one of community services	5	62.50
2. As public relations through sport marketing	3	37.50
Sponsor Criteria		
1. Club Performance and results	5	55.56
2. Market values for product and corporate images	3	33.33
3. Media values from sponsorship	1	11.11
Additional factor of support decision		
1. Professionalism of the clubs	7	63.63
2. Availability of competition schedules and club marketing plan	4	36.37
Expectation		
1. Doing CSR for corporate publicity	5	27.78
2. Non-profit community service project	5	27.78
3. Reputation and pride	3	16.66
4. Create jobs, incomes, sustainable business	3	16.66
5. Business revenues from Women's Professional Volleyball League	2	11.12

Table 20 The 7 sponsors, expectation and their experienced in sponsorships of Professional Women's Volleyball League, 5 responded sponsors see the opportunity in sponsorship that will get the opportunity to publicize their products and businesses and bring about selling opportunity afterwards. The sponsorship is done in form of cash and value in kinds. The total amount of cash 1-3 million baht and Value in Kinds (VIK) about 1 million baht. 5 sponsors' reason as CSR for the company as one of community services and the criteria in choosing teams is club performance. 7 sponsor s pointed that the additional factor of support decision is professionalism of the clubs. 5 of respondents expect to do CSR.

Section 4 Obstacles, Potential Solution and Recommendations for Professional Women's Volleyball League Development in Thailand

Table 21 Additional suggestions from 4 groups of respondents about the management of the Professional Volleyball Department of TVA to be success for generating incomes and profits. The urgent and priority actions as follow.

Opinion	Executive (n=10)	Volleyball Personnel (n=36)	Media (n=6)	Sponsor (n=7)	Total (n=59)
1. Organization of the professional league must be systematic and continuous	2	15	3	3	23
2. Participate in making policy and drive the government to seriously support through the success of the professional league	4	24	-	1	29

Table 21 (Continued)

Opinion	Executive	Volleyball	Media	Sponsor	Total
	(n=10)	(n=36)	(n=6)	(n=7)	(n=59)
3. Looking for title sponsors of the league.	2	23	4	3	35
4. To enough recruit, select and develop sports personnel	5	10	1	-	16

Table 21 The additional suggestions from 4 groups appointed the important of management of the Professional Volleyball Department of TVA to be success and can generate incomes and profits. The urgent and priority actions are looking for title sponsors of the league total 35 persons, and 29 respondents suggested to participate in making policy and drive the government to seriously support through the success of the professional league.

Tables 22 Additional suggestions about problems and obstacles for development of Professional Women's Volleyball League

Topics	Problems and Obstacles	Potential Solution and Recommendations
1. Management 1.1 Organization management	Professional league management of TVA The league management is still not working professionally and lack of full time business manager.	1. Set up the complete organization structure for key positions - There must have management team in

 charge of each
Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
1.2 Competition	<p>Club management</p> <p>The clubs have not been managed like an business entity. The majority are managed partially as government units and use their staffs partially of the units who do the volleyball work as secondary works.</p> <p>- Lack of management personnel especially the marketing and sponsorships management.</p> <p>- Manage the competition</p>	<p>department with clear responsibility.</p> <p>- There must be evaluations in all department in order to improve operations.</p> <p>- Recruit qualified personnel to be responsible for the each department</p> <p>2. Operate in form of business legally, build the club and league brand to draw their sponsor to supports the clubs and league.</p> <p>- Look for people with business experiences to join the management team</p> <p>- Personnel must have the full time employment with pays.</p> <p>- Set up the salary scales that attract the related qualified personnel to work in the organization.</p> <p>- There should be systematic</p>

management according to the budget. planning and match with the

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
	<p>There is no specific plans the same way as they did for the amateur volleyball there is no different for the professional league.</p> <ul style="list-style-type: none"> - Competition committee is lack of systematic operation, is not well planned ahead. - Professional volleyball competition is well planned that some club only host to games rather than 7 games out of 8 teams in the league. Which results in lacking of events to draw the interest of the fan clubs and the sponsors. - Players play both amateur and professional volleyball. 	<p>demand of the spectators.</p> <ul style="list-style-type: none"> - Change the competition concept from sport competition to sport show to focus on entertaining spectators, sponsors, media, - Should establish the committee, involve people from clubs in the league management. - Must arrange the competition program according to the professional standard (home and away). Competitions must be fixed well in advance. - Competition calendar must be well aligned with the calendar of the FIVB world competition schedules, Oct. 16 to April 15. For domestic leagues. While, 16 Apr.- Oct.15. for international competition. So that the national champion can plan and prepare to compete in

the international events.

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
	<ul style="list-style-type: none"> - The volleyball tournaments for excellence has to many conflicting events with professional league, therefore teams are competing for the players to their teams. 	<ul style="list-style-type: none"> - In beginning, professional players are not enough for league, the league management must arrange competition schedule to fit both amateur and professional league without conflicting calendar. - Must plan to increase the

2. Public relations
and fan club building

2.1 Public relations The expenses of the live
broadcasting are very high.

number of professional
volleyball players.

- Must find more sponsors to support the broadcasting in free TV which has the better coverage to more home spectators.
- Must build the popularity so that TV station interested in broadcast.
- Use modern 3G technology in broadcasting which can cover the target audiences with lower broadcasting costs.

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
	- Too little public relations efforts and lack of continuity.	<ul style="list-style-type: none"> - Find easily reach the target groups such as community radio, billboards, banners, in around the competition venue and media that can. - Organize the competition continuously and do more public relations for each competition venues by. - Made available of the

<p>2.2 Increase popularity and Tables 22 (Continued)</p>	<p>- Lack of personnel who directly responsible for</p> <p>- Public relations planning and operations</p> <p>- Lack of public relations budgets.</p> <p>There are limited fan clubs activities. Some clubs have</p>	<p>database which allow easy media accesses.</p> <p>- Make available the updated website at all time.</p> <p>- Made available the responsible the qualified public relations personnel to:</p> <ol style="list-style-type: none"> 1. Write the news content and submit the news to all branches of media and maintain the long term good relations. 2. Plan the public relations works ahead. 3. Plan for budgeting <p>Clubs must plan and take action with the fan clubs</p>
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Topics	Problems and Obstacles	Potential Solution and Recommendations
fan club.	<p>not fan club activities.</p> <p>.</p> <p>- Lack of super star players since they are playing in the professional league</p>	<p>activities</p> <ol style="list-style-type: none"> 1. There must be activities to involve local communities such as local community sports services, and involves the players with local communities in various local events. 2. Do the website and players and club data

outside Thailand.
 - Current players are local residents they came to play and go back on the same days.

updates, movements of fan club accesses.
 3. Organize activities during the competition for the spectators to take parts.
 4. Provide budget for the fan club management.
 - There should be favorite national players to play in the league to attract more spectators.
 - Build the star players out of the existing players to attract the spectators.
 - Create local star players from local communities to create local senses of involvement.

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
		<ul style="list-style-type: none"> - Players must have more interaction with the local spectators building players' fan clubs. - Players must have good human relations. - There must be salary structure which is comparable with the international standards in

	- Lack of professional personnel	order to draw the national and international players to the Thailand professional league.
		- Recruit qualified professional persons to take charge of the fan club management.
3. Volleyball personnel	- Players with professional calibers are still limited in Thailand. The majority players in the Women's Thailand League are still students who place the focus to studies and playing volleyball as the league	1. TVA must have policy and players development plan to immediately increase more high performance players through ages group competitions from 12, 14, 16 and 18years nationwide.
3.1 Players		

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
	cannot provide jobs security.	2. Clubs must run their academy to develop their own young players in cooperation with local schools, university and community to create star players such as IDEA club in Nongrue Vithaya Academy, Konkaen.
		1. Clubs must define their

<p>3.2 Coaches</p>	<p>- Players are lack of readiness to be professional players, they are lack of training, and preparation.</p> <p>- Hi-caliber coaches are limited.</p> <p>- Lack of sport science application to the players training.</p> <p>- Coaches do not have enough time to train</p>	<p>directions and planning and provide training to the players and personnel continuously.</p> <p>2. Players must have disciplines in the sport training behave like professional players.</p> <p>3. If they are students, They should study in the same school for convenience in training.</p> <p>Set the courses to development professional coaches by;</p> <p>1. Train them in the FIVB coaches courses and other courses continuously.</p> <p>2. Organize seminars by</p>
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Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
	<p>players as they are not working full time in professional volleyball</p>	<p>2. Organize seminars by inviting the successful coaches as lecturer and introduce the sport science.</p> <p>3. Practice in the real environments.</p>
<p>3.3 Referees</p>	<p>- The number of professional referees are very limited in Thailand</p>	<p>Urgently develop referees. by</p> <p>1. Train them in FIVB referees candidate courses continuously.</p>

<p>3.4 Competition department personnel</p>	<p>The league is still lack of professional management of the competition system.</p>	<p>2. Practice and gain experiences in the major events.</p> <p>3. Further training and evaluations to improve and keep the high accuracy and fair standard.</p> <p>4. The competition committee must provide the referees with high caliber to officiate to gain acceptance and respects from the teams.</p> <p>- Set up the working group and divide the responsibility of the</p>
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Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
		<p>group clear and listen to the others people's ideas for improvements.</p> <p>- Develop more personnel in the professional competition department</p> <p>- Study tour for the competition department personnel to observe the competition</p>

3.5 Incomes of volleyball personnel	- Incomes are enough for jobs security as professions	<p>organization in other countries for improvement Thailand standard.</p> <ol style="list-style-type: none"> 1. Set the incomes to international standards structure 2. Higher caliber personnel should get higher pays accordingly. 3. Outstanding performance should get bonus. <p>The most important things that the jobs security is the main factor in drawing capable people in join professional volleyball.</p>
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Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
<p>4. Finance and privilege</p> <p>4.1 The supports from the government through the national sport development plan 2012-2016 (2555-2559 B.E.)</p>	<p>- Lack of sufficient budgets and continuity of the budgets.</p> <p>- Government through sport authority of Thailand to 12 kinds of professional sports and</p>	<p>- Government through the SAT must study and plan should plan for sports sustainable development. Budget sufficient is the effective approach for</p>

	volleyball is not the top popularized sports, therefore the allocation of supports has to go accordingly	the professional investment of the government which will pay back to the country. - Make sports popularized by supported government in the beginning when professional is sustainable the private sectors will be able to take over and develop them further.
4.2 The supports from the private sectors.	- The budget is non constant, the majority of the budget will go to football which is the most popular sports	How to get more supports from sponsors. 1. Grow the popularity of the sports to gain more attentions of the spectators.

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
	- League and clubs do not have clear-cut business and sponsorship management.	2. Manage marketing and sponsorship packages in discussing sponsorship negotiation 3. Manage the more effective media packages for sponsors
4.3 Other incomes	- Very little incomes	1. There must be

from business and sponsorship.

professional managers to manage marketing and sponsorship. As revenues determine the size of income, add values, success of the professional operation.

2. In general, it is the players transfers and the media rights that are major sources of incomes from the businesses are important in the developed countries. Besides, others are tickets receipt, merchandising, and etc.

Tables 22 (Continued)

Topics	Problems and Obstacles	Potential Solution and Recommendations
5. Competition venues and facilities	<ul style="list-style-type: none"> - International standards venues and facilities are not enough for Professional Women's League competition venue. - Some facilities are not up to professional standards, such as wifi, 	<ul style="list-style-type: none"> 1. Government at this stage must invest in the professional competition venues - Improve the existing provincial venues to the international standards so that many sports can jointly use the venues in the

-
- the broadcasting position, lightings, sound systems, cleanliness of the toilets, car parking and etc.
- professional levels.
- Increase the numbers of the standardized venues to be enough and well distributed over the countries.
 - 2. Start to choose from the clubs that are already have the venues.
 - 3. Manage the facilities ready for services both internal and outside the venues regarding access, comfort, cleanliness, impressions to the spectators.
 - 4. Plan for the security and safety of the venues such as the electric wires. Slippery spots, and for spectators, such as crowd control.
-

Section 5 The Satisfactions of 103 Spectators from 6 Competition Venues.

Table 23 Status and background information of 103 answered number.

(n = 103)

Data	Numbers of Answer	Percentage
1. Gender		
Male	60	58.25
Female	43	41.75
2. Ages		
under 20 years	23	22.33
20 - 30 years	29	28.16
31 - 40 years	18	17.48
41 - 50 years	20	19.42

51 - 60 years	11	10.67
More than 60 years	2	1.94
3. Education		
Below bachelor degree	40	38.83
Bachelor degree	58	56.32
Master degree	5	4.85
Doctorate degree	0	0.00
4. Profession		
Student	34	33.01
State enterprise employees	8	7.77
Business owners	11	10.68
Government officers	30	29.13
Employees	15	14.56
Others	5	4.85
5. Incomes		
Under 10,000 baht	37	35.92
10,001 - 15,000 baht	15	14.56
15,001 - 20,000 baht	9	8.74

Table 23 (Continued)

(n = 103)

Data	Numbers of Answer	Percentage
20,001 - 25,000 baht	10	9.71
25,001 - 30,000 baht	5	4.85
Over 30,000 baht	19	18.45
Uncertain	8	7.72

Table 23 General information of 103 spectators who answer the questionnaire. From the answered out of the 103 respondents, found 60 males which is 58.25% and females of 43 equals to 41.75%. The majority spectators are 20 – 30 years are 29 which of 28.16% and the second are under 20 years are 23 which are 28.16%. Their education are bachelor degree are 58 is 56.32%. The majority of 34 spectators are

university students, and high schools is 33.01%. Their income under 10,000 baht per month are 37 which is 35.92%

Table 24 The level of spectators' satisfaction for Professional Women's Volleyball League in Thailand.

(n = 103)

Level of Spectators' Satisfaction	Levels of satisfaction		
	(\bar{X})	(S.D.)	Meaning
Venues and facilities			
Venues			
1. Widely space in the competition area	4.05	0.79	High
2. Comfortable seating	3.85	1.10	High
3. Ventilation within the competition area	3.62	1.18	High

Table 24 (Continued)

(n = 103)

Level of Spectators' Satisfaction	Levels of satisfaction		
	(\bar{X})	(S.D.)	Meaning
Facilities			
1. Sound system	3.88	0.88	High
2. Convenient traveling to venues	4.11	0.74	High
3. Enough and clean toilets	3.37	1.03	Medium
4. Enough car parking	3.89	0.86	High
Venues environment			
1. Cheer leading, cheering activities all the time	3.92	0.85	High
2. Performance before game and/or break time	3.50	0.94	High

3. Activities with spectators; ticket's drawing prize	3.61	1.08	High
4. Souvenir shop, foods and drinks	3.23	1.11	Medium
Competition management			
Players			
1. Capable players for professional level	4.12	0.67	High
2. Systematic playing, exciting games	4.20	0.62	High
3. Well-known in local	3.77	0.80	High
Referees			
1. Capability as professional level	4.08	0.71	High
2. To control the game and do fairness	4.08	0.75	High
Competition committee			
1. To manage the suitable competition	4.04	0.74	High
2. To create the good atmosphere	3.93	0.75	High
Media and Public Relations			
1. Broadcasting on free TV, cable TV through season	3.69	0.88	High
2. To do continuously PR before, in and after competition through various media.	3.77	1.06	High

Table 24 The level of 103 spectators' satisfaction of the Professional Women's Volleyball Thailand League found that.

Venues and facilities, the spectators are high satisfaction overall is widely space in the competition area 4.05 ± 0.79 , comfortable seating which look all around 3.85 ± 1.10 , ventilation within the competition area 3.62 ± 1.18 respectively

The facilities, the spectators are high satisfaction the convenient traveling to venues 4.11 ± 0.74 , enough car parking 3.89 ± 0.86 , Sound system 3.88 ± 0.88 respectively. Mid-level satisfaction of the enough and clean toilets 3.37 ± 1.03 .

The environment around the venue, found that the spectators are high satisfaction for cheer leading with full time cheering activities all the time 3.92 ± 0.85 , Activities with spectators; ticket's drawing prize 3.61 ± 1.08 , entertainment before, time break

and after the games 3.50 ± 0.94 . Merchandise corners, foods and beverages sales are satisfied in the mid level 3.23 ± 1.11 respectively.

Competition management, the level of satisfaction of spectators of Women's Volleyball Thailand League on high side for the players. The players can play systematically, with fun, excitement all the way through 4.20 ± 0.62 , the capable of the payers 4.12 ± 0.67 and players are known in the local area 3.77 ± 0.80 . The referees have professional performance at 4.08 ± 0.71 and can officiate with fair 4.08 ± 0.75 respectively. The league organizer is well done 4.04 ± 0.74 and good environment with colorful atmosphere 3.93 ± 0.79 respectively.

The level of satisfaction for Women's Volleyball Thailand League, on public relations and media management found that there are activities through media; such as billboard, banners, mobile car, local radio stations prints before, at, and after the competition continuously 3.77 ± 1.06 and broadcasting through channels for examples TV, Cable TVs all throughout the seasons 3.69 ± 0.88 respectively.

Table 25 The behaviors of the spectators presenting the attendance behaviors of the Women's Volleyball Thailand League

(n = 103)

Behaviors of the Spectators	Numbers of Answer	Percentage
1. Times of participation		
1. First time	52	50.49
2. Second time	15	14.56
3. Third time	15	14.56
4. More than 3 times	21	20.39
2. Acknowledge news of competition		
1. Newspapers	28	27.18
2. Banners	37	35.92

3. Public address	6	5.83
4. Radio	1	0.97
5. TV	12	11.65
6. Online media	25	24.27
7. Friends	33	32.04
3. Expenses for participation		
1. Traveling expenses		
under 100 baht	39	37.86
101 - 200 baht	9	8.74
201 - 300 baht	9	8.74
more than 300 baht	13	12.62
not available	33	32.04
2. Tickets fees		
50 baht	48	46.60
over 51 baht	7	6.80
not available	48	46.60
3. Souvenirs expenses		
under 100 baht	3	2.91
101 - 200 baht	2	1.94
201 - 300 baht	1	0.98
not available	97	94.17

Table 25 (Continued)

(n = 103)

Behaviors of the Spectators	Numbers of Answer	Percentage
4. Foods and beverages	47	45.63
under 100 baht	10	9.71
101 - 200 baht	2	1.94
201 - 300 baht	4	3.88
more than 300 baht	40	38.84
not available		
4. To be worth for participate the Professional Women's Volleyball league		

1. It is worth	101	98.06
2. It is not worth	2	1.94
5. The spectators need improvement for the next time		
1. Should install the air conditions	25	33.78
2. Should improve the facilities around the competition area such as clean toilets and provide enough car parking	19	25.68
3. Should improve the facilities in the competition area such as light and sound system, seating, scoreboard and big TV monitor	14	18.92
4. Should increase PR of the competition thoroughly	6	8.11
5. Should control the competition time as in program	4	5.41
6. Should have merchandise shop for souvenirs, food and beverages	3	4.05
7. A volleyball specialist give info to spectators	3	4.05

Table 25 (Continued)

(n = 103)

Behaviors of the Spectators	Numbers of Answer	Percentage
6. Ticket price		
1. 20 baht	36	36.74
2. 50 baht	55	56.12
3. 100 baht	4	4.08
4. Free of charges	3	3.06
7. What kind of activities which spectators are interest; entertainment, tourism or watch to others sports		
1. See movies	33	50.00

2. Concert	16	24.24
3. Football	15	22.73
4. Others such as takraw, dancing	2	3.03
8. Other suggestions		
1. To add exciting and enjoyable activities such as the cheer leading, interesting shows, meet and greet with the heroes or star players, prizes drawings, star appearances	15	44.12
2. To increase the public relations thoroughly	7	20.58
3. To add excitement in the games, to impose the competitive balance among the players and foreign players	5	14.71
4. To add on standardized facilities, sound system, lighting, ventilation, cleaned toilets.	5	14.71
5. To manage the time of competition	2	5.88

Table 25 The behavior of the 103 spectators for Professional Women's Volleyball Thailand League found that the spectators answer interviews are the first time audience are 52 which is 50.49%. The spectators know the competition from banners are 37 or is 26.06%.

The expenses of spectators who participates the League found that:

1. Traveling expense is under 100 baht of 39 spectators, equal to 37.86%.
2. Gate tickets expense is under 50 baht of 48 spectators equal to 46.60%.
3. Souvenirs expense which no answer of 97 spectators equal to 94.17%.
4. Food and beverages is under 100 baht of 47 spectators equal to 45.63%.

The most of spectators are happy with the competition, 101 of them feel that it is worth to watch the Professional Women's Volleyball Thailand League equal to

98.06%.

For the list of improvement, the spectators suggest for the next time as follows:

1. Spectators suggested to install air conditioned sets for the competition venue, 25 respondents or equal to 33.78%.
2. Spectators suggested improving the facilities, such as enough car parking and clean toilets, 19 respondents, equal to 25.68%.
3. Spectators suggested improving the competition venue with better sound system, proper lightings, comfortable seating, scoreboards, big monitor screens, 14 respondents, of 18.92%.

For the gate tickets the price should be at 50 baht equal to 55 people equal to 56.12%. Besides the volleyball, the interviewees also interested in movies for 33 persons or equal to 50.00%.

Spectators had the suggestions for the competition management as follows:

1. To add exciting and enjoyable activities such as the cheer leading, interesting show, meet and greet with the heroes or star players, prizes drawings, star appearances, 15 respondents, of 44.12%.
2. To increase the public relations thoroughly, 7 respondents, of 20.58%.
3. To add excitement in the games, to impose the competitive balance among the players and foreign players, 5 respondents or 14.71%.

4. To add on standardized facilities, sound system, lighting, ventilation, cleaned toilets 5 respondents or equal to 14.71%.

Points of Recommendations from the Respondents.

In order to transform amateur to professional: through the business model:

1. Players are most important and it is mentioned that the new players are inexperienced and perform in the range with the senior players, These should be solved in set the coaching standards and make the players succession plan with code of conducts meanwhile we may temporary invite international players to import them for colorful volleyball, various style of players.

2. Players' attractive salaries structure for different levels and comparable to the international standards.

3. Build and make available the super star of the league, should limit the national players or international players.

4. Training coaches and referees to increase to adequate numbers of personnel.

5. The venue has to be improved to the expectation of the spectators, and the spectators can be elevated in fan club through certain activities and turn royalty into the organizer incomes.

6. The venue should have wifi to facilitate the media's news transmission.

7. The venue should easy to access in the city area or else transportation should be taken care of.

8. The venue, the entertainment, may have to get service from professional as outsourced to make it meaningful exciting entertainments and clean venue, with

theatre standards. Plus foods and beverages, club souvenirs corners catered to the niche of the spectators to make the match event more colorful to add the economic values.

9. The marketing and promotion: Branding the league and club, provide advertising and promotion of the properties, events, stars, venues and etc.

10. The PR. get few people to do the duty to connect the media, create the news, maintain the database, provide the statistics. Build the image.

11. Media and PR can be plan by professional in house or outsource with certain budget from the club investors or from the invited investors to share profits or joint venture.

12. Broadcasting through the free TVs, for wider coverage, to please people and sponsors.

13. Sponsorship can be arranged by professional staff who can work with the sponsors to tailor made their packages to suit their business requirements to get the maximum mutual benefits and economics outcomes.

14. Sponsorship benefits and criteria packages should be clear to help the sponsors' decision making and implementation.

15. Central sponsorship finding of the league and clubs. Media cares for real good volleyball, with progressive media officers, and PR must have budget. PR officer must work like professional.

16. SAT must plan and monitor, provide supports, focus both quality and quantity sides of the strategic plans.

17. The budget sponsor put to the club from corporate is just for PR. It is not investment for the making the club champion or investment for club profitability as yet.

18. Professional managers in each department are important to make the professional work, and these are the source of incomes to the operation of the professional league.

19. Certify the participating club in professional quality and financial viability with club licensing.

From the research, the 4 groups of stakeholders exclude spectators have mentioned about the success factors for the women's professional volleyball in 5 aspects as follows:

1. Management, structure, competition system, personnel development.
2. Personnel, players, coaches, referees and other personnel management.
3. Financial, business and rights management especially the media rights.
4. Public Relations, media relations management.
5. Competition venue and facilities services management, spectator entertainment.

Current Situation Summary for WVTL

The summary of WVTL current situation shown about participation, spectators, sponsors and media as the below.

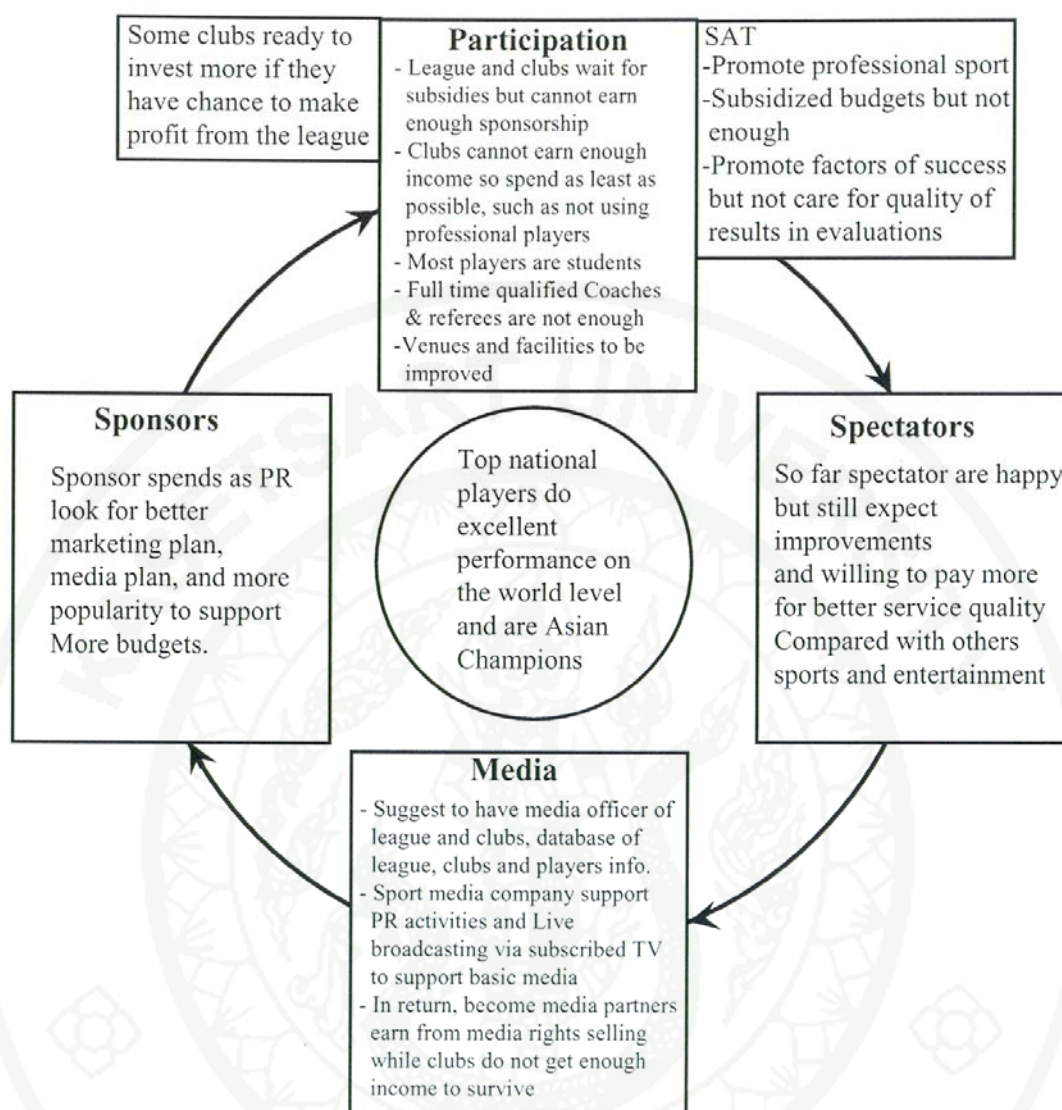


Figure 6 Current Situation Summary for WVTL

The Proposed of the Business Development Model of Professional Women’s Volleyball League in Thailand

According to the research results, and the suggestions from the respondents, researcher proposed the transforming FIVB management model to the business model development of Professional Women’s Volleyball League in Thailand.

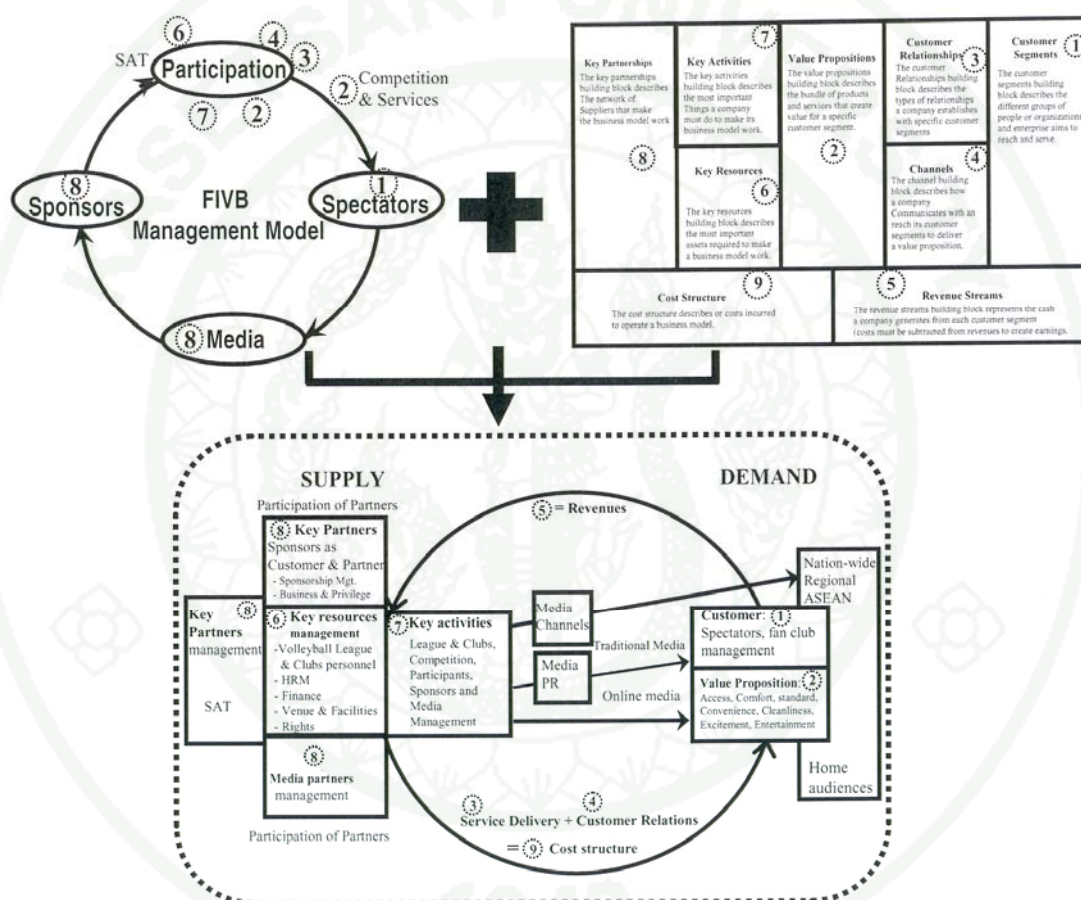


Figure 7 Model Transformation: FIVB Management Model to the Business Model Development of Professional Women’s Volleyball League in Thailand

Chai's Model Development for a Professional Women's Volleyball League in Thailand

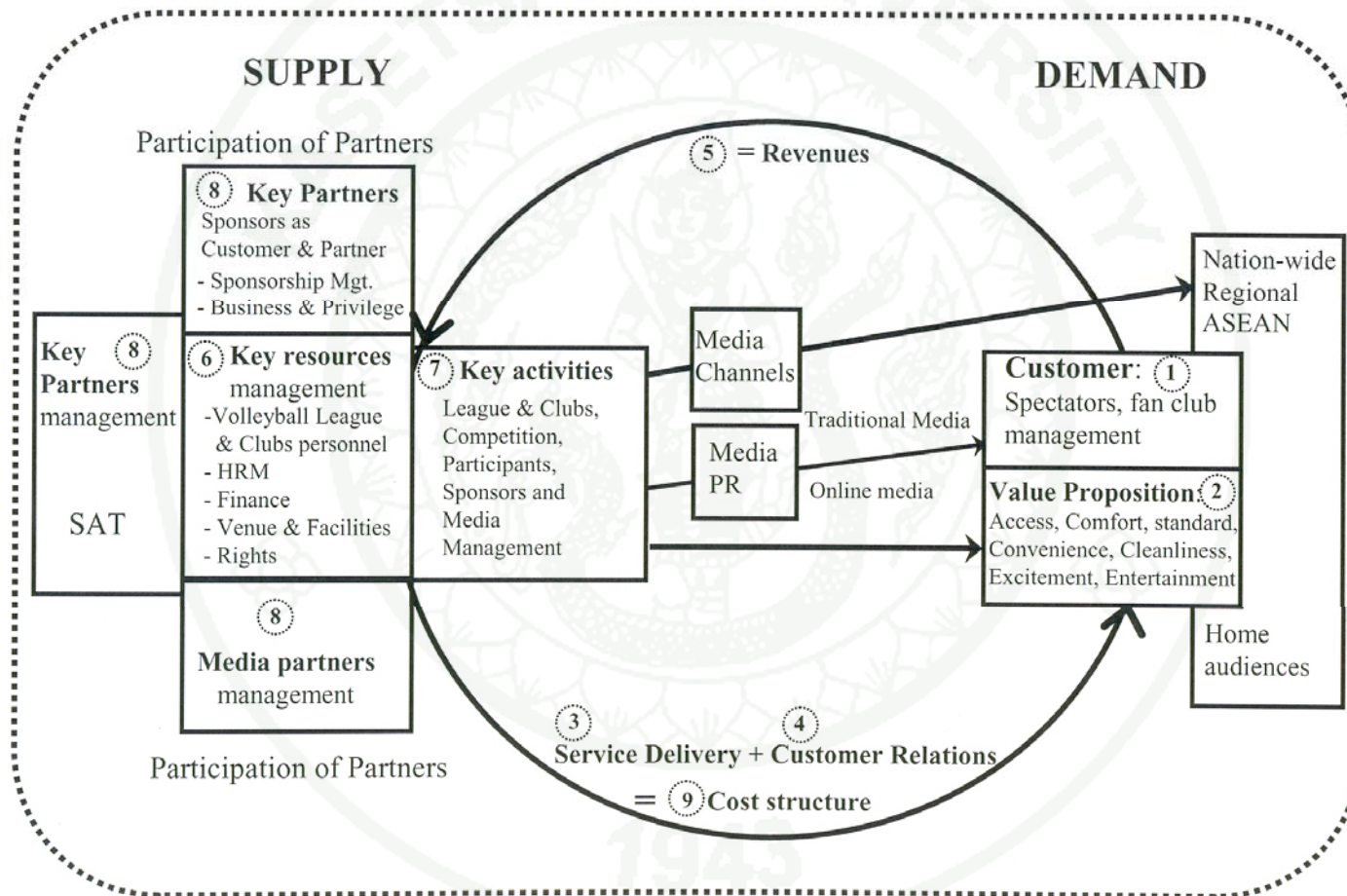


Figure 8 Chai's Business Model Development for a Professional Women's Volleyball League in Thailand

Table 26 The proposed business model development of Professional Women's Volleyball League in Thailand.

From FIVB Model	To Business Model Development for WVTL
1. Participation of SAT, TVA, TVB, clubs, volleyball personnel	1. Identify customer segments
2. Spectators	2. Find value propositions
3. Media	3. Channels of communication and delivery
4. Sponsors	4. Define customer relationships preferred
	5. Revenues from spectators and sponsors
	6. Key resources to provide services
	7. Key activities to make services available
	8. Key partners that help providing services
	9. Costs of services and products
1. Participation	1. Identify Customer segments
Participation of parties in co-operations to organize the professional women's volleyball league.	Who are the customers? Customers are reason for an organization's existence.
1.1 SAT: Implementing National Sport Development Plan by subsidizing, supporting and promoting volleyball to become professional sports and women's volleyball league is one among them.	1.1 Spectators are major customers who attend the professional women's volleyball competitions.
	1.2. Sponsors are individuals or corporate who pay to the competition organizers in order to buy the opportunity to do public relations or performs commercial activities at the venue or do business with the spectators through events and after the events.
1.2 TVA: Thailand Volleyball Association is the authority that takes charge of the development of the Volleyball activities in Thailand and representing the FIVB in local volleyball matters.	Spectators and sponsors are the valuable customers of this valued business model as mentioned above, They are in the demand side of business model.

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
<p>1.3 TVB: is the arms of TVA who run the Professional Volleyball League for both men's and women's. It is registered as legal entity under the name of Thai Volleyball Company Ltd. (TVB) currently managing the leagues including Professional Women's Volleyball League under the name of the Women's Volleyball Thailand League (WVTL)</p>	
<p>1.4 Clubs: means the 8 clubs that participating in the competition of the WVTL.</p>	
<p>1.5 Volleyball personnel include players, coaches, referees, and other people who are involved in working groups for the WVTL in key activities.</p>	
<p>All of them are the participants of the WVTL. And they are key internal resources for the success of the WVTL. They are united as services providers to the spectators and sponsors. These groups of individuals and organizations are in the supply side of business model.</p>	

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
<p>2. Spectators</p> <p>Spectators are the audiences of the WVTL at the venues or through the TVs at home, on-line, on mobile phone. Spectators are major customers who attend the professional women's volleyball competitions.</p> <p>Spectators: want volleyball events to be excited and entertaining, expect venues to be FIVB-standards, Facilities to be easy accessible, clean, comfortable.</p>	<p>2. Values Propositions</p> <p>What jobs do the customers need to be done? What do the customers to get from the WVTL?</p> <p>2.1 Spectators: Customers want</p> <p>2.1.1 Volleyball events to be excited, entertaining.</p> <p>2.1.2 Venues are FIVB-standards</p> <p>2.1.3 Facilities are easy accessible. clean, comfortable and safety.</p> <p>2.2 Sponsors want to reach spectators and turn them to be their customers through corporate marketing activities at the venues or create the impression or images in relations to the players and the sports for the success of their business sales or promotions.</p>
<p>3. Media</p> <p>Media are the users of communication channel reaching public mass within short time. In order to popularize WVTL. They are radio, TV, newspaper, magazines, and social media. Etc. In another senses, media while they get the sales of the newspaper, as well as the sponsorships in their media. WVTL success is also their success. The more spectators WVTL have the more popularity the media will be and vice versa.</p>	<p>3. Channels mean</p> <p>Channels mean creating awareness, help evaluating products, enable purchase, deliver values and ensure post purchase satisfactions.</p> <p>3.1 Spectators: learn about the events, the movements of the volleyball events through</p> <p>3.1.1 The public relations and announcements of the competition events through media campaign.</p>

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
	<p>3.1.2 The media broadcasting the competition over the traditional media channels such as TV, radio, prints and new media such as on-line, social media, and mobile phone.</p> <p>3.2. Sponsors: they make use of sponsorship to publicize their social responsibility to the public and to build the clean image with the WVTL to transfer the popularity of the sport to the products and try to promote their brand and associate their products or services' quality to the spectators at the venue and at home and sell them the products or services eventually.</p>
<p>4. Sponsors</p> <p>Individuals and companies that agree to pay to the league in supporting professional sports, especially WVTL, in others sense, they are customers, payers and partners to the success of the WTVL or the professional women's volleyball league.</p>	<p>4. Customer Relationship</p> <p>Customer Relationship define the types of relationship prefer. Clarify the primary purpose of customer relationships. Is it to acquire new customers? Retain existing customers or derive more revenue?</p>

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
<p>They are here to promote their business through the sport marketing efforts. Their success is WVTL's success. As they will be able to more next for the growth of the WVTL.</p>	<p>4.1 Spectators: need to be respected, treated politely and their database to be maintained in order to fasten relations or to turn them in fan clubs with activities and royalty program.</p>
<p>Current revenues: WVTL</p>	<p>4.2. Sponsors: need to be serviced before the event, at and after the events and maintain the good long relationship, through the customer relations management program.</p>
<p>TVB is consisted of mainly volunteers, no pays for board members and personnel, only some working expenses for the operating league staff members are from SAT.</p>	<p>5. Revenues from customers</p> <p>No organization can long survive without pay customers. Clubs and league and personnel can survive through the streams of income, such as, sales, rent, service fees, subscription fees, licensing, brokerage fees as follow.</p>
<p>Clubs received subsidy from SAT for 600,000 baht which is not enough for operating clubs which normally costs average of 2,000,000 without junior academy.</p>	<p>5.1 Spectators: tickets, food and beverage, licensed merchandises, etc.</p> <p>5.2 Sponsors: title sponsors, venue sponsors, media sponsors, T-shirts sponsors, events sponsors, etc</p>
<p>Therefore personnel must have other jobs outside volleyball. TVB and clubs. do not provide jobs security.</p>	
<p>TVB has no money from TVA and do not have money for investment or for business operation.</p>	

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
<p>Current the Resources of TVA: on the technical sides of the sport.</p> <ol style="list-style-type: none"> 1. The succession of the good leadership 2. The excellent performances as Thailand best sport organization by SAT. 3. The coaches of the years. 4. The best sport team in Thailand by SAT. 5. The good relationship with the current sponsors. 6. The increasing popularity of volleyball fans, and the love of the sports, star players. 7. The long competition organization experiences. 	<p>6. Key resources: these are the assets needed to create and deliver values. There are four types, human, physical, intellectual, and financial:</p> <ol style="list-style-type: none"> 6.1 Money for investment in the WVTL as specified in the key activities to satisfy the increasingly upgraded requirements for professional services, and the expense to go to Olympic 2016. etc. 6.2 To get professional to work for the TVA to upgrade the quality services and train the business knowledge, practices, with business mind to modernize the practice and make the operation international in the AEC. 6.3 To pay the professional women's volleyball personnel professionally to keep working full time for volleyball development for both professional and manage the volunteer side of the TVA professionally through professional marketing and professional sponsorship.

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
<p>Current key activities: basically the main functions of running teams and competition with just basic requirements to pass the FIVB technical requirements which is far from the commercial standards performed by the entertainment industry such as Thai Fight which means there are rooms for improvements for the professional standards.</p>	<p>7. Key activities: these are actual tasks and actions required to create and deliver values. The organization must do to make its business model work. making, selling, and supporting, such as,</p> <ul style="list-style-type: none"> 7.1 Players and team technical management 7.2 Academy of junior team development. 7.3 League administration 7.4 Venue management 7.5 Competition management 7.6 Entertainment management 7.7 Marketing management, PR. branding 7.8 Professional personnel management
<p>Current key partners; TVA has been cooperating with many sponsors and supports such as Chang, EGAT, Fisho, Grand Sport and many others who partially support to WVTL. TVB currently has key partners besides the old sponsors, is the PR agreement with Siam Sports Media Management Company Limited. And act as media and sponsorship sales agency for WVTL</p>	<p>8. Key partners: this network help make a business model effective. Some activities are made internally and some resources are acquired outside the organization. TVB is lack of business knowledge, and professional service mind, professional practices. There are alternative ways which TVB can also run parallel.</p> <p>8.1 Build: to train the personnel of TVA or through TVB, the professional arms and the professional women's volleyball clubs. This will take time and some people may be difficult to change their attitudes after long working of 30 years.</p>

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
	<p>8.2 Borrow: make use of external sport marketing organization and media to be marketing partners. WVTL is on the rising popularity and is in the interest of the media. But with the above mentioned conditions, are implemented successfully, TVB will be able to generate incomes from the media rights.</p> <p>8.3 Buy: individual level is to hire professional people to work for the league or the TVA or TVB, as they know the trick to increase the values of sports property in sponsorship and media rights, and how to increase the bargaining power or to invest in the sport marketing department like NBA properties management company in New York. But this seems too far for the case of WVTL as the executives has no intension to invest or to really the sport into professional as yet.</p>
	<p>The option 8.2 is the most likely the model. TVB need to increase the negotiation power for the media rights and increase other sources of incomes to justify the expenses of WVTL through experienced professional media manager or third party agency who will have take care the interest and success of the league.</p>

Table 26 (Continued)

From FIVB Model	To Business Model Development for WVTL
	<p>9. Costs structure: there are expenses incurred at the time of acquiring key resources, performing key activities and working with key partners. Expenses incurred during preparation of services and products wanted by the customers and stakeholders as services and revenues earning. Such as,</p> <p style="padding-left: 40px;">Competition venues and facilities' costs, PR and marketing expenses. Referees allowances, entertainment costs, player's salary, personnel, costs of advertising banners, advertising boards, food and beverages during the games for VIPs, etc.</p> <p style="padding-left: 40px;">At the end, business must make profit, in competition, if you loss, you are out of business.</p>

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

Conclusion

This chapter presenting the research objectives, methodology, conclusion, results discussion and recommendation as follow.

Objectives

1. To develop a business model for a Professional Women's Volleyball League in Thailand.
2. To investigate why the Professional Women's Volleyball League in Thailand is not professional as yet, despite of current success in international elite volleyball and try to find out what can be done to make the league functions as professional league.

Methodology

In this study, the researcher has gone through 10 steps as follow:

1. Set the scope of study and objective, to do research on "A Business Model for a Professional Women's Volleyball League in Thailand.
2. Design conceptual framework.
3. Do questionnaires with 5 rating scale, in 5 sets of open ended questionnaires and additional interview by following to the open ended questions.

4. The questionnaires have been through the reliability by test-retest method from the 20 identical (spectators) samples with the target groups.

5. Find the correlation coefficient(r), tested by Pearson Product Moment Correlation Coefficient. Test the significance level at .05 with reliability of questionnaires equal to 0.89.

6. Find the content validity of the 5 questionnaires, the research verified by index of item objective congruence: IOC from 5 specialists.

7. Analyze data quantitatively in term of percentage, means, and standard deviations. For qualitative data, the researcher analyzed by qualitative content analysis.

8. Transform sport management model into business model.

9. Focus group to confirm the suitable business model development for a Professional Women's Volleyball League in Thailand.

10. Make a conclusion of the results, suggestions and recommendations from the research finding.

Conclusion of the Research

The interpretation and transformation of FIVB management model 2007 into business model suitable for adding the business concept in among the professional volleyball's executives and personnel as business model development was agreed during the focus group, among the experts, executive, representative from TVA, TVB, fan clubs, academicians, involved with professional women's volleyball.

This focus group results show that the business model development has been accepted and appreciated by focus group members, therefore, the developed model is considered qualitatively successful. However, quantitatively, the budgets and

financial, feasibility and viability part of the same professional volleyball can be done further in the next studies.

Conclusion of WVTL' stakeholders

From interviewees of stakeholders who are executives, volleyball personnel, media, sponsors, and spectators. We can conclude from each group as follow.

1. Executives

The executives from the Sports Authority of Thailand (SAT), the Thailand Volleyball Association (TVA), Thai Volleyball Company Limited (TVB) and the professional volleyball clubs' executives from the Women's Volleyball Thailand League.

1.1 The Sports Authority of Thailand, (SAT), according to SAT's executives professional sports means the popular sports that can earn enough incomes to provide salaries and welfares, for living as secured careers for all concerned.

The success factors according to SAT's executives:

1.1.1 The league structure, the competition system must be international standard with 3 levels of: top league, second league and youth league.

1.1.2 Clubs must be professionally run business, with structure and full-time professional people.

1.1.3 Community-based fan club and spectators must be set up through media especially through free TVs for wider coverage.

1.1.4 The business and privilege, sponsorship management systems, the academy, and media rights, finally the SAT must have principal unit to plan and

monitor the growth towards professional leagues success according to the plan, SAT must have professional staffs also.

1.1.5 For the competition venues are up to the competition standards but the facilities must be better equipped and maintained for the comfort of spectators.

TVA must give priority and importance to the professional volleyball. Estimated club expenses in views SAT disclosed the policy that SAT would like to support the establishment of the VTL but have to reduce supports to the clubs to be independent after 5 years, SAT will have to establish strong total professional league management systems, incomes for a club should be have 13.8 million and 24.7 million baht, while players' incomes are approximately 50% onwards, coaches and assistant take 12% and administration about 15% competition expenses 13%, marketing expenses about 10%.

Budget limitation, volleyball is not the most popular sports in Thailand and the world therefore it affected the priority and the size of budget provided by SAT for development. SAT must be able to answer to the Ministry of Finance about the time frame for supporting professional sports as the Government would like to how long the sport need supports and when the supports can be decreased along the time frame like after 5-10 years.

Currently, the financial support from SAT is never be enough to make clubs and the league to be strong, they must be able to earn their own incomes for their sustainability.

1.2 The Executives of Thailand Volleyball Association (TVA)

1.2.1 Volleyball culture according to the president of TVA:

The success of the past 28 years results from the continuity of volleyball management, with transparency, fair, with same objectives to develop the

sport of volleyball, international vision, the executive committee are here to give, not to get benefits from the volleyball operation.

As professional volleyball in Thailand is in the developing stage, TVA would like to concentrate on Olympic sports which is amateur sports, therefore TVA delegates professional volleyball to be independently run by the TVB which headed by the vice president on professional sport under the umbrella policy to prioritize the sport for national pride. TVB will run the business within the same sport philosophy with TVA that towards success: in form of public happiness, pride, administered with transparency, fairness for the stakeholders.

In brief, TVA will enhance the volleyball sustainability through developing ethical VTL under the original volleyball tradition. So do TVB and the affiliates or partners. The president of TVA mentioned in the additional interview that if the businesses of professional volleyball are successful without sporting spirit practiced by all concerned, the enterprise is considered failure, according to our volleyball culture.

1.2.2 Building the stars

In order to be successful, the authority of TVA suggested that WVTL must:

Nowadays the success is from the performance of the national women's team, which attracts fans to attend VTL. Players are like the actresses. However, the key women players are playing professionally out of Thailand with 2 reasons, and to practice with professional players in other countries and the low incomes offered by the professional league in Thailand.

Solutions: The clubs must build super stars.

1.2.3 Increasing professional players: TVA put this matter to its priority

by set competition programs for grass root, from 12, 14, 16, and 18 years age groups.

Nowadays, most of the players are students, when they finish high school, they must focus their studies in the universities for their secure careers. The league is just secondary as a hobby; they are not considered volleyball for earning their livings.

Solutions: There should be enough incomes for them to justify the professional performances of the players.

1.2.4 Raising professional sport personnel: teams management, organizing management is not truly professional, the majority still work outside and they do not volleyball understand how to do business.

Solutions: find professional managers to do the jobs in every department. Do not let one man to perform every jobs. Should have hired the club. Manager, PR managers to communicate, the marketing managers should be hired to build the brand and earn the incomes for the organization.

1.2.5 Matching playing calendars, league playing calendar must be synchronized with FIVB and AVC, 16 October – 15 April is for international competitions while 16 April to October 15 will be for the world events.

In every cycle of 4 years, each year there will be world event each year that each country has to pay attention to plan their event according both domestic and international and eventually, these world events as follows;

Olympic Games	In every four years
World Grand Champion Cup	6 teams from continental championship
World Championship	24 teams from around the world.
World Cup	12 teams from around the world.

Thailand's women volleyball team has already participated in all events except Olympic Games.

Solution: all domestic competition schedules should be arranged accordingly without conflict with the master schedules by FIVB and TVA.

1.2.6 Clubs teams do not allow players to play for the national team.

Solution: VTL should not limit the numbers of national players as professional league is the highest competition of Thailand. But if want to make the competitive balance, the teams should be sharing players, TVB should negotiate with teams to allow players to play for different teams in proportion to make the games exciting and entertaining.

1.2.7 The stadium and facilities: The venue must have FIVB standards, in some venues the competition court lighting are not standardized and the toilet are not clean, the seats are not comfortable. Fans may not be impressed with the quality of the facilities and do not return to the games.

Solution: The stadium and facilities: the competition committee must be strict to the standard and provide license only to the teams that can operate up to the specification and are ready to improve the standards of the venues and facilities.

1.3 Thai Volleyball Company Limited as the professional volleyball organizing entity of VTL.

Current stage, TVB mentioned that the volleyball personnel do not understand the business nature of professional volleyball and Volleyball Thailand League is lack of the capable personnel. Besides the national players, others professional players are not yet qualified to become professional. The finance is limited without enough budgets for the operation to start up the professional league. The private supports are uncertain and limited. The media broadcasting is expensive. Clubs are

lack of the managers to build up fan clubs. The gymnasiums are not up to the standards, such as the size of venues, the lighting, seats. And some clubs cannot find gymnasium to use.

WVTL also need set up an academy to train players for playing in the international leagues as what we have done to players who are playing in Azerbaijan. And improve the selling of the media rights. In total volleyball may need 50 millions for total league management.

Within the time frame of 5 years, the government has to invest for the fixed assets, such as the adequacy of the competitive venue with international standard. Clubs must develop professional marketing and sponsorship system through club licensing. Currently no one is taking the responsibility of achieving the success of WVTL in any specific time.

1.4 Volleyball clubs' executives

From the interview of the 4 out 8 clubs who are in ranking of the 2nd, 4th, 5th, 8th places of WVTL 2012. The financial expenses for the club operation are on the rise. The major expenses are on the players, and secondly, coaches, and some of the rest expenses to other personnel which are not significant.

The clubs are lack of professional managers in different operating departments and lack of job security. Players are students and are not ready to play professional league. The coaches do not have the knowledge in sport science and are not applying sport science in training young players. Referees are not enough for the professional league.

2. Volleyball personnel

Volleyball personnel of different posts; they are, coaches, players, referees, match statistics staffs, club staffs, organizing committee staffs. The respondents

believe that professional women's volleyball league can become a sustainable career because Volleyball is currently popular. Another think that women's volleyball league can not be can not become a sustainable career as women's volleyball do not provide enough earning for personnel.

3. Media

The spectators in the interview know about the competition from the sign boards, friends, newspaper, online media online, the rest are TVs which means TVs has not been used effectively, and the sign boards are effective for the provincial areas, while in Bangkok, newspaper and online media are playing important roles in sport communications, as Siam Keela is the key media partner who take care of newspaper and online media for the TVA, and the VTL which is registered in the name Thai Volleyball Company Limited (TVB) in the coming events. However, the League needs knowledgeable persons, to represent the league and club to develop the negotiation opportunity to increase the pricing opportunity, and raise the media rights income to match with increasing expenses that the league and clubs have to pay to get full time professionals to work, and the rising quality of services to be provided to the related customers and staffs in the professional budgeting and financial projections.

There are six journalists from Siam Multimedia, Siam Keela, Kom Chad Luek, Daily News newspaper, the Nation and Radio Thailand, the Government Public Relations Department they are the representatives of media. The journalist interviewees recommend that there must be professionals who contact wider media groups for alternatives and additional coverage to attain, best business opportunity. Such as GMM has 500,000 households, True coves 1,000,000 households, RS 300,000 with households covered, etc. besides, looking for more mass media, such as "Rueng Lao Chao Nee" morning news, reported by Mr. Sorayut Suthasanajinda and team on channel 3. Some smaller newspaper still have not received news or press release from the league and clubs, there should be PR officer to work to coordinate with tactics knowledge of the timing of each media that can publish the news from different publishers.

The league and clubs must create the intact relations with the media through governance, best practices, cooperate for the information, and recent development for the international ranking results and well connected to the total integrated news network and cover every single match in the future that is the ultimate goal. The media is the key for during more and higher sponsorship.

4. Sponsors:

The respondents from Seven companies, they are Phoenix Pulp & Paper PCL.; SCG paper, Supreme Distribution (Thailand) Co., Ltd.; computer sales, Suan Sunandha Rajabhat University; education, Cygnus Oils Co., Ltd.; oils distribution, Advanced Info Service PLC. (AIS); telecommunication, Dentsu Palette (Thailand) Co., Ltd.; sport marketing and media agency, Town Municipality of Chaiyaphum; local government.

The Sponsors as regarded in professional sports as the major financial contributors and partners of the sports, in order to affiliate with the sports, transfer the image of the sports league to the company and products, to have access to and get business from the spectators, the fan club, and the home audiences via media, especially, TVs and in the modern days through the online.

From the answered questions of the 7 sponsors, they have the background in sponsorship from 1 - 5 years. The amount of club sponsorship is from 1 to 3 million baht. These sponsor's major expectation is to get the return in form of public relations, corporate images and CSR. The criteria of sponsorship are: The club performance, the values of marketing of corporate products.

To the questions of what to improve if they are willing to sponsor more the professional women's volleyball, the clubs should do;

1. The clubs must improve the professional management.

2. The clubs must have the clear direction in marketing plan, sponsors are the key success factors of the league and clubs.

5. Spectators

From the customer survey for satisfactions, the issues that the spectators care about are: the standards of the venue and the equipment used in the competition, the facilities which some gymnasium are not air-conditioned.

Recommendations

The Researcher Recommendations

Professional Women's Volleyball League Structural Recommendation

The Italian model, the teams are directly involved with league's decision making through their six representatives, while the Thailand Volleyball Company Limited representatives of Thailand Volleyball Association make decision alone only consult what they want to consult. Regarding this matter, the researcher recommends to take the middle way that the league committee should have the representative of the clubs or teams sit as members of the board for the benefits that the investors of the league are the club teams not the TVA, they should be able to protect their investment in teams. However the representatives of TVA are to protect the public interest of the volleyball of provide the priority of the players to national teams and do the league with transparency and fairness to manage the league for the good of the stakeholders, TVA, TVB, clubs, media, sponsors, volleyball personnel and public.

Strategic moves for Thailand' volleyball executive to choose from either;

1. Play as it is in Thailand - the present model; the current situation, the league grow gradually year by years with limited budgets from SAT, from 160,000-500,000 baht, however, the majority of clubs are running as loss with negative figures in the

income statement as they are using each club from 2-3 million baht, luckily, they consider the loss as PR budget which when compared to the loss they believe that this budget give the advantages of the media values covered as social responsibility and make their business known the public media, such as the SCG-Khonkaen Volleyball Club, and Supreme - Nakornsri Volleyball Club.

2. Play to win as business - the future model; in the near future, if the professionalization plan of the league is conducted. The positive cash flow, there must be investors who will invest in the clubs as it is in the other country like.

The Applied Process of Building Business Model for WVTL

The applied process of building business models for Women's Volleyball Thailand League, according to the Business Model Generation. (Osterwalder and Pigneur, 2010)

1. Who are the customers: customers segments are the spectators on the competition venue and spectators at home who watch the media especially TV's and another group of customers of the league is the sponsors who are interested to sponsor or in other words, purchase the opportunity to interact or do business with their potential customers who are the league's spectators on site and at home.

2. As we have learned the requirement of the spectators it is the responsibility of the league and club management to provide the missing products and services to the spectators and using marketing techniques to turn them into fan clubs through activities before event, at the event and after the event. Most of operation is done by fan club managers under marketing department.

3. As the numbers of spectators and fans grow, from hundreds to thousands, to tens of thousands, hundreds of thousands, and it millions. It will attract media and sponsors, these numbers increase the value of media rights and prices for the sponsorship to the next levels. From paid TVs and media, to free TVs and media, and to paid

media rights. It is important to have someone who understands pricings of the media rights' as well as the sponsors' packages prices. These people will expensive to hire as they are one who earn the major incomes for the clubs and league. Usually, they work under marketing department to provide services to customers and work and tailor the services up to or beyond customers' expectations.

4. Before the personnel get paid as professional, it is not just paying and become professional right away, the investors or the president has to double check the quality of potential people that they are hiring should process the required qualifications and good track records to make sure that the results will be delivered at the end of the project and monitored along the way. This is left as understood or for future studies the topics in human resources management. That include the players' disciplines, Thailand has no professional course for the athletes before. There should course for training the professional personality and course to behave as the super stars, up to media training.

5. The products and services provided by the marketing department and other departments to satisfy or impress the customers to become its fan clubs, spectators or Sponsors. Such as the clean venues, comfortable seats, foods and beverages, souvenirs, entertainments, promotional gifts, hospitality booths, VIP guests services, etc. certainly incurred expenses or costs as well as the experienced service providers who the organizers have to hire or outsource. It is important that those services are in requested lists or at least are survey of the requirements and able to charge to customers in one way or another. So that such investment will be justified by enough revenues and profits otherwise will the burdens of the clubs or league.

6. If the amount of cash flow is growing bigger and bigger, the financial manager or the owners of the clubs and league have to consider about the capital structure and sources of funds with the calculation of return on investment, breakeven analysis before the decision making. To have a sustainable and viable projects in professional volleyball.

The professional managers have to be hired in place to focus on the management works to establish strategy, plans, implementation, rewards systems for the league and clubs. For investment plan, TVA has to do the investment plan and determine sources of finance for full professional operation as joint entity likes the volleyball league in Italy.

Viable business model will bring viable incomes enough to the sport to hire professional people to run professional league that also justify the league's investment, and have better chance to make it success than current situations within the time frame to be set by the board of TVA and knowing the exact breakeven point of time and income, profits. Where this successful professional league will also serve to create heroes for volleyball and attract more young players to the scene under professional players academy schools which parents are happy to invest like tennis and golf today in Thailand.

This scenario will answer why professional women's volleyball is highly ranked in international but not success in professional volleyball and also solve the other today's questions raised by the stakeholders as previous mentioned about players, and facilities, and services standards up to the professional entertainment specifications such as Thai fight, or the race of the champions.

The implementation of Professional Women's Volleyball League in Thailand, beginning with professional WVTL as pilot project will upgrade performance of national team at the end. This professional transformation process can as well improve the chance for Thailand women's team to play in next Olympic Games. This means both amateur and professional volleyball can be managed under professional environment through a new business model.

This overview of the Professional Women's Volleyball League is to recommend overall approach for the next 5 years which open up the opportunities for looking into further depth of various aspects as follows:

Financial feasibility study should be carried out for viable professional operation. After applying business model, TVA must upgrade service quality. Then, finding out whether to outsource unavailable services or get project investors for new business model. Looking at the examples from overseas, TVA must realize the local facts regarding consumers' earning pattern and purchasing behavior of Thai sport market.

For the building new stadium for professional sport must consider economic and social impacts.

The Professional Women's Volleyball Business Model

Volleyball is one of the leading sports in Thailand, the popularity is only second to football at the current stage and it is fully professional, in transform the sports to be fully professional cannot be done overnight, like the words said, Rome cannot be built in one day. We must be carefully picked up the information for their recommendations, to prioritize and schedule along the target time frame of 5 years.

Amateur sports focus on and responsible in make players perform and as well as create the star players, through different functions that are well known among the sport circle; volleyball academy, league competition, club management, sport science, sport medicine and sport administration.

While the professional sports focus both performances as well as and responsible for the marketing and managing process of creating, selecting services, staging, pleasing spectators and make them to be fan club, managing the communication, arranging promotions, advertisement, managing media rights to the media, sponsors by the employing full time professional managers and staffs to manage the demand and supply within the value chain. Creating profit that is worth the investment. This side of business is a total different story than amateur side of sport. While the management and marketing of business are important complementary parts. So that the sport performance side can concentrate on their job well. And the social side of sport for national pride and reputation is also for Thailand an important

part that can never be neglected, while the business part is also essential for the sport's existence. Both sides must be well-balanced in especially in these modern days. When amateur has to raise the standard from Asian Champion to be able to compete for Olympic, the volleyball need more and better players to fill in to pipeline to replace senior players who are retire before next Olympic Games. Spectators are expecting the quality of the venue and services and entertainment, better and standard venues and so on are the demand for betterment of sport services. Professionalism should be allowed to help improving sport to the professional stage.

Sponsors' Business Model

In sport marketing, where sports meet business, sponsors are partners of sport organization as the organizer need the financial or products support from the sponsors while sponsors are using sports to market their products, sponsors capitalize on popularity of sports, sponsor study the matching that their target customers are identical with the fans of professional volleyball with their research. The sponsors will approach fans to maximize their business and profits from the items fans purchase in association with sporting events, entertainment and venue marketing.

Sponsors expect returns on sponsorship investment. Understand their needs and objective, treat them as customers, provides them services of marketing values, joint initiatives and joint benefits are the advantages. Different companies have different priority. Build long term relationships will be a wise objective for mutual benefits.

Sponsors' Business Model

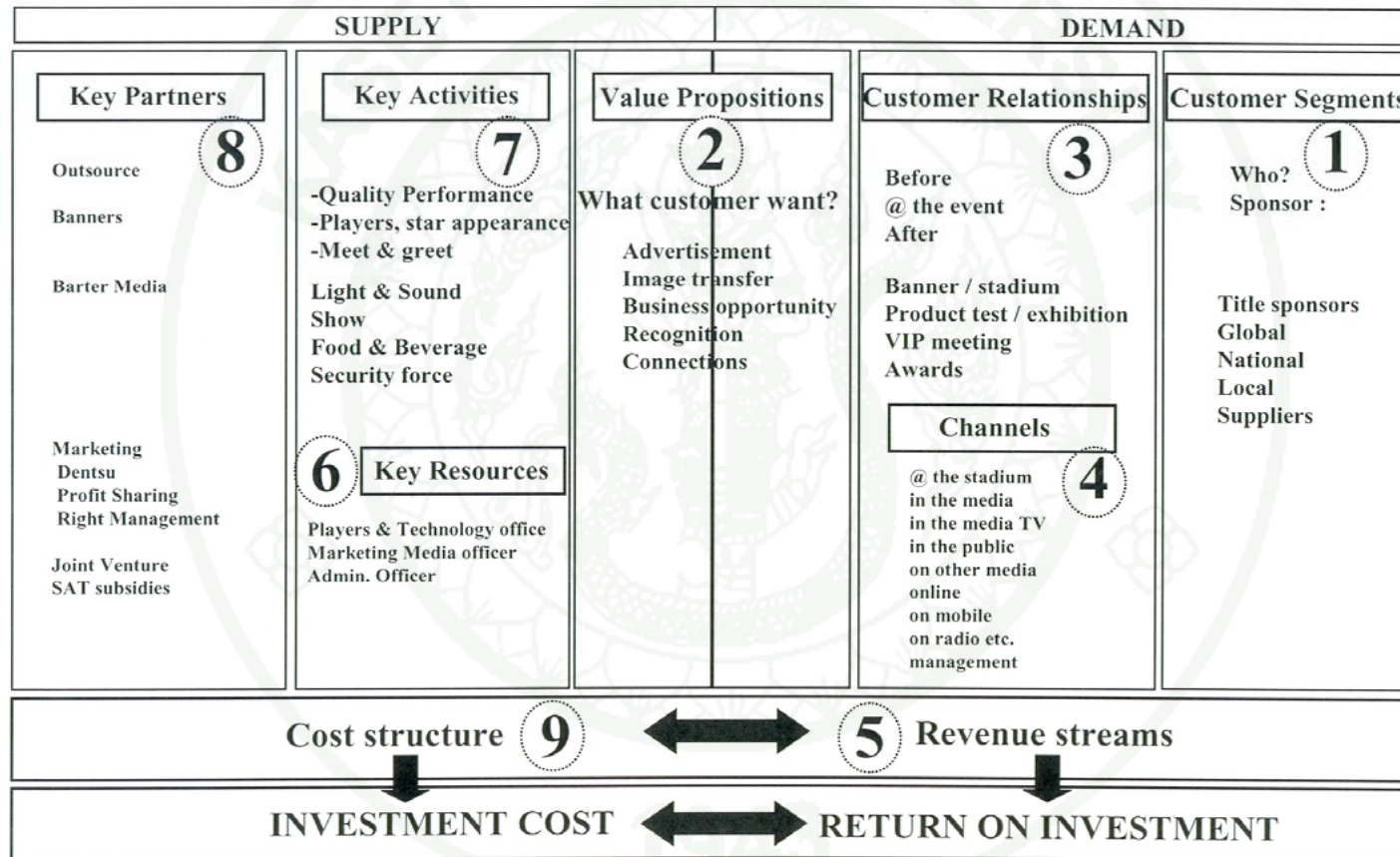


Figure 9 WVTL sponsors' business model

Spectators' Business Model

How to apply: Spectators as customers

1. Customer: Customer segments, there are groups of customers in volleyball, classified by demographics ages, sexes, locations, they have different expectations and have different level of satisfaction, if classify carefully, and service them with correctly will create popularity. This example: The spectators: ordinary spectators, VIP spectators, and student spectators.

2. Value proposition: In the research found that: they are happy with the current tournaments but they are willing to pay more for better services (comfort, access, cleanliness, excitement, entertainment). Therefore, organizer of the league is planning for next event to match needs of the spectators in term of venues, services, and can create values for the affordable spectators to pay higher prices for tickets and volleyball services.

3. Channel: Competition venue and facilities, seating and etc.

4. Customer Relationship: Satisfaction will bring them back, and create greater loyalty and popularity in long term such as seasonal tickets, loyalty program, priority entrance, VIP lounge.

5. Revenue Streams: Some profitable income should cover costs, VIP's ticket that may subsidize for free student tickets as donation.

6. Key activities: VIP seats, VIP access, VIP lounge

7. Key Resources, furniture, decorations, food and beverages, service staffs.

8. Key Partners, if we do not have, buy the service package from outside catering service.

9. Cost structure, cost of the outsource of food and beverages cost 500 baht per person, the costs for students of each 100 baht x 10 students are equal to 1,000 baht, totally 1,500 baht profit per VIP, seats will be 1,500 baht x 100 seats, will make up 150,000 baht per matches. The services are the few examples that event and hospitality specialist and marketing professional our experienced personal can help create to improve services to add values to the professional women's league activities in engaging a business model.

At the end, total income has to be greater than total costs of WVTL to be sustainable. So that it is possible to obtain investment fund or loans.

Spectators' Business Model

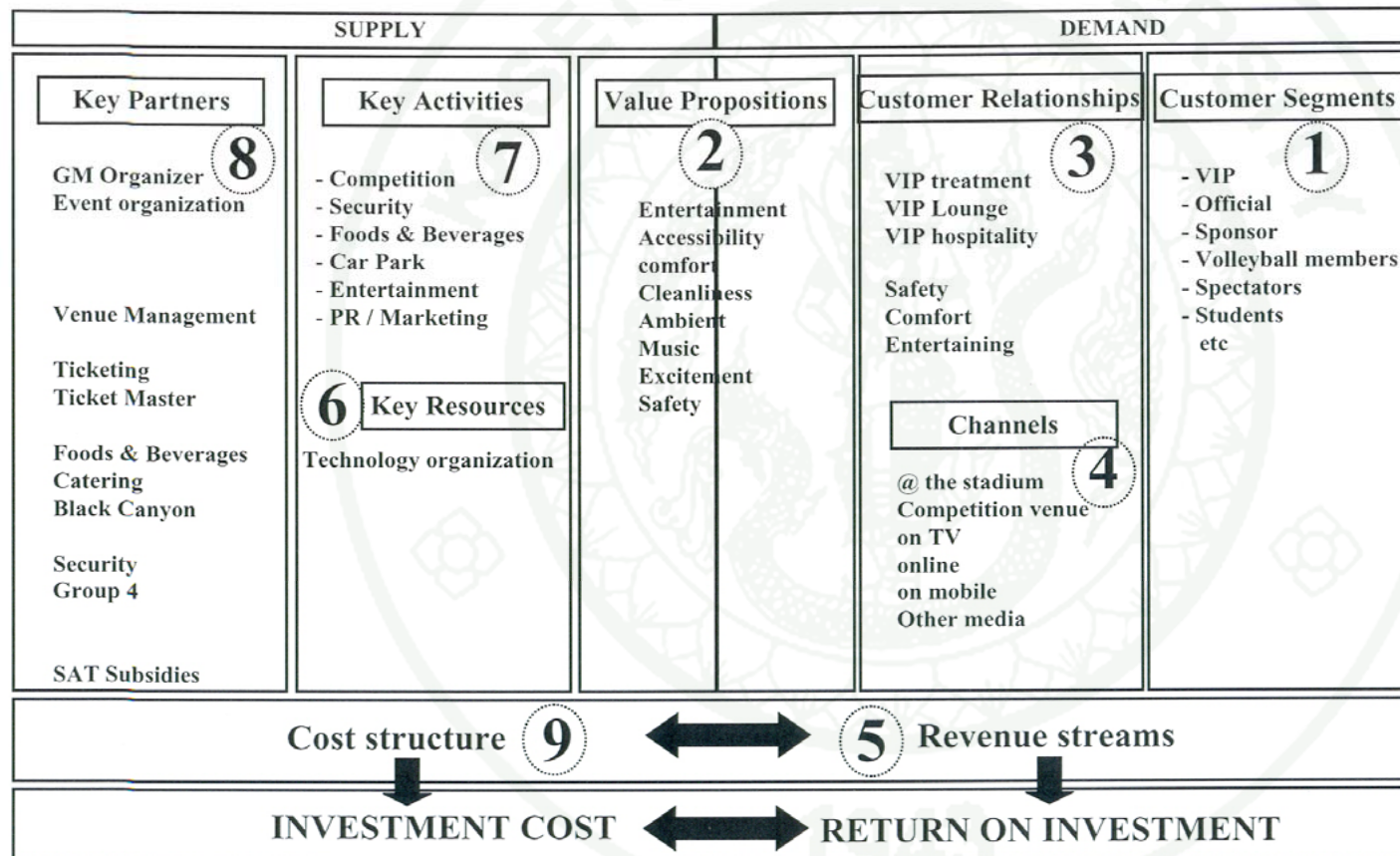


Figure 10 WVTL spectator business model

Chai's Change Cycle of WVTL Business Model

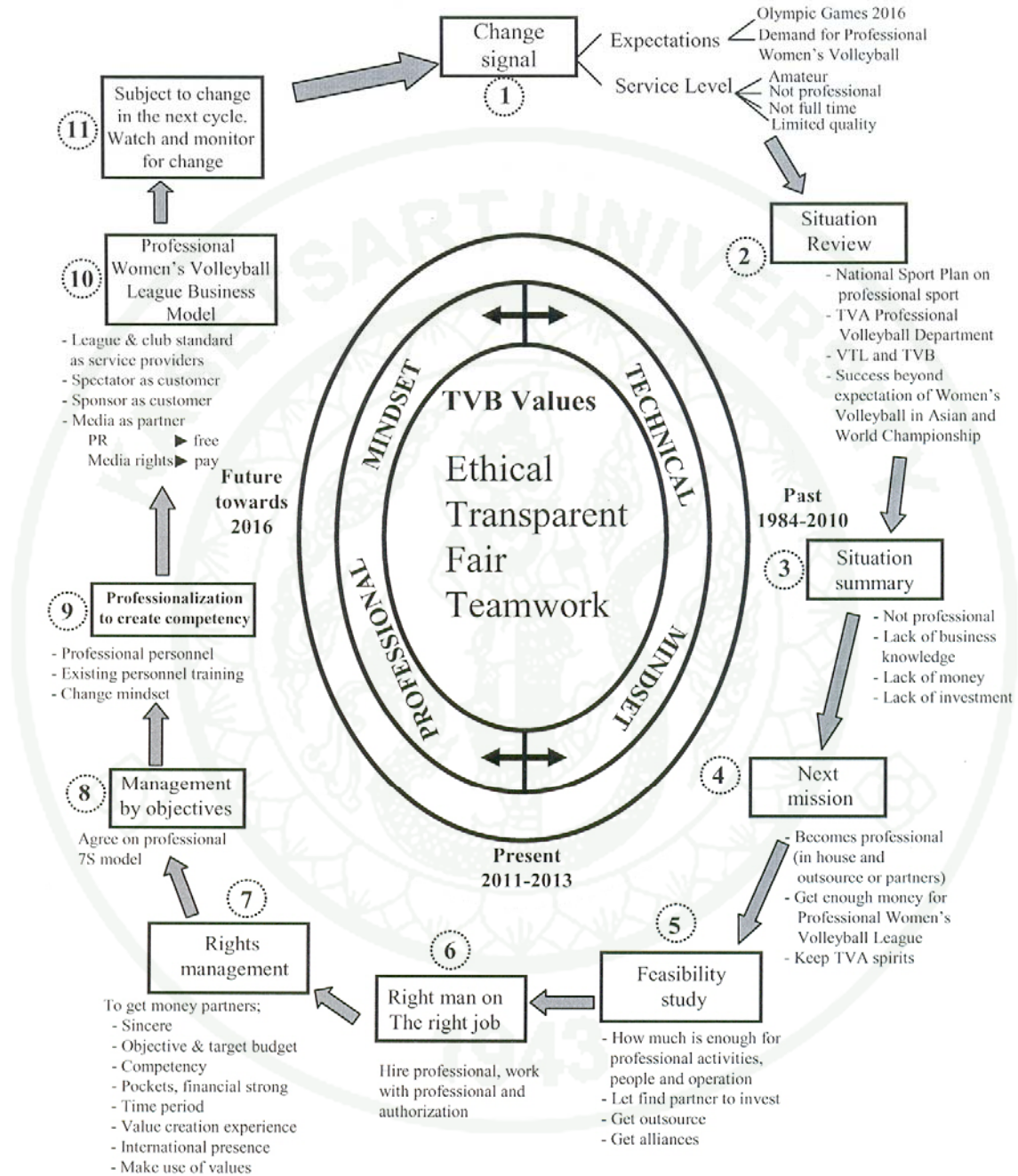


Figure 11 Chai's Changing Cycle of WVTL Business Model

Chai's Change Cycle of WVTL Business Model

The results from the research that a good business model cannot sustain alone. It has to be supported by multi-dimensions of organization, ranging from organization's management, value, vision, strategy, structure that fit the changes over time. Under leadership that understand the important in improving services that reflected in satisfactions and expectations of the key customers and partners professionally. Where problems are hiding opportunities and problems should not be looked as only obstacles but to overcome challenges with positive attitudes while the leader eliminates and manages risks. The leader who can prioritize the list of objectives and targets, maintain the good values to make organization sustainable. The leader that can upgrade human resources, finance, and business operations, he must able to motivate personnel and volunteers to perform professionally and work together as team. Therefore, the researcher would like to recommend other issues to be handled along with recommended business model for the TVA and TVB to watch over, understand, re-acts to changes within the change cycle.

Dimensions coupled with the WVTL business model.

Vision 1. Believe in professional trends

Mission 2. Achieve professional operations

Feasibility 3. Figures out how much budgets are needed

Strategy 4. Prioritize national team operation, while keep Thailand Volleyball Association's values.

Tactic 5. Negotiate media rights in different stages. Managing old and new sponsors, along with engaging the ethical and qualified media and marketing partners.

Supports 6. Set coaches' courses and train techniques and Professionalism of WVTL players and personnel.

Supports 7. Balance income among volleyball players, executives and personnel fairly.

Direction 8. Train personnel, motivate volunteer, recruit Professionals

Direction 9. Promote team work, create participation among department heads.

Chai's Transition Road Map from Amateur to Professional Thai Volleyball Model

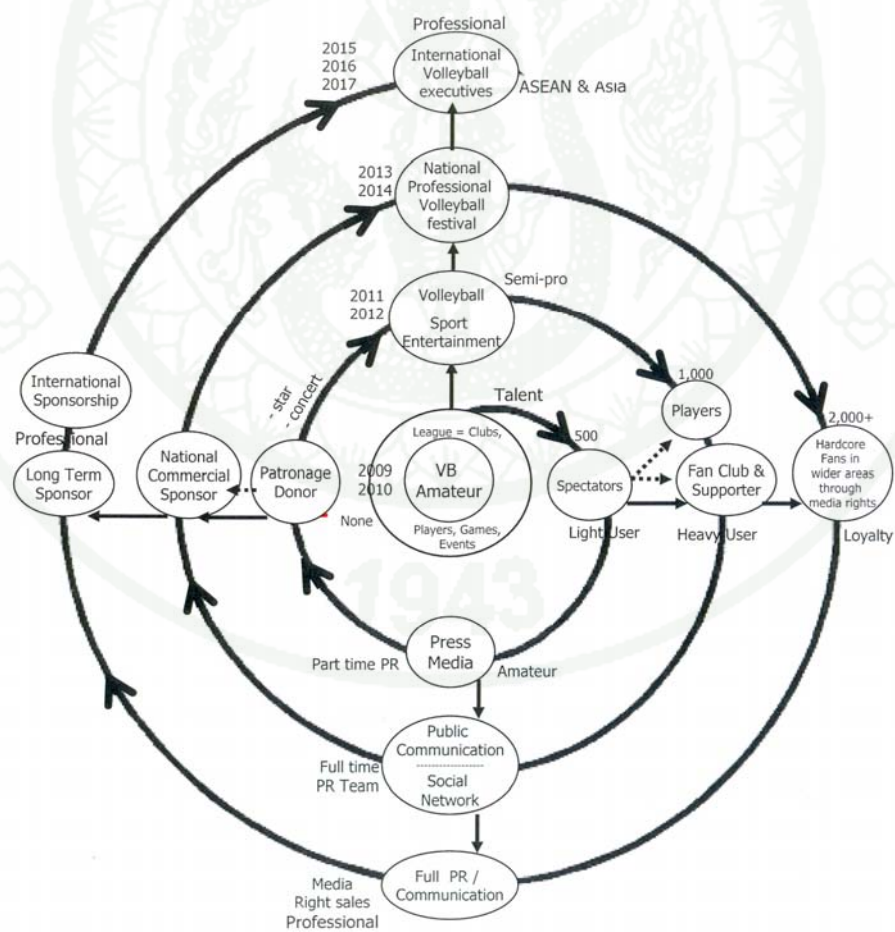


Figure 12 Chai's Transition Road Map from Amateur to Professional Thai

Volleyball Model (2013)

Chai's Transition Road Map from Amateur to Professional Thai Volleyball Model (2013)

The development of amateur volleyball to professional stage is not a one day task as the proverb says that “Rome is not build in one day”. Professional volleyball needs a clear decision and cooperation from the executives and volleyball personnel in term of clear vision, mission, strategy, targets, plan which include a business model to be put place to meet with the trends and changes around the world, the sport industry and TVA, TVA and WVTL as mentioned in the cycle of change.

The progress of change will certain go through stages which researcher would like to use the FIVB model to form a strategic change program for WVTL. The model includes participation of the management of the league and clubs, both executives and personnel as one. The spectators of WVTL as the second group of stakeholders, media as important partners of the volleyball success story. And last but not least, the sponsors which function as partner and the growth engine of the league.

Each of them, has the stages of growth too. At least, researcher would like to set benchmark for their strategic growth instead of grow as it is.

Upwards, the league management has to realized that the era of global sport entertainment lead by the US, such as NBA, and Europe such as Manchester United has arrived in Asia, in China, ASEAN and Thailand, look at the NBA games, and English Premier League program. Look at concerts, channel 3 football. They are successful in creating fans through entertainment. Using of stars that people love and they do the programs with professional quality. This is the first step to get to from current position. The second step upwards, is the creating festival that audience or fans are looking for look the Channel 3 annual football matches which can create the sensation. And if the TVA cannot make them. Why not join them?. And the third step would be creating the ASEAN League with TVA initiatives. Each step need time to

develop and need professional people in each department to handle but it is important for the first step is the decision of board of TVA whether to go to that destinations.

Eastwards, If the above direction is clear and has a go decision, the marketing department has to set up and run for fan clubs management to turn audiences to spectators (in many cases, the fans will turn themselves into players), to fan clubs, and final the hard core loyalty fans as well as the increase size of fans from home local fans to regional fans to national, and international fans. In stages, according to the affordability and size of business model at each stage. The more fans, the more media, and more media, will bring more sponsors, and more sponsors will bring the more incomes streams to the league. The WTVL must build the popularity through quality services and branding through professional marketing.

Downwards, is the media relations that management of the league has to take care of. Currently TVB has the cooperation from media for do public relations due to the connection from national team's success but the WTVL do not yet set up the database and media relations officer to handle the public relations progressively, the media has to create their own news. As recommended in the research by the media representatives, that the league and clubs should have their own database, and officer in the next step, after that researcher recommend that WTVTL should have their own marketing director to take care of their media rights as no other partners will be worrying about the survival of WTVTL if WTVTL does not worry about its own sustainability. TVB has to learn about the values of rights that given away and know how to control the rights periodically, by categories. Cannot just give away.

Westwards, the TVA has developed sponsorship in the past 3 decades, from donors, the relationship has develop into sponsors with commercial exchanges, however, it is in the stage sponsors has developed into the long term partnership as many of the sponsors in cash or values in kinds, are increasing and the TVA has been considered them as family of volleyball, however, as the need for professionalized the league demands certain uncalculated sum of financial investment. The expansion of the sponsorship program is in process and need the executives as decision makers to consider the sponsorship management system of old and new sponsorship, if the

decision has gone through, the sponsorship will pay important part of the future success of the WVTL and the TVA.

The development of volleyball has evolved in the past, to today and will go on tomorrow in certain patterns depend on the sense of urgency as mentioned in the 8 essentials which conclusion in the New Sports Organization by TSE consulting, the specialist in sport organization management in Switzerland. (TSE Consulting, 2009)

1. Focus: define the operational frame.
2. Value: lead with more than rules.
3. Strategy: let strategy guide structure.
4. Services: move beyond administration.
5. Brand: reach out to a broader audience.
6. Partners: diversify the approaches.
7. Measurement: secure a target oriented performance.
8. Change: balance stability and improvement.

Current and Future WVTL Business Model Operation:

The key external factors affection success of the business model. Current expenses situation, most of team are spending as least as possible, and difficult to hire professional players or professional business people to run professional services and entertainment, sponsorship, as they do not see opportunity to earn the incomes from the competition, most of them is just run the clubs for fun or for public relations for their organization either corporate or they are local government somewhere in Thailand.

Unless the organizer must have good business model and good business plan for the WVTL to make profit so that it will be able to invite investors or go to make a loan from bank.

Nobody will invest if they do not have control over the business. WVTL is considered as a business in modern professional sports. In sport economics, professional sport should be major driver of sport industry, as people look up to the heroes who make victory, earn recognitions as well as money. That is why parents send (investing) their children to learn and practice sports from young ages with the hope for success in the sport careers, while other spectators see the star players performs, then they love and would like to practice sports and keep on playing as their lifestyle at weekend.

In the real professional league, the league management has to break through barriers, hire professional to plan and implement for success. Time is limited, team that invest for performance quality will loss and out of business. While the team that manage subsidies to survive cannot provide quality volleyball. How can the professional sports come to existence?

Time for people in sport to realize that this is time for change, or adjustment, business is coming inevitably. Take it, learn about it, try it and improve it objectively. Or the management will be punished by the rising demands for professional services and call for Olympic champions in the next few Olympics.

Because of professional sports is entertainment business. It is not amateur sport any more. Professional sports are no compromise. Professionalism, quality, competitiveness is the keys. Promote them like the government promotes the small and medium enterprises.

Thai government has been continuously supporting amateur sports and recently is supporting professional sports. As the sports environment has changed. The concept

of sports promotion may have to be modified to fit. To promote professional sports, SAT should focus supporting upgrading the quality management contents, not the format. For example, to evaluate a business performance rather the availability of a business registration of the league and clubs.

In the past, government gave priority to amateur sports, sports people are brought up in asking for budgets, but in professional supports, promotion should focus on training sport people to do business and earn for their own living and survive as businesses do.

SAT and Ministry of Tourism and Sports must realize that to promote professional sport must be different amateur sports, amateur sports to give them fishes to eat to play. But for the professional sport you must teach to fish to play. In other words, how to train think like business do like business invest like business promote them like business to survive the league like business,

To promote sports industry, the government must support and encourage business in the beginning, so that later on, the government will be able to get taxes back from the sport promotions in the next decades and centuries to come.

Finally, for the business model, if carefully work it out, and the streams of income is reasonably greater than costs of implementations in improving services standards: Players' performances, professional service mind, service standards, venue and facilities standards that satisfy customers, who are spectators, and sponsors. The league which composed of the league management committee and clubs, will be able to make profits and able to invite enough investment or loans to keep the Professional Women's Volleyball League in Thailand profitable, professional and sustainable. Such model and concept parallel apply to Professional Men's Volleyball and eventually as options to other professional sports in Thailand.

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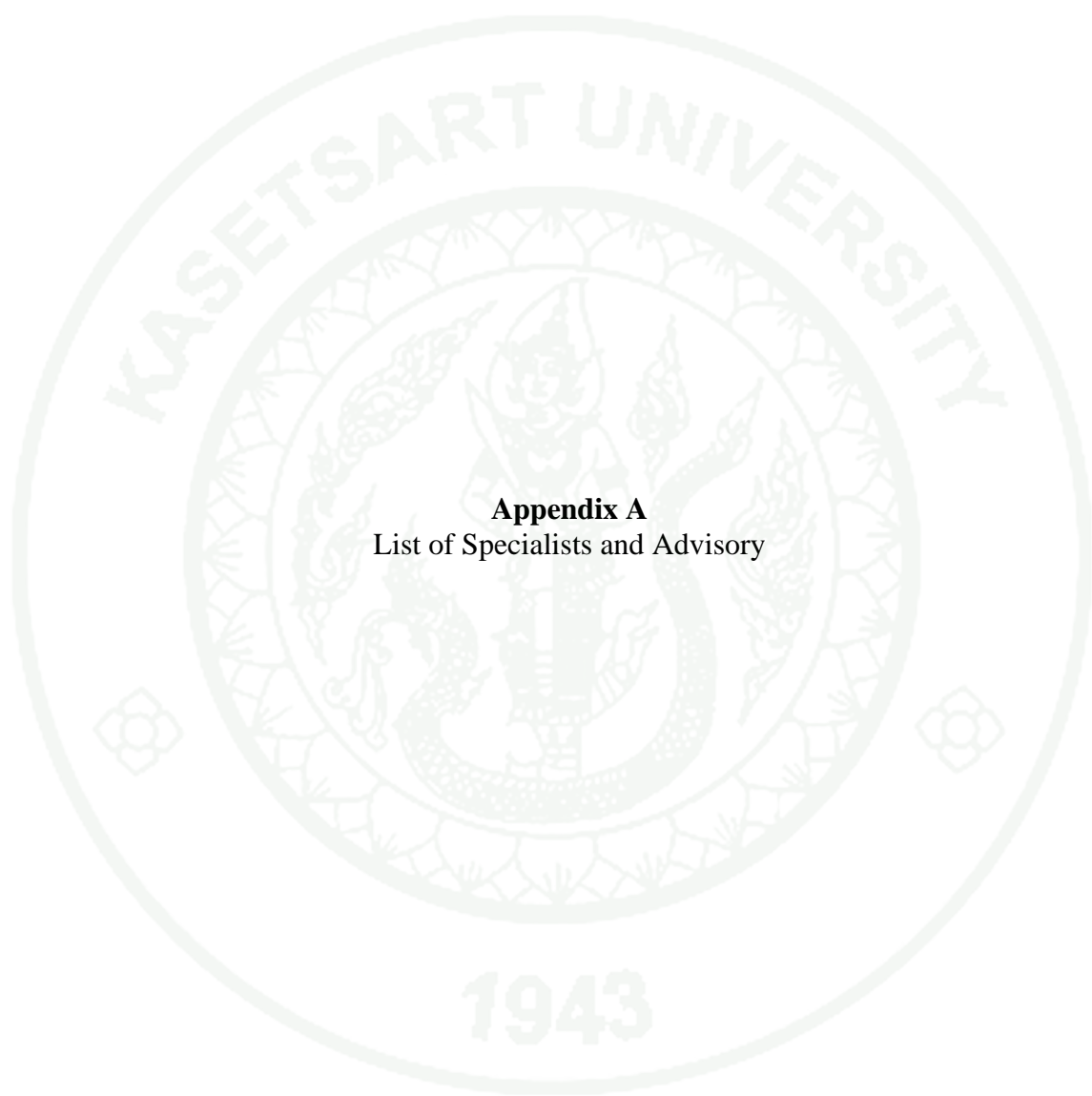
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APPENDICES



Appendix A
List of Specialists and Advisory

The Specialists who test reliability, validity and IOC of questionnaires

1. Mr. Chalit Limpanavech
CEO, Kantarat Group Co., Ltd.

2. Dr. Pongsak Sawatdeekead
Managing Director, Pisit Group Co., Ltd.
Advisory, Faculty of Sport Science, Kasetsart University

3. Dr. Sarayut Noikasem
Lecturer, Faculty of Sport Science, Kasetsart University

4. Dr. Nonchai Santibutr
Director, Sport Science Department, Sports Authority of Thailand

5. Dr. Udom Hongchatkul
President, AU Alumni Association

List of Executives and Stakeholders who involved with WVTL

1. Mr. Somporn Chaibangyang
President, Thailand Volleyball Association
2. Mr. Shanrit Wongprasert
FIVB Board of Administration Member
Vice President, Asian Volleyball Confederation (AVC)
Chairman, Board of Director Thailand Volleyball Association
3. Mr. Sakon Wannapong
Deputy Governor for Professional Sports and Privilege
Sports Authority of Thailand
4. Mr. Rashell Daiphontunya
Director of Professional Sports and Boxing Department
Sports Authority of Thailand
5. Mr. Somkuan Rawirach
Vice President on C.E.O. of Professional Volleyball
Thailand Volleyball Association
6. Asst. Prof. Dr. Somkiat Korbuakaew
Vice President, Suan Sunandha Rajabhat University
7. Mr. Bunyong Kiatkongchoochai
Mayor, Town Municipality of Chaiyaphum
8. Mr. Amnuay Ponpued
Managing Director, Phoenix Pulp & Paper PCL
9. Mr. Opas Sukjaroenkraisri
Managing Director, Cygnus Oils Company Limited

10. Mr. Panuwat Khantamoleekul
Managing Director, Supreme Distribution (Thailand) Co., Ltd.
11. Mr. Pongsakorn Covanich
Marketing Communication Department & Event Director
Assistant Vice President, Advanced Info service Plc
12. Mr. Sarayuth Mahawaleerat
Managing Director, Siam Sport Media Management Co., Ltd.
13. Mr. Sompop Junfag
Sport News Editor, Radio Thailand
14. Mr. Prajaya Chaiyakam
Deputy Managing Director of Multimedia Business
Siam Inter Multimedia Public Company Limited
15. Mr. Preechachan Wiriyapappong
Sport Editor, The Nation.
16. Mr. Thanakij Mahapaiboon
Business Director, Dentsu Media Palette (Thailand) Co., Ltd.
17. Mr. Ekapong Po-ong.
Re-writer, Dailynews newspaper
18. Mr. Anuchit Kulwanich
Sport Editor, Kom Chad Luek newspaper
19. Mr. Kij Pluckcha-oom
Senior Chairman, Grand sport Group
Honorable Advisor to Thailand Volleyball Association
20. Mr. Somporn Sotissuporn
WVTL Competition Director

List of Specialists who Advise and Support Information Related to the Research

1. Dr. Veerawong Pipitsuksunt
Managing Director, Thai Entrepreneur Promotion Co., Ltd.

2. Mr. Chusanga Kasemsuk
Human Resources Director, Thai Health Promotion Foundation

3. Ms. Aurmporn Kasemsuk
Marketing & Public Relation Manager, Chularat Hospital Nurse,
Thai Yamaha Motor Co., Ltd.

4. Asst. Prof. Dr. Siripong Preutthipan
Asst. Governor, State Railway of Thailand, Audit Board of SPCG and
M-Link Co., Ltd.

5. Dr. Eakachai Pongklin
Marketing Strategy and Management Department, Krung Thai Bank PCL.

List of Experts who Participate to Focus Group Seminar

1. Mr. Somkuan Rawirach
President, Professional Volleyball Thailand League Organizing Committee
2. Mr. Kritsada Panaseeree
Office Manager, Thailand Volleyball Association
Deputy Secretary, Sport Management Association of Thailand
3. Mr. Sumeth Suwanphrom
President, Professional Football Development Centre (Central and suburban area)
4. Asst. Prof. Dr. Prasertchai Suksaard
Head of Department of Education, Faculty of Social Sciences and Humanities,
Mahidol University
5. Asst. Prof. Dr. Nilmanee Sriboon
President, Asian Association for Sport Management (AASM)
6. Mr. Rasell Daiphontunya
Director of Professional Sports and Boxing Department,
Sports Authority of Thailand
7. Mr. Somthop Thithathan
Managing Director, Goodview Advertising Co., Ltd.
8. Mr. Somchai Donpraiyod
Volleyball fan club

List of Advisory and Lecturers, Kasetsart University

1. Asst. Prof. Dr. Rantee Ruanthai
Dean, Faculty of Sport Science, Kasetsart University
2. Asst. Prof. Dr. Siriporn Sasimontongkul
Advisory, Faculty of Sport Science, Kasetsart University
Former Dean, Faculty of Sport Science, Kasetsart University
3. Asso. Prof. Dr. Supitre Samahito
President, Doctor of Philosophy Program in Sports Science, Kasetsart University
4. Assoc. Prof. Vullee Bhatharobhas
Advisory, Faculty of Sport Science, Kasetsart University
Director and Secretary, Doctor of Philosophy Program in Sports Science,
Kasetsart University
5. Dr. Issadee Kutintara
Lecturer, Doctor of Philosophy Program in Sports Science, Kasetsart University
6. Prof. Dr. David Stotlar
University of Northern Colorado, U.S..A.
7. Prof. Dr. Ming Li
Ohio University, U.S..A.
8. Prof. Dr. Joe Kao
National Collage of Physical Education and Sports, Chinese Taipei
9. Prof. Dr. Kong-Ting Yeh
National Collage of Physical Education and Sports, Chinese Taipei

10. Mr. Kittiratt Na-Ranong
Deputy Prime Minister and Minister, Ministry of Finance

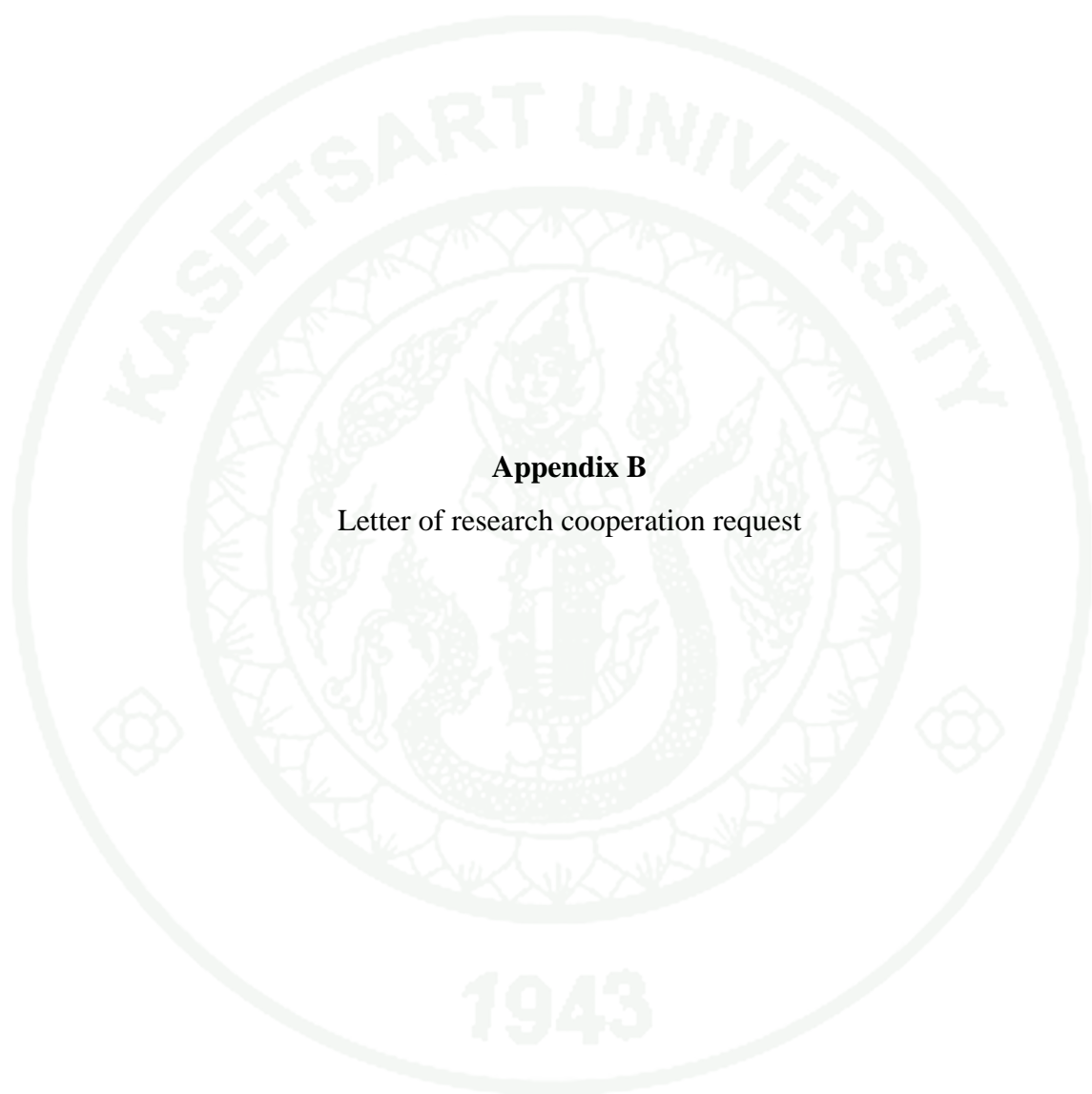
11. Mr. Manit Ratanasuwan
Advisory, Faculty of Sport Science, Kasetsart University

12. Dr. Malee Kittikumpanat
Advisory, Faculty of Sport Science, Kasetsart University

13. Dr. Vichakorn Hangsadeekul
Advisory, Faculty of Sport Science, Kasetsart University

14. Maj. Gen. Chareuk Areerachakaran
Vice President & General Secretary, National Olympic Committee of Thailand
under Royal Patronage

15. Mr. Thana Chaiprasit
Chairman of the Committee on Sport and Recreation, The National Economic and
Social Advisory Council Treasurer, National Olympic Committee of Thailand
under Royal Patronage



Appendix B

Letter of research cooperation request



ที่ ศธ. ๐๕๑๓.๒๑๓/ปรด.ว ๒๑๗.๑

โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ
คณะวิทยาศาสตร์การกีฬา มก.
๕๐ พหลโยธิน จตุจักร กรุงเทพฯ ๑๐๙๐๐

๒๐ กรกฎาคม ๒๕๕๕

เรื่อง ขอรียนเชิญเป็นผู้เชี่ยวชาญตรวจเครื่องมือวิจัย

เรียน

สิ่งที่แนบมาด้วย ๑. โครงร่างวิทยานิพนธ์ ๑ ชุด
๒. เครื่องมือวิจัย ๕ ชุด

ด้วยนายชัย นิมากร นิสิตปริญญาเอก สาขาวิทยาศาสตร์การกีฬา คณะวิทยาศาสตร์การกีฬา มหาวิทยาลัยเกษตรศาสตร์ จะทำวิจัยเพื่อเสนอเป็นดุษฎีนิพนธ์ ในหัวข้อเรื่อง “การพัฒนารูปแบบเชิงธุรกิจของกีฬาวอลเลย์บอลอาชีพหญิงในประเทศไทย” ภายใต้การควบคุมของ

รศ.ดร.สุพิตร สมานิตโต
ดร.อิษฎี ภูอินทร์

อาจารย์ที่ปรึกษาวิทยานิพนธ์หลัก
อาจารย์ที่ปรึกษาวิทยานิพนธ์ร่วม

ในการนี้ โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ ใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญในการตรวจพิจารณาความตรงตามเนื้อหาของเครื่องมือวิจัย ๕ ชุด เพื่อให้งานวิจัยมีความถูกต้องและสมบูรณ์ตามวัตถุประสงค์ของการวิจัย

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์แก่นิสิตด้วยจักเป็นพระคุณอย่างยิ่ง โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ ขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.สุพิตร สมานิตโต)

ประธานคณะกรรมการดำเนินงานโครงการหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ

โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ
คณะวิทยาศาสตร์การกีฬา มหาวิทยาลัยเกษตรศาสตร์
โทรศัพท์/โทรสาร ๐๒-๕๔๒-๘๖๗๕



ที่ ศธ. ๐๕๑๓.๒๑๓/ปรด.ว

โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ
คณะวิทยาศาสตร์การกีฬา มก.
๕๐ พหลโยธิน จตุจักร กรุงเทพฯ
๑๐๙๐๐

๗ กุมภาพันธ์ ๒๕๕๖

เรื่อง ขอความอนุเคราะห์เป็นผู้เชี่ยวชาญในการสัมมนากลุ่มเฉพาะ (Focus Group Seminar)
เรียน

ด้วยนายชัย นิมากร นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิทยาศาสตร์การกีฬา (การจัดการกีฬา) คณะวิทยาศาสตร์การกีฬา มหาวิทยาลัยเกษตรศาสตร์ จะจัดให้มีการสัมมนากลุ่มเฉพาะ (Focus Group Seminar) ซึ่งเป็นกิจกรรมหลักที่สำคัญกิจกรรมหนึ่งเพื่อการประกอบการทำวิทยานิพนธ์ระดับปริญญาเอก เรื่อง “รูปแบบการพัฒนาเชิงธุรกิจกีฬาของวอลเลย์บอลหญิงอาชีพสำหรับประเทศไทย” เนื่องจากท่านเป็นผู้ทรงคุณวุฒิที่มีความเชี่ยวชาญเกี่ยวกับธุรกิจกีฬาเป็นอย่างดี โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิทยาศาสตร์การกีฬา (การจัดการกีฬา) จึงใคร่ขอเรียนเชิญท่านได้เข้าร่วมการสัมมนากลุ่มเฉพาะ (Focus Group Seminar) ในหัวข้อเรื่องดังกล่าว ในวันศุกร์ที่ ๘ กุมภาพันธ์ ๒๕๕๖ เวลา ๑๔.๐๐ - ๑๖.๐๐ น. ณ บริษัทแกรนด์สปอร์ต มาร์เก็ตติ้ง จำกัด หัวหมาก กรุงเทพมหานคร

จึงเรียนมาเพื่อโปรดพิจารณา โครงการฯ หวังเป็นอย่างยิ่งในความอนุเคราะห์จากท่านและขอขอบคุณเป็นอย่างสูงมา ณ โอกาสนี้ด้วย หากท่านประสงค์จะได้ข้อมูลเพิ่มเติมโปรดติดต่อ คุณชัย นิมากร โทรศัพท์ (๐๘๑) ๖๔๘๖๔๓๓ หรือ (๐๒) ๓๑๘๓๐๐๐

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.สุพิตร สมานิติ)

ประธานคณะกรรมการดำเนินงานโครงการหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ

โครงการหลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิทยาศาสตร์การกีฬา ภาคพิเศษ
คณะวิทยาศาสตร์การกีฬา มหาวิทยาลัยเกษตรศาสตร์
โทรศัพท์/โทรสาร ๐๒-๙๔๒-๘๖๗๕



Appendix C
Questionnaires

**Questionnaires for finding opinions in Professional Women's Volleyball
Development in Thailand: A Business Model Development for a Professional
Women's Volleyball League in Thailand**

This questionnaire is to obtain from the stakeholders about their satisfactions and expectations in order to form a business model.

Stakeholders in this study mean the executives, volleyball personnel, spectators, media and sponsors.

- Executives mean the executives of Sports Authority of Thailand, executives of Thailand Volleyball Association and the executives of the professional women's volleyball clubs

- The volleyball personnel means players, coaches, assistants, referees, organizing staffs, volleyball information system or VIS, venue staffs.

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These questionnaires are composed of 4 sections.

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Section 3, the participation, and expectation of the women's professional volleyball in Thailand.

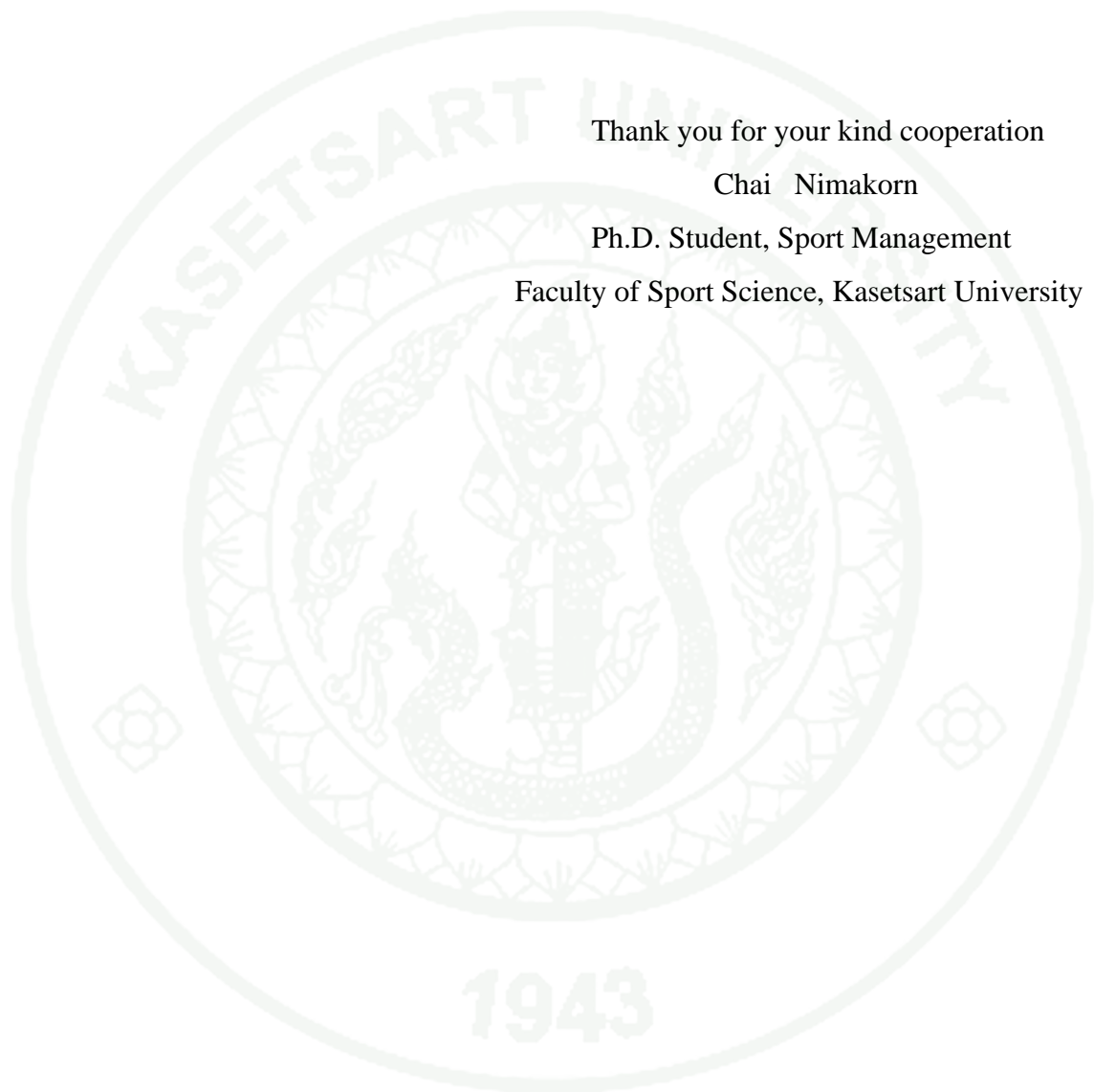
Section 4, recommendations for solutions to the development for professional women's volleyball in Thailand.

Thank you for your kind cooperation

Chai Nimakorn

Ph.D. Student, Sport Management

Faculty of Sport Science, Kasetsart University



professional sports and professional women's volleyball in Thailand
(WVTL)

1. Do you think that current women's volleyball can become professional league, why?
 - () Yes, because (can answer more than 1 answer)
 - () Volleyball is international sport, world-class competition management standard.
 - () Players have high performance, and are in the world class.
 - () Others (please specify).....
 - () No, cannot (can answer more than 1 answer)
 - () Lack of continuous sponsors
 - () Lack of qualified professional personnel in management.
 - () Others (Please specify)

2. In professional women's volleyball (WVTL), what should be monthly salaries for the following positions?
 1. President of a club

() 25,000 - 50,000 Baht	() 50,001 - 75,000 Baht
() 75,001 - 100,000 Baht	() 100,001 - 125,000 Baht
() 125,001 - 150,000 Baht	() More than 150,000 Baht

 2. Team Managers

() 10,000 - 20,000 Baht	() 20,001 - 30,000 Baht
() 30,001 - 40,000 Baht	() 40,001 - 50,000 Baht
() More than 50,000 Baht	

 3. Coaches

() 10,000 - 20,000 Baht	() 20,001 - 30,000 Baht
() 30,001 - 40,000 Baht	() 40,001 - 50,000 Baht
() More than 50,000 Baht	

 4. Assistant Coaches

- () 10,000 - 20,000 Baht () 20,001 - 30,000 Baht
 () 30,001 - 40,000 Baht () 40,001 - 50,000 Baht
 () More than 50,000 Baht.

5. National Players

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Baht () More than 50,000 Baht

6. Players

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Baht () More than 50,000 Baht

7. Referees

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Baht () More than 50,000 Baht

8. Team Personnel

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Baht () More than 50,000 Baht

3. What are the success factors for professional women's volleyball league in Thailand (WVTL)?

1.
2.
3.
4.

4. What are the obstacles of the professional women’s volleyball league in Thailand (WVTL)?

- 1.
- 2.
- 3.
- 4.

5. The outstanding selling point for popularity of the professional volleyball league in Thailand (WVTL). (You can answer more than 1 answer)

- Players have high performances, and perform in the top world level
- TVA has systematic management with international standards.
- Players have good personality, human relations, and high capability.
- Others (Please specify).....

6. How to create popularity?

- 1.
- 2.
- 3.
- 4.

Section 3 participation and expectations from professional women's volleyball in Thailand (WVTL)?

1. What are the outstanding features of the professional women's volleyball in Thailand that can create commercial value added are:

1.1 Spectators:

- A entertainment program to impress the spectators throughout the event and draw them back, in order to increase ticket revenues.
- Activities between the spectators and the favorite star players to create the opportunity to make Income from selling souvenirs
- Others (please specify).....

1.2 Media:

- The results of the women's players are in the front of the world class team
- Thailand has super star players.
- Players have high capability and make reputations both in Thailand and abroad.
- Others (please specify).....

1.3 Sponsors:

- Build the product image through the reputable players.
- Use volleyball as channel of communication with the target customers.
- Building the awareness and brand recognition.
- Others (please specify).....

2. What are the major sources of income of professional women's volleyball?

2.1 From the public sector.

- The Sports Authority of Thailand
- Local Governments (please specify).....
- State Enterprises (please specify)
- Others (please specify)

2.2 From private sector

() Companies (please specify)

() Personnel (please specify).....

2.3 Others (please specify)).....

3. Do you see business opportunity in professional women’s volleyball in Thailand?

() Yes, I see

() No, I don’t (if not, please skip to section 4)

4. What are the business opportunities in the professional women’s volleyball?

1.

2.

3.

4.

5. What do you think how should a business model for professional women’s volleyball in Thailand be?

1.

2.

3.

4.

6. If you invest in WVTL, what are the success factors?

1.

2.

3.

4.

7. In running the operation of professional Women's volleyball league, what is your estimated investment baht. Divided into the following expenses:

7.1 Human Resources Expenses

- Players Salaries estimatedBaht
- Coaches and Assistants estimatedBaht
- Professional Managers estimatedBaht

7.2 Administrative expenses

- Competitive organizing/event estimatedBaht
- Traveling expenses estimatedBaht
- Accommodation estimatedBaht
- Competition equipments estimatedBaht
(uniforms, venue, equipment and etc.)

7.3 Marketing expenses

- Competition PR expenses estimatedBaht
- Fan clubs management estimatedBaht

7.4 Other expenses estimatedBaht

8. What is the expected return on investments from the professional women's | volleyball? (you can answer more than 1 answer)

- Income from the business operation of WVTL
- Create income, career, and sustainable business.
- Making CSR for the company.
- For pride and reputation for the company.
- Social contributions.
- Others (please specify)

9. How the government should support WVTL, in order to promote and support the WVTL while reduce the subsidies along the years.

1.
2.
3.

Section 4 opinions on obstacles, and recommendations for development of WVTL.

1. To achieve the success of the management of WVTL and able to raise funds, make the league profitable, what are the first priority issues. (choose 1 of the following)
 - () Arrange the systematic competition and continuity.
 - () Involve in driving and setting sport policies for SAT to effectively support sports.
 - () To find Title Sponsor for the league.
 - () Recruit and develop qualified personnel enough and in time for professional volleyball.
 - () Others (please specify)

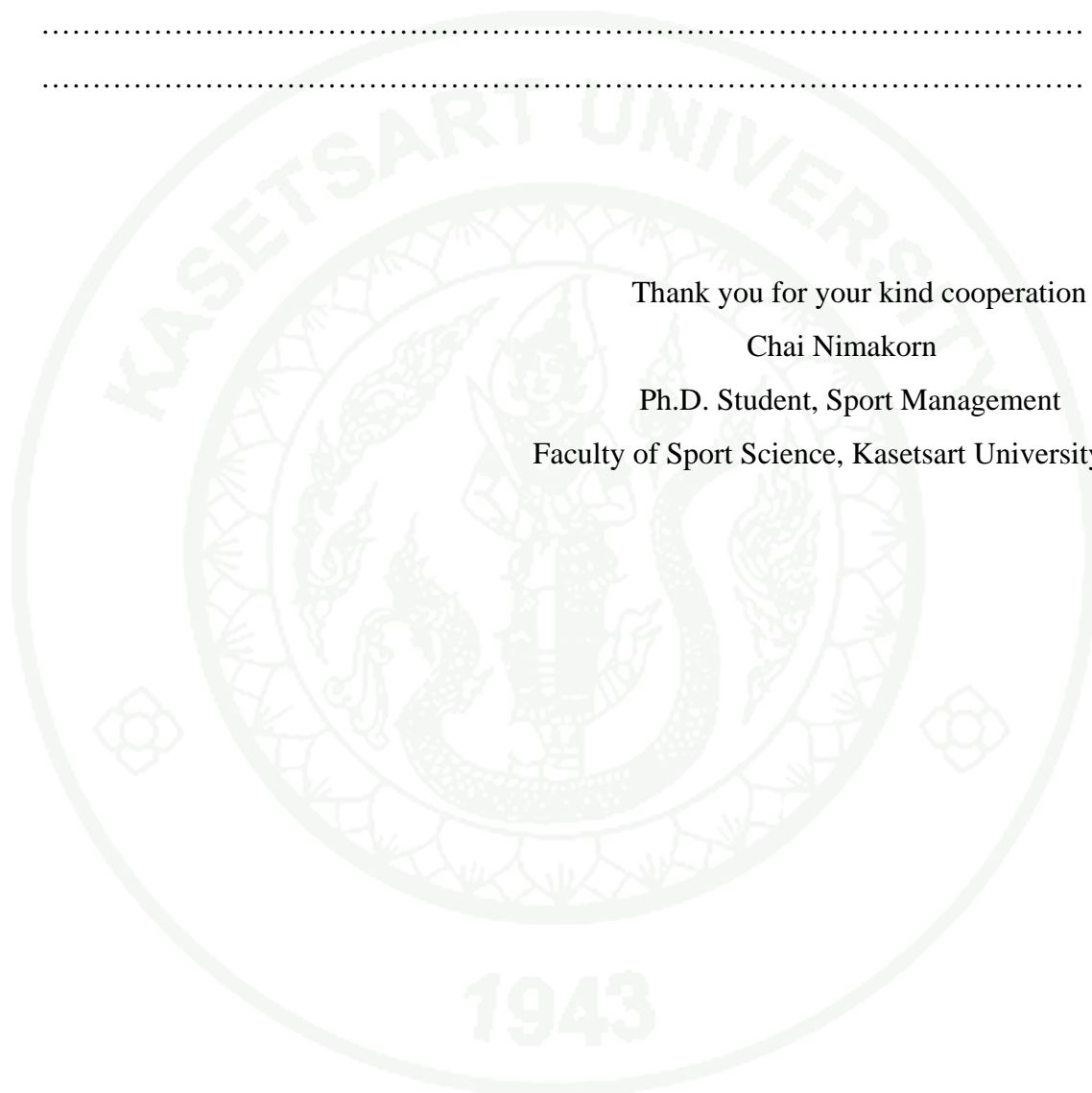
2. Problems and obstacles in WVTL development that you would like to improve in management, personnel, media, sponsorship, venues and facilities.

Problems and obstacles	Recommendations
1. Management:	
1.1 Organization Management	
1.2 Competition Management	
2. Personnel	
2.1 Players	

Problem and obstacles	Recommendations
2.2 Coaches	
3. Public Relations and Fan club management	
3.1 Public Relations	
3.2 Popularity & Fan club management	
3.3 Popularity & Fan club management	
4. Incomes and Sponsorship	
4.1 Public sectors / supporters	
4.2 Private sectors / sponsors	
4.3 Other rights management	
5. Venues and facilities	

3. Other recommendations:

.....
.....
.....
.....
.....
.....



Thank you for your kind cooperation
Chai Nimakorn
Ph.D. Student, Sport Management
Faculty of Sport Science, Kasetsart University

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Development in Thailand: A Business Model Development for a Professional
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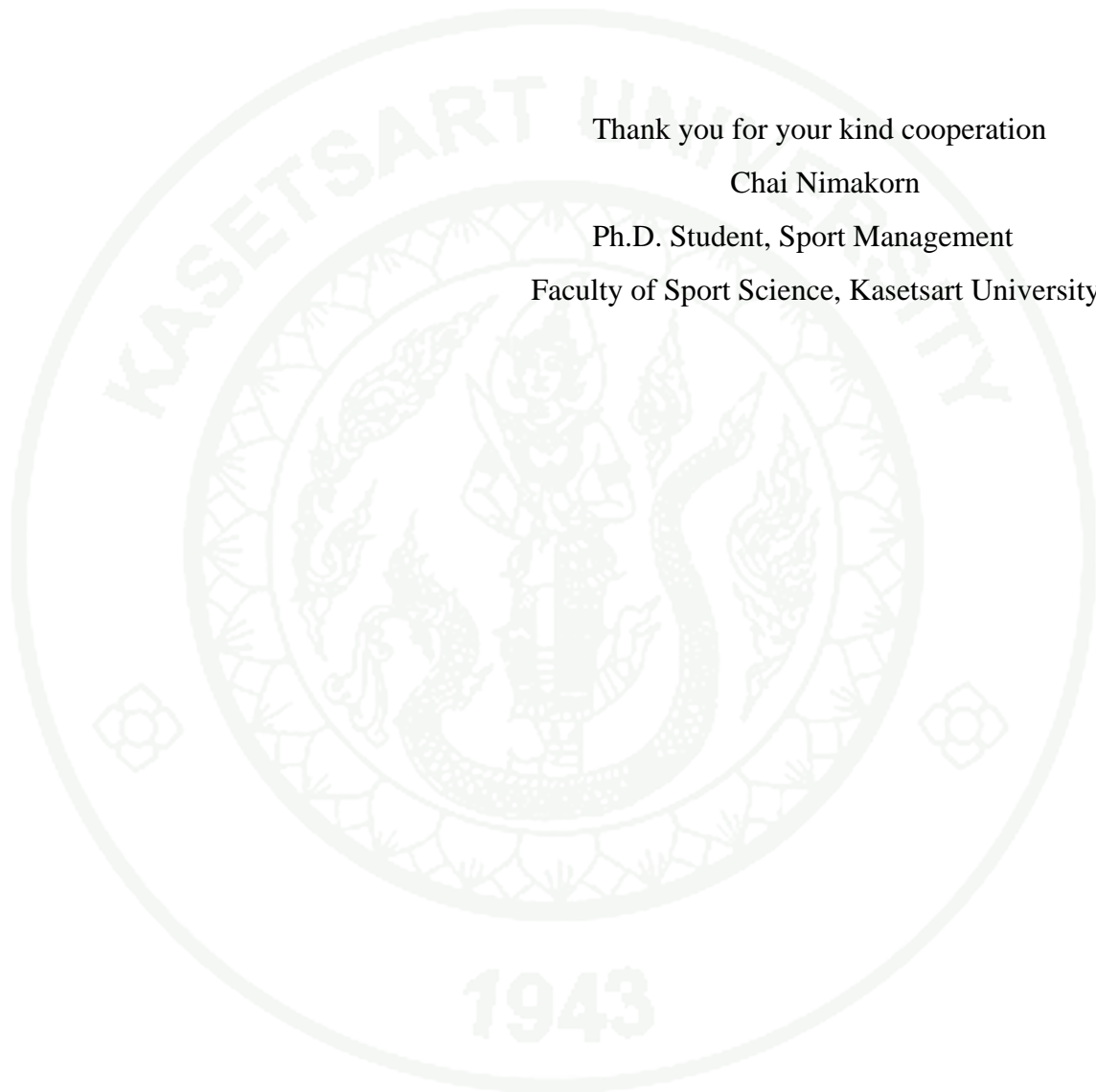
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1. Do you think that current women's volleyball can become professional league, why?
- Yes, because (can answer more than 1 answer)
- Volleyball is international sport, world-class competition management standard.
 - Players have high performance, and are in the world class.
 - Others (please specify).....
- No, cannot (can answer more than 1 answer)
- Lack of continuous sponsors
 - Lack of qualified professional personnel in management.
 - Others (Please specify)
2. In professional women's volleyball (WVTL), what should be monthly salaries for the following positions?
1. President of a club
- | | |
|---|---|
| <input type="checkbox"/> 25,000 - 50,000 Baht | <input type="checkbox"/> 50,001 - 75,000 Baht |
| <input type="checkbox"/> 75,001 - 100,000 Baht | <input type="checkbox"/> 100,001 - 125,000 Baht |
| <input type="checkbox"/> 125,001 - 150,000 Baht | <input type="checkbox"/> More than 150,000 Baht |
2. Team Managers
- | | |
|--|---|
| <input type="checkbox"/> 10,000 - 20,000 Baht | <input type="checkbox"/> 20,001 - 30,000 Baht |
| <input type="checkbox"/> 30,001 - 40,000 Baht | <input type="checkbox"/> 40,001 - 50,000 Baht |
| <input type="checkbox"/> More than 50,000 Baht | |
3. Coaches
- | | |
|--|---|
| <input type="checkbox"/> 10,000 - 20,000 Baht | <input type="checkbox"/> 20,001 - 30,000 Baht |
| <input type="checkbox"/> 30,001 - 40,000 Baht | <input type="checkbox"/> 40,001 - 50,000 Baht |
| <input type="checkbox"/> More than 50,000 Baht | |
4. Assistant Coaches

- 10,000 - 20,000 Baht 20,001 - 30,000 Baht
 30,001 - 40,000 Baht 40,001 - 50,000 Baht
 More than 50,000 Baht.

5. National Players

- Not over 10,000 Baht 10,001 - 20,000 Baht
 20,001 - 30,000 Baht 30,001 - 40,000 Baht
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6. Players

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7. Referees

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1.
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3.
4.

4. What are the obstacles of the professional women's volleyball league in Thailand (WVTL)?

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- Players have high performances, and perform in the top world level.
- TVA has systematic management with international standards.
- Players have good personality, human relations, and high capability.
- Others (Please specify).....

6. How to create popularity?

1.
2.
3.
4.

Part 3 participation and expectation in WVTL:

1. You have participated as

- Coach Assistant Coach
- Player Team staff
- Referees VIS
- Venue staff Competition staff
- Others (please specify).....

2. How many have you been participated in WVTL?

- 1 time 2 times

4.2 Private sectors / sponsors	
4.3 Other rights management	
5. Venues and facilities	

3. Other recommendations:

.....

.....

.....

.....

.....

.....

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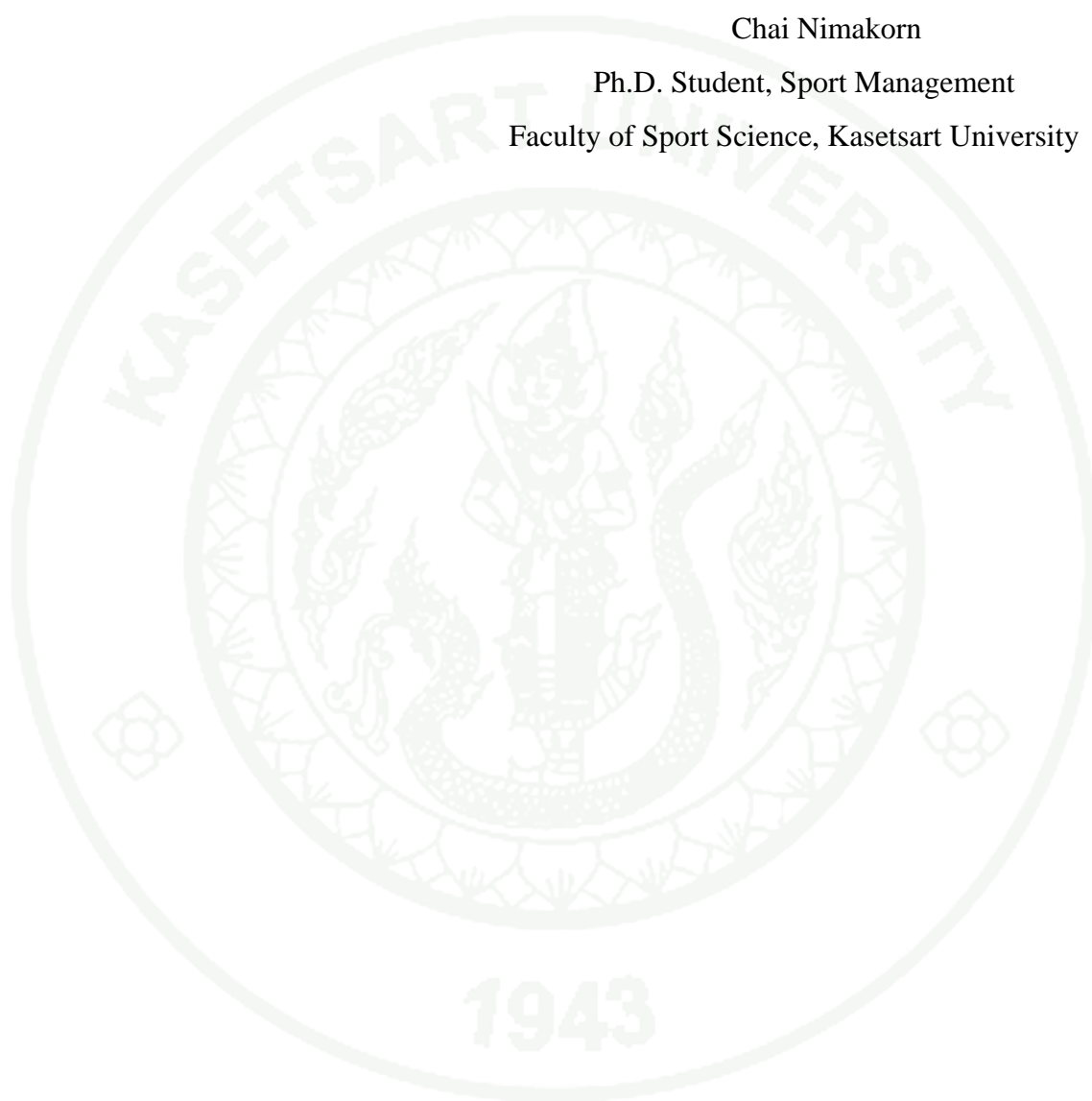
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Respondent.....

Position.....Organization.....D

ate.....Month.....Year.....Venue.....

Section 1: Status and Background information of respondent

Instruction: Please tick ✓ into () and fill your information into the space accordingly.

1. Gender

() Male

() Female

2. Ages

() Under 30 years

() 31 - 40 years

() 41 - 50 years

() 51 years and over

3. Education

() Below Bachelor Degree

() Bachelor Degree

() Master Degree

() Doctoral Degree

4. Profession

() Government Services

() Private Employees

() State Enterprises

() Business Owner

() Others (please specify).....

5. You are related with professional women's volleyball as:

() Executives

() Personnel

() Media

() Sponsors

() Others (please specify)

6. How long have you been involved with volleyball?

() 1 - 5 years

() 6 - 10 years

() 11 - 15 years

() More than 15 years

Section 2, questionnaires on your opinions and experiences regarding professional sports and professional women's volleyball in Thailand (WVTL)

1. Do you think that current women's volleyball can become professional league, why?
- () Yes, because (can answer more than 1 answer)
- () Volleyball is international sport, world-class competition management standard.
 - () Players have high performance, and are in the world class.
 - () Others (please specify).....
- () No, cannot (can answer more than 1 answer)
- () Lack of continuous sponsors
 - () Lack of qualified professional personnel in management.
 - () Others (Please specify)
2. In professional women's volleyball (WVTL), what should be monthly salaries for the following positions?
1. President of a club
- | | |
|----------------------------|----------------------------|
| () 25,000 - 50,000 Baht | () 50,001 - 75,000 Baht |
| () 75,001 - 100,000 Baht | () 100,001 - 125,000 Baht |
| () 125,001 - 150,000 Baht | () More than 150,000 Baht |
2. Team Managers
- | | |
|---------------------------|--------------------------|
| () 10,000 - 20,000 Baht | () 20,001 - 30,000 Baht |
| () 30,001 - 40,000 Baht | () 40,001 - 50,000 Baht |
| () More than 50,000 Baht | |
3. Coaches
- | | |
|---------------------------|--------------------------|
| () 10,000 - 20,000 Baht | () 20,001 - 30,000 Baht |
| () 30,001 - 40,000 Baht | () 40,001 - 50,000 Baht |
| () More than 50,000 Baht | |
4. Assistant Coaches
- | | |
|--------------------------|--------------------------|
| () 10,000 - 20,000 Baht | () 20,001 - 30,000 Baht |
| () 30,001 - 40,000 Baht | () 40,001 - 50,000 Baht |

More than 50,000 Baht.

5. National Players

- Not over 10,000 Baht 10,001 - 20,000 Baht
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6. Players

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7. Referees

- Not over 10,000 Baht 10,001 - 20,000 Baht
 20,001 - 30,000 Baht 30,001 - 40,000 Baht
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8. Team Personnel

- Not over 10,000 Baht 10,001 - 20,000 Baht
 20,001 - 30,000 Baht 30,001 - 40,000 Baht
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3. What are the success factors for professional women's volleyball league in Thailand (WVTL)?

1.
2.
3.
4.

4. What are the obstacles of the professional women's volleyball league in Thailand (WVTL)?

1.

2.
3.
4.

5. The outstanding selling point for popularity of the professional volleyball league in Thailand (WVTL). (you can answer more than 1 answer)

- Players have high performances, and perform in the top world level.
- TVA has systematic management with international standards.
- Players have good personality, human relations, and high capability.
- Others (Please specify).....

6. How to create popularity?

1.
2.
3.
4.

Part 3 participation and expectation in professional Women's Volleyball Thailand League in Thailand.

1. As you are involved with media, what should be annual public relations for WVTL Baht / year.

2. The above mentioned budget are for:

- 2.1 TV Baht / year
- 2.2 Radio Baht / year
- 2.3 Social media Baht / year
- 2.4 Others (please specify) Baht / year

3. What is the expected return on investments from the professional women's volleyball? (you can answer more than 1 answer)

- Income from the business operation of WVTL.

- () Create income, career, and sustainable business.
- () Making CSR for the company.
- () For pride and reputation for the company.
- () Social contributions.
- () Others (please specify)

4. For the competition committee, what should the committee do to make media engaged promoting and popularizing the WVTL?

1.
2.
3.

5. What are year recommendations in getting the satisfaction from sponsors, for their full supports continuously?

1.
2.
3.

Section 4 opinions on obstacles, and recommendations for development of WVTL.

1. To achieve the success of the management of WVTL and able to raise funds, make the league profitable, what are the first priority issues. (choose 1 of the following)

- () Arrange the systematic competition and continuity.
- () Involve in driving and setting sport policies for SAT to effectively support sports.
- () To find Title Sponsor for the league
- () Recruit and develop qualified personnel enough and in time for professional volleyball
- () Others (please specify)

2. Problems and obstacles in WVTL development that you would like to improve in management, personnel, media, sponsorship, venues and facilities.

Problems and obstacles	Recommendations
1. Management:	
1.1 Organization Management	
1.2 Competition Management	
2. Personnel	
2.1 Players	
2.2 Coaches	
3. Public Relations and Fan club management	
3.1 Public Relations	
3.6 Popularity & Fan club management	
3.7 Popularity & Fan club management	

Problems and obstacles	Recommendations
4. Incomes and Sponsorship	
4.1 Public sectors / supporters	

4.2 Private sectors / sponsors	
4.3 Other rights management	
5. Venues and facilities	

3. Other recommendations:

.....

.....

.....

.....

.....

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Stakeholders in this study mean the executives, volleyball personnel, spectators, media and sponsors.

- Executives mean the executives of Sports Authority of Thailand, executives of Thailand Volleyball Association and the executives of the professional women's volleyball clubs.

- The volleyball personnel means players, coaches, assistants, referees, organizing staffs, volleyball information system or VIS, venue staffs.

- Media mean users of communication channels in distribution of information to the mass public within short time, in increasing volleyball popularity for professional women's volleyball. Media include radio, televisions, newspapers, magazines, and social media, and etc.

- Sponsors mean persons or companies that agree to provide cash or products or services in supporting a professional women's volleyball in Thailand.

These questionnaires are composed of 4 sections.

Section 1, the background information of the person answered the questionnaires.

Section 2, the opinion and experiences of the respondents about professional sports and the professional women's volleyball league in Thailand.

Section 3, the participation, and expectation of the women's professional volleyball in Thailand.

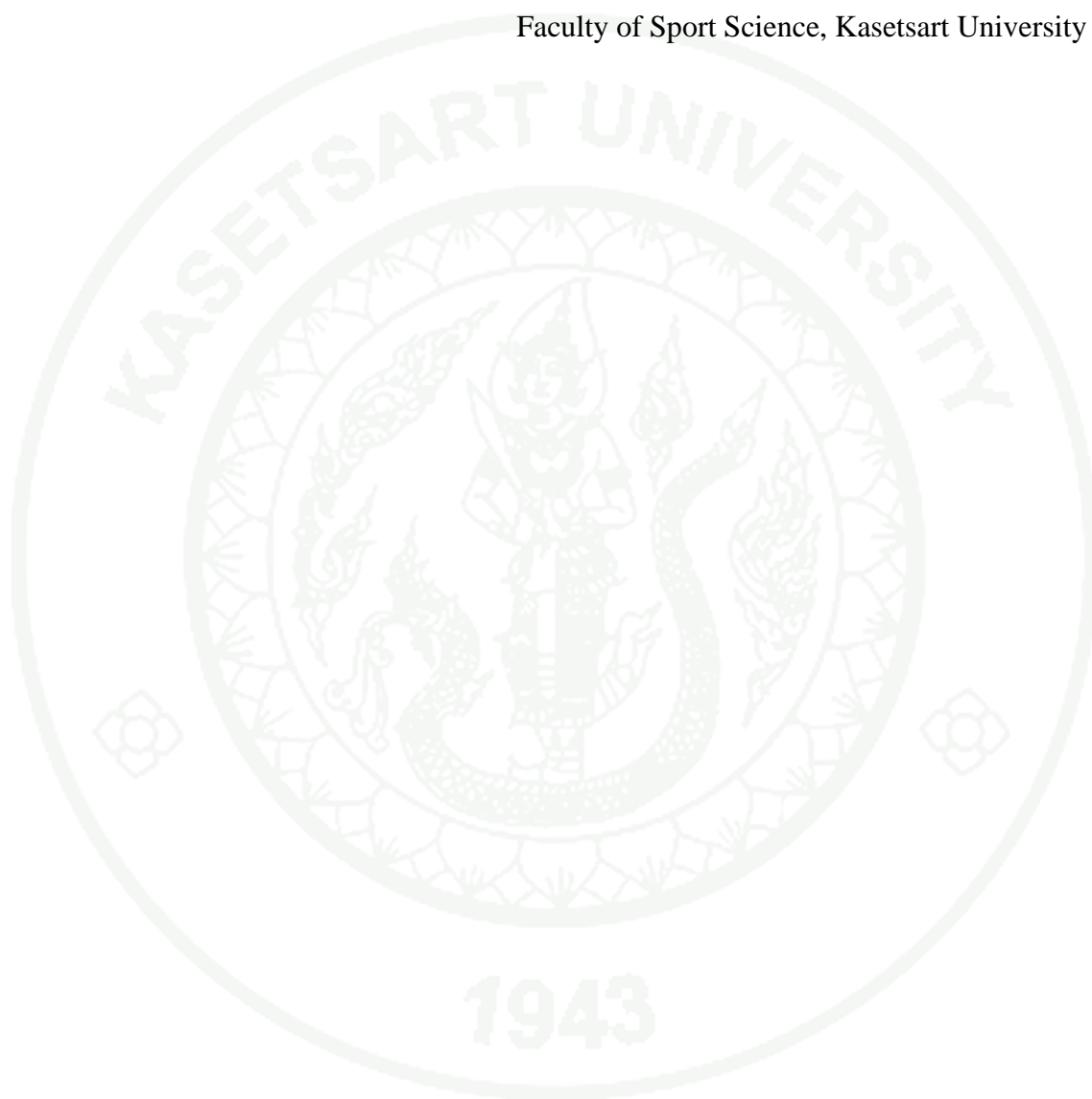
Section 4, recommendations for solutions to the development for professional women's volleyball in Thailand.

Thank you for your kind cooperation

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Ph.D. Student, Sport Management

Faculty of Sport Science, Kasetsart University



Respondent.....

Position.....Organization.....

Date.....Month.....Year.....Venue.....

Section 1: Status and Background information of respondent

Instruction: Please tick ✓ into () and fill your information into the space accordingly.

1. Gender

- () Male () Female

2. Ages

- () Under 30 years () 31 - 40 years
() 41 - 50 years () 51 years and over

3. Education

- () Below Bachelor Degree () Bachelor Degree
() Master Degree () Doctoral Degree

4. Profession

- () Government Services () Private Employees
() State Enterprises () Business Owner
() Others (please specify).....

5. You are related with professional women's volleyball as:

- () Executives () Personnel
() Media () Sponsors
() Others (please specify)

6. How long have you been involved with volleyball?

- () 1 - 5 years () 6 - 10 years
() 11 - 15 years () More than 15 years

Section 2, questionnaires on your opinions and experiences regarding professional sports and professional women's volleyball in Thailand (WVTL)

1. Do you think that current women's volleyball can become professional league, why?

- () Yes, because (can answer more than 1 answer)

Volleyball is international sport, world-class competition management standard.

Players have high performance, and are in the world class.

Others (please specify).....

No, cannot (can answer more than 1 answer)

Lack of continuous sponsors

Lack of qualified professional personnel in management.

Others (Please specify)

2. In professional women's volleyball (WVTL), what should be monthly salaries for the following positions?

1. President of a club

25,000 - 50,000 Baht

50,001 - 75,000 Baht

75,001 - 100,000 Baht

100,001 - 125,000 Baht

125,001 - 150,000 Baht

More than 150,000 Baht

2. Team Managers

10,000 - 20,000 Baht

20,001 - 30,000 Baht

30,001 - 40,000 Baht

40,001 - 50,000 Baht

More than 50,000 Baht

3. Coaches

10,000 - 20,000 Baht

20,001 - 30,000 Baht

30,001 - 40,000 Baht

40,001 - 50,000 Baht

More than 50,000 Baht

4. Assistant Coaches

10,000 - 20,000 Baht

20,001 - 30,000 Baht

30,001 - 40,000 Baht

40,001 - 50,000 Baht

More than 50,000 Baht.

5. National Players

Not over 10,000 Baht

10,001 - 20,000 Baht

20,001 - 30,000 Baht

30,001 - 40,000 Baht

40,001 - 50,000 Baht

More than 50,000 Baht

6. Players

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Baht () More than 50,000 Baht

7. Referees

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Bah () More than 50,000 Baht

8. Team Personnel

- () Not over 10,000 Baht () 10,001 - 20,000 Baht
 () 20,001 - 30,000 Baht () 30,001 - 40,000 Baht
 () 40,001 - 50,000 Baht () More than 50,000 Baht

3. What are the success factors for professional women's volleyball league in Thailand (WVTL)?

1.
2.
3.
4.

4. What are the obstacles of the professional women's volleyball league in Thailand (WVTL)?

1.
2.
3.
4.

5. The outstanding selling point for popularity of the professional volleyball league in Thailand (WVTL). (you can answer more than 1 answer)

- () Players have high performances, and perform in the top world level.
 () TVA has systematic management with international standards.

- () Players have good personality, human relations, and high capability.
 () Others (Please specify).....

6. How to create popularity?

1.
2.
3.
4.

Part 3 participation and expectation in WVTL:

1. How long have you support the WVTL? year (s)
2. Do you see business opportunity in professional women's volleyball in Thailand?
 () Yes, I see
 () No, I don't (if not, please skip to section 4)
3. What are the business opportunities in the professional women's volleyball?
 1.
 2.
 3.
4. In the past year, how much budget do you sponsor to the WTVL?baht/year
5. The budget you sponsors are divided into:
 1. Cash, amount to Baht
 2. Products, in kinds worth Baht
 3. Others (please specify)
 1. worthBaht
 2. worthBaht
 3. worthBaht

6. What are the reasons for sponsoring or supporting the WVTL?
1.
 2.
 3.
 4.
7. What are the criteria in your consideration of sponsor or supporting WVTL?
1.
 2.
 3.
 4.
8. What is the expected return on investments from the professional women's volleyball? (you can answer more than 1 answer)
- Income from the business operation of WVTL
 - Create income, career, and sustainable business.
 - Making CSR for the company
 - For pride and reputation for the company
 - Social contributions
 - Others (please specify)
9. In supporting more budgets to the WVTL, what do you expect your counter part to change or improve?
1.
 2.
 3.

Section 4 opinions on obstacles, and recommendations for development of WVTL.

1. To achieve the success of the management of WVTL and able to raise funds, make the league profitable, what are the first priority issues. (choose 1 of the following)

() Arrange the systematic competition and continuity.
 () Involve in driving and setting sport policies for SAT to effectively support sports.

() To find Title Sponsor for the league.

() Recruit and develop qualified personnel enough and in time for professional volleyball.

() Others (please specify)

2. Problems and obstacles in WVTL development that you would like to improve in management, personnel, media, sponsorship, venues and facilities.

Problems and obstacles	Recommendations
1. Management:	
1.1 Organization Management	
1.2 Competition Management	
2. Personnel	
2.1 Players	
2.2 Coaches	

Problems and obstacles	Recommendations
3. Public Relations and Fan club management	
3.1 Public Relations	

3.8 Popularity & Fan club management	
3.9 Popularity & Fan club management	
4. Incomes and Sponsorship	
4.1 Public sectors / supporters	
4.2 Private sectors / sponsors	
4.3 Other rights management	
5. Venues and facilities	

3. Other recommendations:

.....

.....

.....

.....

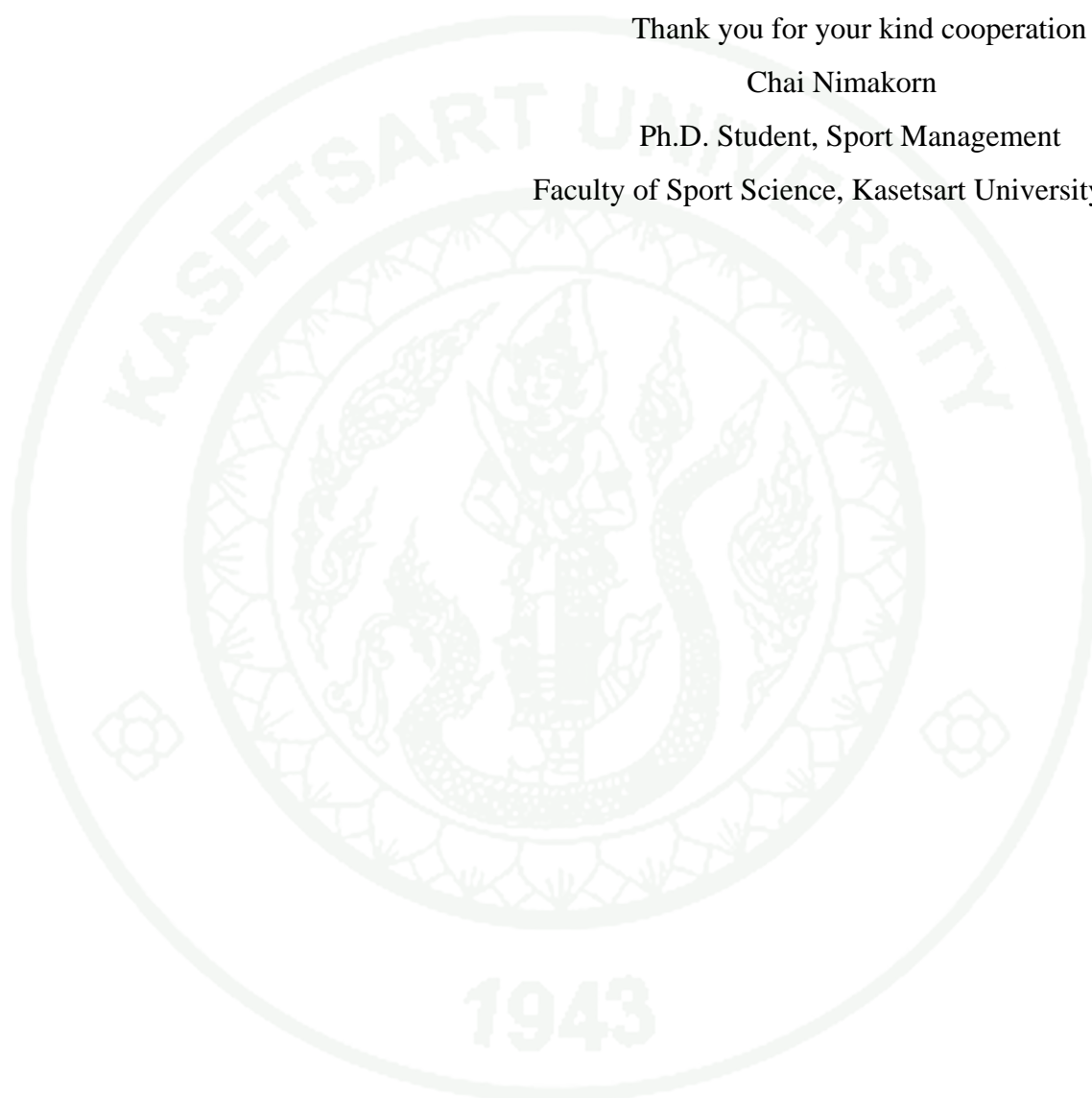
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Thank you for your kind cooperation

Chai Nimakorn

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**Questionnaires for finding satisfaction of Professional Women’s Volleyball
Thailand League in Thailand spectators**

Spectators are the audiences of the WVTL at the venues, who the primary customer of the WVTL.

Section 1: Status and Background information of respondent

Instruction: Please tick ✓ into () and fill your information into the space accordingly.

1. Gender

- () Male () Female

2. Ages

- () Under 20 years () 20 - 30 years
 () 31 - 40 years () 41 - 50 years
 () 51 - 60 years () 61 years and over

3. Education

- () Below Bachelor Degree () Bachelor Degree
 () Master Degree () Doctoral Degree

4. Profession

- () Student () Government Services
 () State Enterprises () Private Employees
 () Business Owner () Others (please specify).....

5. Income

- () Under 10,000 Baht () 10,001 - 15,000 Baht
 () 15,001 - 20,000 Baht () 20,001 - 25,000 Baht
 () 25,001 - 30,000 Baht () More than 30,000 Baht
 () Others (please specify).....

Part 2: Spectator opinion and satisfaction in attending WVTL competition

Instruction: Please tick ✓ into () and fill your information into the space accordingly.

1. You have attended the WVTL competition for

- () 1st time () 2nd time () 3rd time () Others (specify).....

2. How do you know about the competition?

- () News paper () Banners () Radio
 () Television () Online () Words of mouth
 () Others (please specify)

3. Satisfaction in attending the competition at the venues.

Levels of satisfaction 5 = Very satisfied 4 = Quite satisfied 3 = Satisfied
 2 = quite unsatisfied 1 = very unsatisfied

Please tick into the appropriate spaces that reflect your feeling.

Topics	Levels of satisfaction				
	5	4	3	2	1
Venues and facilities					
Venues					
- The space is wide and not feel stuffy					
- Comfortable seating, good visibility					
- venues have good ventilation					

Topics	Levels of satisfaction				
	5	4	3	2	1
Facilities					
- Sound system, loud and clear.					
- Easy-access location					
- Clean toilet and enough for spectators					

- Enough parking space					
Atmosphere around the competition venues					
- Cheer leading throughout the competition					
- Entertainment, show before at, and after the show					
- Spectators' participation activities such as drawing prizes					
- Shops with merchandise, souvenir, food and beverages					
Competition Management					
Players					
- With high performances					
- Good playing system that make the games exciting throughout the matches.					
Referees					
- professional ability					
- Can control over the games, fairly					
Competition Organizer					
- Suitable management of the competition management					
- Build up colorful atmosphere to the venue					
Media and Public Relations					
- Broadcasting the completion through TV and cable TV					
- Make public relations through banners, advertisements, mobile, local radio, newspaper, before, at and after the competition events.					

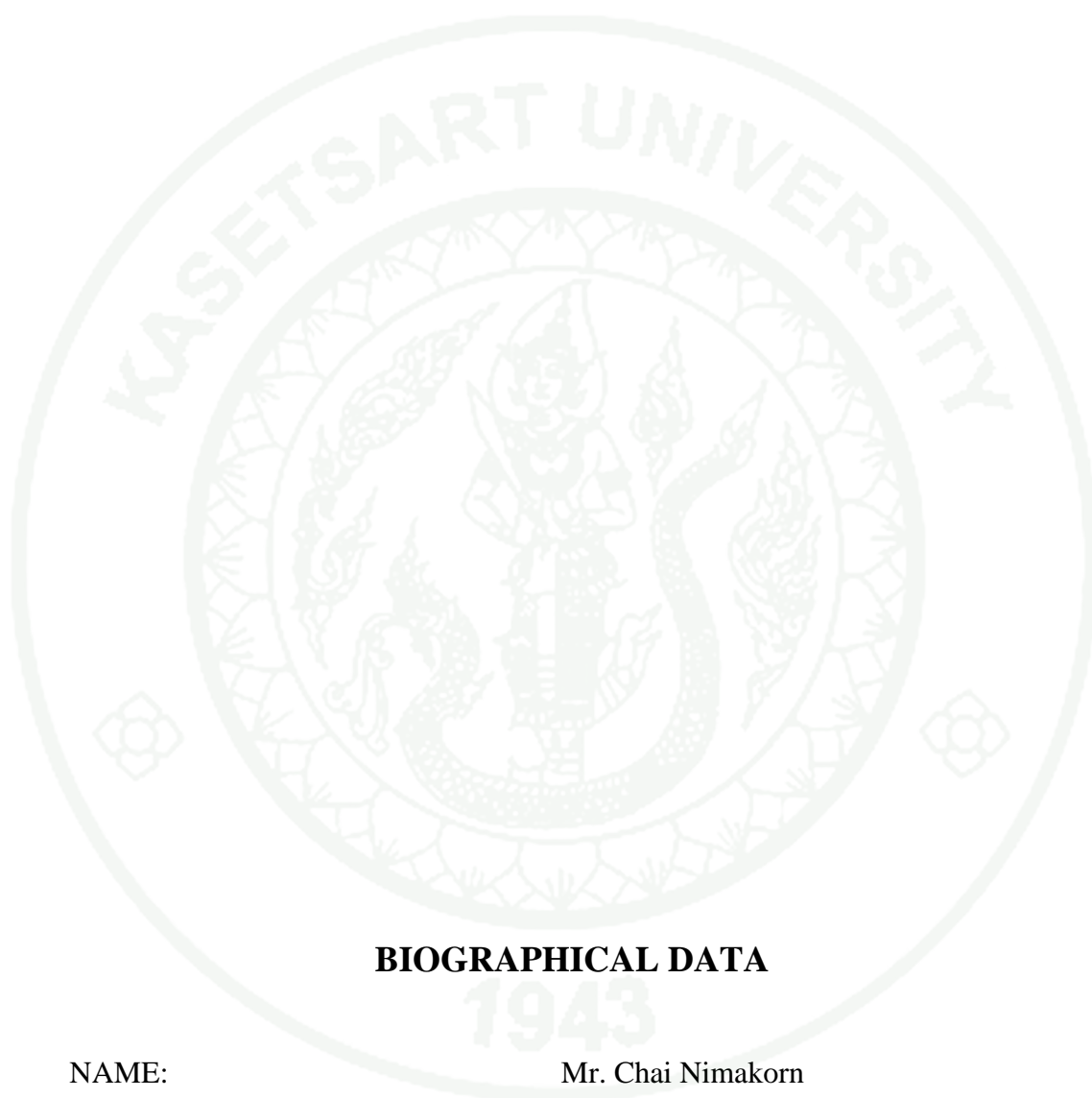
4. In attending this WVTL competition matches, what and how much do you pay for?

Totally baht which can be divided into:

1. Traveling fees Baht
2. Tickets Baht
3. Souvenirs Baht
4. Foods and beverages Baht
5. Others (please specify)Baht

5. Is the money you paid for today WVTL matches worthwhile or not?
 Yes, worth it, because
 No, not worth it, because
6. If you come back for the matches next time, what would you like to see the improvements?
 1.
 2.
 3.
 4.
7. If WVTL viewing in the next time meet your expectation, what do you expect to pay for the ticket?
 20 Baht 50 Baht 100 Baht Others (please specify).....Baht
8. What are other entertainments, tourism, or other sports that you are interested in?
 (you can answer more than 1 answer)
 Movies: Ticket price you pay isBaht
 Concerts: Ticket price you pay isBaht
 Football: Ticket price you pay is Baht
 Others (please specify) Baht
9. Addition recommendations that you might want to add in order to recommends to make the games / events of WVTL more entertaining? (if any)
 1.
 2.
 3.
 4.

Thank you for your kind cooperation
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BIOGRAPHICAL DATA

NAME:	Mr. Chai Nimakorn
DATE OF BIRTH:	December 06, 1952
PLACE OF BIRTH:	Bangkok
GRADUATION:	- BBA (Marketing), Assumption Business Administration College - EMBA (Management), Sasin Graduate Institute of Business Administration of

- PRESENT OCCUPATION:
- Chulalongkorn University
 - Chairman, Board of Directors of Grand Sport Group Co., Ltd.
 - President, Vega Balls Manufacturing Co., Ltd.
- SOCIAL POSITION:
- Vice President, Asian Association for Sport Management (AASM)
 - Vice President, the Sports Management Association of Thailand (SMAT)
 - President, Sporting Trade Association

