



**CRITICAL SUCCESS FACTORS, ATTITUDES AND  
PERCEPTIONS TOWARDS MASS PARTICIPATION  
SPORTING EVENTS AND THEIR IMPACTS ON  
COMMUNITY– CASE STUDY OF MARATHON  
RUNNING EVENTS IN THAILAND**

**BY**

**PARICHAT JANTORI**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
THE DOCTOR OF PHILOSOPHY IN INTEGRATED SCIENCE  
COLLEGE OF INTERDISCIPLINARY STUDIES  
THAMMASAT UNIVERSITY  
ACADEMIC YEAR 2021  
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DISSERTATION

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ENTITLED

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was approved as partial fulfillment of the requirements for  
the degree of Doctor of Philosophy (Integrated Science)

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Dissertation Title	CRITICAL SUCCESS FACTORS, ATTITUDES AND PERCEPTIONS TOWARDS MASS PARTICIPATION SPORTING EVENTS AND THEIR IMPACTS ON COMMUNITY– CASE STUDY OF MARATHON RUNNING EVENTS IN THAILAND
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Academic Years	2021

## ABSTRACT

This study aims to identify the factors that contribute to the success of mass participation sporting events and examine the attitudes and perceptions towards these events and their impacts on the community, using a resource-based view, its extensions and social exchange theory as theoretical bases for the research. Three marathon running events were purposefully selected as case studies with quantitative and qualitative data collected from each event. Both qualitative content analysis and statistical analytical tools were applied as methods for data analysis.

The results from the resource-based view analysis revealed that tangible and intangible resources, dynamic capabilities, relational resources and some specific practices are playing important roles in the success of the events. Nevertheless, the role of the event manager or race directors were perceived to be underexplored. Thus, it is recommended that future research should adopt other approaches such as the resource orchestration theory as an extension on the resource-based view to examine the factors contributing to superior performance or event success. The results also revealed that mass participation sporting events and mass running events created diverse positive



impacts. Stakeholders showed a positive attitude towards the events and their impacts. The perceived event impacts include scaling up the business and tourism, creating job opportunities, increasing local income, urban and physical development, city branding, enhancing the image of the city as a sport city, creating community pride and unity, trickle-down effect or sport inspirational effect and creating the opportunity for knowledge sharing.

The results from this study provides practical implications and contributions to academics; the knowledge gained from this study can be applied to other mass participation sporting event management in order to increase the event success, which in return, would generate benefits back to the community.

**Keywords:** Critical Success Factors, Event Impacts, Mass Participation Sporting Event, Mass Running Event, Sports Tourism

## ACKNOWLEDGEMENT

I would like to use this opportunity to express my deep sense of thanks and gratitude to diverse persons. The completion of this study could not have been possible without their kind assistance and contributions.

First of all, I would like to thank Thammasat University, Thammasat Business School, the rector, the dean, IBMP program director and associated persons who provide me the opportunity for further study and scholarship.

A very big thanks to my beautiful and kind advisor, Assistant Professor Dr. Kannapa Pongponrat for the continuous support and advices along my marathon Ph.D. journey. Thanks for being kind and patient to me. It was a wonderful destiny to meet you.

Thanks to the Interdisciplinary College, Thammasat University for accepting me into the study program. Thanks to all the professors/lecturers for all the classes and providing me with good foundation in social sciences.

Thanks to the members of committee for devoting time and participating in the proposal defense and dissertation defense sessions. Thanks for the all valuable comments that help me improve this work.

Additional thanks to my colleagues for your kind assistances and advices.

Thanks for all my research participants/ key informants for providing me with very insight and useful information.

Last but not least, I would like to thank my family for supporting me in everything I do. A special thanks to my husband for standing by my side through good and bad times and thank you, my little daughter for your kisses and hugs that boost up my energy.

Parichat Jantori

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# CHAPTER 1

## INTRODUCTION

The chapter provides the background of the study, research objectives and research questions, scope and rational for the study, expected outcomes, as well as the contribution of the study.

### 1.1 Background of the Study

Mass participation sporting events have grown in popularity and number over the past decades. These events vary in types, size and objectives. A number of factors play an important role in boosting up the popularity of mass participation sporting events. These factors include increasing incomes, living towards a healthy lifestyle and the use of mass and social media. The growing trend of combining travel with mass participation sporting events has now become discernable. Some events attract large number of visitors, giving rise to sports tourism and generating diverse benefits to the community.

Probably the most well-known area of mass participation sporting events is marathon running or mass running, followed by triathlon and cycling and swimming events. Running belongs to one of the oldest sport in the world. It was the only sport in the first recorded Olympics held in Athens back in 776 BCE (Sporteology, 2018). Originally, running was practiced by a small number of competitive athletes; however, through decades, running has been transformed into a recreational activity. It has become less formalized and practiced by less competitive runners. Running has become everyone's sport (Scheerder *et al.*, 2015). The purposes of recreational running are mainly to improved physical fitness, fun, and social involvement rather than to compete with each other. Nowadays, running is one of the favorite pastime pursued by millions of people around the world (Bale, 2014).

Running boom has been a worldwide recognized phenomenon. The number of road running events and city marathons across big cities have continued to grow on a yearly basis. Also, the number of running participants have equally started to rise

spectacularly. According to Marathon Statistics 2019 Worldwide, the growth in popularity of marathon running from 2008-2018 was 49.43%. By continents, Africa had the highest growth rate at 505.74% and Asia 262.89%, followed by Europe 42.86% and North America 20.97% (Runrepeat, 2021).

The second wave of running boom has emerged in Thailand since 2012 - 2013. The number of runners as well as number of mass running events hosted by different organizers under different themes and distances in different provinces continuously have increased. The purpose of organizing running events varies from running for charity, tourism, disease awareness to leisure and recreational purpose. There were 700-800 mass running events held in Thailand in 2017. But during 2018-2019, the numbers of mass running events increased to 1,305, which meant there were 54 events monthly or 12 events every week (Ratisukpimol, 2018). It is expected that there will be up to 3,000 running events held in 2020. And from 16 million runners in Thailand, which is one-fourth of the total population in the country, 10% are participating in mass running event regularly (ThaiHealth, 2020).

Despite the boom of mass running events in Thailand, research in this area is still limited. Little is known about the impacts of mass participation sporting events/ mass running events on community and what makes an event successful. And since running boom is novel in the Thai society, the attitudes and perceptions towards mass running events and their impacts are worth examining.

This study applies the resource-based view and its extensions together with the theory of change and logic model and the social exchange theory as the basis of the study to identify the resources, processes or practices essential for the organization of successful mass participating sporting events and to examine the attitudes and perception towards the impacts of mass participation sporting events on community.

Key research questions, research objectives, scope and rationale of the study, expected outcomes and research contribution will be described in following sections.



## 1.2 Key Research Questions

1. What are the stakeholders' attitudes towards mass participation sporting events/ mass running events?
2. What are the impacts of mass participation sporting events/ mass running events perceived by stakeholders, especially the residents and businesses residing in hosting area, the event participants, event organizers and local authorities?
3. What are the critical success factors in the management and organization of mass participation sporting events/ mass running events according to the perspective of mass running events organizers?

## 1.3 Objectives of the Study

The objective of the current study is to explore the management and organization of mass participation sporting events by using marathon or mass running events as case studies.

The primary objectives of the study are as follows:

1. To examine stakeholders' attitudes towards mass running events;
2. To examine the perceived impacts of mass running events on community;
3. To examine the management of mass running events in Thailand in order to identify factors contributing to the success of mass running events; and
4. To develop resultant action plans and appropriate strategies for related persons on how to further develop mass sporting events/ mass running events in Thailand.

In addition to the aforementioned objectives, the secondary objectives of the study are to explore the challenges in managing mass participation sporting events, to examine the form and degree of participation of the residents residing in the hosting venue areas and to test the hypothesis derived from social exchange theory, whether the perceived positive economic and social impacts of the events are leading to higher degree of agreements and willingness to support future events as these may elucidate the factors encouraging community participation.

## **1.4 Scope of the Study**

### **1.4.1 Scope of Content**

Mass participation sporting events has become a new phenomenon across countries around the world. Among mass participation sporting events such as mass running events, mass swimming event, biking, duathlon and triathlon, mass running events seem to outperform others in term of their popularity, number of events and participants. Therefore, mass running events are chosen as the representative case of mass participation sporting events.

Three mass running events are purposefully chosen as the case studies, namely, Bangsean42 Chonburi Marathon, Buriram Marathon and Chom Bueng Marathon. Criteria for case selection are based on the type of the events, the popularity and position, as well as the continuity of the mass running events.

The main focus is the management and organization of mass running events in Thailand. Special attention is paid on the factors contributing to the success of the mass running event management, the examination of stakeholders' attitudes and perceptions towards mass running events and their impacts on community. Information gained from this study is useful for the development of action plans and strategies to prosper the growth and quality of mass participation sporting events, and thus, ensuring the success of the events. Multiple case studies with mix-method research is applied. Data will be collected quantitatively and qualitatively from multiple sources and analyzed quantitatively using statistical tools and qualitatively using qualitative content analysis.

### **1.4.2 Scope of Study Areas**

This research covers a wide range of study areas including event studies, event management, event tourism and sports tourism. These areas are gaining increasing interests among academic scholars and practitioners recently. The resource-based view and the extensions of its concept are applied as the theoretical foundations for the identification of the critical success factors in managing mass participation sporting events. Whereby theory of change and logic model provides bridging elements between an initiative or action and shorter-term, intermediate, and longer-term outcomes and lastly, the social exchange theory, the prominent theory in sport

management research, has been adopted as the basis to examine the perceptions of stakeholders towards event impacts. Thus, this study adds to current knowledge and extends the application of the resource-based view in the area of mass participation sporting event management.

#### **1.4.3 Scope of Target Participants**

In this study, data will be collected from multiple sources and through different methods. Primary data are collected through questionnaire survey and in-depth interview, while the secondary data are collected from multiple sources such as internet websites, social media, news, press releases and conferences and previous interviews etc.

Target populations of the study are predominantly the key stakeholders of mass running events, which include event generators or event organizers, local authorities, local businesses and residents residing in Sansuk Municipally, Chonburi Province, Muang District, Buriram Province and Chom Beung District, Ratchaburi province as the hosting venue area of the mass running events in the case studies.

### **1.5 Rational of the Study**

Despite the growing popularity and increasing numbers of mass running events and running related businesses from year to year, this area is worth researching. Most previous research has focused on the organizing of mega events as well as the economic and tourism impacts of mega events, nevertheless, little is known about mass participation sporting events and small-scale events and how to successfully organize mass participation sporting events and what are the critical success factors for organizing such events. It is worth studying whether mass running events which possess both characteristics of mass participation sporting event held in small-scale can create some impacts on community and how these impacts are perceived by stakeholders since the running boom has just emerged in the country and the mass running events as well as mass sporting events are increasing in numbers and popularity.

The case studies may provide the knowledge about critical success factors on how mass running events and mass sporting events can be better managed and

improved in term of standards and quality. Moreover, the case studies illustrate stakeholders' attitudes towards mass running events hosted in the community and perceptions towards the event impacts. The better understandings about stakeholders' attitudes and perceptions may help promote and encourage supportive actions among communities which ultimately will increase the attractiveness of the events.

Additionally, the application of resource-based view and its extensions as well as the social exchange theory in this research may contribute to the current literature and extend the knowledge in this area.

To summarize, research in this area is valuable, since running boom phenomenon has recently emerged in Thailand and slowly spreads to other countries in Southeast Asian countries. The knowledge gained from this study can be shared and used as the foundation for other studies. Furthermore, the developed expertise in managing mass sporting events can be utilized in other countries and the organizing of such events can be coordinated across countries. And thus, creates new business opportunities.

Ultimately, management of mass participation sporting events, specifically mass running events or marathon running events can provide direct and indirect benefits for all parties and stakeholders involved and at all level, both local and country wide.

## **1.6 Expected Outcomes**

It is expected that the selected case studies will extend the knowledge and enhance understanding in the area of mass participation sporting events management, sport and event tourism and their impacts on community.

Resultant recommendations, action plans and strategies can be applied to further develop mass participation sporting and mass running events in order to achieve higher level of success, standards and runner's satisfaction and at the same time, to leverage the positive impacts and to avoid or mitigate negative impacts. The involvement and perceived benefits by community are crucial for the success and the continuity of the mass running events, since these may encourage acceptance and supportive actions to the events, and shape the position of the events that ultimately differentiate one event from another and help attract more participants. At the same

time, this can upheave the mass running events standards in a way that all parties will be more likely to get satisfied.

## **1.7 Contributions of the Study**

This study provides both theoretical and practical contribution as follows:

### **1.7.1 Theoretical Contributions**

This study discusses important theories in strategic management and sociological theory, namely the resource-based view or resource-based theory and its extensions and the social exchange theory and applies these theories as the basis of the study. The study makes a theoretical contribution by applying these theories to the context of mass participation sporting events in Thailand. It also contributes to the current literature in sports tourism, mass participation sporting events management and event impact evaluation and provides empirical evidences in the context of Thailand.

### **1.7.2 Practical Contributions**

- The study increases the understanding about the management of mass sporting events and the critical success factors on how to successfully manage the mass running events as the case studies. It provides suggestions to policy makers, government authorities as well as the event organizers on how to further develop mass sporting/mass running events to become more successful and achieve higher standards, attractiveness and international or national recognition, which in return will benefit all parties involved. Events with international recognition are more likely to attract international sport tourists; this could help promote sport tourism, which is part of Thailand National Tourism Development plan phase II (2017-2025) and The Sixth National Sport Development Plan (2017-2021), while national events are still highly encouraged and required, further developments, as their impacts can be enormous.

- The study illustrates stakeholders' attitude towards mass running events held in the community, the form and degree of participation in mass running events as well as how stakeholders perceive the impacts of mass running events. Since, stakeholder engagement is an essential part of the projects or events planning and

decision making in order to successfully deliver project or organize the events, this study aims to provide suggestions or model on how to engage stakeholders.

- The study provides a holistic view about the impact of mass running event, which go beyond the economic impact as in previous research.

- The knowledge gained from the case of Thailand can be shared across the countries in Southeast Asia and in others continents that has already or recently experienced running boom as a basis for comparative study.

- The knowledge gained from the case study can be used to developed organizations' expertise in managing mass sporting events and increase ability in event managements. These can create new opportunities for companies or event organizers who wish to expand their businesses domestically or internationally.

## **Summary**

The chapter indicates the growing popularity and increasing numbers of mass sporting events, especially mass running events over the past decades in other countries around the world and in Thailand. These events possess some characteristics that differ from mega events. But the research in the area of management and organization, stakeholders and impacts of mass sporting events is still lacking, especially in Thailand. Thus, this study is conducted with the aim to identify the critical success factors in mass sporting/mass running events management and examine the stakeholders' attitudes and perceptions towards mass sporting events and their impacts by using mass running events in Thailand as a case study. The study will provide theoretical and practical contributions to research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter will discuss the concept of sports tourism, mass participation sporting events, the emergence of the running boom phenomenon, as well as the mass running event, as a product of the running boom in term of its management, stakeholders and community participation. The sustainability and sustainable development framework related to sport and event tourism management, related theories and previous studies about event impacts are also reviewed in this chapter.

#### **2.1 Sports Tourism**

Sports tourism is a sub-area of event tourism which is an important and fast growing segment in international tourism (Getz, 2008). Sports tourism is defined as all forms of active and passive involvement in sporting activity. It is participated in causally or in an organized manner, locally, for non-commercial or business reasons. It also combines travel away from home and work (Standeven & De Knop, 1999). Sports tourist can be individuals or groups of people who actively or passively participate in competitive sport or recreational sport while traveling to and/or staying in places outside their usual environment (Gammon & Robinson, 1997). Sports tourism can be categorized into three types, namely, active sports tourism, international sporting events and celebrity and nostalgia sports tourism. Active sports tourism is driven by diverse motives such as health, fitness, image, excitement and also fashion, while the last two are associated with experience and spectacle. In these types of sports, tourists visit a city to watch the events or visit the sports halls of fame and meeting sports personalities on a vacation basis (Weed & Bull, 2009).

Sports tourists are usually recognized as high-spending. They tend to stay longer than other tourist categories and often stimulate other tourism (Ross, 2001). The World Tourism Organization have predicted that the growth of sport tourism is 14% per annum due to the rising numbers of sports events, new opportunities to participate and increasing influence of a healthy and balanced lifestyle in which both sport and

travel are combined (O'Connell, 2016). Sports tourism used to be a sleeping giant, and now, it seems like this giant is awoken and growing.

## **2.2 Policy on Sports Tourism**

Government policy and private businesses have played an important role in the development of sport tourism by defining the direction, providing support and cooperation in organizing, broadcasting and making the sporting events more international in order to reach a wider range of audiences.

Over the past, there was a trend for countries and cities to bid for the right to host major international sports events or mega events such as Olympic Games or FIFA World Cup since the benefits associated with staging such events are enormous. Mega events normally have a high yield of tourism, large media coverage and provide great economic impact for the host while hallmark events referred to those one-time or recurring event of limited duration that aim to enhance the awareness of tourism destinations or making these destination appealing (Getz, 1997). These mega and hallmark events are both aimed at attracting sports tourists who visit a city to watch the events and travel to famous sport-related attractions. Besides the economic benefits, mega events intend to create an attractive destination image to a wider audience and to establish branding for the city. Nonetheless, organizing such a major international sports events requires a huge investments for facilities and infrastructural development. Accordingly, there are increasing concerns regarding the payoff of sporting events that have been raised (Sterken, 2007). Therefore, there has been a decline in the number of countries bidding for the Olympic Games and FIFA World Cup or mega events (The Conversation, 2017).

In contrast to mega events, non-mega events and small-scale sports events that are generally smaller in size, scale and scope compared to major sports event. are increasingly supported by local governments and communities. These small-scale sports events are hosted in different types of cities and communities since they can attract both active and event sports tourism. The events include regular season or annual sporting competitions, international and domestic sporting competitions or minor



sporting events where the number of competitors may be higher than the spectators (Wilson, 2006).

Mass participation sporting events such as marathon running, mass cycling, mass swimming and triathlon allow professionals and the masses of amateurs to play on the same ground. They can be categorized under small scale events due to the number of participants and investment. Small scale events can generate positive impacts to the host communities with less negative impacts compared to large scale or hallmark mega events. This is because they tend to use existing infrastructures such as road, river and lake, require a smaller budget and temporary setting; and thus, less public funding. It is also manageable regarding crowding and congestion but can provide a high-impact on the community (Higham, 1999).

Besides hosting sporting events and attracting event spectators, some cities attempt to position or transform themselves into sports city or sports hub in order to attract more active sports tourists. The strategy includes the constructions of new sports facility, the development of existing sports facilities and resources, the encouragement of physical activities and health awareness among residents and the creation of sports tourism products and sports tourism event packages (Pye *et al.*, 2015).

In Thailand, sports tourism has come into attention since 2016 as the Ministry of Tourism and Sports announced to increase efforts in promoting Thailand as an ultimate destination for sports tourism in Asia. This is stated in Thailand National Tourism Development plan phase II (2017-2025) that aims to upgrade the position of Thailand's tourism industry into a quality leisure and sustainable destination. Seven categories were outlined including Sports Tourism, Gastronomy Tourism, Maritime Tourism, Wedding and Honeymoon Tourism, Medical and Wellness Tourism, Community-based Tourism and Leisure Destinations as the major focus. Thailand also aims to draw major sports bodies to host their events in the country while promoting all year-round sporting activities as well as position Thailand as a sports training destination between seasons by using existing facilities and infrastructures (The Ministry of Tourism and Sports, 2017).

Thailand is developing a Sports Economic Development Plan which aims to create value and enhance the country's economy by using sport as the basis. The plan encompasses the promotion of the sports industry, the development of sports city and

sports tourism. Boxing, cycling, golf and running have been chosen by the Ministry of Tourism and Sports to be promoted in 2019 due to their increasing popularity and great international acceptance (NIDA, 2019). Also, in the Sixth National Development Plan (2017-2021), Thailand has emphasized key opportunities for sport development and set the vision to make Thailand to become a country where everyone is concerned with sports and where sports attractiveness contributes to the economic and social development. Various initiatives such as the development and promotion of the sports industry, sports tourism events and sports city will be pursued (The Ministry of Tourism and Sports Thailand, 2017).

Accordingly, there are also a number of annually marathon running events as a type of mass sporting events organized by the private sector and local authorities. These events attract a large number of participants from different countries and also Thai people. The number of participants and events rise massively from year to year. Nowadays, mass participation sporting events seem to be tourism driven, internationally centric and possess high potential to attract masses of active sports tourists and spectators. This helps to generate several benefits back to the country.

### **2.3 Mass Participation Sporting Events**

Mass sporting events or mass participation sporting events are commonly associated with large numbers of participants. Murphy and Bauman (2007) categorize mass participation sporting events into elite sporting events (such as, Olympic Games), non-elite mass sporting events and major population-level health promotion events.

Non-elite mass participation sporting events allow professional and masses of amateurs to play on the same arena. The traditional mass participation sporting events include marathon running, triathlons, duathlons or mass cycling and swimming events. Some newer formats such as obstacle races and themed events which provide more gimmick for participants and trail running events that allow participants to run in natural terrain have gained increasing popularity.

Mass participation sporting events have experienced substantial growth worldwide in both amounts and types. Several factors play vital roles in driving up the popularity of mass sporting events, including rising incomes and middle class, healthy

lifestyle choices and the use of social media that creates greater awareness of the events. Also, personal motives, such as, satisfaction of the achievement when finishing an event and increasing social ability and self-esteem are seen as important stimulators. Mass participation sporting events allow people to combine their sport and travel passionate into one trip. These events play a great role in driving sports tourism into a fast growing segment in the tourism industry (Robb, 2016).

Among mass participation sporting events, mass running events have become outstanding in terms of popularity and amounts, especially in Asia. By some estimates, Malaysia had around 800 running events in 2016. In 2017, the number had increased to over 1,000 and maybe up to 1,200 events in the following years (Paulpoole, 2017). In Thailand, there were more than 700 mass running events held in 2017 and 1,305 events during 2018-2019. Roughly, 3,000 events are expected in the upcoming years, while the number of triathlon and cycling events are far less. The similar trend of rising numbers of mass running events is seen in many other countries and this is the consequence of the running boom phenomenon.

## **2.4 Running Booms Phenomenon**

Running boom has become a new social phenomenon around the world. The first waves of running boom originated in the USA in the 1960s - 1970s and later spread to European countries in 1980s. The process of informalisation together with fitness revolution had great contribution to the running boom (Scheerder & Van Bottenberg, 2009).

The first running boom was characterized by the growing number in road running and in jogging for recreation and fitness. A major responsive and supportive factor to the running boom was the media. Running books were published and quickly became best-sellers. Also, the television story and broadcast about the victory of important running events contributed to the popularity of running as a mass phenomenon. Many mass running events, shoes and apparels manufacturers grew to serve the rising demand. This made running events to become a big business enterprise.

The running boom arrived in many European countries from the late 1970s onwards. Many capital cities organized city marathons starting from Budapest, Prague

and Rome, followed by the rest of the capital cities of Europe. The growing popularity of running can be evidenced by the growing numbers of marathon participants. Road races in various distances were introduced and started to attract new comers. The growth of participants continued in 1980s before reaching the phase of stagnation in 1990s (Scheerder & Van Bottenberg, 2009).

By the end of the decade, the number of running participants started to rise again. The second wave of the running boom had emerged not only in America and Europe but also in other continents. In Asia for example, the growth in popularity of the marathon running from 2008-2018 was recorded at 49.43%, whereas the growth in the USA and Europe stood at 20.97% and 42.86%. Interestingly, women's participation in the marathon was also growing faster than the men with a rate +56.83%, while men's participation rate increased +46.91% (Runrepeat, 2021). The reason for participating in mass running events has since shifted from competition to completion. Mass running events has become a social sporting event, rather than competition races (Van Bottenberg *et al.*, 2010).

In Thailand, running as a sporting activity was first adopted from the West during the reign of King Rama 7. However, the numbers of runners or joggers were limited to specific group of people such as the vassals of the king or expat. Later, people who ran were either boxers or those who must run to fulfil a pledge made to divine beings (Suthisima, 2015). Running was in the last three decades not as popular as it is today. The first wave of Thailand's running boom took place in the late 1980s when Professor Udomsil started a public campaign to promote running for health. He wrote a column "Run for the new Life" in a magazine, sharing his experience about fighting with heart disease by running and held many public talks in different provinces. In 1986, Professor Dr. Udomsil and his medicine students ran from Bangkok to Chaing Mai to raise fund for Siriraj Hospital. This created a great awareness and inspired people to run. A year later he organized Ving Loy Fah Chalermprakiet, a marathon on the Rama IX Bridge to celebrate the 100th anniversary of Siriraj Hospital and the 60th birthday of His Majesty the King. The event became a historical phenomenon with more than 100,000 participants. Formal and informal running club were established since then and extended to other provinces around Thailand (ManagerOnline, 2016). However, the first boom in Thailand was very short-lived.



Figure 2.1 “*Ving Loy Fah Chalermprakiet*”, The Biggest Running Event in Thailand  
(Souce: The Finisher, ThaiRun)

The second wave of the running boom in Thailand began in 2012 when the film “Seven Something (Rak Jed Pee, Dee Jed Hon)” was released. The aim of this film was to promote good health and revive the running activities in the country. The film campaign was very successful and encouraged new comers to run. Many people, especially middle-aged women, admitted the film inspired them to go out and run (Bangkok Post, 2014). Additionally, by the end of 2017, rock star “Toon Bodyslam” Kongmalai completed his 55-day, 2191 km. charity run from the southern to the northern part of Thailand. The consequence went beyond raising fund for the hospital, it created health awareness and encouraged people to run (Bangkok Post, 2017). According to the website “Wing Nai Dee” which provides information about running events organized all year round, there were 700-800 events in 2017 and 1,305 events in the following year. This was almost a 50 percent increase compared to the number from previous years. It is estimated that there are about 16 million runners in Thailand, which accounts for one-fourth of total population in the country; and roughly 10% participate regularly in mass running events (Thaihealthreport, 2020). The working-aged group makes up the majority of the runners at 57.5%, followed by the senior age group at 20.8% and the teenage group at 16 % (BLT, 2018).

Nowadays, millions of people around the world including Thailand go out and run on their own or participate in running events. Running is not only one of the oldest sports in the world but also a widely accepted and widespread method of exercising and promoting optimal physical health. It has become a daily lifestyle of people and the numbers of mass running events has grown to serve this lifestyle.

## **2.5 Mass Running Events**

Before the first wave of the running boom, marathon running was mostly referred to as marathon competition that was organized under the control of federations and their subcommittees and reserved only to paid-up members or professional runners. Big city marathons and other mega-events defined as modern sport did not exist. Some road races were open, but they were still reserved only for small groups of competitive runners.

Marathon for the masses or mass running event has emerged during the first wave of the running boom. The number of event participants increased significantly. Boston Marathon, the world's oldest annual marathon remained local until the 1960s. But the number of finishers grew from 1,011 to 5,958 during 1970 - 1979 and New York Marathon from 55 to 10,477 finishers. New races grew quickly not only in North America but also in Europe because they were perceived as more inclusive and becoming more attractive. Many large cities have hosted annual marathon since then.

Marathon normally refers to a long-distance race completed by running or walking. It has an official distance of 42.195 kilometers or 26.219 miles set in 1921 by the International Amateur Athletic Federation (IAAF). The name marathon was derived from the Greek legend. Besides traditional marathon, shorter distance running events such as fun run for beginners, mini-marathon and half-marathon as well as special running events like urban trails, cross-country races or ultra-marathon are created to accommodate new runners' demands.

In general, mass running events can be classified as road running and cross country running. Road running takes place on a measured course over an established road. Many road running events are seen as community-wide events in which the community provides the venues and acts as host and spectators at the same time. While

cross country running (also called fell running, trail running and mountain running) normally takes place over the natural open or rough terrain. Cross country running's attraction is the natural and distinct characteristics of each venue's terrain and weather. Distances in races vary widely from 5 km to over 100 kilometers or miles (161 km) or the so-called ultra-marathon distance (Runnersworld, 2020).

### 2.5.1 Popularity and Business of Mass Running Events

Mass running events are so popular for many reasons. Above all, they allow every level of athletic ability from beginners to elites to run in the same ground. In the US, more than 30,000 running events take place in a year including 5k, 10k and 8K/5mile races as well as half-marathons and marathons.

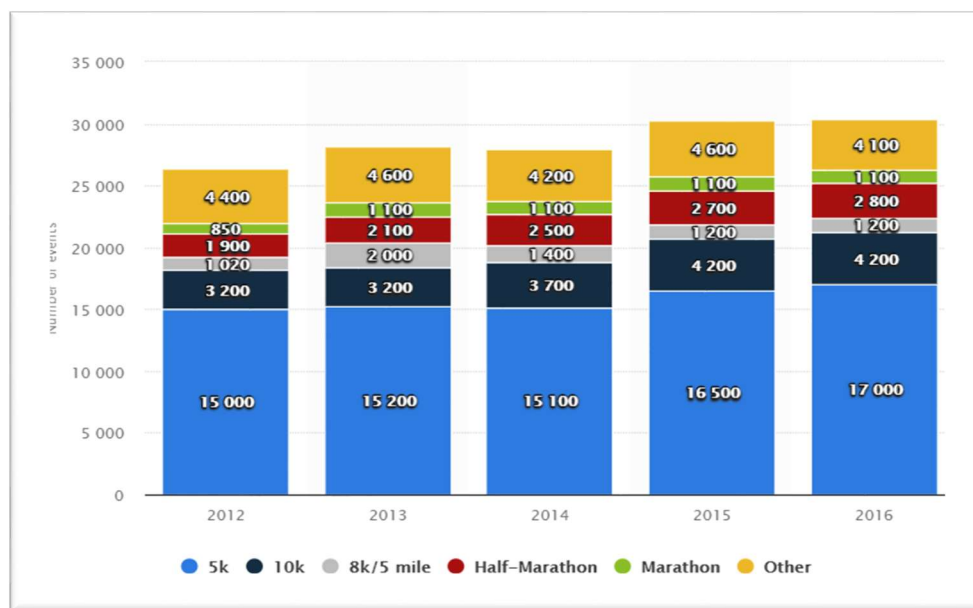


Figure 2.2 Number of Running Events in the U.S. from 2012 to 2016  
(Source: Statista b, 2016)

The number of running events in the U.S. from 2012 to 2016, classified by distance of race is shown in Figure 2.2. These races were finished by more than 17.1 million people. 5K runs had the highest number of finishers of about 1.71 million people whereby U.S. marathon events had 509,000 finishers in 2015. Three races of the World Marathon Majors are hosted in the US, namely, Boston, Chicago and New York City, while the other three races are held in Berlin, Tokyo and London.

These Major marathons attract runners from all around the world and also many spectators and viewers. In spring 2016, about 6.4 million people attended a marathon event in the U.S. The number of people who watched any marathon events broadcast on TV added up to more than one million in 2016 (Statista a, 2016).

In Europe, participation in mass running events has accelerated during the last decades as well as in Asian countries. In China, there are more than 20 road race events that take place on the same day. In 2016, there were a total of 328 marathons held in China and about 2.8 million runners had participated in marathons in China (Statista c, 2016). In Japan in 2015, there were more people who finished the marathons than in the United States for the first time since 1961 (Japanrunningnews, 2016). The increasing popularity of the marathon races in Japan are based primarily on personal interest of the governors and mayors seeking an economic inflow and increase of name recognition for their region or city and the growing number of health-conscious runners which recently skyrocket to over 200 % (Japanrunningnews, 2013).

In Thailand, there were over 700 running events held in 2017 and it was increased to 1,305 events in the following years. More running events are expected in the following years and from 16 million leisure runners in Thailand, 10% join the mass running event (Thaihealthreport, 2020). The number of running events organizers stood at 10-20 in the beginning phase of the running boom. Now, it has increased to more than 100 to serve the increasing demand.

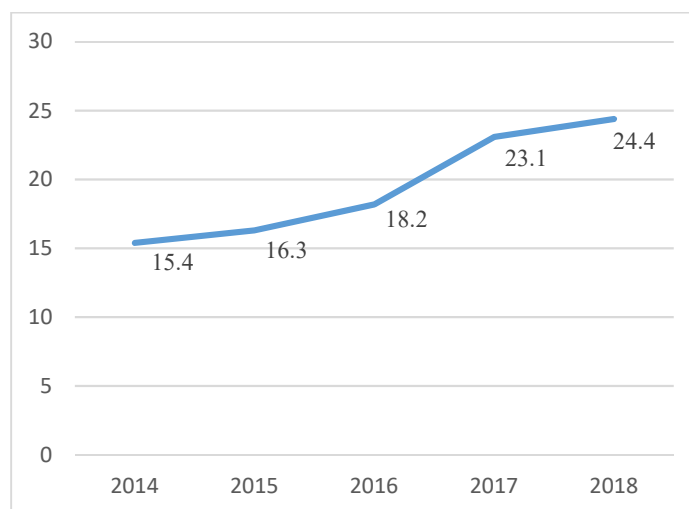


Figure 2.3 Percentage of Joggers/ Runners from the total Population in Thailand  
(Source: Thaihealthreport, 2020)



Since participation in running events is linked to travel. Running events have become a new sports tourism product with promising business perspectives. Every runner needs appropriate clothes, proper running socks and sneakers, but many add in fitness trackers, hydration belts or vest, bands to hold their phones or good Bluetooth earplugs which can cost up to \$360 - \$1,139, with the exclusion of the race registration fee, transportation and accommodation (Marketwatch, 2016).

In the US, organized road racing is estimated to be a \$1.4-billion-and-the growing industry with the target group of \$112,000-income household and at least 79% are college-educated (IBIS world, 2015). In Europe, there are around 44-55 million runners and the expenditure of runner per year is likely to be 8-11 billion Euro (Scheerder *et al.*, 2015). In China, an average Chinese runner spends 3,601 yuan or about US\$556 a year, with most of the budget spent for trendy apparel. Experienced runners tend to spend more with the aim of improving their performances (Channelnewsasia, 2016).

In Thailand, the business of mass running events is huge. Registration fees for mass running events vary from 300 - 10,000 Baht depending on types of the events. The cost of organizing the event can be up to 800,000 Baht for mini-marathon to 5 million Baht for marathon. This also depends on the numbers of participants or scale of the events. It is estimated that for each event, 560 – 3,500 Baht spending per head will be generated (BLT Bangkok, 2018). Additionally, businesses related to running such as sport equipment, shoes and apparels are growing. The market size of sport equipment in Thailand is 22,000 million Baht and only running shoes market accounts for 2,800-3,000 million Baht. Wearable devices for running market is expected to grow to 300% (Marketeer, 2016).

### **2.5.2 Managing Mass Participation Sporting Events**

Organizing mass participation sporting events such as marathon running events comes with a lot of significant planning and implementation challenges since the event involves a huge number of participants, diverse parties and stakeholders.

In general, event management is the process of using business management and organizational skills to plan and execute social and business events. This covers a wide range of management perspective including strategic management,

marketing management, financial management, human resources management, stakeholder management, operations and logistics management, risk management and emergency management. It also include all management functions including planning, organizing, leading and controlling.

Masterman (2004) proposed an approach to the event planning process that entails both short-term requirement of the event implementation and the long-term objectives that finally became the legacies of the event. The role of the planning process is strongly emphasized and applicable for all event sizes across the event industry. The event planning process model consists of 10 different stages, starting from defining the objective of the event; why the event should be held and who is to benefit. The concept of the event in terms of scale, timing, venues, the operation, facilities and stakeholders also needs to be determined. Then, the feasibility study which enables event organizers to forecast the extent of the benefits gained from hosting the event. Unbiased feasibility assessment is critical in aiding to the decision of whether to proceed or not with the event. Once the decision is made, the next step will be the bidding and implementation of the plan which involves the determination to achieve the objectives. After the event is staged, the post-event evaluation will then be done. The feedback will form part of the decision making process and vital for future event improvement (Masterman, 2004).

Some literatures classify the event planning process into 7 stages, starting with the idea and proposal formulation, followed by the feasibility study. When the decision is made, the strategy will be planned together with the planning of the unit team responsibility and key resources and refined into detailed plan, so that the event is ready to be executed or presented and finally evaluated before providing the feedback to the organizers (Torkildsen, 2005; Mc Donald, 2017).

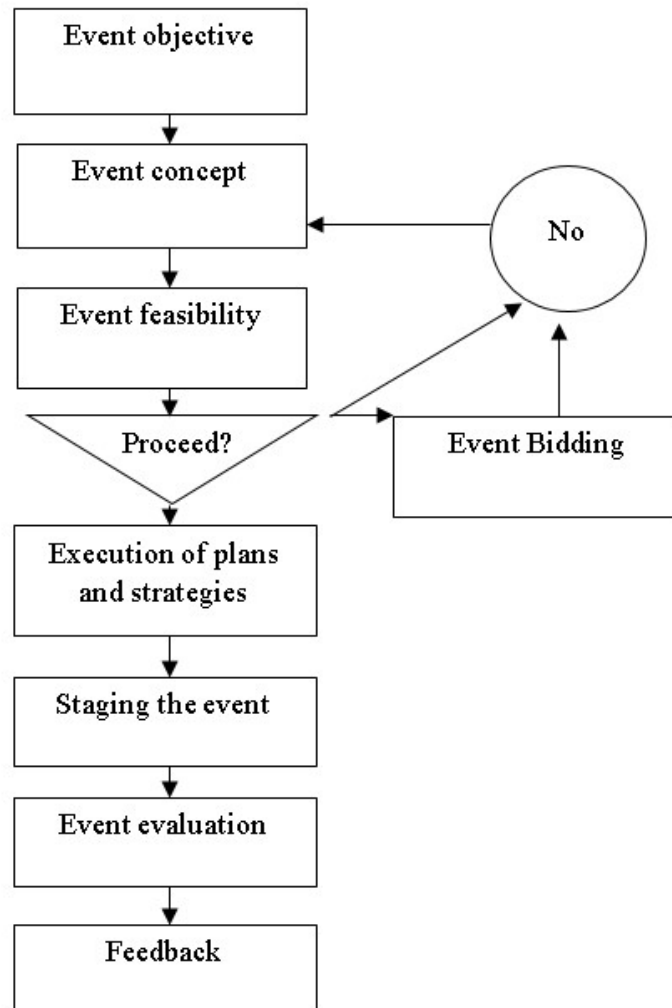


Figure 2.4 Process in Event Planning  
(Adapted from Masterman, 2004 & Torkildsen, 2005)

While the event planning model from Masterman and Torkildson is focused on the event planning process, Tum *et. al.*, (2005) proposed another model that covers all the aspects of event management. This event operations management model consists of 4 sections, starting from the analysis stages, detailed planning, implementation and delivery and performance evaluation as presented in Figure 2.5.

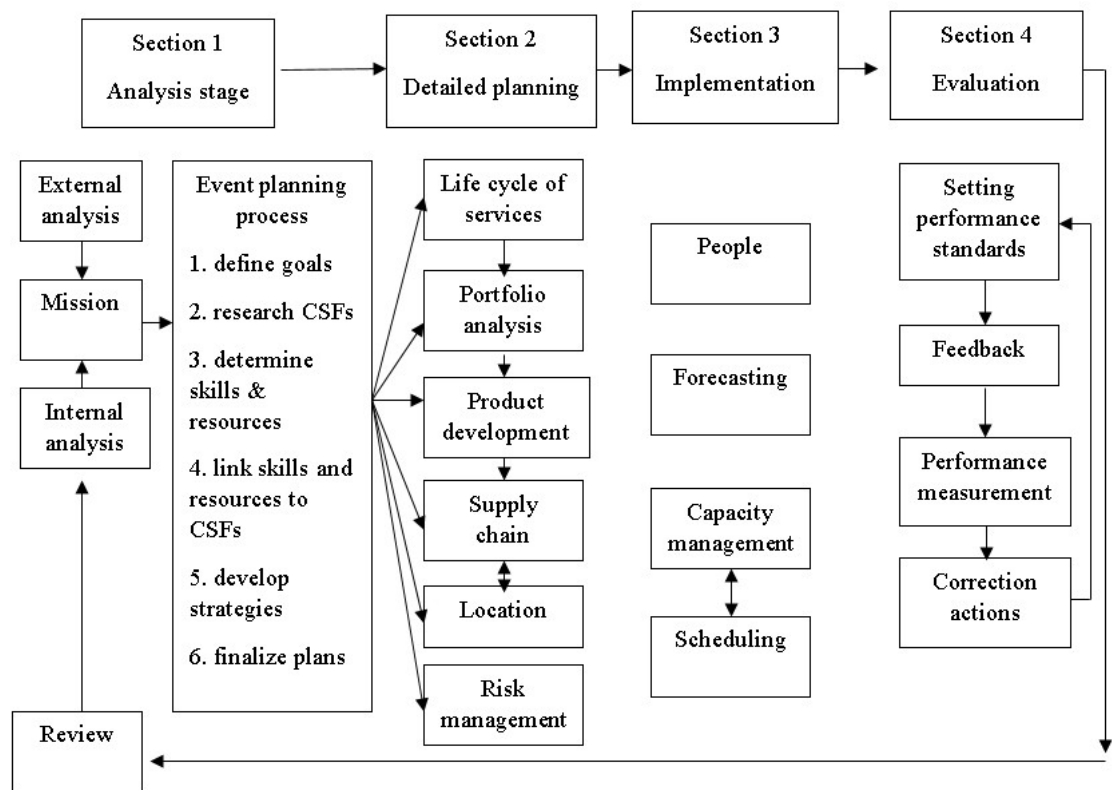


Figure 2.5 Event Operations Management Model  
(Adapted from Tum *et. al.*, 2005)

In the analysis stages, the external environment and internal capabilities, values and resources are carefully analyzed. This assists in defining clear objectives and goals for an organization or an event which may lead to the success of the event. Then, the detailed planning must be undertaken. The detailed planning aims to define the objectives and goals of the event that must be aligned with the mission. Moreover, competencies, skills and resources required to deliver the event as well as strategies leading to competitive advantages must be identified. Once the strategies are finalized, the action plans can be made. The action plans entail specific details about resource allocation and management, team and people management, the optimization of capacity and scheduling, risk management and how to coordinate all functions and activities to successfully deliver the event. Lastly, the evaluation stage focusing on the standard setting, the evaluation of the event and feedback (Tum *et al.*, 2005).

On the other hand, Getz (2008) has adapted the Duignan's Building-Blocks of Outcome System Model (Duignan, 2009) and together with the system theory, he proposed the evaluation of a single event in an event portfolios model. This model describes the process for a single event which requires input such as mandate, resources, venue and information, purpose and goals of the event and planned actions for the execution of the event as a transforming processes in order to achieve expected outcomes and desired impacts ( economic, social and ecological) . Thus, the specification of desired outcomes and impacts and the setting of goals are fundamental to actions planning. According to this model, there exist a causal relation that links actions to outcomes. However, Getz noted that single events do not usually pursue enduring change or create major outcomes (Getz, 2008).

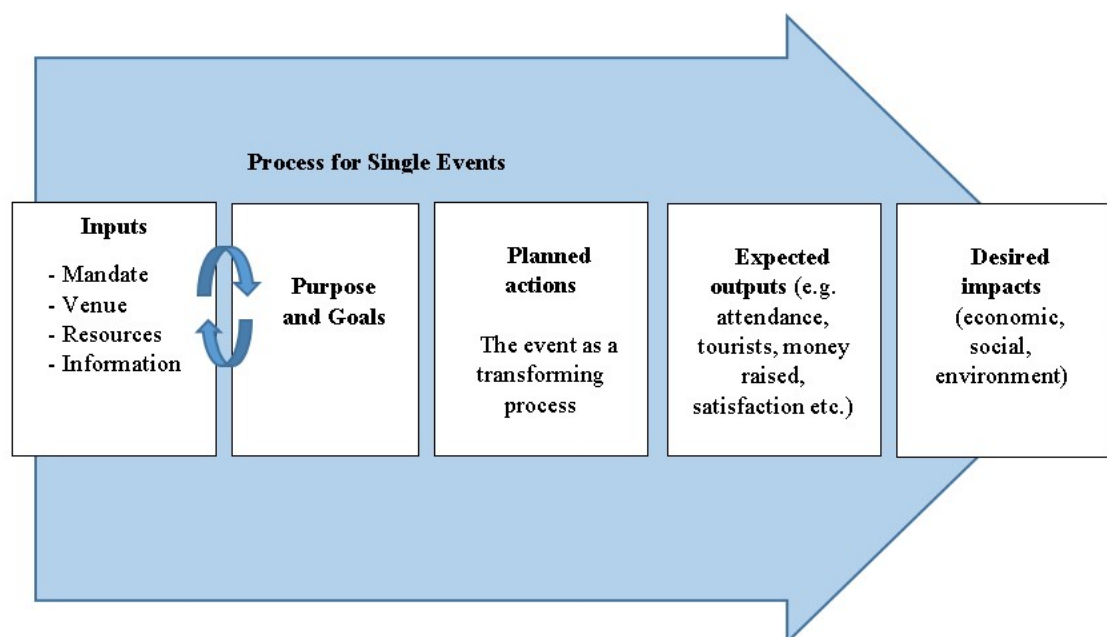


Figure 2.6 Process for Single Events and Event Portfolios  
(Adapted from Getz, 2008)

According to the aforementioned models, this study views event management as an operations management process in which an event manager is in charge of the overall event planning and design, event marketing and communication strategy, audio-visual production, logistics, financing and budgeting, negotiation, and client service.

## 2.6 Stakeholders of Mass Participation Sporting Events

### 2.6.1 Stakeholder Theory and Stakeholder Analysis

Stakeholders are people or groups of people, organizations, institutions, commercial entities directly or indirectly interested in the enterprise's activity in the pursuit of its goal which may also influence the enterprise or be under its influence (Freeman, 1984). Broader definitions of stakeholders have added non-living entities and mental-emotional constructs for example respect for the past or the well-being of future generations (Starik, 1995; Hubacek & Mauerhofer, 2008).

Stakeholder analysis is the process of assessing a decision's impact on relevant parties. It focuses on understanding the power dynamics and enhancing the transparency and equity of decision making in development project. The analysis of stakeholder helps organization to attain information about relevant actors, their behavior, interests, and agendas (Brugha & Varvasovsky, 2000) as well as to predict and understand the potential conflict of stakeholder interest (Friedman & Miles, 2004).

There are three approaches of stakeholder analysis. The normative approach, also seen as the moral approach has been widely adopted in policy, development and natural resource management. The normative approach emphasizes the legitimacy of stakeholder involvement and empowerment in decision making process, as this is a moral responsibility that organizations should take all stakeholder into considerations (Donaldson & Preston, 1995). Descriptive approach has its root on organizational behavior literature. It describes the characteristics and behavior of stakeholders participating in a system as well as the interaction between organizations and stakeholders (Brenner & Cochran, 1991). Lastly, the instrumental approach focuses mainly on how organizations, projects or policy makers identify, explain and manage the behavior of their stakeholders to achieve desired outcomes and competitive advantage (Reed *et al.*, 2009). Each approach has its pro and con and the distinction between them is not clear cut (Donaldson & Preston, 1995).

According to Freeman (1984), stakeholder analysis begins with the identification of stakeholders, their interest and interaction with the company, project or organization. Following the steps of the analysis, it seeks to understand what

organizational strategies need in order to manage these stakeholders. If the management strategies do not work, concessions or bargains are needed.

In general, stakeholders can be categorized into internal, connected and external stakeholder. Internal stakeholders are mainly the member of organization such as directors, managers, owners, employees or the member of the club association or volunteer workers in a charity. Connected stakeholders possess an economic or contractual relationship to the organization which includes customers, suppliers, distributors, financiers or funders of the organization, while external stakeholders include government, competitors and special interest groups, local community and wider society (Hogg, 2012). Some literatures have distinguished between primary and secondary stakeholders. Primary stakeholders refer to those who have a direct interest in a company, without whose continuing participation the company cannot survive. Or if these primary stakeholders withdraw or become dissatisfied with the system, the company will be damaged or unable to continue (Clarkson, 1995). Secondary stakeholders are those who have an indirect interest but they possess the capacity to mobilize public opinion in favor of or against the company's performance. Some literatures identify the distinction of stakeholders based on importance and influence.

### **2.6.2 Stakeholders Engagement and Participation**

Stakeholder engagement is defined as the process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcomes (AccountAbility, 2015). It is an essential part of projects or events planning and decision making in order to successfully deliver project or organize an event. Its primary objective is to generate a better understanding of stakeholder perspectives on key issues and, subsequently, build relationships with key individuals. Thus, stakeholders should have the chance to influence the decision-making process (Jeffry, 2009).

Arnstein (1969) proposed eight steps of participation or ladder of participation which described a continuum of increasing stakeholder involvement, ranging from non-participation (Manipulation, Therapy), weak participation (Informing, Consultation and Placation) to genuine engagement (Partnership, Delegation and Citizen Control). Manipulation refers to putting stakeholders on the so-called "rubberstamp advisory committees or advisory boards" to educate them or

engineer their support. Therapy aims to change stakeholders' view of the problem. Informing, consultation and placation are weak forms of participation. Informing refers to informing stakeholders of their rights, responsibilities, which can be seen as the first step towards effective stakeholder participation. Consultation refers to inviting stakeholders' opinions which often occurs through surveys, meetings and public hearings. Placation involves working with a few handpicked worthy stakeholders who are not accountable to the broader stakeholder group. They have neither the numbers nor the legitimacy to actually wield influence. Partnership, delegated power and citizen control represent genuine participation. These involve power sharing and joint decision making. Partnership refers to shared planning and decision-making responsibilities through agreed structures and ground rules that are not subject to unilateral change. Delegated power occurs where stakeholders have dominant decision-making authority and can ensure that the research is accountable to them; and the citizen or stakeholder control occurs when stakeholders handle the entire job of planning, policy making and managing a program (Arnstein, 1969).

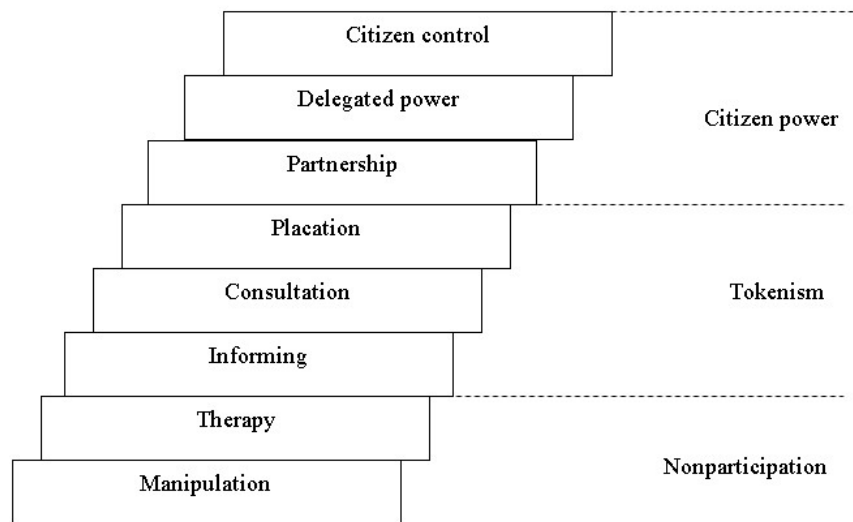


Figure 2.7 Arnstein's Ladder of Participation  
(Adapted from Arnstein, 1960)



Other concepts of stakeholder participation are, for example, Davison's Wheel of Participation (Davison, 1998) which consists of four approaches, namely, information, consultation, participation and empowerment and the OECD Active Participation Framework which defines three level of participation; information, consultation and active participation.

Participation or involvement of stakeholders, especially the host community is vital for staging successful event since stakeholders are the pseudo-owner of the venue and community who are directly affected positively or negatively by the event. The acceptance, input and support by community play an important role for the event. Additionally, community participation benefits the events in creating the brand for the event since community and residents are integrated part of brands through their characteristic and behavior. The perceived degree of friendliness of local people creates positive image and differentiates one event from another (Freire, 2009). Therefore, stakeholders should be carefully considered in the planning and implementation process of events and their participation should be encouraged.

According to the social exchange theory, a community will participate and support the events if they believe that they will receive benefits that outweigh their expenses (Gursoy & Kendall, 2006). Therefore, event manager or organizer can use different strategies and incentives to encourage participation, such as create a sense of host and community pride, communicate benefits of the events or even provide remuneration in cash or in kind (Harvey *et al.*, 2002). But some factors may discourage the participation such as the unfair distribution of works and benefits among members and lack of sense of community or unity (Harvey *et al.*, 2002). These could lead to conflict, unsupportive and denial actions and finally affect the success and sustainability of the event.

### **2.6.3 Stakeholder related to Mass Participation Sporting Events**

Organizing a mass sporting event is complex. It requires good teamwork, partnership thorough planning and good stakeholder management. Since diverse stakeholders are involved in managing the event and conflicts often occur due to the different expectations and interests, event managers or organizers are required to balance their objectives with the expectations and interests of stakeholders.

Getz (2007) classified stakeholders of festival into festival organization, co-producers, facilitators, suppliers and venues, allies and collaborators and regulators. Some stakeholders have multiple roles for example city government can be facilitators providing essential resources and supports for the festival and at the same time city government can also be co-producer/co-creator by sharing staff, venues and jointly creating or managing the festival, owner or controller sitting in the board of directors and also regulators launching event-related policies.

Three generic ownership of the events are commonly found, namely private, government agencies and not-for-profit sectors including club, charities and event-specific organizations (Getz, 2007). The event owners are not always the organizers of their own events (Masterman, 2004). Some literatures have differentiated between event promoters as sport organizations or private companies that promote sport events with different aims and organizing committees and those who actually organize the events. Promoters and organizers may be identical or different, and thus, presenting different event governance models (Sorrentini & Pianese, 2011).

Specifically, for mass running events, internal stakeholders may include event owners, event organizers, race directors, employees, volunteers, while connected stakeholders (primary stakeholders) are sponsors, suppliers and partners, spectators, attendees and participants and external stakeholders (secondary stakeholders) consist of the city government, governing body or regulators such as World Athletics (former IAAF), AIMS (Association of International Marathons and Distance Races and the running association on national level, host community, emergency and security services, local businesses, residents residing in the hosting venue area and also those that are impacted by the road closures.

Stakeholders of mass running events have differing level of influence and varying interests over the organization. For example, event owners or organizers who decide to stage the event or manage the event on behalf of a customer may strive for a maximize return through managing budget and attracting more participants and sponsors. Sponsors are those people or organizations providing fund to the event, with expectation to establish their brands and create loyal customers. Employees who provide labor in return for payment may be interested in the payment and their job security, while volunteers assisting the event on voluntary basis are striving for social

capital enlargement and skills development. Suppliers provide the event with products and services such as food and beverage, security firm, equipment, ambulance and race system providers. Their major interests are profit and long term business relationship. Government and the host community play an important role in events in the form of granting permission to funding and security management. Their major interests include economic impact, employment and promoting the image and tourism of the community while able to preserve way of lives and environment within the community. The event participants including professional and amateur athletes are rather interested in a well-organized running events, good route and hospitality, facilities and experience gained from the event, while spectators may enjoy watching the events (Francis & Murphy, 2005).

Due to the different interests and expectations of each stakeholder groups, conflicts can possibly occur. For example, some residents residing nearby the event venue may complain about noise and litter problem. Road closures causes inconvenience to traffic and pedestrian and also interrupts opening hours of local businesses and residents' daily routines. But the community as a whole may benefit from sports events and tourists, while other residents are happy and proud to host the event every year. Thus, it is a moral aspect and very essential to the stakeholder theory that event managers/organizers should work with all those affected by the organization, i. e. engaging or working with their community, key stakeholders and special interest groups from the early stage of planning and decision making onward. This will provide opportunities to align the organization of the events with societal needs and expectations, which consequently creates acceptance, participation and supportive action of the stakeholders especially the community and ultimately generates long-term success and sustainability of the event. This is because if one stakeholder thinks the event does not fulfill their own objectives, they could feel alienated, and potentially leading to apathy or, worst case they may block the event (Moital *et al.*, 2013).

## **2.7 Critical Success Factors in Event Management**

The idea of critical success factors was first presented in the 1960s. It refers to a critical factor, key area or activity necessary for ensuring the success of a company

or an organization (Rockart, 1979). Rockart (1979) suggests five sources of critical factors which include the industry, competitive strategy, environmental factors, temporal factors and managerial position. Thus, business must align their strategies, skills and resources to the opportunities and threats created by the external environment in order to achieve success.

Early studies of critical success factors focused on the identification of factors influencing project success or failure (Rockart, 1979; Baker *et al.*, 1988; Pinto & Slevin, 1988). Later, more attentions were paid to the relationship between success factors and results achieved by project implementation (Cserháti & Polák-Weldon, 2013). Empirical surveys are widely applied in order to reveal success factors.

Success factors of festival and events have been studied in a number of research. Rofner (2009) investigated critical success factors of international sport events using a semi-structured interview with the agencies or event organizers. The success factors within and beyond the planning process frame from Masterman (2004) were identified as clear objective and concept of the event, feasibility of the event, event evaluation, good communication and management skills as well as volunteer and project team. A study from Won Yoon & Eun Kim (2018) used the Delphi method to analyze the critical success factors on hosting professional golf tournaments in Korea. Services, presences of professional golfers, relay broadcasting and location were in the top priority. Also, the study from Ismail (2014) used qualitative approach, supported with quantitative approach, namely Delphi technique and semi-structure interview to identify the critical success factors of MICE event in Malaysia. Clear objectives, location of venue, financial resources, code of conduct, marketing & promotion and event sponsorship were the critical success factors identified in this study.

## 2.8 Resource-based View

The resource-based view of the firm (RBV) and the resultant resource-based theory (RBT) was first proposed in the early 1990s (Barney, 1991; Wernerfelt, 1984) and acknowledged as one of the most promising theoretical frameworks in the field of strategic management.

According to the resource-based view, firms are bundle of resources and resources and capabilities are regarded as central construct. Firm can refer to a wide variety of things varying from accounting entity, legal entity, economic entity, a social entity to a strategic entity with a social structure that exists as a more or less efficient mechanism for creating and allocating economic value (Barney *et al.*, 2021). Resources refer to tangible and intangible assets that firms use to conceive and implement its strategies (Barney & Arikan, 2001). Intangible resources include skills, human assets, information and organisational assets, and relational and reputational assets. Intangible resources can also include capabilities and competences that represent what a firm does (Hill *et al.*, 2007). Capabilities are organizationally embedded non-transferable firm's specific resource whose purpose is to improve the productivity of the other resources possessed by the firm and competences are the collective learning that gives the firms the ability to deploy their resources productively (Prahalad & Hamel, 1990; (Makadok 2001).

Resource-based view focuses on the analysis of various resources possessed by the firm because many resources are firm-specific and not perfectly mobile or imitable, unique or heterogeneity resources possessed by a firm are leading to superior performance and thus, a competitive advantage (Barney, 1991). However, for a firm to achieve sustained competitive advantage, it should possess and control valuable resources that few other firms have and these resources are too costly or difficult to imitate. In another words, sustained competitive advantage results only if resources are simultaneously valuable, rare, imperfectly imitable, and exploitable by the firm's organization.

Nevertheless, critiques on resource-based view exist. Resource-based view has been criticized for its static and tautology (Makadok 2001; Peteraf & Barney 2003). It fails to either address the impact of organizational actions on resource effectiveness over time or describe how static resources affect sustained competitive advantage in dynamic markets (Teece *et al.*, 1997). Also, the rational of resource-based view exhibits a circular logic that makes it true by definition and this make it tautological in conceptual term (Priem & Butler, 2001). Moreover, resource-based view has been criticized for its absence of empirical content (Priem & Butler, 2001) and its lack of operational validity, evident in its descriptive nature and in the absence of formulas or

practical prescriptions that help managers understand and apply this perspective (Caldas, 2010). Other critiques are that the concept of resource-based view is very similar to the resource-dependence perspective (Pfeffer & Salancik, 1978), and it apparently ignores the social context i.e. the relationships in which the organization's transactions take place (Silverman, 2002). It simplifies the organizational reality by making assumptions about the resource side but missing the linkage of external environment.

Though decades, the resource-based view has been increasingly applied and integrated into other research fields including human resource management (Wright, Dunford, & Snell, 2001), economics (Lockett & Thompson, 2001), entrepreneurship (Alvarez & Busenitz, 2001), marketing (Srivastava *et al.*, 2001), and international business (Peng, 2001), and operations management (Hitt *et al.*, 2016; Bromiley & Rau, 2016) .

For example, the dynamic capabilities view asserts that a firm's success is largely driven by its ability to adapt to a changing environment to secure value creating potential and, thus achieve a competitive advantage (Teece *et al.*, 1997). Dynamic capabilities referring to those resources used to modify other resources and create value such as product development routines, transfer processes, resource allocation routines, alliance and acquisition capabilities, and knowledge creation process are incorporated in the resource-based view as a mean to extend the concept to dynamic environments (Peteraf & Barney 2003) since the firms must continuously develop and upgrade resources and capabilities in order to remain competitive in the changing environment (Sirmon *et al.*, 2011; Teece, 2007; Wernerfelt, 2011).

Otola *et al.*, 2013 suggested relational resources as valuable and precious resources that guarantee a success of the firm in the market to be incorporated in the resource-based view. The approach to relational resources emphasizes that no firm possesses the necessary and valuable resources and competencies for being successful in the market. Therefore, firms should build relationship between firms in order to acquire essential resources and competencies, as these help the firm to develop and adjust its product offered to customers and to align its operations with respect to the natural environment (Otola *et al.*, 2013). Relational resources also allow firms to combine resources, with particular focus on utilization of knowledge in the process of

creating innovations. They are also helpful in the management of risk and uncertainty and offers opportunities for using a particular resource base of partners (Wassmer, 2010).

Bromiley & Rau (2016) reviewed the resource-based concept to the field of operation managements and proposed the concept of practice-based view as they believed that it may add value to OM research and complement the resource-based view. Practice-based view asserts that all firms do not use all practices that could benefit them, therefore, publicly available practices that are valuable but imitable or not rare such as just-in time principles, kanban, lot size reduction, employee involvement, statistical process control, process optimization etc. can partially influence or explain performance. Bromiley & Rau (2016) drew on previous studies on firms using well known practices such as those related to total quality management and supply chain management perform better than firms that do not use these practices or firms using common high performance work practices perform better than companies that do not. Thus, practice-based view proposes that imitable resources or practices may account for differences in performance among firms. Instead of sustained competitive advantage, practice-based view's primary outcome is performance, as it aims at explaining differences in performance of firms, plants, business units or other levels. Thus, practice-based view offers some flexibilities as it leaves the entire domain of explaining which firms use which practices open and it eliminates some difficulties of using sustained competitive advantage as the dependent variable, and using valuable, non-imitable resources as explanatory variables (Bromiley & Rau, 2016).

Some scholars have introduced the resource orchestration framework (RO)/ resource orchestration theory based on previous works on resource management actions and asset orchestration (Sirmon *et al.*, 2011). The resource orchestration framework explicitly emphasizes the role of managers' actions in effectively structuring, bundling, and leveraging firm resources to realize the performance effects of resource-based advantages. In other words, this framework aims to answer the question on how managers affect the resource-based competitive advantages. The resource orchestration framework contributed to the resource-based inquiry by detailing resource-use processes and the importance of their synchronizing orchestration actions and the

framework also provides the causal links among strategic resources, actions, and performance (D'Oria *et al.*, 2021).

Some studies applied the resource-based view or resource-based theory as the basis in identifying the critical success factors in small and medium size in contracting enterprise (Jaafar & Abdul-Aziz, 2005) and in project success (Sukardi *et al.*, 2020). Pianese (2019) applied resource-based view in sport event literatures and conducted the study aiming to identify the value-creating resources that support event success in the long run. The study concluded that each event possessed different value-creating resources depending on its governance model. The organisational knowledge accumulated over time by a stable event promoter/organiser enables an understanding of stakeholders' needs and leads to a competitive advantage (Pianese, 2019).

## **2.9 Impacts of Mass Participation Sporting Events**

### **2.9.1 The Approach of the Impacts**

The success of a sports event is an important outcome for both the organizing entity and the destination hosting the event. The outcomes and impacts of sports events can be interpreted as both positive and negative. It can have long term effects as well as short term immediately after the event.

The term outcome is a finite and often measurable change, and the term benefit is the measurable improvement resulting from an outcome that is perceived as an advantage by one or more stakeholders. While the term impact on another hand often refers to a much broader effect. It can be conceptualized as the longer term effect of an outcome (Harding, 2014). The long lasting or leftover impact resulting from hosting events can be referred to as the event legacies (Getz, 2007).

The impact of an event can be during and immediately after the event or last over a long period of time. Short-term impacts are those that take place during the event, prior and immediately after the event, while long-term may referred to after-use (Masterman, 2004). Spilling (2000) categorizes the main potential long-term impacts of events into four categories, namely, enhancing international awareness, increasing economic activity, enhancing facilities and infrastructure and increasing social and cultural opportunities. Allen *et al.* (2002) differentiate the impact into four



spheres: social and cultural, physical and environmental, political and tourism and economic.

### **2.9.2 Event Impact Evaluation**

Evaluation is the systematic determination of the quality, value or importance of something which may include projects, organizational or personnel performance, policies or strategies and products or services (Scriven, 1991; Davison, 2005). Theory-based approaches to evaluation draw on theory of change that explains how an intervention (i.e., programs, policies, initiatives or projects) is expected to produce the desired results (outputs, outcomes, impacts) (Chen, 1990), which is commonly referred to as the program logic or logic model.

Major sporting and special events can have some lasting impacts on communities that host them and on stakeholders such as participants or spectators. Triple bottom line, which was formerly an accounting framework that incorporates three dimensions of performance: social, environmental and financial has been introduced and encouraged to be used by event managers and destination managers to assess the impact of events. For example, Hede *et al.*, (2002) suggests that TBL approach would filter into special event research and the evaluation of the special events must be conducted from a triple bottom line perspective and research is necessary to ensure that this occurs. Previous work from Ritchie (1985) and Hall (1992) also asserts that events need to be aware of social impacts, an evaluation of these impacts and its impact upon the triple bottom line model.

The followings will describe the events impacts based on the triple bottom line approach and review the previous research on sporting events impacts and mass running event impacts.

### **2.9.3 Economic Impacts**

Economic impacts of sporting events have gained enormous attention in event impact research. Majority of event tourism is driven by the goal of economic benefits. The definition of economic impact is in twofolds. Tyrell & Johnston (2006) refers to economic impact as an analysis that tracks monetary payments as they move through a regional economy. The aim is to estimate the subsequent changes that an event has on total spending, output, income and employment in the regional economy. It is not similar to cost-benefit analysis. Crompton (2006) views economic impact as

the net benefit derived from hosting the event. He refers to cost-benefit analysis as economic impact analysis in which cost is incorporated into the analysis. Roughly saying, economic impact analysis attempts to answer the questions of how much external money enters a host community during an event (Brewer & Freeman, 2015). Several methods have been used in the previous studies to assess economic impact such as the Multiplier analysis which converts the total amount of additional expenditure in the host city to a net amount of income retained within the city after allowing for leakage from the local economy (Higham, 2005); the Cost-benefit analysis, which aims to compare the total costs against its total benefits (Burgan & Mules, 2001); the Input-Output analysis which estimates the increase in economic activity associated with a change, such as an event, by calculating the increase in output directly, and adding the extra output in related industries, such as supplier industries (Blake *et al.*, 2000; Dwyer *et al.*, 2005; Dwyer *et al.*, 2006).

Some scholars used a more simplified method to assess the economic impact of sporting events that is by calculating additional expenditure made by sport tourists and organizers in the host economies, as this represent the first round direct economic impact (UK Sport, 1999). For example, a study on economic contribution of active sport tourism in Greece also applied this method. Visitor expenditure surveys from four different types of active sport were conducted ( Drakakis & Papadaskalopoulos, 2014). As well as the study from Wilson (2006) applied the standardized methodology established by UK sport to evaluate the economic impact of a small-scale event which was a swimming event held in the UK and the study of economic impact of Two Oceans Marathon in Capetown conducted by Kotze (2006).

Besides visitor expenditure, events provide noteworthy tourism benefits and they greatly influence the development of a destination. Researchers have studied the benefits of hosting international sport events, especially in the context of destination image development and creation of city's awareness and positive public image. For example, Chalip *et al.*, (2003) reveal that sport events and the event characteristics help promote the destination's image among actual and potential visitors, especially when participants are satisfied with the quality of the sport events. The event quality perceptions such as the perceived reliability, responsiveness, security, communication, assurance as well as physical facilities and equipment, ambience and

design of the sporting event can positively influence the destination image and a more favorable destination image results with the intention to revisit in the future (Moon *et al.*, 2011).

Additionally, urban regeneration such as improving infrastructure, facilities and transportation system in order to ensure the smooth running and success of the event is associated with mega or major events. These often remain as a legacy after the event is staged (Hall, 2004). Employment opportunities and skill development as well as stimulating local business and increase trade are also commonly cited in the literature as positive economic impact of the event. This can be measured in terms of money value and by the number of jobs created (Chalip & Leyns, 2002; Sherwood *et al.*, 2005).

#### **2.9.4 Social Impacts**

Social impacts of the events have become increasingly interesting to academic scholars since 2000 (Getz, 2008; Sherwood, 2007). It is believed that the understanding of social impacts, residents' perception of and also the attitudes toward the event can help reduce the undesirable consequences of staging the event (Delamare, 2001). Hall (1992) defines social impact as the change of collective and individual value systems, behaviors, community structure, life style and quality of life due to tourism and travel effects.

Unlike the economic impacts, the social impacts are difficult to measure objectively. They often have different effect on different members of the community (Fredline *et al.*, 2003). Social impacts are usually measured by using qualitative techniques (Dwyer, 2005), through investigation of residents' perception of the impacts (Fredline *et al.*, 2003) since this allows event stakeholders to reflect on their values and attitudes regarding the events (Schulenkorf, 2009). The necessity to understand how people perceive the social impacts and their reactions to the event or event tourism are also emphasized (Kim *et al.*, 2006).

Many scholars try to develop a framework and scale for social impact assessment, so that the social impacts of a variety of events can be compared. Small *et al.* (2005) propose a retrospective study as an alternative approach to pre-event projection. Retrospective combines post-event analysis and conclusion, the lessons learned and the understanding about the event specific impacts. The information gained

enhances the understanding about the issues related to staging the event, and can be used by the event organizers to develop future events.

Delamere *et al.* (2001) develop a scale of social impacts related to festivals by using a Nominal Group Technique procedure. The so-called Social Impact Attitude Scale (FSIAS) contains 47 items which are divided into two categories, namely the social cost and benefits. Fredline *et al.* (2003) create an instrument and conducted a study which aimed to compare the social impacts of three medium-to large-scale events. 45 impact statements are put together in order to assess the overall impacts of the events as well as the specific impacts of the event. Respondents are asked whether they believe the item has changed because of the event and then they should identify the direction of change from very positive to very negative by using the Likert scale. Small *et al.* (2005) developed the Social Impact Perception Scale (SIP) based on Green *et al.* (1990) method to assess the environmental impact of tourism. Three type of information were collected from respondents, namely did they perceive the impact to have occurred, did they perceive the impact to be positive or negative and their perceived rating of the impact with a quantitative scale ranges from negative five to positive five (Small *et al.*, 2005). The social impacts are classified into 5 categories, which include community impact, leisure/recreational impact, infrastructure impact, health and safety impact and cultural impact (Small *et al.*, 2005). Kim (2012) developed a Scale of Perceived Social Impact (SPSI) to measure social impact of hosting large-scale sport events perceived by local residents. The initial items of SPSI are based on previous research and classified into infrastructure and urban development, economic benefits, community consolidation, socio cultural exchange, community visibility and image enhancement, knowledge and entertainment opportunity as positive impact, and economic cost, traffic problems, security risks, environmental concerns and social conflicts as negative impact. A 7-Point-Likert scale was used to evaluate each item.

Previous empirical studies that investigated the social impacts of sporting events include Ritchie & Aitken (1985) who explored residents' attitude toward hosting the Winter Olympic Games. The result showed that residents were interested in hosting the Games and were satisfied with the benefits from the event. Soutar & McLeod (1993) conducted a study focusing on the perceptions of the America's Cup event in different timeframe, namely, prior, during and after the event.

Residents revealed that their living conditions were significantly improved after the event and they witnessed a positive social impact from the event. More recently, Fredline & Faulkner (2000) studied the host community reactions to staging sport events. Delamare (2001) conducted a research in the context of community festival. Residents' perception surveys before and during the mega sporting event such as the Olympic Games and FIFA Football World Cup were conducted in many studies (Waitt, 2003; Kim & Petrick, 2005; Kim *et al.*, 2006; Ohmann *et al.*, 2006). The results concluded that mega sporting events have the potential to create both positive and negative social impacts. Residents' enthusiasms are high before and during the game. This are expressed in terms of community spirit and pride, collective sharing and desire to participate as volunteer. Additionally, residents expect economic and cultural benefit before staging the events. But the perception of positive economic impact declines over time once residents assess the benefits as lower than expect and perceive increase cost of living. Negative impacts associated with the event include social problem, price increase, crime, noise, congestions and displacement of local residents. This is consistent with the result of a systematic review of event impacts literatures by Sherwood (2007), which reveals that improvement in quality of life of the host community, community pride, disruption of lifestyle of host community, celebration of community values, overcrowding and congestion and increase crime and vandalism are rated by experts as important subcategory of social impact.

Other social impacts of the sporting event are inspirational and volunteerism effect. It is believed that major events can engage non-participants in physical activity and sport. The achievements of elite athletes can inspire non-participants to get involved in sport. This process is known as trickle-down effect (Weed *et al.*, 2009). Nonetheless, empirical research shows controversial result. Hinson *et al.* (1994) reveal that on the one hand, elite athletes can be a role model that inspires other people but on the other hand, they may deter participation because of the perceived competence gap or lack of self-efficacy. Thus, Ramchandani & Coleman (2012) conducted a study to investigate whether attending one-off event sports event or more routinely single-held sport events can inspire audiences to increase their participation in sport or recreational physical activity. The events in this study were the FIH Women's Hockey Champions Trophy, the Triathlon World Championships Series

and the IRB Women's Rugby World Cup. The hockey and rugby are solely elite competitions but the triathlons are for both elites and non-elites. Result of the study showed that inspiration effect exists and this is significantly higher amongst more physically active spectators or those who are already connected to sport. This is consistent with the previous study from Funk & Bruun (2007) that investigate the active participation in marathon running event in Australia. The finding indicates that prior sport involvement is a key motivation for participation. However, there exists some evidence confirming that spectators who are not active in sport also report an inspiration effect.

Additionally, hosting major sporting events provide the opportunities for individual and community development through participation in volunteer work (Downward & Ralston, 2006). Large number of people are brought together as volunteers whose mission are to stage a successful community event and represent a positive image of the community while receiving no financial remuneration. Previous studies have examined the volunteers in major sporting events. Elstad (1996) conducted a study on volunteer in Lillehammer Winter Olympic in 1994. The results show that student who volunteered have developed social skills, knowledge about the society and also job specific competence. Some academic scholars investigated factors related to volunteers' satisfaction. In most cases, high level of satisfaction was reported (Farrell *et al.*, 1998; Larocque *et al.*, 2002; Costa *et al.*, 2006). Other scholars continue from this point and study factors affecting future intentions to volunteer or the legacy of volunteerism which refers to the carryover effect of ongoing community support (Downward & Ralston, 2006; Twynam, *et al.*, 2002; MacLean & Hamm, 2007). The findings reveal that the experience of volunteers in a given event, perceived benefits such as personal development, learning new skills, social enrichment and community contribution can have a significant impact on intention to volunteer in the future events and community in general, which is consistent with the social exchange theory, which states that people are more likely to engage in exchange with others if they believe they will receive benefits that outweigh their expenses (Gursoy & Kendall, 2006).

Extended from social exchange theory, Karadakis (2012) investigates the relationship between the individual and community quality of life and the willingness to support the hosting of small-scale sport events. The study reveals that

small-scale sport event contributes to quality of life. It also supports the social exchange theory that the perceived benefits of the event lead to event support. However, it indicates that quality of life as event impacts should be considered as two different constructs, namely, community quality of life and individual quality of life since it can be influenced differently.

### **2.9.5 Environmental Impacts**

Sports tourism draws large numbers of visitors to the destination, whether as active participants or as spectators of the event. However, few scholarly articles have dealt with environmental impact of the events (Harris & Huyskens, 2002). Moreover, Sherwood (2007) notes that environmental impact of the events is still a research gap.

Environmental impact refers to the direct effect of the socio-economic activities and natural events on the components of the environment (OECD, 1997). Environmental Impact Assessment (EIA) and Environmental Impact Reporting (EIR) are in many cases required by law as part of the approval process for large scale development projects or activities but they may not be required in the case of hosting major multi-sport events or the events in smaller scales (Orams, 2005).

However, the assessment of environmental impact is essential in order to see how the events affect the environment, human health and welfare. Varied methods such as the life cycle analysis (LCA), the Olympic Games global impact (OGGI) and the environmental impact assessment (EIA) have been used to assess the environmental impact of major sporting events. These rely primarily on using several indicators to indicate the range and scale of the environmental impact. But some scholars favor using quantitative method, since the assessment result using qualitative approach is not comparable or cannot be judged against each other (Collins *et al.*, 2009).

Two alternative approaches for the quantitative environmental impact assessment are related to sporting events which have gained increasing attention. These include the Ecological Footprint and the Input-Output modelling (ENVIO). These two techniques focus on quantifying selected externalities related to the event infrastructure and consumption (Collins *et al.*, 2007). However, there exist some practical issues regarding the use of Ecological Footprint method since it requires good quality of information about consumption and travel distances but this information is hardly

available. Collecting the information required for the analysis is very resource intensive and complex. In some cases, it is almost impossible because of poor statistic databases, lack of transparency and cooperation from key informants (Gössling *et al.*, 2002). Additionally, issues of displacement, additional consumption activities are difficult to estimate the cost of considering all elements of the event related consumption (Colins *et al.*, 2009).

Besides the advantages of quantitative environmental impact assessment approach, i.e. transparency and comparability, the qualitative analysis is still useful in some instances. Above all, because of its versatility, simplicity and cost-effectiveness (Toro *et al.*, 2013). Additionally, qualitative method provides a rich and detailed picture of how the environmental impact is perceived. Thus, the qualitative analysis cannot be completely ignored.

Environmental impacts from the events include carbon emission from travel to and from events or as result of consumption and some others short-term impacts related to the events such as the non-disposal of the event, noise and air pollution during the events as well as damage of natural environment and landscape. However, the scale and gravity of the impact depends mainly on the kind of sports and the size of the event (Masterman, 2004).

### **2.9.6 Research on Mass Running Event Impacts**

The growing attractiveness and the increasing numbers of mass running event around the world during the last decade are noteworthy. This area is gaining more attention among researchers. The number of research focusing primarily on marathon running events in term of motivation, satisfaction and experiences of marathon running events participants, the consumer expenditure and profile as well as the impacts or benefits of mass running events, especially the economic impact are quite high.

Coleman (2003) study on the economic impact of London Marathon 2000 was based on survey questionnaires used to identify the spending pattern of various groups linked to the event and the event account and budget representing amount spent by organizers. Key finding indicated the economic impact defined as the additional expenditure made in London as a direct result of the event being staged. The net increase in the London economy was about 25 million pounds (Coleman, 2003).



Chicago Marathon report revealed that the Chicago Marathon made a significant contribution to the Greater Chicago economy with the impact estimated at 143 million dollars. The image of the city as tourist destination was also improved by hosting the event (REAL, 2008). Also, the study of Agrusa *et al.* (2006) on Japanese runners in the Honolulu Marathon found that most of the event participants came from outside and around 20000 had traveled from Japan. These runners made a significant contribution to 53 million dollars' direct expenditure and nearly 87 million dollars' overall impact including induced expenditure during the event. Positive economic impact was also found in smaller-scale mass running event for example in Bristol Half Marathon, Dublin Marathon, Edinburg Marathon and Copenhagen Marathon (SIRC, 2004; Edinburg Marathon, 2004; Schulz, 2003; Coleman, 2010).

Social impacts are also studied by academic scholars. For example, Olberding & Olberding (2004) investigated the soft social impacts of the Cincinnati Flying Pig Marathon through participants' perceptions and opinions survey. The results show that Cincinnati Flying Pig Marathon has created a better image of the city among local and non-local participants. It also increased a sense of local-pride and created opportunities for social interaction among more than 30,000 runners and walkers, 4,000 volunteers and 150,000 spectators. Furthermore, it was revealed in the study that the cost or investment in such an event i.e. marathon running can be relatively low, but the impacts on both social and economic assets of a city can be huge. Maenning (2003) studied the displacement effects caused by the Berlin Marathon. He found that the displacement effect include tourists avoiding the city because of the Berlin Marathon was minimal. Hotel business and associate activity was displaced by 2%. Despite the increasing booking on a day before the event, sightseeing bus company experienced 13% loss in sales on the event date because of road closures. But this was only 0.07% of the estimated additional expenditure generated by the Berlin Marathon.

Most previous research have been conducted on sporting events hosted in America and European countries or on others special events. Major focus remains on mega or hallmark events. Since there is a massive increase in number of small-scale events like mass running events or marathon running in many countries including Thailand, each differing in terms of characteristics, management and degree of success, it would be interesting to carry out more comprehensive research in this area. Therefore,

this study is conducted with the aim to identify the critical success factors of mass running events by referring to the resource-based view. Moreover, the holistic assessments of mass participation sporting event or mass running event impact and the research on how stakeholders perceive these impacts are lacking. Thus, other objectives of this study include to examine stakeholders' attitudes towards mass participation sporting events or mass running events and the perceptions towards their impacts by applying the social exchange theory as the basis for analysis.

The benefits of this study are that it helps determine factors essential for mass participation sporting event success and it enhances the understanding of stakeholders' attitudes and perceptions towards the events and their impacts. Moreover, feedbacks gained from the stakeholders would serve as essential information for developing resultant recommendations, actions plan and strategies for the optimization of future events and this could be used to communicate with host communities in order to gain more acceptances and encourage community support.

## **Summary**

The chapter provides reviews of literatures, theories and research related to the study. It highlights the growth and importance of sports tourism and the emergence of mass participation sporting events such as marathon running that could draw large number of sports tourists into the destination event. It also provides the overview of the management of mass running events, stakeholders, critical success factors, resource-based view as well as the impacts of mass running events on the community. Previous research on events impacts and mass running events impacts based on the triple bottom line approach are equally reviewed.

## **CHAPTER 3**

### **METHODOLOGY**

The emergent of mass participation sporting events and running boom is relatively a new phenomenon in the Thai society. It is becoming an interesting research area due to the increasing number of mass running events and participants. This study aims to explore this running boom phenomenon, especially the management of mass running events in order to identify the critical success factors of mass participation sporting events, as well to examine the perception towards mass running events and their impacts on community by referring to the resource-based view or resource-based theory and social exchange theory.

The following sections will address the research objectives and key research questions, research methodology and its justifications.

#### **3.1 Research Questions**

According to the research objectives, key research questions were formulated as follows:

1. What are the stakeholders' perception and attitudes towards mass participation sporting events and mass running events?
2. What are the impacts of mass participation sporting events/mass running events as perceived by stakeholders, especially the residents and businesses residing in hosting areas, the event participants, event organizers and local authorities?
3. What are the critical success factors in the management and organization of mass participation sporting events/mass running events from the perspective of mass running event organizers?

#### **3.2 Research Objectives**

The primary objectives of the study were to explore the mass participation sporting events, specifically mass running events in terms of management in order to

determine factors contributing to the success of the event as well as to investigate stakeholders' attitudes towards mass sporting/mass running events and to examine the impacts perceived by key stakeholders including residents and businesses residing in the event venue areas and running participants.

The secondary objectives of the study were to explore the challenges in managing mass participation sporting events; to examine the form and degree of participation of the residents residing in the hosting venue areas and to test the hypothesis derived from social exchange theory, whether the perceived positive economic and social impacts of the events lead to a higher degree of agreement and willingness to support future events. As these may elucidate the factors encouraging community participation.

A comprehensive analysis of diverse stakeholders of mass participation sporting events/mass running events in term of their perceptions and expectations and how they can be engaged is important. The feedback gained from stakeholders forms an essential information for the development of resultant recommendations, action plans and strategies for those relevance persons in order to increase the standards of future events and ultimately, the degree of success.

### **3.3 Theoretical Framework**

This study explores the management and organization of mass participation sporting events/mass running events in order to identify the factors contributing to event success, as well to examine the perception towards mass running events and their impacts on community by referring to the resource-based view or resource-based theory and social exchange theory.

The resource-based view or resource-based theory suggests that resources are leading to superior firm performance over the time. Resources that are valuable, rare, difficult to imitate, and non-substitutable create firm competitive advantage and lead to long-term success (Barney, 1991). Due to the limitations of the concepts, some modifications are suggested such as the incorporation of dynamic capabilities and relational resources. Some scholars proposed resource orchestration framework and practice-based view as variant models from resource-based view.

Social exchange theory is one of the most applied theory in examining residents' attitudes and perceptions of impacts produced by tourism development or events. Social exchange theory is a sociological and psychological theory that explains social behavior as the result of an exchange process. It applies a principle of a cost-benefit analysis of relations. According to social exchange theory, people normally weigh the potential benefits and risks of social relationships. When the risks outweigh the rewards, people will terminate or abandon that relationship (Emerson, 1976). In the context of event management, the social exchange theory suggests that people are more likely to engage or support the event if they believe they will receive benefits that outweigh their expenses (Gursoy & Kendall, 2006).

Lastly, the outcome models also known as the logic model and theory of change are adopted as the models to describe the results expected from an intervention, while theory of change describes the processes of change by outlining causal linkages in an initiative or action and shorter-term, intermediate, and longer-term outcomes.

### **3.4 Research Framework**

The study adopted a resource-based view and its extensions i.e. practice-based view, resource orchestration, as the basis for examining factors contributing to event success. By referring to the aforementioned theories, the following assumptions were made in the study:

1. The study extended the definition of firm to mass running event, as firm can refer to a wider range of things varying from accounting entity, legal entity, economic entity, and social entity to a strategic entity with the aim to create and allocate economic value (Barney *et al.*, 2021). Thus, mass running event is a bundle of resources, whereby mass running event management can be seen as operations management process that are overseen by event managers.
2. Mass running event possesses different resources i.e. tangible and intangible resources, dynamic capabilities, relational resources and practices.
3. Heterogeneity of resources and practices possessed by each mass running event leads to different performances or related outcomes.

4. Mass running events that have equivalent level of performance or success should possess some common resources and practices.

5. Mass running events generate some impacts on the community hosting the events.

6. The perceived impacts by stakeholders may be vital for the formation of residents' behavior – to agree, engage, support future events.

Based on the assumptions above, the study aims to identify the resources leading to superior performance, as these can be assumed as factors contributing to mass running event and mass participation sporting event success. Furthermore, the study aims to examine the impacts perceived by stakeholders and how these are related to the degree of agreement and willingness to support future events. The research framework is illustrated in Figure 3.1.

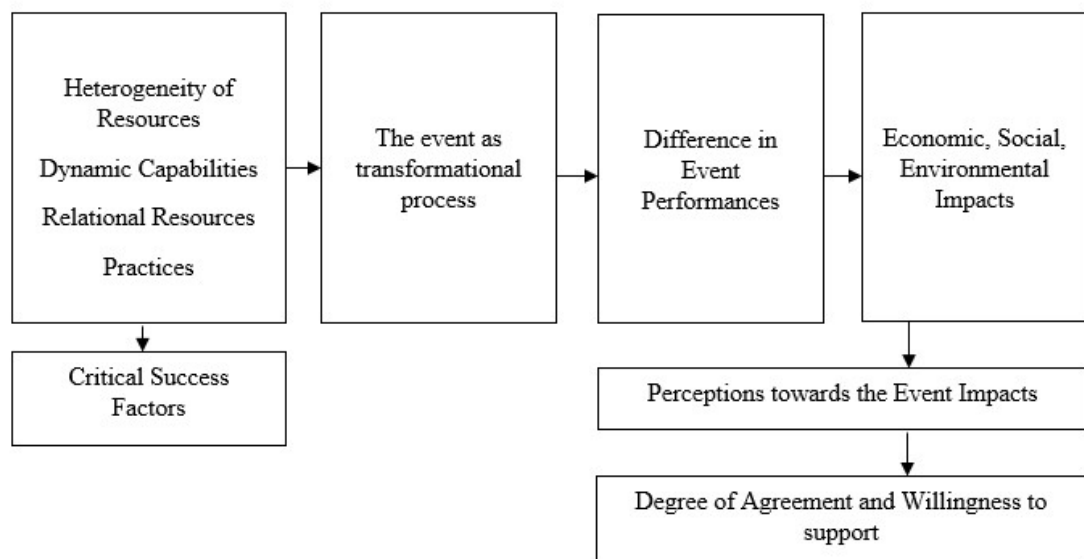


Figure 3.1 Research Framework

(Source: Author)

### 3.5 Research Approaches

#### 3.5.1 Qualitative Case Study Research

Case study research approach was applied in this research in order to examine the attitudes towards mass participation sporting events/mass running events and their impacts.

The term case study refers to both a method of analysis and a research designed for examining a problem. Case study research allows the exploration and understanding of complex issues in real world settings. It has been used across diverse disciplines, above all in social sciences. Yin (1994) defines case study as an empirical research process that investigates a contemporary phenomenon within a real- life context. Stake (1995) focuses on pinpointing unit of the study, namely the case. Thus, case study is a study of the particularity and complexity of a single case, coming to understand its activity within important circumstances. Merriam (1988) defines case study in term of its end product. A qualitative case study is an intensive, holistic description and an analysis of a single instance, phenomenon or social unit. Becker (1968) defines the purposes of a case study as to achieve a comprehensive understanding of the groups under study and to develop general theoretical statements about regularities in social structure and process.

Case study can be further defined by its features. Yin (1994) differentiates 3 categories of a case study as exploratory, descriptive and explanatory. Exploratory case study explores any phenomenon in the data which serves as a point of interest to the researcher. Descriptive case study sets to describe the natural phenomena that occurred within the data in question. Explanatory case study examines the data closely in order to explain the phenomena in the data. Stake (1995) names 3 types of case study, namely the intrinsic, the instrumental and the collective. In intrinsic case study, a researcher examines the case for his own interest. In an instrumental case study, the researcher selects a small group of subjects in order to examine a certain pattern of behavior. It provides insight into an issue. Lastly, in a collective case study, the researcher coordinates data from several different sources or cases in order to inquire into particular phenomenon. Merriam (2009) characterizes case study as being particularistic, descriptive and heuristic. Particularistic means that case studies focus on particular situation, event or phenomenon. It provides a holistic view of the situation. Descriptive refers to the end product of a case study which is a rich, thick description of the phenomenon and heuristic means that case studies illuminate reader's understanding of the phenomenon under study. They provide new meaning, broaden reader's experience and confirm what is known.

Case study as research approach are commonly applied in the following situations; (1) when the study focuses on answering the how, what and why questions; (2) when researchers cannot manipulate the behavior of those involved in the study; (3) when researchers want to cover contextual conditions that are relevant to the phenomenon under study and (4) when the boundaries between the phenomenon and context are not clear (Yin, 2003).

To use single or multiple case study depends on research purpose and design. Multiple case study involves collecting and analyzing data from several cases, as these tend to be more informative and provide a better view of the issues under study. Moreover, multiple case study allows researcher to understand the differences and similarities between cases (Baxter & Jack, 2008) and to analyze the data within or across the cases (Yin, 2003). Also, multiple case study is a widely used strategy to enhance the validity and generalizability of the findings (Miles & Huberman, 1994) and also enables wider exploration of research questions and theoretical evolution (Eisenhardt & Graebner, 2007).

The advantage of a case study research is that it provides a tool for investigating complex social units consisting of multiple variables necessary for understanding the phenomenon. It contains a rich and holistic account of the phenomenon. It helps explore or describe the data in real-life environment and explains the complexity of real-life situation which may not be able to be captured by other research methods.

Case study research consists of different stages of conduct, which starts from defining the case, selecting the case, collecting and analyzing the data, interpreting the data and reporting the findings.

Limitations of case study research include the sensitivity and integrity of the investigator. Since the researcher is the primary instrument of data collection and analysis, this may lead to both advantages and disadvantages such as methodology rigor, which is often linked to problem of researcher's bias. Further limitations are the issues of reliability, validity, generalizability, particularly when a single case study is used (Stake, 1995; Yin, 2003).



### 3.5.2 Qualitative Survey Research

Qualitative survey research approach was also applied in this study. A survey refers to a systematic method for gathering information from entities in order to construct quantitative descriptions of the attributes of the larger population of which the entities are members (Groves *et al.*, 2004). Primarily, the survey focuses on describing numerical distributions of variables and covers only quantitative study, thus, it misses social interactions and communications between population persons in the surveyed population, while the qualitative survey aims to determine the diversity of some topic of interest within a given population and to uncover the meaningful values and dimensions within the population (Jansen, 2010).

### 3.6 Case Selection

Careful case selection is a very important stage in conducting case study research. The cases may involve an individual or several individuals, a program, and event or activity. They can be a single as well as collective, multi-sited or within-site. In an intrinsic case study, the case is selected because its genuineness which corresponds researcher's interest. While typical case can work well for an instrumental case study and in a collective case studies, several case studies will be selected (Crowe *et al.*, 2011). Yin (2003) advises selecting a representative or typical case since this could provide new hypothesis and deeper layer of understanding. Some suggests selecting a case where the practical problem that we are interested in exists (Starman, 2013). Furthermore, the selected case study site should allow researchers access to the information about individuals, processes or organizations as chosen unit of analysis. And above all, the selection of cases depends on the research problem (Starman, 2013).

Purposeful sampling is also applied in order to identify and to select cases. Purposeful sampling relies on the judgement of the researcher. It involves the identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Plano, 2011). Besides knowledge and experience, the availability and willingness to participate, and the ability to communicate experiences and opinions in an expressive and reflective manner are crucial when selecting cases (Bernard, 2002; Spradley, 1979).

The main goal of purposeful sampling is to focus on particular characteristics of a population that are of interest, which best enable answering the research questions.

For this study, mass running events were chosen as the representative case of mass participation sporting events, since they were among others, the highest in numbers of events and participants and received increased popularity.

As for numbers of mass running events organized in a year, which could be categorized as elite race, professional or high standard race and recreational running events, three cases of road running events were purposefully selected as unit of analysis. The justification for multiple-case studies was that it would be more informative and could provide better view of the issues being studied, as well as increase the ability to generalization and validity.

Criteria for case selection included type of the events, the popularity and position as well as the continuity of the events. Furthermore, this study focused on mass running events with a full marathon distance, since the organization of a full marathon running event required more effort and resources in order to serve the running participants along the 42.195 km route. This made the case more complex and challenging in terms of management. Moreover, runners participating in full marathon tends to stay longer in the place. The impacts occurred might be more apparent compared to short-distance running events. In addition to the aforementioned criteria, the accessibility to the information through key informants also played an important role in case selection.

Three mass running events, Bangsean42 Chonburi Marathon and Buriram Marathon and Chom Beung Marathon were chosen as the study cases. Bangsean 42 Chonburi Marathon and Buriram Marathon were first held in 2017 and 2018 and quickly gained international recognition, namely the World Athletics Label Road Races. Both events are regarded as elite events that possess highest reputation of complying with international road race standards. They attract large numbers of participants to the extent that there were excess numbers of applicants than available slots. Chom Beung Marathon belongs to one of the oldest and well-established running events in Thailand. The event has been held for 36 years consecutively and has the reputation as “Folks’ event with global standard”, thus, it can be categorized as professional race or high-standard race but purely organized by local communities.

Additionally, these three mass running events was announced in Thailand Road Racing Standard Conference on 28 November 2019 to be five Marathon Majors and thus, regarded as having the highest standard and designated by runners as the most adorable running events in Thailand (Thai Run, 2019). Their performances are apparently outstanding among other mass running events. Thus, it is interesting to examine the resources and practices that these events possess or pursue and lead to different level of performance.

Table 3.1

*Characteristics of Selected Cases*

Case no.	Name of running event	Host venue	Organizer	Position of the event	Number of years
1	Bangsean42	Sansuk, Chonburi Province	Mice & COMMUNICATION CO. Ltd. & Sansuk Municipally	Bronze Road Race Label by World Athletics	5
2	Buriram Marathon	Muang, Buriram Province	Buriram United International Circuit CO. Ltd.	First Silver Road Race Label by World Athletics	5
3	Chom Beung Marathon	Chom Beung, Ratchaburi Province	Ratjabhat Chom Beung, Chom Beung Foundation, Community & Runners	Folks' event, global Standard	36

Source: Author, 2021.

### **3.7 Data Collection**

The data collection in case study research is extensive, drawing from multiple sources of information. This helps to increase data creditability and research rigor (Patton, 2002). The use of methods varies depend on the research purpose and design. Interview is a dominant data collection method.

In this study, data were collected from multiple sources and through different methods, including:

#### **3.7.1 Quantitative Questionnaire Survey**

The questionnaire survey was used to assist the first-hand data collection prior to the in-depth interview. It aimed to examine the attitudes and perceptions towards mass running events and the impacts of mass running events. The information derived from the questionnaire together with the information gained from the in-depths interviews could provide better insights und enhance the understanding on the issue. Two sets of questionnaires were used in this study, one for the residents residing in the hosting venue area and one for the running participated in each event.

##### **3.7.1.1 Questionnaire Design**

The questionnaire for residents consisted of 4 parts.

Part 1 included the general questions about whether people know about the mass running events and how do they know as well as whether they are interested in mass running events or having experience in participating in the mass running events.

Part 2 of the questionnaire aimed to identify the degree of participations using Arnstein' s ladder of participation and Davison' s wheel of engagement as a foundation. Each form of participation ranging from non-participation to real participation are provided in the questionnaire. Respondents were asked to evaluate their level of agreement by using a 5-Point-Likert scale varying from strongly agree to strongly disagree as well as indicated their score reflecting their intensity of participation.

Part 3 of the questionnaire aimed to examine the perceived impact of mass running events. Pre-formulated economic, social and environmental impact statements were provided. The impact statements were developed based on previous

research that investigated the impact of mega events, special events or festival and research aiming at developing indicator to measure the impact of such events (Green *et al.*, 1990; Delamere *et al.*, 2001; Fredline *et al.*, 2003; Kim, 2012; Small *et al.*, 2005). Respondents were asked to indicate whether they agree with these impact statement or not by using 5-points Likert scale varying from strongly agree to strongly disagree. The 5-points Likert scale has some advantages since it helps reduce confusedness. The numbers from the literatures revealed that the 5-points Likert scale increases response rate and response quality (Buttle, 1996) and it is readily comprehensible to respondents and enables them to express their views (Marton-Williams, 1986). Additionally, Likert scale has been shown to provide high validity in sport management research (Ko & Stawart, 2002).

Additionally, in this part, the researcher also provided open-ended questions asking about what respondents think are the most important benefits and negative impacts brought by mass running events. This section also asked whether respondents agree and are willing to support mass running events in the following years and whether the mass running events encouraged more physical activities.

Part 4 of the questionnaire asked about the demographics of the respondents. The questions included age, gender as well as the role they take and distance from home to mass running events.

The question formulation for running participants was slightly different. It consisted of 3 parts.

Part 1 included the general questions about how runners know about the mass running events, their training habits, motivations to run and criteria when choosing mass running events to participate. Moreover, intentions to visit and revisits were asked in this section.

Part 2 of the questionnaire aimed to examine the perceived impact of mass running events. The questions were slightly different from those asked to the residents. It asked respondents that as runner participating in mass running event, how they perceived the impact of the mass running event that occurred in the host community. Same pre-formulated impacts statements in the questionnaire for residents were provided.

Part 3 of the questionnaire asked about the demographics of the respondents.

The questionnaires were drafted in English before it was translated into Thai language. The correctness and clarity of the translation were verified by language experts. Additionally, the translated questionnaires were reviewed by panel of experts in order to enhance the comprehensibility and relevancy of the items being asked. The questionnaire took about 10-15 minutes to complete

Additionally, the IOC or Index of Item Objective Congruence was conducted. The questionnaires were sent to 3 experts who are lecturers at leading Business School and possess skills in business management and research. They were asked to determine the content validity score. The questionnaires were improved according to experts' advices.

Lastly, to ensure that the study was complied with ethical standards, the whole study was reviewed and approved by the Ethical Research Committee of Thammasat University. Moreover, the questionnaires were read and reviewed by runners to make sure that they were comprehensible.

### **3.7.1.2 Sampling Method and Sample Size**

Random sampling was applied. The questionnaires were distributed offline (paper-based) for residents and online for residents and running participants of mass running events by using Google Forms. The links to access the questionnaire were posted on 42.195 Facebook fanpage, which was one of the most well-known online running community for Thai people and also in City Run Club fanpage. Those who have participated in recent Chom Bueung Marathon, Bangsean42 Chonburi Marathon and Buriram Marathon were asked to answer the questionnaire. It was expected to collect 100 questionnaires from each case or altogether 300 filled-up questionnaires from the runners. The advantages of online questionnaire are that it provides lowest-cost option to gather information and it allows participants time to think about the questions and allows rapid data collection for researchers. Additionally, online questionnaires are often perceived as more anonymous (Schindler, 2019). But the drawbacks include that the response rate are low and ability to reach the respondents, especially for the residents. Therefore, the links to access the questionnaires was reposted with encouraging messages to reach the target number.

For residents or non-running participants, majority of the data were collected on sites by using the printed-out questionnaires. The questionnaires were distributed to the pre-defined stakeholder groups such as local businesses, authority and government bodies, students and general residents residing along the race course or living in the district, randomly. The questionnaires were distributed at various places such as in city centers, shopping malls, police stations, tourist offices, universities, public and private schools etc. The researcher tried to approach wide ranges of stakeholders including business related to the events such as hotels and restaurants and non-related businesses or very small size businesses i.e. street vendors, Grab riders, motorcycle taxi and general residents in order to reduce selection bias. The researcher also conducted small talks asking about pre-knowledge of marathon running event held in their community and how these people feel about the events. The researcher also asked for consents before distributing the questionnaires. Additionally, online links to access the questionnaires was also sent to hotels and restaurants found in local directories and also some local public administration and online communities, however, the returned rate was low. It was expected to receive 300 returned questionnaire from the non-running participants.

It should be noted that this questionnaire survey was a post event survey. In other words, data were collected after the mass running events are held. Because during the events, respondents, especially the local businesses and residents might be so busy and inconvenient that they cannot or will not be willing to provide data.

### **3.7.2 Qualitative Survey/ In-depth Interview**

The in-depth interviews were conducted to gain a rich data about mass participation sporting events/mass running event management in order to answer the research question about factors contributing to the event success. The in-depth interview method was also applied to investigate the perceptions towards mass running events and their impacts on community.

#### **3.7.2.1 In-depth Interview Design**

The questions used in the interview were based on semi-structured interview guide and were conducted in Thai language. Probing questions were asked to clarify the points. The length of the interview was about one to maximal two hours.

Note and audio tape record were taken during the interview. Follow-up interview were conducted if further information was required. Most interview were face-to-face but some interviews were conducted on telephone, in case the face-to-face interview was not possible. Respondents were reserved the right to withdraw from the interview and refuse to answer any questions if they feel uncomfortable to answer.

The guideline questions for event organizers included the general questions about the initial, motivation, objectives to stage the event, the event planning process, how to engage stakeholders, the challenges when organizing the events and future of the mass running events and what they see as the key success factors of their events. Guideline questions for other stakeholders in the in-depth interview included their roles and motive to participate or not to participate in the events, their perceptions and experiences towards mass running events and how they perceive the impacts of mass running events occurred in their community.

Interview strategies included 1. Contacting the selected respondents through E-mail, telephone or private messages 2. Providing necessary information about the research 3. Asking for interview consent 4. Making appointment and 5. Meet up and interview.

### **3.7.2.2 Sampling Method and Sample Size**

Purposeful sampling technique (also known as judgment, selective or subjective sampling), in which the respondents are selected based on the judgement of researcher was utilized. Key informants were the event owners, event organizers or race directors, as these people are directly involved with the management of mass running events and possess the information needed to answer the research questions. The researcher carefully gathered the information about the persons to be contacted, cross-checked whether they are the right person who are responsible for the race organization and ensured that they were willing to share the information in the interviews. Besides the three race organizers or key persons of the selected study cases, namely Chom Bueng Marathon, Buriram Marathon and Bangsean42 Chonburi Marathon, others mass running events organizers with varying experiences in organizing mass running events in Thailand were contacted and interviewed so that more information and greater insights could be obtained.



Thus, for this study 7 leading mass running event organizers were interviewed. Three of them organize the mass running events represented in the case studies. Two are pioneers running event organizers with over 30 years-experiences. One is experienced mass participation sporting event organizers including triathlon, mass swimming and mass running. And the last one is a new event organizer entering the business during the peak of running boom but possesses experiences in organizing running events at all distances. These event organizers are accounted for 70-80% of mass running events in Thailand.

Purposeful sampling was also applied for the selection of key stakeholders including residents, local authorities and businesses and key persons involved with mass participation sporting events/mass running events in order to examine the attitudes and perceptions towards the events and their impacts. Criteria for the selections include the role, information they possess and willingness to attain the interviews. Researcher interviewed 8 additional key informants which included a pioneer runner who sits in committee in Thai Jogging and Running Association and Thai Health Foundation and also lives in Chom Beung District, the city mayor of Sansuk Municipally, the founder of Page 42.195, Director of Buriram Chamber of Commerce as well as runner who lives in Buriram Province, local residents of Chom Beung and Buriram and staff from Bangsean42 Chonburi Marathon.

This made the total sample size of 15 key informants. The small sample size for qualitative study is common, because the aim of most qualitative study is to obtain the depth of information about the issues of interest. Some qualitative methods in the literature suggests saturation concept, which refers to the point, in which additional data collection contributes little or nothing new to the study as an indicator to determine when a sufficient sample size has been reached (Glaser & Struss, 1967; Lincoln & Guba, 1985; Charmaz, 2003; Merriam, 2009).

### **3.8 Data Analysis**

Data analysis is the process of systematically searching and arranging the collected data which include interview transcripts, observation notes, or other non-textual materials in order to discover useful information and form the conclusions

(Bogdan & Biklen, 1982). In this study, statistical analysis and qualitative content analysis were applied as analysis method.

For the quantitative data analysis, the returned questionnaires were checked for completeness. Questionnaires from underage persons and uncompleted questionnaires were discarded, since it did not align with the ethical conduct in this study. Questionnaires were coded and transcribed in SPSS program and statistically analyzed. The statistical analysis used in this study included the descriptive statistics, T-test and correlation analysis.

For qualitative data, the qualitative content analysis which is the common method for analyzing textual or verbal data collected through interviews or focus groups was applied (Schreier, 2012). This method aims to search in text for recurring words or themes and to reduce qualitative data in order to identify core consistencies and meanings, which is the patterns or themes, before it comes to the analysis, interpretation and reporting of the findings. The qualitative approach to content analysis is typically inductive. In general, the process of analyzing qualitative data involves coding or categorizing the data. The coding process involves creating the codes to be used for the data analysis and then coding the data. Coding consists of identifying potential interesting events, features, phrases, behaviors and stages of a process and the code are tags or labels assigned to the data as units of meaning or categories. These codes enable the quick identification of the segments relating to research questions and potential themes (Miles & Huberman, 1994). Coding can be done manually or electronically with the assistance from a computer software. However, the human being is the one who decides how to frame a case study or do the analysis and interpretation (Patton, 2002). In this study, the transcription and coding were manually done by the researcher in Thai language. Quotes in the findings and discussion were later translated into English. Secondary data such as press conferences, news and posts on social media were considered.

### **3.9 Trustworthiness**

Trustworthiness has become an important concept in qualitative research. Trustworthiness can be defined as the believability of the researchers' findings.

Trustworthiness consists credibility, transferability, dependability and confirmability. These components correspond to the criteria indicating the quality of quantitative research (Lincoln & Guba, 1985).

Credibility is how confident the qualitative researcher is in the truth of the research study's findings. It depends on the richness of the data and analysis and can be enhanced by triangulation and member checks (Patton, 2002), rather than relying on sample size aiming at representing a population.

Transferability is how the qualitative researcher demonstrates that the research study's findings are applicable to other contexts or in other words, can the study's result be generalized to other situations and contexts. Transferability can be achieved thorough description (thick description) of the research context and underlying assumptions. By providing such information, the research results may be transferred from the original research situation to a similar situation (Guba, 1981).

Confirmability is the degree to which the findings are the product of the focus of the inquiry and not of the biases of the researcher or how neutral are the research study's findings. Confirmability can be achieved by means of a confirmability audit that includes an audit trail of raw data, analysis notes, reconstruction, and synthesis products, process notes, personal notes, as well as preliminary developmental information (Lincoln & Guba, 1985).

Dependability is the extent to which the study could be repeated by other researchers and that the findings would be consistent. It is equivalent to reliability which requires that when replicating experiments, the same results should be achieved. Dependability is not expected to happen in qualitative research because of the changing nature of phenomena. However, it may be achieved through the use of overlapping methods, such as the focus group and individual interview or triangulation as well as the use of inquiry audit or the outside person to review and examine the research process and the data analysis in order to ensure that the findings are consistent and thus, repeatable (Lincoln & Guba, 1985).

To ensure trustworthiness, this study applied several strategies. The quantitative data was collected to complemented qualitative data, or in other words, a mix-method was applied in order to enrich the understanding about the case studies and issues of interest. Multiple data sources from diverse stakeholders of mass participation

sporting events/mass running events and additional mass running event organizers were interviewed. Primary and secondary data were cross-checked. Moreover, the IOC (Index of Objective Congruence) and questionnaire verification were conducted to ensure understanding and validity.

### **3.10 Ethical Considerations**

Ethics are the norms or standards of conduct that distinguish between right and wrong, acceptable and unacceptable behavior ( Burgess, 1989) . Ethical considerations can be specified as one of the most important parts of the research.

In this study, voluntary participation and informed consent were highly observed. For qualitative data collection, the researcher provided the information about purpose for collecting information, how this information would be used, what would be asked in the interview and how would responses be handled and also the confidentiality issues prior to the interview. Full consent for interviews and consent for audio-tape or video record were asked before the beginning of interview. Interview informants were guaranteed with the right to withdraw at any time or to refuse to answer the questions when they feel uncomfortable with the questions.

For quantitative data collection, the researcher provided brief information about the study's objectives, the structure of the questionnaires and contact information of the researches. The participations occurred on voluntary basis.

Confidentiality and anonymity were preserved or would not be revealed without consent. Additionally, the study was approved by the Ethics committee of the university prior to data collection.

### **3.11 Limitations**

The objectives of the study were to investigate the critical factors contributing to the success and to examine the stakeholders' attitudes towards mass participation sporting events as well as the impacts of the events perceived by residents and running participants. This study applied a mix-method research approach in order to draw a better picture of the findings. Nevertheless, some limitations existed. The in-

depth interviews with leading mass running events organizers may help indicate the success factors on how to manage mass running event as well as the interviews with key stakeholders and questionnaire survey may provide the understanding about the impact of mass running events that might occur. However, the findings may be limited in generalizability to other mass sporting events or mass running events hosted in others communities with different characteristics such as size, organizations or purposes. But this may be the potential for future research.

Moreover, this study applied the indirect measurement of the impacts, namely, the investigation of stakeholders' perception with the belief that this may elucidate the picture of how mass running event impacts the community. The direct measurement and quantification, especially of the economic and environmental impact were missing, because of the unavailability of the data and insufficiency of resources. Study using direct measurement of the impacts is highly emphasized, since it can provide a better and accurate view about the impact of mass sporting or running event and make the data comparable across the events.

Lastly, the results were referred only to studies conducted during or shortly after the event and the impacts in this study are evaluated based on stakeholders' perception which may provide a different picture from the study with objective indicators or longitudinal study that are conducted over an extended period of time. Also, the impact statements used in this study were adjusted to the context of the study. Future study can develop and adjust them to better suit the particular area of research.

## **Summary**

The chapter addresses the research objectives and key research questions as well as explains the methodology utilized in this research. Three cases of mass running events as representative of mass sporting events are purposefully chosen. The study applies mix-method approach for data collection in order to enhance the understanding. 15 key informants are purposefully selected for an in-depth interview, while the questionnaires survey is conducted through random sampling aiming at reaching a wide range of audiences. Several strategies are used to increase the trustworthiness of the research. Ethical issues on the research were observed. The numbers of research

limitations are mentioned and potentials for future study are highlighted. The research questions and methodology are summarized in Table 3.2.

Table 3.2

*Research Questions and Methodology*

Research questions	Method	Analysis
- What are the stakeholders' attitudes and perception towards mass running events?	Questionnaire survey	Statistical Analysis
- How are the impacts of mass running events perceived by stakeholders of mass running events?	In- depth Interview with key stakeholders	Qualitative Content analysis
- What are the critical success factors in managing mass running events?	In-depth Interview running event organizers	Qualitative analysis/ Content Analytic induction method

## **CHAPTER 4**

### **PROFILES OF THE STUDY AREAS**

### **AND CASE STUDIES**

This chapter provides the background of the study areas and the case studies to foster a proper understanding of the study areas. Key information about geography, administration, economy, tourism as well as the establishment and organization of the mass running events of the selected case studies are provided.

#### **4.1 Chonburi Province and San Suk Municipality**

##### **4.1.1 General Information**

Chonburi is a province located in the Eastern part of Thailand and 80 km away from Bangkok. It is a popular coastal province for both Thai and foreign tourists. It is also the center of the Eastern Seaboard Development Project and is the location of industrial parks, sea port and fishing villages.

##### **4.1.1.1 Geography**

Chonburi province is located on the eastern coast of the Gulf of Thailand. It consists of different terrains including the coastal plain, the Bang Pakong River Basin, steep and mountainous areas and also the offshore islands. The Khao Khiao mountain range stretches from the northwest to the southeast of the province. The plains of the north are widely used for farming and agriculture, while the 160 km long coastal line is famous for tourism. The total forest area is 551 km<sup>2</sup> or 12.2 percent of provincial area (Tourism and Sports Office, Chonburi Province, 2021).

Chonburi is accessible by various choices of transportations. The Bangkok-Chonburi-Pattaya Motorway (Hwy 7), the Bang Na-Trat Highway (Hwy 34) and Thailand Route 3, also known as Sukhumvit Road provide a convenience connection between Chonburi and Bangkok. Suvarnabhumi Airport is located 120 km away and U-Tapao International Airport is about 80 km away. Train and bus services from Bangkok and between other provinces are available.

#### **4.1.1.2 Administration**

Chonburi Provincial Government is divided into three systems of local government, namely, provincial government, local government and Pattaya with its special local government. The province consists of 11 districts, 92 subdistricts and 710 villages (Chonburi, 2021).

The provincial government is led by a governor. Each district (Amphoe) is led by a district chief (Nai Amphoe). Governor, district chiefs and district clerks are appointed by the central government. There are 92 subdistricts (Tambon) each led by a subdistrict chief (Kamnan), further divided into 711 villages (Muban) each led by a village chief (Phu Yai Ban). Subdistrict chiefs and village chiefs are elected by the local citizens. The local governments are overseen by the Chonburi Provincial Administrative Organization (CPOA or Ongkan Borihan Suan Changwat Chonburi). Pattaya has its own City Special Local Government. The 47 municipalities are split up into two city municipalities (Thesaban Nakhon), 10 town municipalities (Thesaban Mueang), and 35 subdistrict municipalities (Thesaban Tambon). Local communities are overseen by 50 subdistrict administrative organizations (SAO or Ongkan Borihan Suan Tambon). All mayors, chiefs and councilors are directly elected by the local citizens. And the special local government of Pattaya has been established since 1978. The executive branch is led by the Mayor of Pattaya (Nayok Mueang Pattaya) and the legislative branch is led by the Council of Pattaya (Sapha Mueang Pattaya). The Mayor of Pattaya and the Councillors of Pattaya are directly elected by the citizens of Pattaya (Chonburi, 2021).

#### **4.1.1.3 Population**

Chonburi province has a registered population as of 31 December 2019 of 1,558,301, in which 1,537,756 are Thai citizens, while 20,545 are non-Thai citizens. Non-registered populations are estimated at 1,500,000 (The Bureau of Registration Administration, 2019). Populations and villages are shown in the Table 4.1.



Table 4.1

*Populations and Subdivisions by district of Chonburi Province*

District	Total population	Subdivisions (Tambon/ Mmuban)
1 Mueang Chonburi district	328,876	18/ 107
2 Ban Bueng district	107,175	8/ 52
3 Nong Yai district	23,807	5/ 24
4 Bang Lamung district	321,834	8/ 72
5 Phan Thong district	69,102	11/ 76
6 Phanat Nikhom district	125,061	20/ 185
7 Si Racha district	309,333	8/ 73
8 Ko Si Chang district	4,538	1/ 7
9 Sattahip district	165,091	5/ 41
10 Bo Thong district	50,204	6/ 47
11 Ko Chan district	37,746	2/ 27
Pattaya City*	119,532	

Source: Registration Office Department of the Interior, Ministry of the Interior, 2021.

#### 4.1.1.4 Economy

Local income of Chonburi province comes mainly from non-agricultural sectors such as tourism, industry, transport, retail and wholesale trade, hotel and restaurant business, and construction. These account for 98.17 percent of total economy, while 1.83 percent is from agricultural sector. Chonburi has the Gross Domestic Product of 912,498 million Baht, which account for 6.28 percent of the country's Gross Domestic Product ( Office of National Economic and Social Development Council, 2021).

In 2016, the local economy in Chonburi was expanded by 12 percent and the per capita income in 2019 was 571,234 baht which is the third highest in Thailand, after Rayong and Bangkok Metropolis ( Office of National Economic and Social Development Council, 2021). Thus, Chonburi is a fast-developing industrial and commercial center with significant contribution from land-based agriculture and ports.

#### 4.1.1.5 Tourism

Chonburi province attracts both Thai and foreign tourists, since it provides the nearest beach escape from Bangkok. Chonburi tourism experiences continuous growth. In 2019, 18.57 million tourists visited Chonburi, roughly 10 million came from abroad and 8 million were Thai. This was a 2 percent increase compared to the previous year. Income gained from tourism also increased to 264,543.05 million Baht. Tourist spending per head per day was about 3,200 Baht for Thai tourist and 5,400 Baht for foreign tourist (Chonburi Statistic Bureau, 2021).

Chonburi provides variety choices of tourism from marine tourism, ecotourism, historical and cultural tourism, gastronomy tourism and also MICE and sports tourism. It has a great capacity of accommodation. There are roughly 350 hotels and 43,000 rooms available for tourists (Chonburi Statistic Bureau, 2021).

Main tourist attractions of Chonburi include Bangsae beaches, Pattaya beaches, Koh Lan, Koh Samed, Koh Si Chang, Koh Samae San Khao Sam Muk, Khao Keaw Zoo etc. Chonburi is also famous for its cultural festival and event such as Chonburi Buffalo Race and Late-Songkran festival or Wan Lai Bangsae (Tourism and Sports Office, Chonburi Province, 2021).

#### 4.1.1.6 San Suk Municipality

San Suk municipality is an important subdistrict of Chonburi province. It is often known as Bangsae as the name of one of the most popular beach in Thailand. Bangsae beach used to be the resort town due to its charming beach and moderate weather all year round. However, the main income of the populations was rather from fisheries and agriculture. The area has been upgraded to San Suk municipality since 1988, since then the municipality has a very fast development and gains increasing reputation in tourism. Nowadays, it welcomes 5.5 – 5.6 million visitors and tourists. The income from tourism increased to 10,428.25 million Baht in 2019 (Sansukcity, 2021).

San Suk municipality with 46,170 registered populations is overseen by sub-districts administrative organizations. The mayor is directly elected by local the citizens. “*Khunpluem*” family plays an important part in local politics and has a great contribution to the development of the San Suk municipality. Nowadays, the mayor of San Suk municipality is still from the Khunpluem family. Mr. Narongchai

Khumpluem, the son of Somchai Khumpluem the previous mayor and important businessman in Chonburi has been re-elected as the mayor for the third times (Siamrath, 2021).

Besides a tourism city, San Suk municipality has geared itself towards a smart and healthy city in which people can happily live in (The Cloud, 2020). It is also the location of Burapha University and aquarium.

#### **4.1.1.7 The Development towards Smart and Sports City**

Chonburi province has been designated as the model for a sports city by Thailand Authority Tourism. According to Thailand Sport Development Plan (2018-2021), Thailand aims to promote the sport industry in order to create more value and additional income for the country and make Thailand a leading sports hub in Southeast Asian through three strategies, including sports industries promotion, sports tourism promotion and the establishment of sports cities. Six provinces are selected as the model for a sports city based on the variety of sports being promoted, the infrastructure, the transportation, numbers of sport stadiums, the policy in supporting youth sport as well as the experience in hosting national and international sport events. Chonburi along with other 5 provinces are selected as sports cities (The Bangkok Insight, 2019).

Chonburi has plenty of sports stadiums and facilities provided for different sport types including football, swimming, basketball, beach volleyball, futsal and multi-purposes stadium (Department of Physical Education, 2021). Chonburi Football Club is competing in the top division in Thai football, the Thai League 1. The team received the league title in 2007 which became the most successful season in their history. Chonburi also has a physical education school aims to develop youth professional sports and Thailand National Sports University providing sports education and related fields. Chonburi including Pattaya and San Suk municipality have hosted numbers of sporting events over the years, ranging from car racing, marathon running events, triathlon, biking, badminton, golf, volleyball and football (ManagerOnline, 2020).

Under the umbrella of a sports city, Sansuk municipality aims to position itself as a healthy city and a smart city in which people can happily and healthily live in. Sporting activities and sports tourisms are encouraged by the city

mayor. Many mass participation sporting events are hosted in the area such as triathlon, swimathlon, car racing and mass running events. Sport facilities and infrastructure are improved to facilitate its position as sport city (ManagerOnline, 2020).

#### **4.1.2 The Establishment of Bangsean42 Chonburi Marathon**

The Bangsaen42 or the full name Bangsean42 ChonBuri Marathon is an annual marathon held in Bang Saen, Chonburi Province, Thailand. The area used to be a well-known sea-side tourism area since it is located just few hours from Bangkok.

Bangsean42 Chonburi Marathon as the sole event was created two years later after the half marathon, Bangsean21 was very successful. The event organizer, MICE & COMMUNICATION co. Ltd. decided to launch Bangsaen42 which has single race distance of 42.195 km rather than offering a variety of races from 10 km to half marathon to appeal to a wider audience. This was very novel and till now it is still the only one route full marathon distance race in Thailand. Bangsean42 Chonburi Marathon aims to be the finest marathon race by providing world-class running standard and experience to participants. Running route of Bangsean42 Chonburi Marathon offers variety of challenges and impression with uphill and downhill at Khao Sammuk, beautiful view of seaside and traditional fishing community.

Bangsean42 Chonburi Marathon possesses the Bronze Road Race Label by World Athletics. It has taken the shortest time to receive the label compared to other marathon running events around the world. It aims to reach Gold Label Road Race by 2022 in order to raise awareness in line with Asia's Top marathons and attract both Thai and international running participants (MICE & COMMUNICATION, 2021).

Bangsean42 Chonburi Marathon is also voted as Thailand's Number One Marathon for 3 consecutive years (from 2017-2019). The number of running participants were 5,769 in 2017, 7,039 in 2018, 11,785 in 2019 and 8,585 in 2020 during the COVID-19 situation (Bangsean42, 2021). Other running events have started in Sansuk municipality, Chonburi province including the Bangsean21 and Bangsean10, which also possess Road Race Label by World Athletics.

#### **4.1.3 The Profile of Race Event Organizer**

MICE & COMMUNICATION Co.Ltd. has been established since 2003. The company provides services in meeting, incentives, conferences and exhibitions with specialty in tech and IT industry.

The company organized Bangkok Fintech Asia in 2006, Microsoft Thailand Windows7 Commercial Launch in 2007. It also organized the opening ceremony of the International Olympiad in Informatics (IOI) in 2011, CAT Network Showcase in 2012, SIPA Software Expo Asia & ASOCIO ICT Summit and the international conference for the Institute from the Promotion of Teaching Science and Technology (IPST) & (ISMTEC) in 2013 and HP Leadership Summit in 2014 (Mice & Communication, 2021).

MICE & COMMUNICATION jumped into sports event management in 2015 by organizing Bangsean21, the half marathon running event held in San Suk municipality or Bangsean under the concept the happiest running event. This mass running event has set the new standard and history of running event in Thailand. Now it is the only running event that possess Gold Label Road Race by World Athletics.

The company has organized many more mass running events as its own events and for clients in the following years such as Khao Kheaw 10, Run Aran, Talay Noi Roi Run, Bangkok Women's Run, Prachupkiri Run, Sriracha Granprix and Bangsean10 and Bangsean42 Chonburi Marathon. Nowadays, the company's portfolios has been shifted to sports event management with specialization in mass running management (MICE AND COMMUNICATION, 2021).

#### **4.2 Buriram Province**

Buriram literally means the pleasant city. It is located in the lower part of Northeastern Thailand region or Isan, and about 410 km away from Bangkok. Buriram is famous for its Archaeological discoveries from ancient times. Sandstone sanctuaries "*Phanom Rung*" built by the Khmer Kingdom which attract large number of historical tourists. Now, Buriram is rather known as a sports tourism mecca.

## **4.2.1 General Information**

### **4.2.1.1 Geography**

Buriram is located in the Northeastern part of Thailand, about 410 km from Bangkok. Neighboring provinces are Sa Kaeo, Nakhon Ratchasima, Khon Kaen, Maha Sarakham, and Surin. To the southeast it borders Oddar Meanchey Province of Cambodia. Buriram has different terrain such as the mountainous area, the plateaus, and the plain. The total forest area is 887 km<sup>2</sup> or 8.8 percent of provincial area. Maenam Moon, Chee and Lamplaimas are important rivers (Buriram Government a, 2021).

### **4.2.1.2 Administration**

The administrative system of Buriram province is divided into 23 districts, 189 subdistricts and 2,212 villages. The provincial government is divided into provincial and local government. The provincial government is led by a governor and the district is led by a districts chief (Nai Amphoe). Governor, district chiefs and district clerks are appointed by the central government.

On a local level, there are Buriram Provincial Administration Organization ( Ongkan Borihan Suan Changwat), 3 town municipalities ( Thesaban Mueang), and 59 subdistrict municipalities (Thesaban Tambon). Local community are led by 146 subdistrict administrative organizations ( SAO, Ongkan Borihan Suan Tambon). Mayors, chiefs and councilors of the local government are directly elected by the local citizens (Buriram Government b, 2021).

### **4.2.1.3 Population**

Buriram province has a registered population as of 31 December 2019 of 1,595,747, in which 1,593,826 are Thai citizens, while 1,921 are non-Thai citizens. The ratio of men and women stands at 49.75: 50.25. Population density is 159/km<sup>2</sup>. Muang district has the highest number of populations as shown in Table 4.2 (The Bureau of Registration Administration, 2019).

Table 4.2

*Population by District of Buriram Province*

	District	Population	Area (km <sup>2</sup> )
1	Muang Buriram	217,715	718.235
2	Khu Muang	67,420	442.000
3	Krasang	104,949	652.700
4	Nangrong	112,641	769.800
5	Nong Ki	69,992	385.000
6	Lahan Sai	72,950	735.000
7	Prakhon Chai	136,232	890.121
8	Ban Kruat	76,052	583.900
9	Putthai Song	46,738	330.000
10	Lam Plai Mat	134,274	802.500
11	Satuek	111,774	803.000
12	Pakham	45,376	296.029
13	Na Pho	33,080	255.000
14	Nong Hong	49,987	335.000
15	Phlapphla Chai	44,293	306.670
16	Huai Rat	37,216	182.120
17	Non Suwan	24,974	189.630
18	Chamni	34,825	242.000
19	Ban Mai Chaiyaphot	27,046	175.000
20	Non Din Daeng	28,120	448.000
21	Ban Dan	30,908	159.100
22	Khaen Dong	32,955	298.000
23	Chaloem Phra Kiat	40,128	349.690

Source: Buriram Government b, 2021.

#### **4.2.1.4 Economy**

The local economy of Buriram is based on agricultural, industrial, retail and service sectors. Key agricultural crops are rice and cassava. There were 404 factories by 2019 and majority are agricultural related small and medium size factories, followed by factories producing food and beverages and garments (Buriram Government c, 2021).

Tourism has made an increasing contribution to local economy. It generates high GDP for the province (SCB Economic Intelligence Center, 2016). GDP of the province is 89,356 million Baht and GPP per capita is 73,305 Baht in 2019 (Office of the National Economic and Social Development Council, 2019).

#### **4.2.1.5 Tourism**

Buriram provides a wide variety of tourism opportunities from ecotourism, historical to cultural tourism, recreational and entertainment tourism and sports tourism which is becoming the new highlight of the city. There are 272 hotels providing 6,478 rooms (Buriram National Statistic Office, 2021). However, during the tourist peak time or big sport event, camping tents are provided. Airbnb and homestay also help strengthen the lodging networks.

The province is reachable by plane, train and road transportation. Two airlines serve Buriram from Don Mueang International Airport. The national passenger rail system also provides service to Buriram. Road transportation takes about 5-6 hours-drive from Bangkok.

Buriram has experienced an increasing number of tourists since 2012. However, the number has exceeded 2 million since 2018 onwards. Tourism growth rate in 2018 was 23.18 percent and it has continue to grow to 4.35 percent by 2019. Buriram now ranks in 33<sup>rd</sup> place of Thailand provinces by number of tourists (2,2677,080). The income from tourism has also increased from 7.85 percent to 4,859.41 million Baht in 2019 (Buriram Government c, 2021).

#### **4.2.1.6 The Development of Buriram Sports City**

Buriram has gained an increasing reputation as a leading sports city in Thailand. It is one of the 6 provinces that have been designated by Thai Tourism Authority as the model for a sports city.



The development of Buriram Sports City started a decade ago with the cooperation between the city and private enterprise. Mr. Newin Chidchob, the former cabinet minister with vast influence in the province has a great contribution to this success. His vision is to promote Buriram as one of the country's top 10 tourism provinces and among the top five for people who enjoy football, car racing and other entertainment and make Buriram into one of Asia's top-five tourism cities (Bangkok Post, 2014).

As Buriram is lacking of natural resources such as sea or mountains like other tourism cities, sport is used as the key in developing the city and transforming the city into a new chapter. In 2011, the 'Thunder Castle', a mega millions football stadium purpose with 34,000 seating capacity was built. It is also the home stadium of Buriram United F.C. It is expected that for each of the Premier League team's matches, there will be 18,000 and 20,000 football fans that can come to the stadium, in which 70% of the football spectators come from other provinces. Outside the match time, the stadium is still a must-visit destination of the province. Match tickets and souvenirs, particularly the team's jerseys, generate 450 million baht in revenues per year (Bangkok Post, 2014). Buriram United International Circuit (also known as the Chang International Circuit), the first Formula One certified FIA Grade 1 and FIM Grade A circuit in Thailand which can hold 50,000 spectators was built three years later. The circuit was inaugurated on October 4 and 5, 2014, with the visit of the Japanese Super GT series. Several other races completed the racing calendar, including the FIM Asia Road Racing Championship, Thailand Super Series, the World Superbike Championship and the MotoGP. More than 30 motor sports events and 30 football matches are expected to be held in the province each year and these attracts huge numbers of spectators (BRIC, 2021).

Besides football and motor sports, Buriram also promotes other mass participation sporting events such as biking, marathon running and trail running events. Football training academy and boxing camps are also established. Facilities for recreational sports such as golf, go cart and extreme sports have been built.

Accordingly, sportsmanship and good host spirit are imprinted in the community. Local residents are getting used to mass sporting events and have become active in supporting the events taken place in their city.

#### **4.2.2 The Establishment of Buriram Marathon**

Buriram Marathon was held in February 2017 for the first time in Buriram Province. The event is initiated by Mr. Newin Chidchob, the President of Buriram United and Executive of Chang International Circuit, aiming to promote Buriram as a “*Thailand’s Sports City Center*”. Under the motto “*Your Ultimate Destination*”, Buriram Marathon is made to be one of the best marathons in the world and to be a destination that every single marathon runner will come to join the race at least once in their lifetime (Buriram Marathon, 2021).

Buriram Marathon is organized and designed under the cooperation between the Athletic Association of Thailand (AAT), Asian Athletics Association (AAA), Sports Authority of Thailand (SAT), Buriram United International Circuit Co. Ltd. and Buriram Government. Its title sponsor is Chang Beer. And diverse sponsors are supporting the events. Buriram Marathon is approved by the World Athletics (formerly, the International Association of Athletics Federations or IAAF) and the Athletic Association of Thailand (AAT) under the supervision of the Athletic Association of Thailand (AAT). The race courses have been measured by the IAAF-AIMS Grade A course measurer (World’s Marathon, 2021). The running event possesses the first Silver Road Race Label by World Athletics and is working towards Gold or Platinum Label in the near future. In Thailand, Buriram Marathon is also recognized as Marathon Majors. It is one of the biggest mass running event and is famous for its world class standards, fascinated and unique running course, friendly cheering team and high level of community engagement. The event attracts more than 22,000 amateurs and elite runners from different countries at a time. During the COVID-situation, the one-day event is splited into a two-day event in order to reduce the crowd and it is rescheduled and held at night time (Buriram Marathon, 2021).

#### **4.2.3 The Profile of Race Event Organizer**

Buriram Marathon is organized by Buriram United International Circuit Co. Ltd. (BRIC). The company was established in 2013 and is led by Mr. Newin Chidchob as the chairman and Mr. Tanaisiri Chanvitayarom as Managing Director. BRIC is the owner of Chang International Circuit which is the venue areas for motor sports. It also provides accommodation facilities, life style mall and merchandise. Key

business areas include sport business, sports events and property management (BRIC, 2021).

### **4.3 Ratchaburi Province and Chom Bueng District**

Ratchaburi is a medium size province located in the western part of Thailand. It is 80 km away from Bangkok and borders Myanmar to the west with the Tenasserim Hills as a natural border. Ratchaburi abounds in natural attractions and historical sites.

#### **4.3.1 General Information**

##### **4.3.1.1 Geography**

Ratchaburi is located in the Western region of Thailand. Neighboring provinces include Kanchanaburi, Nakhon Pathom, Samut Sakhon, Samut Songkhram and Phetchaburi. It is 80 km away from Bangkok. The eastern part of the province contains the flat river plains of the Mae Klong while the western part of the province is more mountainous with the Tenasserim Hills. Ratchaburi has important natural resources. Its forest covers an area of 1,711 km<sup>2</sup> or 33 percent of the total area (Ratchaburi Government, 2021).

##### **4.3.1.2 Administration**

The administration of Ratchaburi province is divided into two systems, namely, the provincial and local government. The province has 10 districts (Amphoes). The districts are further subdivided into 104 sub-districts (Tambons) and 935 villages (Mubans). The province is led by a governor while the district is led by a district chief (Nai Amphoe). The governor, district chiefs and district clerks are appointed by the central government (Ratchaburi Government, 2021).

The local government consists of one Ratchaburi Provincial Administration Organization (Ongkan Borihan Suan Changwat) and 34 municipal (Thesaban) areas in the province. Ratchaburi, Ban Pong, Tha Pha and Photharam have town (Thesaban Mueang) status and the rests are Thesaban Tambon. The non-municipal areas are administered by 77 Subdistrict Administrative Organizations - SAO (ongkan borihan suan tambon). Mayors, chiefs and councilors of the local government are directly elected by the local citizens (Ratchaburi Government, 2021).

#### **4.3.1.3 Population**

Ratchaburi province has a registered population as of 31 December 2019 of 873,101, in which 847,276 are Thai-citizens and 25,825 are non-Thai citizens. Hill tribes, mostly Karen living near the Myanmar border, make up about one percent of the population. Some Mong, Lawa, Lao, Chinese and Khmer minorities live in the province (The Bureau of Registration Administration, 2019).

#### **4.3.1.4 Economy**

The economy of Ratchaburi province is based on agricultural, industrial and services sectors. Ratchaburi has 1,762 factories, in which majority are food production, metal, garment factories. Rice, pine apple, sugar cane and cassava are the main crops of the province. Pig and chicken are important livestock. As of 2019, Gross Provincial Product was 201,571 million Baht. GPP per capita was 248,028 Baht (Ratchaburi Government, 2021).

#### **4.3.1.5 Tourism**

Ratchaburi's highlight destination is the Damnoen saduak Floating Market which is located in Damnoen saduak district. There are many historic places such as the City Pillar Shrine, Wat Phra Sri Ratana Mahathat and Ratchaburi National museum in Muang district, while Suan Pheung district is famous for its natural landscape. The number of tourists visiting Ratchaburi increases from year to year. The province had 1,398,883 Thai tourists and 18,393 foreign tourists in 2020 with a general 6,816 million Baht income from tourism (Ratchaburi National Statistic Office, 2021). There are numbers of road and trail events held in Ratchaburi province. These include Chom Beung Marathon, Tanaosri Trail and Khao Pratabchang Trail.

#### **4.3.1.6 Chom Bueng District**

Chom Bueng is a district in Ratchaburi province. It is divided into six sub-districts (Tambons), which are further subdivided into 90 administrative villages (Mubans). It has 64,657 registered population estimated in 2020 (Chom Bueng City, 2021).

Several caves are found in the district and provide exotic experiences for tourists. Khao Bin cave is regarded as the most beautiful, having many stalactites and stalagmites. Chomphon cave was renamed by King Chulalongkorn during his visit in the area in 1895, due to a stalactite that resembled an epaulette of a

field marshal. Chom Bueng is also a location for Khao Pratabchang open zoo and Muban Chom Bueng Rajabhat University.

Muban Chom Bueng Rajabhat University has been established since 1594 by adopting the concept of a village institute. The primary purpose was to develop local teachers to serve local communities. Now, the university has 7 faculties, which include Thai boxing and Thai medicine studies. The university is the key stake of the organization of the Chom Bueng Marathon. Recently, marathon study has been created to be elective subjects for students in the university (Muban Chom Bueng Rajabhat University, 2021).

#### **4.3.2 The Establishment and Organization of the Chom Bueng Marathon**

Chom Bueng Marathon is one of the oldest mass running events in Thailand, held in Chom Bueng district, Ratchaburi province. It first started in 1985 during the first wave of the running boom by a group of runners with less than 100 running participants. The half marathon and full marathon distances were created later in 1989 and 1999. Nowadays, Chom Bueng Marathon is famous and admired for its motto “*Local race, Global Standard*” with a high degree of community engagement. The running events has slowly become a traditional event in the community that attracts large numbers of running participants increase from year to year (Chom Bueng Marathon, 2020). The number of participants increase from year to year for all race distances and the capacity of Chom Bueng has been enlarged to serve these increasing demand. In 2019, more than 10,000 runners took part (Chom Bueng Marathon, 2020).

The Chom Bueng Marathon is organized through network partners which consist of Muban Chom Bueng Rajabhat University (including Muban Chom Bueng Rajabhat University Alumni Association, Muban Chom Bueng Rajabhat University Promotion Affairs Committee Members, faculty, staff, and students), Chom Bueng Village Institute Foundation, local communities (including Chom Bueng District, Somdej Phra Yupparaj Chom Bueng Hospital, Chom Bueng Police Station, The Central Literature Botanic Garden, Chom Bueng Subdistrict Municipality, Chom Bueng Subdistrict Administrative Organization, Berkprai Subdistrict Administrative Organization, Ratchaburi Provincial Administrative Organization, schools, municipal communities, subdistrict headmen, village headmen, etc.) and runners through diverse

networks, e.g. Jogging Run Club Federation of Thailand, Western Running for Health Club, other running clubs, volunteer runner groups such as pacer group, sweeper group, fancy group, medical group, income providing group and representative runners from the committee of Thai Race License Standards (Chom Bueng Marathon, 2020). However, Muban Chombueng Rajabhat University plays an important role by acting as the center of coordination.

The Chombueng Marathon is permitted to organize the race following the rules & regulations of the International Association of Athletics Federations (IAAF) and Asian Athletics Association (AAA). It is proceeded under the control of the Athletic Association of Thailand and being advised by the committee of the Thai Race License Standards. The routes of marathon and half marathon were officially measured by the experts from IAAF and Thai Health Promotion Foundation has been the main supporter of the Chombueng Marathon since 2001 (Chom Bueng Marathon, 2020).

## **Summary**

The chapter provides the geographic, administration, economy and tourism information of the study areas, which include Chonburi, Buriram and Ratchaburi. The development towards a sports city of Chonburi and Buriram is highlighted. Additionally, the chapter also provides the background of the three case studies, namely, Bangsean42 Chonburi Marathon, Buriram Marathon and Chom Beung Marathon in terms of their initiatives and organizations.

## **CHAPTER 5**

### **A CASE STUDY ANALYSIS OF BANGSEAN42 CHONBURI MARATHON**

This chapter presents the analysis and discussion of the quantitative and qualitative data from the Bangsean42 Chonburi Marathon case study. The chapter ends with a presentation of the lessons learned from the case.

#### **5.1 Demographic of Bangsean42 Chonburi Marathon Respondents**

The data were collected from both running participants and residents in Sansuk municipality and nearby area, as this is the event venue of Bangsean42 Chonburi Marathon. The data were collected through online and on-sites methods. Uncompleted questionnaires and questionnaires from underage respondents (age under 18) were picked out. Only valid questionnaires were further used for analysis. A total of 100 questionnaires were collected from the runners and local residents residing in the hosting venue area, respectively.

With regards to the demographic data, majority of the running participants in the survey are male (66%), and females accounts for 33% while 1.0% do not want to reveal their gender. The age group from 30-50 make up the main proportion of the runners. 56% of the runners work as company employees, followed by business owner (16%), government officers (15%), freelance (10%), while the rests 2% are students or unemployed. Majority of the runners are having middle to high income. The runners demographics aligns with the second wave of the running boom that emerges among middle age and middle income class as running is seen as their recreational activities.

47% of the runners answer in the questionnaire that they would definitely come to Sansuk municipality (Bangsean) although the running event had not been held. This is because the Sansuk municipality or Bangsean is the closest beach from Bangkok. It serves as a weekend destination for many people. 27% the respondents say they would not come and 26% were uncertain.

Table 5.1

*Demographic of Respondents – Bangsean42 Chonburi Marathon's Runners*

Items		Frequency in %
<b>Gender</b>	Male	66.0
	Female	33.0
	Do not specify	1.0
<b>Age</b>	>18-30	9.0
	>30-40	37.0
	>40-50	44.0
	>50-60	7.0
	>60	3.0
<b>Occupation</b>	Government officer	15.0
	Business owner	16.0
	Freelance	10.0
	Company employee	56.0
	Farmer/ Agriculturer	0
	Students	1.0
	Unemployed	1.0
	Others	0
<b>Income</b>	>10,000	1.0
	10,000 – 30,0000	25.0
	30,000 – 50,000	26.0
	50,000 – 70,000	24.0
	<70,000	24.0
<b>Visit the city if there is no event</b>	Yes	47
	No	27
	Uncertain	26

Source: Field Survey, 2020.



Table 5.2

*Bangsean42 Chonburi Marathon Runners' Motive*

<b>Motive</b>	<b>Frequency in %</b>
Health and fitness	25.0
Self-challenge/ personal goal achievement	28.1
Competition/ to win a prize	0.9
Recreation and entertainment	18.1
Family and friend togetherness	10.1
New experiences	14.4
New group of friends	3.4

Source: Field Survey, 2020.

According to Table 5.2, the key motives of the running participants of Bangsean42 Chonburi Marathon are self- challenge/personal goal achievement (28.1%), health and fitness (25%) and recreation and entertainment (18.1%). Some want to get new experiences and some runners view the event as the gathering of families and friends. This also aligns with the characteristics of people joining the second wave of the running boom. People run to complete the race rather than to compete with each other. Moreover, intrinsic motives such as goal achievement and self-esteem play a greater role than extrinsic motive such as rewards or prizes.

In the questionnaire survey, runners are asked about how they know about Bangsean42 Chonburi Marathon. Runners could select more than one answer. The frequencies in percentages of each channel of communication being selected are summarized in Table 5.3.

The result show that internet (74.7%) is the most common channel used to announce the running event news and update. Other traditional channels such as television/radio (7.1%) and poster (4.7%) can still be used to promote the event and provide information. However, internet has gained an increasing importance for the rise of the running boom. Many running webpages, online communities and social media

are created and used to provide running knowledge, inform about the running events and share inspirations among runners.

Table 5.3

*Bangsean42 Chonburi Marathon Runners' Communication Channel*

<b>Channel</b>	<b>Frequency in %</b>
Poster	4.7
Government	0
Internet	74.4
TV/ Radio	7.1
Friends	3.9
Event date	0
Others	0

Source: Field Survey, 2020.

Table 5.4 illustrates the demographics of the non-running participants or residents residing in the hosting venue area of Bangsean42 Chonburi Marathon. It shows that residents are 53% male and 47% female. Age group of over 18-30 years old represents the biggest proportion, followed by 30-40 years old, 50-60 years old and 40-50 years old.

31% of the residents responded to the survey are Burapha University's students, which is located close to the event venue. 31% work as freelance, 18% are government officers, 8% are business owners and 8% work as company employees. Majority of the residents in the survey are living close to the event venue (within 5 km). Thus, they are more likely to be aware of the mass running event and also be impacted by the mass running event.

Table 5.4

*Demographic of Respondents – Bangsean42 Chonburi Marathon's Residents*

<b>Items</b>		<b>Frequency in %</b>
<b>Gender</b>	Male	53.0
	Female	47.0
	Do not specify	0
<b>Age</b>	>18-30	43.0
	>30-40	23.0
	>40-50	16.0
	>50-60	18.0
	>60	0
<b>Occupation</b>	Government officer	18.0
	Business owner	8.0
	Freelance	31.0
	Company employee	8.0
	Farmer/ Agriculturer	0
	Students	31.0
	Unemployed	0
	Others	4.0
<b>Distance from event venue</b>	>1 km	14.0
	1-5 km	54.0
	5-10 km	16.0
	10-15 km	10.0
	<15 km	6.0

Source: Field Survey, 2020.

Table 5.5

*Bangsean42 Chonburi Marathon Residents' Communication Channel*

<b>Channel</b>	<b>Frequency in %</b>
Poster	35.2
Government	13.1
Internet	31.1
TV/ Radio	2.1
Friends	11.7
Event date	5.5
Others	1.4

Source: Field Survey, 2020.

Residents residing in the hosting venue area were asked about how they knew about the event; in which they can select more than one answer. Table 5.5 shows that residents are well aware of the mass running event in their community. The residents receive the news about Bangsean42 Chonburi Marathon through different channels. For example, poster or placards (35.2%) is the most commonly used channel to communicate with the local people, followed by the internet (31.1%). Some receive the event messages or announcements from local government (13.1%) and friends (11.7%). 5.5% know about the running event on the event date, while 1.4% receive the message via other channels. The posters about marathon event are hanged around the community area and along the race course in advance to inform the residents about when and where the event will take place so that they can avoid the road closures. This reduces the degree of resistance.

Residents were further asked whether they are runner or jogger. Table 5.6 shows that majority of residents residing in the hosting area of Bangsean42 Chonburi Marathon are non-runners i.e. neither runner nor jogger. Non-runners account for 88% and runners account for 12% of 100 residents who responded to the questionnaire survey.

Table 5.6

*Percentage of Bangsean42 Chonburi Marathon's Residents revealed as Runners and Non-Runners*

Item	Frequency in %
Non-runner	88.0
Runner	12.0

Source: Field Survey, 2020.

Additionally, residents were asked to indicate their interest towards mass running events by using a 5-Points Likert scale; scale 1 for not interested at all to scale 5 completely interested. The residents' interest towards mass running events are moderate with an average score of 2.96 out of 5.

Table 5.7

*Bangsean42 Chonburi Marathon Residents' Interest towards Mass Running Events*

Item	Mean
Resident interest	2.96

Source: Field Survey, 2020.

## **5.2 Bangsean42 Chonburi Marathon Residents' Degree and Form of Participation in Mass Running Events**

### **5.2.1 Degree of Participation**

Here, the residents' degrees and form of participation are examined. Residents residing in the hosting venue area of Bangsean42 Chonburi Marathon were asked to indicate their degree of participation by using a 5-Points Likert scale ranging from 1-5; 1 = lowest and 5 = highest.

Table 5.8

*Bangsean42 Chonburi Marathon Residents' Degree of Participation*

<b>Item</b>	<b>Mean</b>
Resident degree of participation	2.42

Source: Field Survey, 2020.

The result in Table 5.8 shows that residents' degree of participation is moderate with an average score of 2.42 out of 5.

### **5.2.2 Form of Participation**

In order to identify the form of participation Arnstein's ladder of citizen participation ranging from nonparticipation, tokenism to citizen power is used as the basis for the questionnaire design. Residents were asked to evaluate the statements indicating the activities and actions that occurred during the organization of Bangsean42 Chonburi, whether they agree or disagree with the statements by using 5-Point Likert scale.

Table 5.9

*Bangsean42 Chonburi Marathon Residents' Form of Participation in Mass Running Event*

<b>Form of participation</b>	<b>Mean</b>
Non- participation	3.54
Informing	3.56
Consultation	2.89
Placation 1	2.73
Placation 2	2.49
Partnership	2.09
Delegated power	2.31
Citizen control	2.67

Source: Field Survey, 2020.

Table 5.9 shows that the forms of participation admitted by residents are mostly non-participative. Informing has the highest average score of 3.56, followed by non-participation (3.54) and consultation (2.89). The average scores for other forms with the decentralization of power such as partnership, delegated power and citizen control are rated with low to moderate score. The average scores are less than 2.66 out of 5. This can be implied that residents are somewhat informed about the events as they are able to provide their opinions or suggestions but the key accountability and responsibility to organize the mass running events remained primarily with the event organizers and the residents. Thus, the role of the local residents in the organization of mass sporting event is still limited.

In light of the question “*how do respondents participate in the mass running events?*” in order to see what exactly they do in terms of mass running event participation, the result in Table 5.10 shows that the most common form of participation is spectators (32.1%), followed by no participation of any kinds (23.9%). Also, 15.6% of the Bangsean42 Chonburi Marathon residents actively participate as volunteer, 8.3% as paid staff and 6.4% as running participants. 2.8% reveal that they provide food and beverages for runners or allowing runners to use their home toilets and being good host for the runners.

Table 5.10

*Bangsean42 Chonburi Marathon Residents' Participatory Action*

<b>Participatory action</b>	<b>Frequency %</b>
Running participants	6.4
Event organizers	2.8
Paid staffs	8.3
Volunteers	15.6
Spectators	32.1
Host	2.8
No participation of any kind	23.9

Source: Field Survey, 2020.

### 5.3 Perceptions towards the Impacts of Bangsean42 Chonburi Marathon

The study examines the perceptions of runners and residents residing in the event venue area towards the impacts of mass running events. Runners and residents are asked to evaluate the impacts statements by using a 5-Points Likert scale, ranging from 5 = Strongly agree, 4 = Agree, 3 = Neither agree or disagree, 2 = Disagree, 1 = Strongly disagree. The impact statements are positively and negatively pre-formulated by category, namely economic, social and environmental. The descriptive analytical results are shown in Table 5.11 and Table 5.12.

Table 5.11

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Bangsean42 Chonburi Marathon rated by Runners*

Items	Runners		
	Mean	S.D.	Interpretation
<b>Positive impacts</b>			
1. improve infrastructure (e.g. park, public toilet)	3.97	.893	H
2. improve transport system (e.g. road, bus connection)	3.77	.893	H
3. improve employment opportunity	4.03	.822	H
4. increase local income	4.36	.871	H
5. enhance destination image	4.28	.911	H
6. increase public awareness of province/ community as tourism destination	4.31	.940	H
7. increase tourist visitations	4.19	.918	H
8. improve tourism infrastructure (e.g. hotels, tourist attractions)	3.93	.956	H
9. create community pride	3.86	.921	H
10. enhance community unity	3.63	.939	M
11. increase community quality of life	3.32	.942	M
12. increase individual quality of life	3.28	.975	M
13. create opportunity to participate in community decision making	3.28	.933	M



Table 5.11

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Bangsean42 Chonburi Marathon rated by Runners (Con't)*

14. create opportunity to volunteer	3.82	.833	H
15. increase inspiration for sports/ physical activities	4.01	.823	H
16. increase recreational/ entertainment opportunities	3.86	.888	H
17. increase future use of existing recreational and sport facilities	3.79	.977	H
18. increase local interest as tourism destination	3.57	1.01	M
19. increased local interest in the region's culture and history	3.32	1.02	M
20. acquirement of experience in hosting mass sport event	3.47	1.05	M
21. acquirement of knowledge in organizing mass sport event	3.36	1.11	M
22. acquirement of knowledge about sports/ physical activities	3.37	1.04	M
<b>Negative impacts</b>			
1. create crowded in the city	3.73	.962	H
2. lead to traffic congestions	3.80	.974	H
3. increase crime in the city	2.56	1.09	M
4. cause inconvenience from road closures	3.52	1.09	M
5. increase price of goods and services	3.26	.911	M
6. bring conflict between participants of mass running events and local residents	2.68	1.09	M
7. bring conflict between those who support and do not support the mass running event	2.70	1.05	M
8. create air pollution	2.26	1.03	L
9. create noise pollution	2.85	.947	M
10.increase amount of litter and waste	3.33	1.02	M
11.damage in natural environments and landscape	2.64	.969	M

N = 100

(H = high, M = moderate, L = low)

Source: Field survey, 2020.

Table 5.12

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Bangsean42 Chonburi Marathon rated by Residents*

Items	Residents		
	Mean	S.D.	Interpretation
<b>Positive impacts</b>			
1. improve infrastructure (e.g. park, public toilet)	3.47	.989	M
2. improve transport system (e.g. road, bus connection)	3.37	.868	M
3. improve employment opportunity	3.57	.987	M
4. increase local income	3.93	.924	H
5. enhance destination image	3.85	.968	H
6. increase public awareness of province/ community as tourism destination	4.28	.944	H
7. increase tourist visitations	4.23	.930	H
8. improve tourism infrastructure (e.g. hotels, tourist attractions)	3.86	.985	H
9. create community pride	3.83	.817	H
10. enhance community unity	3.81	.825	H
11. increase community quality of life	3.74	.906	H
12. increase individual quality of life	3.56	.820	M
13. create opportunity to participate in community decision making	3.41	.986	M
14. create opportunity to volunteer	3.88	.977	H
15. increase inspiration for sports/ physical activities	4.08	.939	H
16. increase recreational/ entertainment opportunities	4.09	.900	H
17. increase future use of existing recreational and sport facilities	3.87	.939	H
18. increase local interest as tourism destination	4.02	.864	H
19. increased local interest in the region's culture and history	3.77	.952	H
20. acquirement of experience in hosting mass sport event	3.60	1.12	M

Table 5.12

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Bangsean42 Chonburi Marathon rated by Residents (Con't)*

21. acquirement of knowledge in organizing mass sport event	3.59	1.09	M
22. acquirement of knowledge about sports/ physical activities	3.83	.985	H
<b>Negative impacts</b>			
1. create crowded in the city	3.92	.950	H
2. lead to traffic congestions	3.69	1.14	H
3. increase crime in the city	2.58	1.25	M
4. cause inconvenience from road closures	3.46	1.14	M
5. increase price of goods and services	3.10	1.19	M
6. bring conflict between participants of mass running events and local residents	2.59	1.25	M
7. bring conflict between those who support and do not support the mass running event	2.49	1.29	M
8. create air pollution	1.88	1.04	L
9. create noise pollution	2.07	1.12	L
10. increase amount of litter and waste	3.03	1.16	M
11. damage in natural environments and landscape	2.09	1.16	L

N = 100

(H = high, M = moderate, L = low)

Source: Field survey, 2020.

The study results show that the running participants and residents residing in the venue area of Bangsean42 Chonburi Marathon perceive the impacts created by the mass running events at moderate to high level. Particularly, the positive economic impacts are strongly perceived, followed by social impacts and environmental impact, whereby the environmental impact statements are negatively formulated. The low to moderate average scores for environmental impacts imply that the mass running events generate less environmental impacts compared to other impact categories.

Top three average score for the positive economic impacts rated by the runners participating in the Bangsean42 Chonburi Marathon include “Increase local income” (4.36), “Increase public awareness of the province/community as tourism destination (4.31)” and “Enhance destination image” (4.28), while “Increase public awareness of the province/community as tourism destination” (4.28), “Increase tourist visitations” (4.23) and “Increase local income” (3.93) are the top three highest score rated by the residents.

For the positive social impacts, the runners rated “Increase inspiration for sports/physical activities” (4.01), “Create community pride” (3.86) and “Increase recreational/ entertainment opportunities” (3.86) as the top three highest average score, while “Increase local interest as tourism destination” (4.09), “Increase inspiration for sports/physical activities” (4.08) and “Increase local interest as tourism destination” (4.02) were least rated.

The running participants and residents rated “Lead to traffic congestions”, “Create crowded in the city” and “Cause inconvenience from road closures” as the top three negative impacts. Air pollution, noise pollution and damage in natural environments and landscape seem to be less significant environmental impact as perceived by both groups compared to waste and litter problem. However, negative environmental impacts are rated with low to moderate average scores.

#### **5.4 Degree of Agreement and Willingness to Support Future Events**

The study also examines the degree of agreement and willingness to support future events. Residents residing in the venue area and running participants of Bangsean42 Chonburi Marathon were asked to answer the following two questions, namely, “*would you agree if your community organize this marathon running event in the following years?*” and “*would you support this Marathon Running event in the following years?*”. The 5-Points Likert scale ranging from strongly disagree to agree are used to answer the questions.

Table 5.13

*Degree of Agreement and Willingness to Support Future Events*

Items	Runners		Residents		t	Sig (2-tailed)
	Mean	S.D.	Mean	S.D.		
1. Agree with the future events	4.50	.628	3.95	.957	4.804	.000
2. Support the future events	4.42	.654	3.85	.958	4.916	.000

Source: Field survey, 2020.

The results in Table 5.13 show that both runners and residents agree with the future events and are willing to support future events with a high level of average scores. However, when compared the average scores by conducting the Independent-Sample T- Test, the average scores of degrees of agreement and willingness to support future events, the ratings of the runners and residents are different with a 5% significant level. The runners tend to agree more and indicate higher intentions to support future events compared to residents.

### **5.5 Relationships between Perceived Positive Impacts and Degree of Agreement and Willingness to Support Future Events**

Further analysis was conducted to examine the relationship between perceived positive impacts and degree of agreement and willingness to support future events. Based on the social exchange theory, this study hypothesized that when stakeholders have a positive perception impacts, they are more likely to engage in future events. The results from the correlation analysis are shown in Table 5.14 and Table 5.15.

Table 5.14

*Correlation between Perceived Positive Economic Impacts and Degree of Agreement and Willingness to Support Future Events  
(Bangsean42 Chonburi Marathon)*

	M	S.D	1	2	3	4	5	6	7	8	9	10
1. Infra	3.72	.972	1									
2. Transport	3.57	.873	.688**	1								
3. Job	3.80	.935	.474**	.591**	1							
4. Income	4.14	.920	.416**	.526**	.530**	1						
5. Image	4.06	.961	.476**	.532**	.523**	.789**	1					
6. TourismCity	4.29	.939	.426**	.433**	.468**	.746**	.779**	1				
7. Visitation	4.21	.922	.419**	.491**	.393**	.698**	.664**	.781**	1			
8. TourismInfra	3.89	.968	.566**	.611**	.488**	.631**	.611**	.614**	.666**	1		
9. Agree	4.22	.853	.288**	.342**	.359**	.329**	.356**	.293**	.246**	.217**	1	
10. Support	4.13	.866	.278**	.406**	.337**	.653**	.645**	.272**	.273**	.316**	.761**	1

N=200

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey, 2020.

Table 5.15

*Correlation between Perceived Positive Social Impacts and Degree of Agreement and Willingness to Support Future Events (Bangsean42 Chonburi Marathon)*

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.Pride	3.74	.868	1															
2.Unity	3.82	.886	.785**	1														
3.CommuLife	3.53	.945	.633**	.682**	1													
4.IndividualLife	3.42	.909	.610**	.707**	.809**	1												
5.Engagement	3.34	.959	.511**	.534**	.684**	.645**	1											.
6.Volunteer	3.85	.906	.538**	.535**	.557**	.491**	.568**	1									.	.
7.Inspiration	4.04	.881	.521**	.614**	.550**	.578**	.558**	.637**	1								.	.
8.Recreational	3.97	.899	.580**	.634**	.589**	.547**	.517**	.569**	.781**	1								
9.Futureuse	3.83	.956	.567**	.560**	.595**	.590**	.442**	.585**	.629**	.743**	1							
10.InterestTourism	3.79	.968	.512**	.530**	.591**	.617**	.455**	.423**	.541**	.594**	.662**	1						
11.InterestCulture	3.54	1.01	.360**	.412**	.585**	.618**	.541**	.314**	.435**	.529**	.647**	.720**	1					
12.HostExperience	3.53	1.09	.374**	.425**	.497**	.546**	.561**	.335**	.455**	.525**	.515**	.598**	.617**	1				
13.KnowledgeEvent	3.47	1.10	.328**	.408**	.579**	.589**	.611**	.337**	.508**	.567**	.532**	.612**	.683**	.798**	1			
14.KnowledgeSport	3.60	1.03	.349**	.506**	.612**	.626**	.554**	.412**	.515**	.507**	.564**	.679**	.664**	.744**	.819**	1		
15.Agree	4.22	.853	.210**	.230**	.200**	.169*	.224**	.252**	.307**	.256**	.201**	.117	.061	.102	.078	.045	1	
16.Support	4.13	.866	.182*	.154*	.127	.093	.167*	.173*	.203**	.262**	.270**	.135	.156*	.210**	.200**	.116	.761**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2020

The results in Table 5.14 show that there is a positive linear relationship between each perceived positive economic impact and the degree of agreement and willingness to support future events ( $P\text{-value} < 0.05$ ). There is also a positive relationship between running participants and residents' perceived positive social impacts and degree of agreement and willingness to support future events as shown in Table 5.15.

The positive relationship between perceived positive social impacts and degree of agreement are valid for some items including "Create community pride", "Enhance community unity", "Increase community quality of life", "Increase individual quality of life", "Create opportunity to participate in community decision making", "Create opportunity to volunteer", "Increase inspiration for sports/physical activities", "Increase recreational/entertainment opportunities" and "Increase future use of existing recreational and sport facilities".

And the positive relationship between perceived positive social impacts and willingness to support future events are valid for items: "Create community pride", "Enhance community unity", "Create opportunity to participate in community decision making", "Create opportunity to volunteer", "Increase inspiration for sports/physical activities", "Increase recreational/entertainment opportunities", "Increase future use of existing recreational and sport facilities", "Increased local interest in the region's culture and history", "Acquirement of experience in hosting mass sport event", "Acquirement of knowledge in organizing mass sport event" and "acquirement of knowledge about sports/physical activity".

Nevertheless, from the majority of the cases, it can be concluded that when stakeholders have a positive perception towards event impacts, they are more likely to agree and support future events. Thus, the need to create awareness of positive event impacts can be a vital factor to encourage stakeholders' participation and engagement in the future events.



## **5.6 The Analysis of the Management and Organization of Bangsean42**

### **Chonburi Marathon and its Impacts**

In-depth interviews with key stakeholders of Bangsean42 Chonburi were conducted in order to attain deeper insights into the benefits or impacts of the mass running events on community and the management of mass running events as well as to examine the critical success factors. Informants for the in-depth interviews were the event organizers, in this case the CEO of MICE and COMMUNICATION Co. Ltd., the local government, City Mayor of Sansuk municipality, a paid-staff and a running participants of the events.

Key information obtained from the interviews are summarized as follows:

#### **5.6.1 The Management and Organization of Bangsean42**

##### **Chonburi Marathon**

##### **The Initial stage of Bangsean42 Chonburi Marathon**

The organizer (race director) of Bangsean42 Chonburi Marathon revealed that Bangsean42 Chonburi Marathon is very novel in terms of concept and management. The event was launched two years after the organizers had gathered sufficient experience from organizing mass running events with a short race distance called Bangsean21. Bangsean42 Chonburi Marathon is a full marathon running event which is still the only mass running events in Thailand that has one race distance. The idea is to build the marathon spirit in the city as in major marathon cities such as Boston, New York, Tokyo or Osaka. Moreover, Bangsean42 Chonburi Marathon has position itself to be “*hi-end*”, which is represented in the admission fee and also in the quality and standard applied in the race. It was the most expensive running event at that time and its high standard had a long-lasting reputation.

The organizer of Bangsean42 Chonburi Marathon indicated his strong intention to make a good running event. He believes his experience from some mass running events he had attended before and skills in organizing MICE events could contribute to the organization of a good or high standard mass running event. He said “*the initial organization of this mass running event is to create a good event that one*

*can dream of, the finest running event ever. Because I suffered from some mass running events, so I want to make it better”.*

However, the intention to attain World Athletics or former IAAF Label Road Race did not become apparent. But with the Bangsean21, the first running event organized by the company was so successful and many participants mentioned that the standards applied in Bangsean21 were equivalent to those of the Label Road Race events held in Singapore or Japan, the event organizer started seeking for more information and found out that there are only a few number of mass running events with Label Road Race in Asia. This could be a great opportunity, even if this mission failed, that the event organizer thought he can learn something from. Now, Bangsean21 possesses the World Athletics Gold Label Road Race, Bangsean42 Chonburi Marathon and Bangsean10 has the Bronze Label Road Race which guarantee the world class marathon standard. The event organizer together with the city are working toward achieving three Gold Label Road Race.

### **The Venue Selection**

As MICE and COMMUNICATION Co. Ltd. came up with the idea of making a dream running event. The event organizer started searching for an appropriate event venue. He revealed in the interview that, *“when choosing venue locations, many aspects were considered such as the location and ecosystem. First, the location should be 1-2 hours’ travel range from Bangkok. Second, I looked for the venue location that has the appropriate ecosystem and facilities such as suppliers, accommodation, transportation and space for start and finish assembly”.*

He found out that Sansuk municipality or Bangsean could be the location of this dream running event. Other places within 2-hour drive range from Bangkok such as Khao Yai or Kanchanaburi have already hosted some running events. But Bangsean has not hosted any running events in recent years. Thus, the city was not as popular as other cities. People think of Bangsean as a place for inexpensive hideaway, although the city has been far developed with five-star tourism facilities and infrastructure. Bangsean has an appropriate ecosystem that is required for mass participation sporting events - sufficient lodging networks, local vendors and suppliers, good transportation and super location. The city also provides the scenic race course

along the beach, Sam Muk hill and fishery village. Therefore, the event organizer chose Sansuk municipality or Bangsean as the venue for this event.

After the venue for the running event was selected. The event organizer contacted local authority for their permission. This was just the same time that the Sansuk municipality wanted to have some events as the kick-off events for a healthy city and sport tourism city campaign.

Sansuk City Mayor revealed in the interview that he wants to position the city as healthy city to align with Chonburi as a sport city. The city wants to attract sport tourists as they are quality tourists with high spending power. At the same time, the city wants to encourage people to do more sports and take care of their health. As running boom was on the surge, running events could be a kick-off event that attract tourists who have never come to Bangsean before or have not been to Bangsean for long to come back and see how far the city has developed and how beautiful the city is now. The City Mayor hoped that this event could change the perception towards Bangsean from inexpensive tourism destination to a fine destination for sports and recreation activities. At the same time the running event could inspire the Bangsean people to do more sports and take care of their health.

So, the cooperation between MICE and COMMUNICATION Co. Ltd. and Sansuk municipality began to stage the Bangsean21, the finest running event ever in 2015 and many more mass running events in the following years including Bangsean42 Chonburi Marathon.

### **Event Scheduling**

Since the mass running event was determined to be a showcase to promote the Sansuk municipality or Bangsean as a destination for sports tourism and a kick-off project for a healthy city campaign, the event date was carefully selected. The City Mayor mentioned in the interview that *“we used the data of water temperature, the sea water quality, wind and temperature to support our decision making. The mass running event should be held in November or December. Because during this time, the weather is not so hot. The sea water is blue and clear and there is no rubbish on the beach. It is the best time to visit Bangsean beach and I am sure that this can impress sports tourists.”*

### **The Cooperation**

As both parties, namely the event organizer/owner and the city agreed to work towards the same goal which was to launch the finest running event as a kick-off event to promote healthy city, attract sport tourists and to fulfill their own determination, the cooperation or partner-relationship began. MICE and COMMUNICATION Co. Ltd. as the event organizers were in charge of the whole organization of the events including the planning of the events, staffing of personal and diverse teams, event execution and evaluation. Customer journey was carefully studied, as the event organizer wanted to relief himself of all the pain points he had suffered before. The IAAF or now World Athletics standards were then implemented. The event organizer paid attention to all details and tried to create the gimmick out of everything, even in the cups for serving water, that the ink was safe and environmentally friendly, and that the screen pictures was nice that the runners can keep as souvenir.

However, there were some tasks that were beyond the event organizer's hand but it was the responsibility of the city. The City Mayor shared in the interview that *“to host a high-level standard running events, the city must upheave its own standard too. Thus, the city must improve road lighting, road smoothness, race course or the security along the route etc. and make them comply with the standard defined by World Athletics. This is the task of the city and not the event organizer. Moreover, to make the running event more memorable, the city tries to create new gimmick out of the road medians or along the route. New tourist attractions are developed, because we understand that runners want to experience something new every year.”*

The organization of Bangsean21 ( Half- Marathon) and Bangsean10 ( Mini- Marathon) are the cooperation between MICE and COMMUNICATION Co. Ltd. as event organizers and Sansuk municipality. However, the Bangsean42 Chonburi Marathon is the cooperation between MICE and CCOMMUNICATION Co. Ltd. and the Chonburi Provincial Administrative Organization since the route (42 km) covers more than one district. In this way, the Provincial Administrative Organization can better cooperate and negotiate with other local government authorities (municipalities) and communities. In sum, the cooperative

action or partnership relation is highly emphasized as one of the main factors contributing to the event success.

### **Sponsors and Partners**

Sponsors and partners are important to the organization of high standard mass running event. The event organizer reported that *“although runners pay registration fees, the fees are not sufficient for organizing good events. For example, the barriers used for road closure cost 600,000 Baht not including the transportation and set up cost. The rubbish bin cost 1,000 Baht each and we need 500 pieces. Volunteers did not receive money, but we have to provide them with food and transportation. These are the costs that runner do not see”*.

Event organizer added that luckily, Bangsean42 Chonburi Marathon received strong supports from partners such as Thailand Tourism Authority, local authorities such as police, Civil Defense Volunteer, local hospitals, medical staffs, volunteers and diverse sponsors. These have great contribution to the event quality and standard, and ultimately, the event success.

### **Community Engagement**

Mass running event is still novel in Thai society. There were some resistances from the community since the mass running event often came with the disruption of community lives due to road closures and crowd in the city. Therefore, some residents do not agree with the events.

The MICE and COMMUNICATION co Ltd., the event organizer mentioned in the interview that community engagement and resistance is one of the challenges in organizing mass running in Thailand. But it is getting better from year to year, as communities have learned and understood its benefits. Residents residing in the hosting area are less against the event and they do voluntarily engage and support the event. They see the positive impacts in their community and the mass running event have become a tradition.

The City Mayor shared a similar view, as he said, when organizing mass running events or other mass participation events in the area, there would be some people who agree and others who do not agree with the events. But he cannot stop the project, just because a few percentage of people are against it. He added that when 60-70 percent agree, he would go on. But in parallel, the city will continue to communicate

in order to educate and change their perception, and try to engage more residents to have more stakes with the event.

Both respondents admitted that “*Thailand have an equivalent standard as other world class international mass participation sporting events but the community engagement needs to be increased*”.

### **5.6.2 The Impacts of Bangsean42 Chonburi Marathon**

All key informants in the in-depth interviews agreed that the mass running event have created both positive and negative impacts to the community hosting the events and residents residing in the venue area. Negative impacts are mainly the inconvenience, the crowd and waste and litter problem. But the positive impacts that the running event brought to the community is enormous.

The event organizer revealed in the interview that mass running event generate direct and indirect income. Direct income is the participation fee, while indirect income comes from tourism spending. Tourism and services sector, local suppliers and vendors and also surrounded industry benefits from the event. He provided the example of Bangsean42 in which 12,000 runners participated. If these runners are accompanied by 2-3 friends and family members, there would be up to 20,000-30,000 coming to Bangsean during the weekend. If runners trained 4 months for running the marathon, at least 12,000 shoes might have been replaced. The event organizers also mentioned sport inspiration benefits for residents and friends and families of the runners.

The City Mayor revealed that the economic and tourism stimulation, urban regeneration and city branding benefits of the mass running events are also important. He said, “*Statistic of the city shows that the number of tourists increases from 800,000 to 2,000,000 in recent years. During the event there might be 60,000 people coming in. This create opportunities for new businesses such as restaurants, hotels and café. At the same time old businesses are forced to upgrade themselves to serve new segment of tourist, since sport tourists are more concern on quality of the products and services and have higher power of purchase compared to old tourist segment. Real estates for both business and residential purposes are also stimulated by the coming of sport tourism. There are people buying such assets in the area as they*

*feel the city is nice to live and practical for practicing sport. The economic becomes dynamic all year round, not only during the event.”*

He added that the city itself is forced to upgrade its infrastructure and facilities such as road smoothness, road lighting to comply with the world running standard. The city also develops more tourist attraction places and creates new gimmick every year to welcome sport tourists. And these urban and infrastructural development will become the legacy after the event that all the residents can also as well benefit from it.

Mass running event Bangsean42 Chonburi Marathon provides city marketing benefits. The City Mayor revealed that *“the race course passes through city highlights and ends at the beach side. The event is held during the best season. Thus, it is a good show case to PR the city at the lower cost compared to other medias”*.

Other benefits of the mass running event are knowledge sharing and sport inspiration effect. Knowledge sharing also occurred among organizers. The CEO of MICE and COMMUNICATION Co. Ltd. shared in the interview that there was an attempt to develop the association of mass sporting event organizers in Thailand or TMPSA. Members of TMPSA include 10 leading mass running event organizers and 200 small-size organizers. The purpose of TMPSA is to share knowledge and resources relating to the organization of mass running events with the ultimate goals to restore the mass sporting event business and set the new standard of mass sporting events in Thailand. Additionally, the MOU has been signed with the local universities to share knowledge in form of seminars, courses or provide internship or volunteer opportunities to students. Knowledge about event management and physical activities are indirectly shared to communities or people who are involved in the mass running event management.

A paid-staff for Bangsean42 Chonburi Marathon who also works as a freelance event organizer shared her opinion about knowledge sharing that, *“being part of this mass running event, I have learnt many things. I saw the process from upstream to downstream. I learnt how the professional organizer works. And on the event day, I can observe the behaviors of running participants. All the knowledge gained can be used in my working life as freelance organizers in order to improve the quality of the event and working process.”*

For sport inspiration, both event organizers and the City Mayor reported that there are more and more people running in Bangsean running T-shirts or Finisher T-shirt. People are proud of the event as it is a world-marathon destination; they want to participate and practice. And the city tries to facilitate them by creating more running track and increase security along the route. This helps in scaling up the number of runners.

### **5.7 Lessons Learned from the Case Study**

Based on the in-depth interviews with key stakeholders of Bangsean42 Chonburi Marathon, there are many factors that are important to the success of the event. The event organizer MICE and COMMUNICATION Co. Ltd. and the city (Chonburi province and Sansuk municipality) possess some resources, capabilities, relationships and practices essential for the management and organization of mass participation sporting events/mass running events.

Moreover, the event organizer and the city are having a well-organized plan and process to exploit the resources in order to deliver desired experiences and value to the running participants and accompanied people. In the planning phases, the event venue and date are carefully selected and running course, start and finish points are well drafted. Both key parties of Bangsean42 Chonburi Marathon are having clear objectives to obtain the Label Road Race and position the city as a sport city or healthy city. For the execution of the plan, Bangsean42 Chonburi Marathon has a great team of general staffs, medical staffs, volunteers and sponsors supporting the organization of the event. These factors and processes make Bangsean42 Chonburi Marathon outperform other mass running event in Thailand in terms of the level of success, reputation and standards.

As for the impacts of Bangsean42 Chonburi Marathon, the event creates both positive and negative impacts to Chonburi province and Sansuk municipality. Some impacts are short-term but some last for a longer period. Impacts related to economic and tourism are well perceived since these impacts occurred immediately and obviously during the events. The hotels are sold out and the restaurants and café are fully occupied. The crowd of sport tourists are attracted to the city. The city



infrastructure and facilities are improved to increase the standard of the running events and welcome sport tourists. Social impacts of mass running events increases the community pride. The event has been slowly turned into a tradition of the community. The running events create inspiration for sports or physical activities. Lastly, the event leads to knowledge sharing in many forms.

Change in the community occurs from year to year in Chonburi province and Sansuk municipality. The community engagement is slowly increased, while the resistance is lessened. People are communicated to and educated on the events and the benefits brought by it.

## **Summary**

The chapter provides the analysis and discussion of the Bangsean42 Chonburi Marathon. It reveals the resources, capabilities and practices utilized in the organization of the events and Bangsean42 Chonburi Marathon, a world-class marathon guaranteed with the World Athletic Label Road Race.

Nowadays, Bangsean42 Chonburi Marathon is in a top-rank of mass running events in Thailand in term of quality and standards and event popularity. The event creates diverse positive economic and social impacts to Chonburi province and Sansuk municipality. These impacts are well perceived as revealed in both quantitative and qualitative study, especially the economic and tourism related impacts. The perceived impacts include scaling up economic and tourism, urban and infrastructure regeneration, city marketing, sport inspiration and knowledge sharing. The perceived positive economic and social impacts are leading to higher degree of agreement and the intention to support future event. In other words, stakeholders tend to agree and support future events when they show a positive perception towards the impacts of the event.

## **CHAPTER 6**

### **A CASE STUDY ANALYSIS OF BURIRAM MARATHON**

This chapter presents the finding and analysis of the quantitative and qualitative data from the Buriram Marathon case study. Moreover, the lessons learned from this case study are also provided and discussed.

#### **6.1 Demographics of Buriram Marathon Respondents**

The data were collected from running the participants of Buriram Marathon and residents living in Buriram province through online and offline methods. Uncompleted questionnaires and questionnaire from underage respondents (age under 18) were selected. For further analysis, there were altogether 99 valid questionnaires returned from the running participants and 95 from residents residing in the hosting venue area.

The demographics of the respondents participating as runners in Buriram Marathon is shown in Table 6.1. From the 99 running participants who answered the questionnaires, 52.5% are female, 34.3% male and 13.1% do not want to reveal their gender identity. Nearly a half of the respondents are aged between 18-30 years old. 24.32% are 30-40 years old. 19.2% are 40-50 years old and 11.1 are 50-60 years old. No runner is aged over 60 years old. This because the long distance running of 42.195 km. is very tough for people at this age. Also, the runners from this age group cannot be reached by online survey.

Table 6.1

*Demographic of Respondents – Buriram Marathon's Runners*

Items		Frequency in %
<b>Gender</b>	Male	34.3
	Female	52.5
	Do not specify	13.1
<b>Age</b>	>18-30	44.5
	>30-40	24.2
	>40-50	19.2
	>50-60	11.1
	>60	0
<b>Occupation</b>	Government officer	15.2
	Business owner	13.1
	Freelance	23.2
	Company employee	29.3
	Farmer/ Agriculturer	1.0
	Students	15.2
	Unemployed	3.0
	Others	0
<b>Income</b>	>10,000	29.3
	10,000 – 30,0000	20.2
	30,000 – 50,000	24.2
	50,000 – 70,000	9.1
	<70,000	17.2
<b>Visit the city if there is no event</b>	Yes	36.4
	No	30.3
	Uncertain	33.3

Source: Field Survey, 2020.

Majority of the running participants work as company employee (29.3%), freelance (23.2%), government officer (15.2%), business owner (13.1%). 15.2% are students, 3% are unemployed at the moment of data collection and 1% work as farmers.

29.3% of the runners are having income less than 10,000, while income range from 10,000-30,000 Baht accounts for 20.2%, 30,000-50,000 24.2%, 50,000-70,000 Baht 9.1% and 17.2% are having 70,000 Baht per month as income. Demographics of the respondents implies that marathon runners are generally young to middle age with jobs and having middle to high income, which aligns with the characteristics of runners joining the second wave of running boom.

When asked whether respondents would have come to Buriram province if the Marathon event has not been held, 36.4% of the respondents say they would definitive come to Buriram. The percentage is slightly higher than those who definitively would not visit Buriram (30.3%), while 33.3% were undecided. This is because Buriram province also hosts other events all year round such as Motor sport and football. It is also famous for its historical touristic attractions.

Table 6.2

*Buriram Marathon Runners' Motive*

<b>Motive</b>	<b>Frequency in %</b>
Health and fitness	24.7
Self-challenge/ personal goal achievement	22.4
Competition/ to win a prize	3.4
Recreation and entertainment	20.5
Family and friend togetherness	8.0
New experiences	16.3
New group of friends	4.6

Source: Field Survey, 2020.

The running participants reveal their key motives for participating in the event as health and fitness (24.7%), self-challenge or personal goal achievement (22.4%), recreation and entertainment (20.5%), new experiences (16.3%), family and friend togetherness (8%), while 3.4% mentioned competition and prize as their motive, because Buriram Marathon provides various prizes, including prize for top 5 Thai Runners in each age group as well as prize for runners who can make new personal best

or PB. Nevertheless, the intrinsic motives still play greater role as they have a higher selection frequency.

Table 6.3 shows the communication channels that the running participants used to receive the event news and update. Multiple channels were selected. Internet (47.5%) which include websites and social media are the most common channels used to receive the event information, followed by traditional media such as posters (19.1%), TV and radio (10.9%) and friends (14.8%).

Table 6.3

*Buriram Marathon Runners' Communication Channel*

Channel	Frequency in %
Poster	19.1
Government	7.1
Internet	47.5
TV/ Radio	10.9
Friends	14.8
Event date	0
Others	0.5

Source: Field Survey, 2020.

Table 6.4 illustrates the demographics of the non-running participants or residents residing in the hosting venue area. From 95 residents, 53.7% are female, 32.6% are male and 13.7% do not want to reveal their gender identity. With regards to the age groups, 18-30 years old accounts for 71.6% of the total respondents. 21.1% are aged between 30-40 years old, while 5.3% are aged between 40-50 years old and 2.1% are 50-60 years old.

Majority of the resident respondents are students (33.7%) and freelancers (28.4%), while others are government officers (9.5%), company employees (8.4%), business owners (7.4%), famers (6.3%), unemployed (5.3%) and others (1.1%).

The respondents live within 15 km from the event venue area. 47.5% of them live within 5-10 km, 28.8% live within 1-5 km, 10.5% live within 10.5 km and

7.4 % live very close to the event (less than 1 km). Only 6.4% live more than 15 km away from the event venue.

Table 6.4

*Demographic of Respondents – Buriram Marathon's Residents*

Items		Frequency in %
<b>Gender</b>	Male	32.6
	Female	53.7
	Do not specify	13.7
<b>Age</b>	>18-30	71.6
	>30-40	21.1
	>40-50	5.3
	>50-60	2.1
	>60	0
<b>Occupation</b>	Government officer	9.5
	Business owner	7.4
	Freelance	28.4
	Company employee	8.4
	Farmer/ Agriculturer	6.3
	Students	33.7
	Unemployed	5.3
	Others	1.1
<b>Distance from event venue</b>	>1 km	7.4
	1-5 km	28.8
	5-10 km	47.4
	10-15 km	10.5
	<15 km	6.4

Source: Field Survey, 2020.

Table 6.5 illustrates channel used to communicate with local residents. Residents were asked how they got to know about the Buriram Marathon, in which they can select more than one answer. Internet (33.3%), poster (27.7%), government announcement (17.7%) and TV/ radio (16.4%) were selected as common channels to

receive news and update about Buriram Marathon. Only 0.5% got to know about the event from friends and a tiny percent on the event date.

Table 6.5

*Buriram Marathon Residents' Communication Channel*

Channel	Frequency in %
Poster	27.7
Government	17.3
Internet	33.6
TV/ Radio	16.4
Friends	4.5
Event date	0.5
Others	0

Source: Field Survey, 2020.

Table 6.6 shows that from the 95 residents who responded to the questionnaire survey, majority identify themselves as non-runners or non-joggers. This accounts for 84.2% , while 15.8% identify themselves as runners or joggers. Nevertheless, residents residing in the hosting venue area of Buriram Marathon are having moderate interest towards mass running events with the average score of 3.22 out of 5 as shown in Table 6.7.

Table 6.6

*Percentage of Buriram Marathon's Residents revealed as Runners and Non-Runners*

Item	Frequency in %
Non-runner	84.2
Runner	15.8

Source: Field Survey, 2020.

Table 6.7

*Buriram Marathon Residents' Interest towards Mass Running Events*

Item	Mean
Resident interest	3.22

Source: Field Survey, 2020.

## 6.2 Buriram Marathon Residents' Degree and Form of Participation in Mass Running Events

The study examines the degree and form of residents' participation in Buriram Marathon. Residents are asked to assess their degree of participation and to rate the statement based on Arnstein's ladder of participation by using a 5-Point Likert scale as well as to select the exact activity they do during the Buriram Marathon event.

### 6.2.1 Degree of Participation

The result in Table 6.8 shows that residents residing in the hosting venue area of Buriram Marathon assess their degree of participation with the average score of 3.01 out of 5. This indicates that they are having moderate degree of participation.

Table 6.8

*Buriram Marathon Residents' Degree of Participation*

Item	Mean
Resident degree of participation	3.01

Source: Field Survey, 2020.

### 6.2.2 Form of Participation

Table 6.9 shows that non-participative, informing and consultation have the highest average score of 3.24, 3.15 and 2.97 out of 5. This indicates the low intensity of residents' participation and power delegation. Residents feel that they are informed about the events and their voice or opinion may be heard. However, the key



responsibility and accountability remain primarily on the event organizers/event owners or related team. The power to make decision or organize the event is not fully decentralized to community.

Table 6.9

*Buriram Marathon Residents' Form of Participation in Mass Running Event*

<b>Form of participation</b>	<b>Mean</b>
Non- participation	3.24
Informing	3.15
Consultation	2.97
Placation 1	2.81
Placation 2	2.59
Partnership	2.31
Delegated power	2.48
Citizen control	2.64

Source: Field Survey, 2020.

When asked about concrete activities that residents do during the Buriram Marathon, Table 6.10 shows that 47.4% of Buriram residents reveal their roles as event spectators, running participant (18.9%), volunteers (9.5%), paid staff (5.3%) and good host (5.3%), while 13.7% reveal that they have no participation of any kind.

Table 6.10

*Buriram Marathon Residents' Participatory Action*

<b>Participatory action</b>	<b>Frequency %</b>
Running participants	18.9
Event organizers	0
Paid staffs	5.3
Volunteers	9.5
Spectators	47.4
Host	5.3
No participation of any kind	13.7

Source: Field Survey, 2020.

The high percentage of spectators or running participants are based on many reasons. First, there is a 100% road closure on the event date, residents cannot go anywhere, and thus, they stay at home and watch the event. Second, the Buriram Marathon has a good reputation of standards and charm. It is one of the world marathon destination in which a good number of elite runners participate in the events. Thus, the event is worth watching and participating in, as this provides the opportunity to experience the world-class event.

### **6.3 Perceptions towards the Impacts of Buriram Marathon**

Respondents including the 99 running participants and 95 residents residing in the hosting venue area are asked to evaluate their perceptions towards the impact of the Buriram Marathon. The positive and negative impacts statements of economic, social and environmental impacts are pre-formulated. The respondents have to indicate whether they agree or do not agree with the statements by using a 5-Point Likert scale. The perceptions towards the impacts will thus be implied from the scores. The interpretation is divided into three levels, from low, moderate and high. The results are shown in Table 6.11 and Table 6.12.

Table 6.11 shows that the running participants perceive the economic, social and environmental impacts at moderate to high level. They rate “Create local income” (3.97), “Increase tourist visitations” (3.94) and “Increase public awareness of province/ community as tourism destination” (3.93) as the top three economic impacts. The average score of the “Improve transport system” is the lowest among other positive economic impacts. This because the main transportation system including plane, train or bus connections takes more time to develop and the policy is often centralized. Nevertheless, transportation issues are of great concern by the city and event organizers. They provide pick-up services from the parking lot and transportation knots for runners and enable car and bike sharing to increase the mobility of visitors.

Table 6.11

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Buriram Marathon rated by Runners*

Items	Runners		
	Mean	S.D.	Interpretation
<b>Positive impacts</b>			
1. improve infrastructure (e.g. park, public toilet)	3.54	1.09	M
2. improve transport system (e.g. road, bus connection)	3.53	.983	M
3. improve employment opportunity	3.79	1.01	H
4. increase local income	3.98	.990	H
5. enhance destination image	3.87	.965	H
6.increase public awareness of province/ community as tourism destination	3.93	.884	H
7. increase tourist visitations	3.94	.944	H
8. improve tourism infrastructure (e.g. hotels, tourist attractions)	3.80	.979	H
9. create community pride	3.77	1.00	H
10. enhance community unity	3.87	1.02	H
11. increase community quality of life	3.66	.905	M
12. increase individual quality of life	3.67	.857	H
13. create opportunity to participate in community decision making	3.62	.966	M
14. create opportunity to volunteer	3.84	.987	H
15. increase inspiration for sports/ physical activities	4.04	.868	H
16. increase recreational/ entertainment opportunities	3.98	.947	H
17. increase future use of existing recreational and sport facilities	3.81	.888	H
18. increase local interest as tourism destination	3.76	.949	H
19. increased local interest in the region's culture and history	3.68	.956	H
20. acquirement of experience in hosting mass sport event	3.68	1.07	H

Table 6.11

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Buriram Marathon rated by Runners (Con't)*

21. acquirement of knowledge in organizing mass sport event	3.67	.892	H
22. acquirement of knowledge about sports/ physical activities	3.69	.877	H
<b>Negative impacts</b>			
1. create crowded in the city	3.79	.918	H
2. lead to traffic congestions	3.43	1.13	H
3. increase crime in the city	2.61	1.25	M
4. cause inconvenience from road closures	3.23	1.21	M
5. increase price of goods and services	3.23	1.05	M
6. bring conflict between participants of mass running events and local residents	2.82	1.19	M
7. bring conflict between those who support and do not support the mass running event	2.70	1.16	M
8. create air pollution	2.41	1.04	L
9. create noise pollution	2.98	1.19	M
10. increase amount of litter and waste	3.38	1.10	M
11. damage in natural environments and landscape	2.73	1.13	M
N = 99			

(H = high, M = moderate, L = low)

Source: Field survey, 2020.

Additionally, Table 6.11 shows that the social impacts are well perceived by the running participants. “Increase inspiration for sports/physical activities” (4.04), “Increase recreational/entertainment opportunities” (3.98) and “Enhance community unity” (3.87) are all rated high. As these are what runners experience along the running route. They see local people participate and enjoy the Marathon event like a festival of the city. Negative social impacts, namely “Create crowded in the city” (3.79) and “Lead to traffic congestions” (3.43) are also perceived at high average scores, while the other

negative social and environmental impacts are perceived with moderate average scores, except for air pollution which is perceived with low score. Thus, this can be implied that the event is less likely to create CO<sup>2</sup> emission or other kinds of air pollution.

Table 6.12

*Average scores of Positive and Negative Economic, Social and Environmental Impacts of Buriram Marathon rated by Residents*

Items	Residents		
	Mean	S.D.	Interpretation
<b>Positive impacts</b>			
1. improve infrastructure (e.g. park, public toilet)	3.29	.797	M
2. improve transport system (e.g. road, bus connection)	3.59	.917	M
3. improve employment opportunity	3.26	.878	M
4. increase local income	3.29	.944	M
5. enhance destination image	3.19	.803	M
6. increase public awareness of province/ community as tourism destination	3.37	.876	M
7. increase tourist visitations	3.33	.791	M
8. improve tourism infrastructure (e.g. hotels, tourist attractions)	3.53	.897	M
9. create community pride	3.55	.755	M
10. enhance community unity	3.38	.687	M
11. increase community quality of life	3.43	.753	M
12. increase individual quality of life	2.97	.831	M
13. create opportunity to participate in community decision making	3.07	.751	M
14. create opportunity to volunteer	3.38	.801	M
15. increase inspiration for sports/ physical activities	3.59	.869	M
16. increase recreational/ entertainment opportunities	3.60	.892	M
17. increase future use of existing recreational and sport facilities	3.52	.849	M

Table 6.12

*Average scores of Positive and Negative Economic, Social and Environmental Impacts of Buriram Marathon rated by Residents (Con't)*

18. increase local interest as tourism destination	3.40	.749	M
19. increased local interest in the region's culture and history	3.12	.861	M
20. acquirement of experience in hosting mass sport event	2.81	1.18	M
21. acquirement of knowledge in organizing mass sport event	3.17	.679	M
22. acquirement of knowledge about sports/ physical activities	3.40	.764	M
<b>Negative impacts</b>			
1. create crowded in the city	3.42	.845	M
2. lead to traffic congestions	3.77	1.09	H
3. increase crime in the city	2.58	1.18	M
4. cause inconvenience from road closures	3.45	1.13	M
5. increase price of goods and services	3.29	1.12	M
6. bring conflict between participants of mass running events and local residents	2.31	1.11	L
7. bring conflict between those who support and do not support the mass running event	2.71	.999	M
8. create air pollution	2.41	.940	M
9. create noise pollution	2.96	1.08	M
10. increase amount of litter and waste	2.84	.854	M
11. damage in natural environments and landscape	2.59	.857	M

N=95

(H = high, M = moderate, L = low)

Source: Field survey, 2020.

Table 6.12 shows that residents residing in the hosting venue area of Buriram Marathon perceive the impacts of the event for most of the items with low to moderate average scores. Only the item “Lead to traffic congestions” is perceived with the highest average score of 3.77 among all.

For the positive economic impacts, residents rate “Improve transport system” (3.59), “Improve tourism infrastructure” (3.53) and “increase public awareness of province/community as tourism destination” (3.37) as the top three economic impacts. However, the average scores of other impact statements such as improve infrastructure or increase income and employment opportunity are slightly different from the top three highest rated impacts.

For social impacts, besides traffic congestions that residents rate with the highest score among all impact statements, “Increase recreational/entertainment opportunities” (3.60), “Increase inspiration for sports/physical activities” (3.59) and “Create community pride” (3.55) as positive social impacts are having the highest average score. This is because there are over ten thousand people coming to Buriram during that weekend. The event brings crowd to the city and at the same time leads to traffic congestions, which seem to be an issue for the residents. Nevertheless, the event and the province gain great reputation as ultimate destination for marathon runners and communities are encouraged to join. Buriram Marathon has become the new festival of the city embedded in the event calendar and it also inspires people to do more sports. This aligns with the information gained before that 18.9% of the residents in the survey do actively participate as runner in the Buriram Marathon.

Lastly, the negative environmental impacts are perceived with moderate average scores. Noise and waste problem seem to be important issues for residents residing in the hosting area compared to air pollution and damages in natural environment and landscape.

#### **6.4 Degree of Agreement and Willingness to Support Future Events**

The study examines the degree of agreement and willingness to support future events of the running participants and residents residing in the hosting venue area. 5-Point Likert scale is used (scale 1 strongly disagree – 5 very agree).

The result from Table 6.13 shows that the running participants of Buriram Marathon agree with the future events and are willing to support the future marathon event with a high average score of 3.93 and 3.94 out of 5. The Independent-Sample T-Test shows that the running participants and residents residing in the hosting venue area of Buriram Marathon are having different opinion about the degree of agreement and willingness to support future event at 5% significant level. The average scores rated by residents are lower for both item at 3.40 and 3.34. This because the residents may indirectly profit from the event but they are directly impacted by the event. Thus, they are not happy with the event.

Table 6.13

*Degree of Agreement and Willingness to Support Future Events*

Items	Runners		Residents		t	Sig (2-tailed)
	Mean	S.D.	Mean	S.D.		
1. Agree with the future events	3.93	1.10	3.40	.735	3.933	.000
2. Support the future events	3.94	1.00	3.34	.724	4.796	.000

Source: Field Survey, 2020.

### **6.5 Relationships between Perceived Positive Impacts and Degree of Agreement and Willingness to Support Future Events**

The bivariate correlation analysis is conducted to examine the relationship between the running participants and residents' perceived positive economic and social impacts and the degree of agreement and willingness to support the future events.

Result from the bivariate correlation analysis in Table 6.14 shows that there is a statistically significant linear relationship between each perceived positive economic impact and the degree of agreement and willingness to support future events. Thus, the hypothesis is tested and the result is in line with the social exchange theory asserting that when stakeholders (running participants and residents) perceive positive economic impacts of mass running events, they tend to agree and to support future events and vice versa.



Table 6.14

*Correlation between Perceived Positive Economic Impacts and Degree of Agreement and Willingness to Support Future Events (Buriram Marathon)*

	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1. Infra	3.41	.963	1									
2. Transport	3.55	.949	.679**	1								
3. Job	3.53	.982	.553**	.493**	1							
4. Income	3.64	1.02	.566**	.386**	.745**	1						
5. Image	3.53	.950	.603**	.403**	.604**	.703**	1					
6. TourismCity	3.65	.921	.554**	.517**	.604**	.632**	.745**	1				
7. Visitation	3.62	.919	.544**	.511**	.603**	.574**	.632**	.728**	1			
8. TourismInfra	3.66	.947	.637**	.635**	.582**	.555**	.529**	.573**	.653**	1		
9. Agree	3.67	.928	.301**	.260**	.377**	.425**	.464**	.499**	.479**	.299**	1	
10. Support	3.64	.918	.184*	.155*	.367**	.411**	.364**	.437**	.336**	.258**	.691**	1

N=194

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2020.

Table 6.15

*Correlation between Perceived Positive Social Impacts and Degree of Agreement and Willingness to Support Future Events (Buriram Marathon)*

	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.Pride	3.65	.897	1															
2.Unity	3.62	.908	.727**	1														
3.CommuLife	3.54	.839	.592**	.552**	1													
4.IndividualLife	3.32	.912	.363**	.534**	.525**	1												
5.Engagement	3.68	.921	.315**	.440**	.346**	.550**	1											.
6.Volunteer	3.61	.927	.520**	.542**	.419**	.504**	.420**	1									.	.
7.Inspiration	3.81	.895	.587**	.567**	.456**	.478**	.352**	.583**	1								.	.
8.Recreational	3.79	.937	.630**	.518**	.473**	.357**	.403**	.533*	.696**	1								
9.Futureuse	3.66	.879	.564**	.538**	.558**	.427**	.367**	.565**	.640**	.676**	1							
10.InterestTourism	3.58	.837	.545**	.614**	.525**	.561**	.446**	.599**	.513**	.559**	.640**	1						
11.InterestCulture	3.40	.951	.309**	.455**	.372**	.589**	.441**	.418**	.451**	.418**	.459**	.683**	1					
12.HostExperience	3.25	1.20	.305**	.431**	.330**	.596**	.445**	.481**	.345**	.481**	.262**	.420**	.572**	1				
13.KnowledgeEvent	3.42	.831	.485**	.470**	.417**	.501**	.520**	.516**	.479**	.516**	.514**	.530**	.498**	.474**	1			
14.KnowledgeSport	3.54	.833	.513**	.495**	.489**	.413**	.405**	.516**	.598**	.516*	.562**	.550**	.480**	.434**	.675**	1		
15.Agree	3.67	.978	.426**	.479**	.309**	.359**	.130	.395**	.393**	.395**	.256**	.317**	.255**	.492**	.312**	.311**	1	
16.Support	3.64	.928	.333**	.457**	.197**	.339**	.244**	.339**	.253**	.339**	.253**	.314**	.251**	.358**	.330**	.219**	.691**	1

N = 194

\*\*Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2020 .

Also, the result in Table 6.15 shows that the perceived positive social impacts and degree of agreement have a statistically significant linear relationship, except for the item “Create opportunity to participate in community decision making”. The statistically significant linear relationship between the running participants and residents’ perceived positive social and willingness to support future events exist in all cases. Again, the hypothesis is tested and the results is in most cases in line with social exchange theory confirming that when stakeholders (running participants and residents) perceive positive social impacts of mass running events, they tend to agree and support future event and vice versa.

## **6.6 Analysis of Management and Organization of Buriram Marathon and its Impacts**

The in-depth interview was conducted in order to gain a rich information about the management and organization of the Buriram Marathon, the attitudes towards the Buriram Marathon and how the impacts of the event are perceived. Key informants are Managing Director of the Buriram International Circuit as the representative of Buriram Marathon, local authority – Chairman of Buriram Chamber of Commerce and also running participant and local resident.

Key information can be summarized as follows.

### **6.6.1 The Management and Organization of Buriram Marathon The Initial of Buriram Marathon**

The event organizer revealed that the arrival of running boom is an important reason for staging the Buriram Marathon. The activity also aligns with the position of Buriram province as sports city or destination for sports tourism. Moreover, the company, Buriram United and Buriram International Circuit is active and possesses knowhow in sports event industry, especially football and motor sport. Organizing mass running event would be an opportunity to extend their business portfolio and utilize existing facilities which can support large number of participants. Mass running event can also attract more people to come to Buriram and travel in Buriram, and in return, the whole province will benefit.

Buriram Marathon was first held in 2017 with the slogan “*Your ultimate destination*”. It aims to be runner’s paradise and make Buriram a world marathon destination with international recognition. The event organizer revealed that “*by experiencing number of mass running events, I think Buriram can make it better in terms of event standard and differentiation. We have unique route course- starting in the circuit and ending in football area which no one in the world can offer. We never organize running event, but we are convinced that with integrated working style between local government, private sectors and Buriram residents is our strong point that enables us to organize a good, high level of standard and differentiated event*”.

Now Buriram Marathon is the World Athletics Silver Label Road Race and is on the way to obtain the Gold Label and beyond.

### **Venue Selection and Scheduling**

The venue and race course of Buriram Marathon are unique. Like no other running events, the starting and finishing points are at the racing circuit and football area which are also the main highlights of the city. The facility has a great capacity appropriated for mass participation sporting or mass gathering events.

The race course of Buriram Marathon passes through both suburb area and downtown and along the route, the running participants will be welcomed, greeted and cheered by local residents. This becomes the most impressive highlight of Buriram Marathon that spread through word-of-mouth by runners. The race course is flat and good for runners who aim to achieve new personal best.

The date is set to be in February, since the weather is not so warm and it is not the same week as other leading marathon running events. The event date and form of the event have been postponed in some years due to certain situations. Buriram Marathon 2020 and 2021 was held at night time to avoid the heat during the daytime.

### **Management and Planning Process**

The event organizers revealed that from the beginning, Buriram Marathon aims to achieve the highest level of World Athletics Label Road Race and make Buriram one of the desired world Marathon destination. This message has been announced several times in the press by Khun Newin Chidchob, the CEO of Buriram

United and key man behind many projects in Buriram and also Buriram Marathon, and these reflected his strong will.

The strong will is followed by actions. Several teams, parties and resources are drawn together for the organization of Buriram Marathon. The plan is detailing in order to comply with the high level of standard of World Athletics and great effort is devoted to provide ultimate experiences to running participants. The event organizer shared in the interview that *“luckily, we had cool weather in the first year. But the weather forecast showed that it will be warm, so we planned 1.3-1.4 times more water for runners. The ice cars will be on standby near every 2-3 water stations to make sure that runner will get cold water to drink. Or in recent years that the event has been taken place at night and in March, we tried to cool down the running track before the race. This was tested several times to make sure that it worked. We have done lots of things to make the best running event. But at the same time, we try to balance cost-efficiency because it is still a business. But what we never compromise is the safety and medical standard provided to runners”*.

### **Cooperation and Leadership**

Buriram has a strong collaborative culture among private business sectors, government authorities and local residents. And leadership plays an important role in this. Event organizers revealed that *“Khun Newin Chidchob, a former politician and now a leading businessman in the province can be named as the key person behind the success of Buriram Marathon. He is the idol, the big boss, the hero and the motivator at the same time. Every time he visits the sites, people perceive that they are paid the attention and the boss really cares what they do. They are motivated and try their best in working”*.

Chairman of the Buriram Chamber of Commerce confirmed this fact in the interview. He said, *the success of Buriram Marathon and the whole collaboration within the city is credited by Khun Newin. The organization of mass sport participation events requires national politics, local politics, government authority, private business and residents. And because it is Khun Newin, every parties want to participate and provide the assistance every time they are asked without exceptions”*.

### **Community Engagement**

The encouragement of community participation comes together with the education because the Buriram Marathon has 100% road closure which means the whole city will be shut down during the event. This disrupts daily routine life of the residents and creates resistance from those who do not understand. The event organizer called for several meetings and used these opportunities to explain the benefits of hosting the event and encourage good host spirit.

The event organizer also admitted that Khun Newin is one factor that plays a vital role in people engagement. But later the community engagement is organically accelerated. He said “*for the first years, we had to beg people (the university, soldier barracks or those who could be begged) to come out and cheer, but when people came out and enjoyed the atmosphere, they prepared themselves with the dresses and shows and were willing to come out and joined the cheering team in the following years*”.

Nowadays, Buriram Marathon is famous for its extremely high level of standard and high community engagement.

#### **6.6.2 The Impacts of the Buriram Marathon**

Buriram Marathon generates a number of benefits to the province. Key informants agree with this point that the event creates a good reputation of the city. Everyone knows Buriram and the marathon event. This creates good attitudes about the events and makes Buriram people proud of their city. Buriram Marathon also strengthens the position of Buriram as Thailand’s leading sports city. And nowadays, Buriram has become a must visit world marathon destination.

The economic impacts such as economic stimulation through sports tourist spending is obvious. The income is widely distributed to local business and local residents providing accommodation as homestay or transportation opportunity via various platforms. The event organizers added that the land prices along the running route have increased since the marathon event comes with land development. It also forces the city to develop its infrastructure and facilities otherwise the city cannot serve a large number of visitors at a time or host large scale events in the future.

This fact is also confirmed by the chairman of Buriram Chamber of Commerce. He said, “*Buriram Marathon leads to urban development, because there*

*must be the route survey. The landscape along the route must be improved. The defects are solved. The infrastructures are better developed to impress the runners”.*

For the social impacts, Buriram Marathon has established new sports culture. Running is sport for all ages and genders. The event organizer said, “*Buriram is famous for football and we do lot of things for the development of football, such as establishing the academy. Buriram football club inspires people to play football, but the key audiences are male dominant. But after Buriram Marathon, we see that people of all ages and gender starts running. It is a sport for everyone. People want to participate in the running event hosted in their hometown someday.*”

Additionally, the Buriram Marathon creates community unity and pride. Diverse groups and teams and communities come together for this project. The good host spirit is embedded within the community and this creates the signature and contributes to the future events hosting in the province. Nevertheless, Buriram Marathon is not without negative impacts. Stakeholders mentioned the disruption of daily life due to the road closure as negative impacts, which is in line with the quantitative research result, as these impacts received a high average score.

## **6.7 Lessons Learned from the Case Study**

Buriram Marathon is one of the most successful mass running event in Thailand and in the world. It takes less than 5 years to obtain Silver World Athletics Label Road Race. Since the first event was held in 2017, it has become the top three best running events in Thailand.

Based on the in-depth interviews with key informants, there are some factors (resources, capabilities and practices) contributing to the success of the Buriram Marathon. First, the event organizer has a strong intention to achieve a world class standard and position the event as a paradise for runners. Thus, they are strict on the standards and practices defined by the World Athletics Label Road Race and at the same time, they go beyond and deliver an impressive atmosphere. The event organizers capabilities resulted from the background knowhow of managing sports event at large scale, the city resources including the city infrastructures and facilities that are differentiated and appropriated for mass gathering event, the high level of community

engagement and the good host spirit based on a good relationship with a key person “Khun Newin” who enables the cooperation across sectors makes Buriram Marathon outstanding in term of performance, number of participants and level of success. Its large scale does not only mean the number of people drawn to the city, but it also means event sponsors are more likely to support the event and reduce fix cost for greater opportunity of related business such as merchandise selling. This strengthens the business model and sustains event profitability and competitive advantage. In return, Buriram Marathon brings back many benefits to the province and the communities.

The major impacts of the Buriram Marathon include the economic and tourism impacts such as economic stimulation, income distribution, tourism infrastructure development and urban/physical regeneration and land price increase, while social impacts are that Buriram Marathon creates pride, unity and also the festive atmosphere to the communities. It establishes the new sports culture for all people and is the key inspiration for local residents to do more sports/physical activities or to run in order to participate in the marathon event hosted in their hometown.

## **Summary**

This chapter illustrates the research findings and analysis of the Buriram Marathon case study. It reveals that the resources possessed by the event organizers and city such as the location, the main venue – starting and finishing point, the infrastructure and facilities that are appropriated for mass gathering events, the policy driving the city to a sports city, the event organizer capabilities enhanced by the background knowhow in sports event management and the ability to extend business scope and strengthen business model and also the relational resource or great connection driven by key person enable Buriram Marathon to be organized at the high level of standards are playing important role in the event success. The community participation also has a great contribution to the attractiveness of the event.

Additionally, the quantitative and qualitative study results show that the impacts of the Buriram Marathon are well perceived. These include economic and business stimulation, improvement in infrastructure and facilities, job creation, increase income, enhance destination image, create community pride and unity, create sport



inspiration and new sport culture. Stakeholders agree and indicate their willingness to support future events as these are stimulated by the positive perceptions towards the economic and social impacts.

## **CHAPTER 7**

### **A CASE STUDY ANALYSIS OF CHOM BUENG MARATHON**

This chapter presents and discusses the findings of the quantitative and qualitative data analysis with a description of the lessons learned from the case study – Chom Bueng Marathon.

#### **7.1 Demographics of the Chombueng Marathon Respondents**

The data were collected from the running participants and residents in the hosting venue area of the Chom Beung Marathon. The data from the running participants were collected online, while offline data collection method was applied for residents or non-running participants. Uncompleted questionnaires and those from underage respondents (age under 18) were sorted out. Only valid questionnaires were further considered for analysis. For this study, 124 valid questionnaires were collected from the running participants and 126 from the residents.

Demographics of running participant respondents is summarized in Table 7.1. From the 124 runners, 66.1% are male and 33.9% are female. Majority are aged above 30. The age group between 40-50 years old accounts for 41.9% of the total runners, while the age group from 30-40 years old accounts for 35.5%, 50-60 years old 16.9% and 18-30 years old 5.6%. Chom Bueng Marathon has quite a high average age of participants for two main reasons. First, it has a long tradition. It belongs to one of the oldest running events in Thailand. Participating in Chom Beung Marathon is like a reunion event for old age runners. Second, it has a more flexible cut-off time compared to other running events.

52.4% of running participants of the Chom Bueng Marathon are company employees, 18.5% are government officers, 12.9% are freelancers, and 10.5% own businesses, while the rest are students, farmers and the unemployed. Many runners have middle to high income. 30.6% are having average income of 10,000-30,000 Baht and

30.6% have average income of 30,000-50,000 Baht per month. 19.4% have higher income than 70,000 Baht. These characteristics of the running participants align with the characteristics of the runners in the second wave of the running boom.

Table 7.1

*Demographic of Respondents – Chom Bueng Marathon's Runners*

Items		Frequency in %
<b>Gender</b>	Male	66.1
	Female	33.9
	Do not specify	0
<b>Age</b>	>18-30	5.6
	>30-40	35.5
	>40-50	41.9
	>50-60	16.9
	>60	0
<b>Occupation</b>	Government officer	18.5
	Business owner	10.5
	Freelance	12.9
	Company employee	52.4
	Farmer/ Agriculturer	1.6
	Students	1.6
	Unemployed	1.6
	Others	0.8
<b>Income</b>	>10,000	4.8
	10,000 – 30,0000	30.6
	30,000 – 50,000	30.6
	50,000 – 70,000	14.5
	<70,000	19.4
<b>Visit the city if there is no event</b>	Yes	17.7
	No	38.7
	Uncertain	43.5

Source: Field Survey, 2020.

What is of interest is that 38.8% of running participants revealed in the questionnaires that they would not have come to Chom Bueng district or Ratchaburi province if Chom Bueng Marathon has not been held. 43.5% cannot decide. 17.7% of the runners would definitive come, even though Chom Bueng Marathon has not been held, since they would visit other areas such as Suan Pheung District. This implies that the Chom Beung Marathon is the reason for many visitors to come to Ratchaburi province.

Table 7.2

*Chom Bueng Marathon Runners' Motive*

<b>Motive</b>	<b>Frequency in %</b>
Health and fitness	25.5
Self-challenge/ personal goal achievement	27.5
Competition/ to win a prize	0.7
Recreation and entertainment	18.1
Family and friend togetherness	9.1
New experiences	15.7
New group of friends	6.4

Source: Field Survey, 2020.

The running participants have different motives for participating in the Chom Bueng Marathon. Runners were asked to indicate their motive and more than one answer was possible. Table 7.2 shows that the motivations of the participants in the Chom Bueng Marathon are self-challenge/personal goal achievement (27.5%), health and fitness (25.5%), recreation and entertainment (18.1%). Only 0.7% mentioned competition or to win a prize as the motive. This aligns with the recent trend of the running boom that people participate in mass running events to complement rather than to compete. Majority of the participants are driven by intrinsic motives.

Table 7.3

*Chom Bueng Marathon Runners' Communication Channel*

Channel	Frequency in %
Poster	2.4
Government	0
Internet	64.6
TV/ Radio	4.3
Friends	26.8
Event date	0
Others	1.8

Source: Field Survey, 2020.

Table 7.3 shows the communication channel that the running participants use to receive the event news and updates. More than one channels were selected. The frequency of being selected in percentages are shown in Table 7.3. The results show that the running participants receive news about the Chom Bueng Marathon from the internet (64.6%), friends (26.8%), TV and radio (4.3%), poster (2.4%), accordingly.

Internet including event websites, Facebook fanpages, other websites and social media, is the most common form to reach a wide number of runners. However, news and information also spread from friends to friends in the running community. Only few percentage use traditional channel such as TV/ Radio or poster to receive the news.

Table 7.4 illustrates the demographic of residents residing in the hosting venue area, namely Chom Beung district. From 126 residents, 51.6% are male, 41.6 % are female and 0.8% did not specify their gender. 43.7% are aged between 18-30 years old, 46% are 30-40 years old and 6.3% are 40-50 years old. The rest are over 50 years old.

Majority of the participants (34.9%) work as government officers, while 24.6% are students, and 20.6% freelance, 7.1% own the business and 4% are company employees. 5.6% are unemployed and only 3.2% define their occupation as farmers or agriculture.

Over 90% of the residents who responded to the questionnaire survey live within 1-10 km from the Chom Bueng Marathon event venue. 4.8% live more than 15 km away. Accordingly, residents are more likely to be aware of the event and its impacts.

Table 7.4

*Demographic of Respondents Chom Bueng Marathon's Residents*

Items	Frequency in %	
<b>Gender</b>	Male	51.6
	Female	41.6
	Do not specify	0.8
<b>Age</b>	>18-30	43.7
	>30-40	46.0
	>40-50	6.3
	>50-60	3.0
	>60	0.8
<b>Occupation</b>	Government officer	34.9
	Business owner	7.1
	Freelance	20.6
	Company employee	4.0
	Farmer/ Agriculturer	3.2
	Students	24.6
	Unemployed	5.6
	Others	0
<b>Distance from event venue</b>	>1 km	13.5
	1-5 km	47.6
	5-10 km	31.7
	10-15 km	2.4
	<15 km	4.8

Source: Field Survey, 2020.

Table 7.5

*Chom Bueng Marathon Residents' Communication Channel*

Channel	Frequency in %
Poster	38.0
Government	2.0
Internet	4.2
TV/ Radio	4.0
Friends	7.3
Event date	5.3
Others	1.3

Source: Field Survey, 2020.

Table 7.5 shows that residents receive the event news from different channels. Poster has the highest percent of 38%, followed by friends (7.3%), Internet (4.2%), TV/ radio (4%) and 5.3% know about the event on the event date. The case of the Chom Bueng Marathon has proved that outside the city area or urban area, traditional media are still widely and effectively used.

Table 7.6

*Percentage of Chom Bueng Marathon's Residents revealed as Runners and Non-Runners*

Item	Frequency in %
Non-runner	87.3
Runner	12.7

Source: Field Survey, 2020.

Additionally, the residents are asked whether they are runners or joggers. Result in Table 7.6 shows that 12.7 % of the residents identify themselves as runners, while the majority of 87.3% as non-runners or joggers. However, they indicate moderate interest towards the mass running events with an average score of 3.43 out of 5 as shown in Table 7.7.

Table 7.7

*Chom Bueng Marathon Residents' Interest towards Mass Running Events*

Item	Mean
Resident interest	3.43

Source: Field Survey, 2020.

## 7.2 Residents' Degree and Form of Participation in Mass Running Events

In this part the degree and form of residents' participation are examined. Residents are asked to assess their degree of participation and to rate the statement based on Arnstein's ladder of participation by using a 5-Point Likert scale in order to identify the form of participation as well as to indicate the concrete activity that they conducted during the Chom Bueng Marathon event.

### 7.2.1 Degree of Participation

Table 7.8 shows that residents are having a moderate degree of participation. The average score is 3.21 out of 5.

Table 7.8

*Chom Beung Marathon Residents' Degree of Participation*

Item	Mean
Resident degree of participation	3.21

Source: Field Survey, 2020.

### 7.2.2 Form of Participation

According to the result shown in Table 7.9, the forms of participation reported by the residents are mostly non-participative, informing and consultation which are at the early stages of participation according to Arnstein's ladder. Residents say they were informed about the event and that neighborhood meetings and public enquiries were also conducted. This is a good sign showing that the residents or community in the hosting venue area are well engaged in the event and that the power



and responsibility to organize the Chom Bueng Marathon are to some degree decentralized to community.

Table 7.9

*Chom Bueng Marathon residents' form of participation in mass running event*

<b>Form of participation</b>	<b>Mean</b>
Non- participation	2.87
Informing	2.80
Consultation	2.71
Placation 1	2.56
Placation 2	2.49
Partnership	2.49
Delegated power	2.43
Citizen control	2.60

Source: Field Survey, 2020.

Table 7.10

*Chom Bueng Marathon Residents' Participatory Action*

<b>Participatory action</b>	<b>Frequency %</b>
Running participants	31.1
Event organizers	2.4
Paid staffs	0
Volunteers	11.9
Spectators	38.9
Host	4.0
No participation of any kind	11.9

Source: Field Survey, 2020.

Table 7. 10 shows the concrete activities on how residents are participating in the Chom Bueng Marathon. 38.9% of the residents responded to the questionnaire survey as event spectators, while 31.1% are running in the event in diverse distances. This high percentage indicates that the Chom Bueng Marathon also attracts and opens the opportunity for local people to participate as runners and the

runners may receive the running inspirations from the Chom Beung Marathon. Additionally, 11.9% of the residents are volunteers, 4% are acting as good host by providing water and food stations to runners or allowing runners to use their toilets. 2.4% are active as event organizers. Only 11.9% report to have no participation of any kind. This implies that the residents in Chom Beung are highly engaged in the Chom Beung Marathon event.

### **7.3 Perceptions towards the Impacts of the Chom Bueng Marathon**

The perceptions towards the impacts of the Chom Bueng Marathon are presented here. Positive and negative impact statements are formulated under 3 categories, namely, economic, social and environmental impacts. 124 running participants and 126 residents are asked to provide scores indicating whether they agree that these impacts occur (1 = Strongly disagree to 5= Strongly agree). Descriptive statistic is used to analyze and interpret the results. The results are shown in Table 7.11 and Table 7.12. The interpretation is divided into three level varying from low, moderate to high

Table 7.11 shows that the running participants of the Chom Bueng Marathon perceive the impacts of the events on community at low to high level. They strongly agree with all positive economic impact statement. “Increase local income” (4.40), “ Enhance destination image” ( 4. 29) and “ Increase public awareness of province/community as tourism destination” (4.24) are rated with the highest average score. These are seen as the results of their behaviors; how runners spend and consume during the event. Therefore, they believe that the event helps to increase the income for local people. Moreover, their perception towards this venue are is shaped by the warmly welcome from the community or local residents.

Table 7.11

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Chom Beung Marathon rated by Runners*

Items	Runners		
	Mean	S.D.	Interpretation
<b>Positive impacts</b>			
1. improve infrastructure (e.g. park, public toilet)	3.80	.946	H
2. improve transport system (e.g. road, bus connection)	3.86	1.01	H
3. improve employment opportunity	3.83	.977	H
4. increase local income	4.40	.822	H
5. enhance destination image	4.29	.932	H
6. increase public awareness of province/ community as tourism destination	4.24	.887	H
7. increase tourist visitations	4.15	.884	H
8. improve tourism infrastructure (e.g. hotels, tourist attractions)	3.92	.976	H
9. create community pride	4.34	.854	H
10. enhance community unity	4.28	.916	H
11. increase community quality of life	3.97	.971	H
12. increase individual quality of life	3.85	.963	H
13. create opportunity to participate in community decision making	4.03	.995	H
14. create opportunity to volunteer	4.27	.884	H
15. increase inspiration for sports/ physical activities	4.03	.912	H
16. increase recreational/ entertainment opportunities	4.18	.865	H
17. increase future use of existing recreational and sport facilities	4.23	.924	H
18. increase local interest as tourism destination	4.15	.946	H
19. increased local interest in the region's culture and history	3.96	.966	H
20. acquirement of experience in hosting mass sport event	4.10	.999	H

Table 7.11

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Chom Beung Marathon rated by Runners (Con't)*

21. acquirement of knowledge in organizing mass sport event	3.93	.981	H
22. acquirement of knowledge about sports/ physical activities	3.97	.945	H
<b>Negative impacts</b>			
1. create crowded in the city	3.98	.910	H
2. lead to traffic congestions	3.46	1.18	M
3. increase crime in the city	2.01	1.09	L
4. cause inconvenience from road closures	2.87	1.14	M
5. increase price of goods and services	2.83	1.22	M
6. bring conflict between participants of mass running events and local residents	2.31	1.14	L
7. bring conflict between those who support and do not support the mass running event	2.36	1.14	M
8. create air pollution	2.05	1.05	L
9. create noise pollution	2.41	1.02	M
10. increase amount of litter and waste	3.31	1.14	M
11. damage in natural environments and landscape	2.36	1.11	M

(H = high, M = moderate, L = low)

Source: Field survey, 2020.

Furthermore, the running participants strongly agree with the positive social impact statements. This can be implied that the positive social impacts are strongly perceived, while the negative social impacts such as crime, traffic congestions, price increase or conflicts are perceived at low to moderate level. “Create community pride” (4.34), “Enhance community unity” (4.28), “Create opportunity for volunteer” (4.27) are the top three highest rated. For negative environmental impacts, running participant rate low score for air pollution as this is less likely negatively impacted by the events. While noise pollution, wastes and damages in natural resources are rated with moderate scores.

Table 7.12

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Chom Beung Marathon rated by Residents*

Items	Residents		
	Mean	S.D.	Interpretation
<b>Positive impacts</b>			
1. improve infrastructure (e.g. park, public toilet)	3.78	.564	H
2. improve transport system (e.g. road, bus connection)	3.97	.751	H
3. improve employment opportunity	4.10	.794	H
4. increase local income	4.21	.700	H
5. enhance destination image	4.17	.763	H
6. increase public awareness of province/ community as tourism destination	4.18	.662	H
7. increase tourist visitations	4.14	.678	H
8. improve tourism infrastructure (e.g. hotels, tourist attractions)	4.17	.770	H
9. create community pride	4.17	.538	H
10. enhance community unity	4.28	.531	H
11. increase community quality of life	4.25	.726	H
12. increase individual quality of life	4.06	.678	H
13. create opportunity to participate in community decision making	4.23	.831	H
14. create opportunity to volunteer	4.18	.662	H
15. increase inspiration for sports/ physical activities	4.21	.762	H
16. increase recreational/ entertainment opportunities	4.21	.741	H
17. increase future use of existing recreational and sport facilities	4.10	.778	H
18. increase local interest as tourism destination	4.14	.715	H

Table 7.12

*Average Scores of Positive and Negative Economic, Social and Environmental Impacts of Chom Bueng Marathon rated by Residents (Con't)*

19. increased local interest in the region's culture and history	4.08	.776	H
20. acquirement of experience in hosting mass sport event	4.21	.813	H
21. acquirement of knowledge in organizing mass sport event	4.13	.780	H
22. acquirement of knowledge about sports/ physical activities	4.24	.723	H
<b>Negative impacts</b>			
1. create crowded in the city	4.21	.793	H
2. lead to traffic congestions	3.96	1.00	H
3. increase crime in the city	1.92	1.31	L
4. cause inconvenience from road closures	3.46	1.23	M
5. increase price of goods and services	1.71	1.13	L
6. bring conflict between participants of mass running events and local residents	1.56	.910	L
7. bring conflict between those who support and do not support the mass running event	1.52	.953	L
8. create air pollution	1.51	.892	L
9. create noise pollution	1.63	.892	L
10. increase amount of litter and waste	3.58	1.06	M
11. damage in natural environments and landscape	1.91	.980	L

(H = high, M = moderate, L = low)

Source: Field survey, 2020.

The result from Table 7.12 shows that residents residing in the hosting venue area of Chom Bueng Marathon strongly agree with the positive economic impacts and social impacts statements. These items are rated with high average scores which can imply that residents perceive that the Chom Bueng Marathon create positive economic impacts on their community. “Increase local income” (4.21), “Increase public awareness of province/ community as tourism destination” (4.18), “Enhance

destination image” and “Improve tourism infrastructure (e.g. hotels, tourist attractions)” (4.17) are rated with the top three highest average scores, while “Enhance community unity” (4.28), “Increase community quality of life” (4.25) and “Acquirement of knowledge about sports/physical activities” (4.24) are rated as the top three highest for positive social impacts.

The Chom Beung Marathon has been held for 36 years and it has slowly become the community festival or tradition. The event draws people together from diverse roles and positions to take part in the project and thus, the community unity is strongly enhanced through this cooperative work. The event also distributes the knowledge about mass participation sporting event management, sports and physical activities and also creates inspiration for sport or physical activities for the Chom Beung people.

Interestingly, the residents of the Chom Beung Marathon rate “Create opportunity to participate in community decision making” with high average score (4.23) which is quite high compared to other impacts of the previous case study of Bangsean<sup>42</sup> Chonburi Marathon and Buriram Marathon. This can be implied that Chom Beung Marathon opens the opportunity for the community to be part of the management and decision making process as the organization of the Chom Bueng Marathon does not rely to only a certain agency or event organizer, but it includes several parties such as Muban Chombueng Rajabhat University, runners and local communities.

Nevertheless, the Chom Beung Marathon creates some negative impacts to the community. Residents strongly agree that the event brings crowd to the city and leads to traffic congestions during the event. They moderately agree that the road closure causes some inconveniences and that the event increases the amount of wastes and litters. Other negative social and environmental impacts include crime, increasing price of goods and services or air, noise pollution and damages in natural resources are less perceived; residents rate them with low scores.

#### 7.4 Degree of Agreement and Willingness to Support Future Events

124 running participants and 126 residents residing in the event venue of the Chom Beung Marathon were asked whether they agree with the events and will support future events. A 5-Point Likert scale (1 = Strongly disagree to 5 = Strongly agree) was used to answer these questions. The result in Table 7.13 shows that the running participants and residents agree with the Chom Beung Marathon and are willing to support future events. The runners agree with the event with an average score of 4.73 and residents' average score of 4.29 out of 5. The average score for willingness to support future events is 4.69 for runners and 4.44 for residents.

Table 7.13

*Degree of Agreement and Willingness to Support Future Events*

Items	Runners		Residents		t	Sig (2-tailed)
	Mean	S.D.	Mean	S.D.		
1. Agree with the future events	4.73	.479	4.29	.670	5.983	.000
2. Support the future events	4.69	.603	4.44	.626	3.203	.002

Source: Field Survey, 2020.

Additionally, the Independent-Sample t-Test result shows that running participants and residents residing in the hosting venue area of the Chom Bueng Marathon are having different opinions about degree of agreement and willingness to support future events at 5% significant level. The runners tends to agree more and indicate higher willingness to support future events than residents, as the average scores are slightly higher for both items.



### **7.5 Relationships between Perceived Positive Impacts and Degree of Agreement and Willingness to Support Future Events**

A correlation analysis was conducted to examine the relationship between the positive perception towards economics and social impacts and the degree of the agreement and willingness to support future events. The results are shown in Table 7.14 and 7.15.

The result from the bivariate correlation analysis in Table 7.14 shows that there is a statistically significant linear relationship between some items of perceived positive economic impacts and the degree of agreement. These items include increase local income, enhance destination image and increase tourism visitations, and almost all items of perceived positive economic impacts have a statistically significant linear relationship with the willingness to support future events, except for improving tourism infrastructure.

Table 7.15 illustrates the result of the correlation analysis between the perceived positive social impacts and the degree of agreement and also the willingness to support future events. Statistically significant linear relationships between some items of the perceived positive social impacts and the degree of agreement are also identified. These items include creating community pride, enhance community unity, improve individual quality of life, and increase future use of existing facilities and increase local interest as tourism destination. Almost all the items from the perceived positive social impacts have a statistically significant linear relationship with the willingness to support future events, except acquiring experience in hosting mass sport event.

According to the results, it can be implied that in many cases, the relationships between the perceived positive economic and social impacts and the degree of agreement and willingness to support future events exist. This means that when stakeholders perceive the positive impacts of the events, and these positive impacts outweigh their costs, they tend to agree and are more willing to support future events. Thus, the hypothesis based on social exchange theory is acceptable.

Table 7.14

*Correlation between Perceived Positive Economic Impacts and Degree of Agreement and Willingness to Support Future Events (ChomBueng Marathon)*

	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1. Infra	3.78	.775	1									
2. Transport	3.78	.906	.635**	1								
3. Job	3.96	.897	.514**	.544**	1							
4. Income	4.30	.798	.435**	.451**	.480**	1						
5. Image	4.17	.826	.453**	.453**	.512**	.654**	1					
6. TourismCity	4.21	.780	.360**	.426**	.389**	.669**	.657**	1				
7. Visitation	4.14	.785	.421**	.370**	.446**	.581**	.652**	.656**	1			
8. TourismInfra	4.04	.885	.506**	.567**	.457**	.456**	.460**	.537**	.584**	1		
9. Agree	4.51	.622	.118	-.032	.083	.146*	.144*	.115	.189**	.006	1	
10. Support	4.56	.626	.146*	.126*	.172**	.118**	.158*	.167**	.223**	.118	.663**	1

N=250

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2020.

Table 7.15

*Correlation between Perceived Positive Social Impacts and Degree of Agreement and Willingness to Support Future Events (Chom Bueng Marathon)*

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.Pride	4.25	.715	1															
2.Unity	4.28	.845	.821**	1														
3.CommuLife	4.11	.866	.562**	.623**	1													
4.IndividualLife	3.95	.737	.535**	.638**	.754**	1												
5.Engagement	4.13	.919	.558**	.584**	.642**	.665**	1											.
6.Volunteer	4.22	.779	.667**	.679**	.575**	.550**	.614**	1									.	.
7.Inspiration	4.22	.838	.588**	.544**	.530**	.529**	.525**	.588**	1								.	.
8.Recreational	4.19	.803	.612**	.614**	.529**	.538**	.552**	.565**	.694**	1								
9.Futureuse	4.06	.845	.536**	.512**	.543**	.588**	.581**	.562**	.674**	.689**	1							
10.InterestTourism	4.14	.836	.642**	.682**	.607**	.573**	.572**	.621**	.644**	.652**	.650**	1						
11.InterestCulture	4.02	.875	.447**	.484**	.585**	.555**	.570**	.505**	.558**	.565**	.685**	.669**	1					
12.HostExperience	4.15	.910	.575**	.547**	.513**	.488**	.556**	.636**	.619**	.641**	.611**	.716**	.696**	1				
13.KnowledgeEvent	4.02	.889	.487**	.576**	.611**	.590**	.580**	.611**	.563**	.583**	.605**	.630**	.624**	.685**	1			
14.KnowledgeSport	4.10	.850	.538**	.689**	.598**	.594**	.581**	.628**	.585**	.618**	.572**	.677**	.578**	.657**	.738**	1		
15.Agree	4.51	.622	.254**	.157*	.079	.136*	.106	.085	.122	.124	.176**	.162*	.114	.075	.032	.073	1	
16.Support	4.56	.626	.225**	.222**	.254**	.277**	.185**	.162*	.185**	.185**	.229**	.195**	.214**	.118	.181**	.193**	.663**	1

N=250

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2020

## **7.6 The Analysis of the Management and Organization of the Chom Beung Marathon and its Impacts**

A qualitative analysis was conducted to attain deep insights into the management and organization of the Chom Beung Marathon and its impacts on the community. Key informants included the representative of the management team of the Chom Beung Marathon – in this case, the vice rector of Muban Chom Beung Rajabhat University, the founder of Chom Beung Marathon, who is now an active member of the Thai Running Association and Thai Health Foundation and is an active runner who has experience in the Chom Beung Marathon and also lives in Chom Beung and a resident, who is also a student at the Muban Chom Beung Rajabhat University. The information obtained from the interviews can be thematized as follows:

### **7.6.1 The Management and Organization of the Chom Beung Marathon**

#### **The Initial Phase and Organization of the Chom Beung Marathon**

The Chom Beung Marathon has a very long history. It started before the arrival of the running boom. But the form and scale of early Chom Beung Marathon are different from what is today. The vice rector of Muban Chom Beung Rajabhat University who serves as the representative of the management team mentioned the objective of the Chom Beung Marathon that it remains the same until today. The objective of the Chom Beung Marathon is to promote good health and physical activities for people of all ages. He added that in order to support this objective, the Chom Beung Marathon gives many prizes to winners of many age groups as well as special prizes for the local people. As these may increase the motivation and reward running participants when they practice; thus, they will have a chance to win the prizes from the Chom Beung Marathon. The vice rector also mentioned that the Chom Beung Marathon has no objective to be awarded the World Athletics Label Road Race. The event would rather stay humble and it is satisfied with its position as “*Folks’ tradition with global standards*”.

The first Chom Beung Marathon was organized by a group of instructors who were interested in running. Less than 100 runners participated in this 10 km running event. Since then, the Chom Beung Marathon has been held regularly

in the third week of January and slowly, it has become the traditional event of the Chom Beung district. The Chom Beung Marathon has been further developed in term of the running format and size. The full marathon started 1999. The numbers of participants have significantly increased since 2012-2013 onwards with the arrival of the second wave of the running boom.

Nevertheless, the Chom Beung Marathon is not own by a single entity or run by professional event organizers. Instead, the Chom Beung Marathon is organized by several pillars including Muban Chombueng Rajabhat University; Chombueng Village Institute Foundation; local communities and runners. The vice rector emphasized the importance of local communities in the interview that *“local communities play an important role in the Chom Beung Marathon. From the beginning onward, we use the communities, schools or even temples along the route to welcome our runners. Additionally, provincial and local authority, police and hospital provide great support the events. Thus, the community does not only provide the venue, but their cooperation is valuable. And due to the increasing number of participants, the Chom Beung Marathon receive increasing supports from private sectors”*.

### **Venue Selection and Event Scheduling**

The running course of Chom Beung Marathon passes through the rural area of the Chom Beung Marathon. The terrain is plain which is good for making new personal best. The date is fixed in the third week of January as this has already become a community tradition. The charm of the Chom Beung is not the man-made attractions or the scenic view, but it is created by the local community. Runners can observe community ways of life along the route. Moreover, runners are warmly welcomed and taken good care by the community. Some communities set up shows. School bands play music. Small children do volunteer work serving water to the runners. Overall, there are festive atmospheres and on the one hand, the Chom Beung Marathon is a local event and organized by the local people. The event has put great effort in maintaining international safety standard for runners.

### **Management and Organization**

The Chom Beung Marathon is facing great challenges from the increasing number of participants in recent years which bring some changes to the management of the event. The management of the Chom Beung Marathon is primarily

the responsibility of the university, the foundation, the community and associated runners and running clubs. Nowadays, some functions such as registration and sponsorship funding are outsourced since they can be better managed. Sponsors and cooperation with private businesses are more welcomed to support the larger event scale as well as more standards are applied in order to manage the mass event and keep runners secured. The vice Rector provided some examples as *“the Chom Beung Marathon used to have no cut-off time and we waited until the last person crosses the finish line. But nowadays, we cannot do this. We cannot close the roads for 8-9 hours as this may disrupt people and increase traffic. Or we used to have on sites registration on the event date, but this made it hard to plan the capacity, the race-kits or even the finisher medals or shirts. Therefore, we have implemented the registration system that have to be done during a defined period like the other events and we outsource some functions, so that the process can be optimized. But the event objective remains the same.”*

### **Community Engagement**

The Chom Beung Marathon is famous for its high level of community participation. From years to years, runners are impressed by the festive atmosphere, the friendliness and the warm welcoming by the Chom Beung people. Many runners return to the Chom Beung Marathon every year to re-participate in the event.

The vice rector shared in the interview that the high engagement of community is capital or resources inherited from generations to generations. It is based on strong community relationship and is embedded in the organizational culture and community. He said *“Ajarn Narong and former instructors of the university have to be thanked, since the starting point of engagement came from the alumni of the Chom Beung Teacher’s college which was the former name of the university. They graduated and worked as teachers in many schools or as community leader in Chom Beung. As the Chom Beung Marathon was held, cooperation was required. All alumni were willing to help. They sent the school students to be volunteer and help”*.

This is confirmed by the founder the the Chom Beung Marathon. He said *“the community engagement is led by the university. The teacher college or now Muban Chom Beung Rajabhat University was established in the most rural area*

*with the aim to develop teachers for the area. Local people visited the college and later worked as teachers serving the community. Their kids and pupils visited the college again from generations to generations. Moreover, university provides the courses for the subdistrict or village headmen. These create a close bond or relationship between the local people, community and college or university. Thus, when the university needs help or cooperation, everyone is willing to give a hand. And this has been occurring for many years that local residents and community take it as their responsibility and looking forward to the event”.*

Nevertheless, to maintain community participation, it requires good and right communication strategy. The vice rector reported that the meetings between the organization teams of the Chom Beung Marathon and the community were held. In the meeting, he had to encourage the community to be more active and livelier when welcoming the runners. He still needed to emphasize why being a good host is important and the benefits that the Chom Beung Marathon brings. Lastly, he mentioned that the economic benefit must come along and this should be transparent. Thus, in the interview, the vice rector showed the income gained from charity bib as well as explained how it will be used for community and school development.

### **7.6.2 The Impacts of the Chom Beung Marathon**

The Chom Beung Marathon has continuously been held for 36 consecutive years and creates diverse benefits to the community. The vice rector as the representative of the organizer team said in the interview that the Chom Beung Marathon stimulate local businesses not only in Chom Beung but also, Muang and Suan Pheung district benefit from the events as well. Many runners spend at least 2 days in Ratchaburi province to participate in the event and travel around. Hotels and accommodation in Chom Beung are fully booked in advance. Some runners stay in homestay with local people or in hotels in the Muang or Suan Pheung district. Restaurants are crowded during the events. The infrastructures – the roads, lights, accommodation, sport facilities are improved because of the marathon event.

Event founder added that some runners are coming back to Chom Beung to visit their homestay provider like visiting their relatives. Some come back to run and some buy a house and land so that they have a place to stay when they go running or biking in the Chom Beung district.

The Chom Beung Marathon also creates some social impacts. The vice rector mentioned that the Chom Beung Marathon Model as “*issue-based area-based*”, in which many parties such as university, communities, local government, police, hospital, local people are collaborating in a project, respectively, to organize the Chom Beung Marathon. This enhances the community unity, spirit and tightens the community fun.

Additionally, the event creates a community pride. All respondents in the interviews said, they are proud of the event. The event founder added that “*Chom Beung people are very proud of the event. They are glad when people ask or talk positively about the event hosted in their hometown. The Chom Beung Marathon is like a reunion event for runners and for local people. Some return to Chom Beung to welcome their friends from Bangkok or run in the event*”. The Chom Beung Marathon also creates sports inspirational effect.

Another significant and sustained impact of the Chom Beung Marathon is knowledge sharing. The vice rector revealed that the organization of the Chom Bueng Marathon is embedded in the mission of university. Recently, the university has established the Marathon Center. The primarily purpose of the center is to share and develop academic knowledge in the area of sports management, sports tourism, physical education related to marathon within and across the universities. Marathon study courses which include topics on how to run a marathon, how to manage and standard of mass running events are introduced to students as compulsory course and selective course. Students also participate in the Chom Bueng Marathon as volunteers and they can implicitly learn how to work in team, how the project is managed etc. Another purpose of the Marathon center is to disseminate the knowledge about marathon running to a wider audience in order to improve on the condition of health and fitness. The marathon center of Chom Beung Rajabhat University also cooperates with a university in Japan and Taiwan to exchange knowledge about marathon running and organizing marathon events.



## 7.7 Lessons Learned from the Case Study

The Chom Beung Marathon is one of the oldest mass running events and it is recognized as Thailand Marathon Majors. Runners know the Chom Beung Marathon as “Folks’ tradition with international standard”. This continuation of the event and the good reputation indicate the success of Chom Beung Marathon.

The Chom Beung Marathon is organized under the collaboration between many parties including Muban Chom Beung Rajabhat University, the foundation, local communities and runners. Unlike Buriram and Bangsean42 Chonburi Marathon, the highlight or uniqueness of the Chom Beung Marathon are neither the location nor the starting or finishing point. But it is ambience of the event created by the high level of community engagement, which is driven by the close and strong relationship between university and local residents as the alumni, families of alumni or current students or students of the alumni. Additionally, the Chom Beung Marathon possesses knowledge about marathon running and mass running event management which is gathered through long experience. However, to increase the management effectiveness, there are some adaptations in term of management and regulations. Some functions in mass running event management is now outsource to appropriated partners or platform.

The Chom Beung Marathon is also supported by strong policy. The stage of the Chom Beung Marathon is embedded in the university’ s mission and it is further defined on the operational level that it is the duty of university to host this leading marathon event in the third week of January. The event is also supported by a policy launched by the Thai Health Foundation and other government authorities. These policies guarantee the continuation of the event and slowly turns the event to a community tradition.

The Chom Beung Marathon is one of the most successful mass running events held by the local community. The Chom Beung Model can be applied in those communities aiming to organize mass participation sporting events to stimulate local economy, promote the sport tourism and physical activities as well as to unite people in the community as these also have impacts.

## Summary

This chapter illustrates the research findings and analysis of the Chom Bueng Marathon case study. The results show that resources, capabilities, relationship and some practices led to the event success. The policy supporting the organization of mass running events is emphasized since it guarantees the continuation of the events and makes the Chom Bueng Marathon one of the oldest running event in Thailand. But unlike the case of Bangsean42 Chonburi Marathon and Buriram Marathon, city infrastructures and tourism facilities play less significant role to the event success. Instead, these limit the capacity of the Chom Bueng Marathon.

Residents and running participants of the Chom Bueng Marathon perceive the positive impacts of the Chom Bueng Marathon at high level. Thus, they tend to agree with the events and indicate their intentions to support future events, as asserted in the social exchange theory. The positive impacts perceived by stakeholders include business and local economic stimulation, increase number of tourists and repeat tourists, create community unity and pride, providing the opportunity for community to participate in event decision making process and engage as well as knowledge sharing, while the negative impacts include traffic congestions, crowd and inconvenience from road closures.

## **CHAPTER 8**

### **AGGREGATED ANALYSIS OF THE CASE STUDIES**

This chapter presents the aggregate analysis of the three case studies, namely, Bangsean42 Chonburi Marathon, Buriram Marathon and Chom Beung Marathon. The chapter begins with the analysis of opportunities and constraints of mass participation sporting events/mass running event in Thailand as well as describing the landscape in which the mass running events are organized, and then, reflect on the current environment of mass participation sporting events, highlighting the opportunities that can be exploited and pinpoint the challenges of the organization of the mass participation sporting events in Thailand. Ultimately, this information can be used to develop resultant strategies and recommendations for relevant persons, as this is also one of the objectives of the study.

Additionally, the study adopts a resource-based view and its extensions i.e. practice-based view and resource orchestration as the basis to explain the differences in performance of each of the mass participation sporting events, specifically the mass running events in the case studies and other mass running events. As these may imply the success factors contributing to the event. Lastly, the study adopts the social exchange theory as the basis for examining stakeholders' perception towards the event impacts. The correlation analysis is also conducted to examine the relationship between perceived positive economic and social impacts and the supportive actions for future events.

#### **8.1 Opportunities and Constraints of Mass Participation Sporting Events/ Mass Running Events in Thailand**

To illustrate the current situation and future trend of mass participation sporting events, mass running events, the opportunities and constraints analysis is conducted. The information used in the analysis are derived from the in- depth interviews with the event owners and the organizers of mass running events and key persons related to the organization of the mass running events and running

communities. The analysis also considers data from secondary sources such as literatures, articles, press and news related to mass sporting/ mass running events. The results are summarized in Table 8.1 and explained thereafter.

Table 8.1

*Opportunities and Constraints of Mass Participation Sporting/Mass Running Events in Thailand*

<b>Opportunities</b>	<b>Constraints</b>
- Sport and sport tourism as the world trend	- Cannibalism of the events
- Globalization of mass sporting events	- Pandemic
- Policy supporting sport tourism and sport city	- Strictly measures for mass gathering
- Rising middle income class	- Decline in power of purchase due to economic recession after the pandemic
- Widespread of healthy lifestyle and work-life-balance	- Lacking policies supporting mass sporting event
- Growing number influencers in sports business/ industry	
- Growing number of mass sporting event and activities	
- Events utilize existing facilities and terrain, less investment required	
- Development of sports gadget and equipment	
- Increasing use of social media	
- The coming of automation and AI technology	
- Recovery of mass gathering events after the long pandemic	

Source: Author, 2021.

Sport and sports tourism are a fast-growing segment in tourism (Getz, 2008) and it is highly supported by the government authorities or policy makers who see the opportunities to generate multifaceted benefits out of mass participation sporting events. In Thailand, the Ministry of Sports and Tourism has launched a campaign according to Sport Development Plan (2017-2021) and National Tourism Development Plan (2017-2025) to promote sports cities, sports tourism and sports industry, as these sectors generate additional economic value, create local income and prosper the country tourism and economy (NIDA, 2019; Sport Authority of Thailand, 2019).

Mass participation sporting events have experienced substantial growth in amounts, types and number of participants. Due to the rising income and the shift towards a healthy lifestyle and work-life balance, more people are attracted to sports and running as an easiest start (Paulpoole, 2017). The numbers of mass running events increases on a yearly basis to serve the rising demand. Together with sport gadgets and equipment, they create new user-experience and make jogging or running to become more challenging. The use of social media platforms and sport influencers also play an important role in supporting the growth and popularity of mass participation sporting events as well as mass running events.

Additionally, mass participation sporting events has become more globalized because of the ease of transportation and the convenience access to information. Thus, people from diverse nationalities and backgrounds can choose to participate in the mass participation sporting event anywhere in the world. The mass participation sporting events are competing with each other by increasing the standards, reputation and attractiveness to attract more participants from around the world. Unlike mega or hallmark sporting events, the organization of mass participation sporting events require less investment since they normally use the existing resources and real terrain as the event venue and the participation is not reserved for only elite athletes, but for a wider range of amateurs (Robb, 2016; Paulpoole, 2017).

The growth in popularity of the marathon running from 2008-2018 was recorded at 49.43% in Asia, whereas the growth in USA and Europe stood at 20.97% and 42.86% (Runrepeat, 2021). In Thailand, roughly 3,000 running events are expected in a year and around one-fourth of the total population run or jog regularly (Thaihealthreport, 2020).

Key informants have added some future trends that might contribute to the growth of the mass participation sporting events. This include the coming of AI and automation technologies that can enable people to work less and have more free time available for other leisure activities. Moreover, key informants are optimistic about the future of mass participation sporting event. As one revealed in the interview that, *“the widespread of COVID-19 has slowed down sports and event industry for two or three years, but it will recover with the recovery of world economic. It is what we have seen before in USA or Europe, when the economic prospers and people have more money, they have more time and they want to be healthy. This drives the growth in supplements and vitamins, hobbies and sports business”*.

Nevertheless, some constraints exist. Due to the fast-growing numbers of mass sporting events, especially the mass running events, the events start to cannibal each other. An event organizer indicated that *“media and technology stimulate the growth of the running boom. The number of participants in Bangkok Marathon has jumped from 9,000-10,000 to over 40,000 in the year that the movie “Seven Something” was released. There were over 50 events held in one weekend. It was good for runners but hard for event organizers or owners, especially for no name or smaller event organizers, as the event started to cannibal each other. This situation directly affects the event organizers as they have to upheave their standards of the event, put more effort in promoting the events which increases the organization cost, but at the same time, harder to find sponsors”*.

However, the growing numbers of events is good for running participants as they have more choices. Another event organizer specialized in Triathlon provided a different view that *“it is good that there are many running or triathlon events held in a year. Each differs in term of price, position and reputation and organizer. Each event is a training ground for sport enthusiasts who might want to join major events or more professional events”*. In Thailand, the target groups for professional or high-standard triathlon events organized are mainly foreign sports tourists, while Thai participants make only a small proportion due to the high participation fee and triathlon requires more training and great efforts.

Additionally, the pandemic, i.e. the widespread of COVID-19 has greatly impacted on the entertainment and sports industry. Mass participation sporting events

are cancelled and not allowed for years. Although many countries allow mass gathering events to start again, but this comes with strict measures and controls such as the requirement of vaccine passport, the ATK- test or less capacity to ensure social distancing. These measures create additional cost and directly impact the income and profitability of event owners and organizers. The long period of the pandemic may lead to economic recession and thus, affects the power of purchase and mood and tone for spending and traveling. As a consequence, the number of participants in mass participation sporting events may decline.

Lastly, the policy, specifically for supporting mass participation sporting events are lacking and not all events are receiving the same level of support. An event organizer shared in the interview that *“the problem is there is no big picture or big policy for supporting mass sporting event framed by the central government. The work between ministries is not synchronized. The policy supporting sports tourism is from the Ministry of Sports and Tourism but the provincial governor and administrations are under the Ministry of Interior. They work towards different approaches and goals”*.

The same problem was also mentioned by other event organizers who revealed that *“the policy supporting sport tourism exists but there is no action or implementation plan. Thailand Tourism Authority wants to promote sports tourism and mass participation sporting events but the police do not allow road closures or city governor prohibits such events, since they disrupt the lives of local residents. This makes it uneasy to stage the event”*.

The analysis of opportunities and constraints of mass participation sporting events shows that although there are some constraints related to the widespread of the COVID-19 and challenges of the policy, there exist great opportunities. The mass participation sporting events and mass running events have a high potential to recover and to be on the rise again.

## **8.2 Landscape of Mass Running Events in Thailand**

This section will describe the landscape of mass running event in Thailand by adopting the two models, namely the pyramid model of sports development and the church model of running sport.

Green (2005) introduced the pyramid model of sports development representing a person's involvement in sport by what stage they are at. The sports pyramid metaphor divides sport into (a) mass participation sport or recreational sport which provides the opportunities for everyone to participate regardless of their performance and skills; (b) competitive sport which are for those who want to challenge and achieve their potential in sport competition; and (c) high performance sport in which elite athletes are identified and developed for their performance potential as illustrated in Figure 8.1 (Green, 2005).

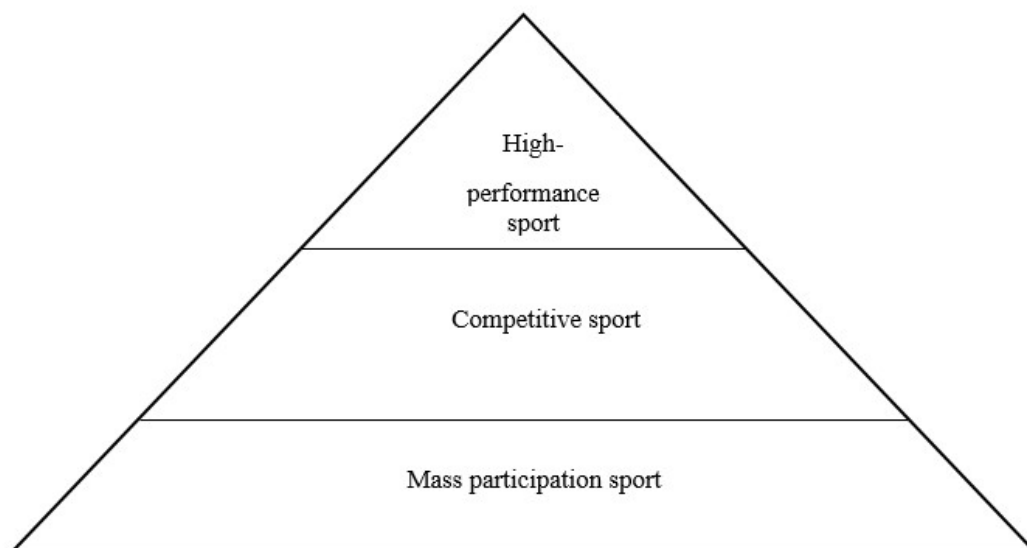


Figure 8.1 Pyramid Model of Sports Development  
(Source: Green, 2005)

Based on the pyramid model, Scheerder *et al.*, (2007) developed another model and named it as the church model of running sport. The model is comprised of participation or recreational running, performance or competitive running, high-level competitive running and elite running. Unlike the pyramid model that categorizes running modes into hierarchical order, the church model indicates that performance and participation running coexist without any hierarchical order between them, as Scheerder *et al.*, (2007) suggested that the key motives of taking part in sport or running are to get healthy and socializing. Running is rather recreational than winning a prize, records or achieve high level of performances. The performance and participation running make the biggest proportion of sports participation and only a part of



performance and participation sport can be considered as forming the basis of high-level competitive running and finally developed into elite running. According to this, athletes are the minority and to be found in elite and competitive running, whereas runners and joggers are the majority of people found in the performance running and participation running, respectively.

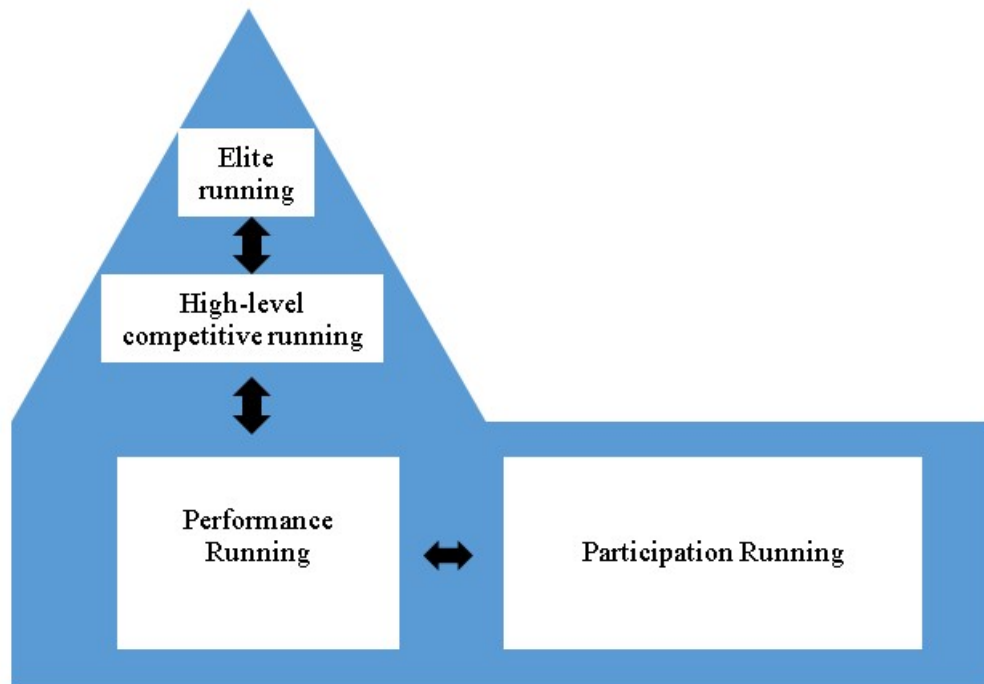


Figure 8.2 Church model of Running Sport

(Source: Scheerder *et al.*, 2007)

The mass running events held in Thailand differ in term of purposes, themes, scale, popularity and degree of success. By adopting the idea of the pyramid model of sports development and Church model of running sport, the mass running events in Thailand can be categorized as elite race, high-standard race or professional race and recreational running and illustrated in pyramid form (see Figure 8.3).

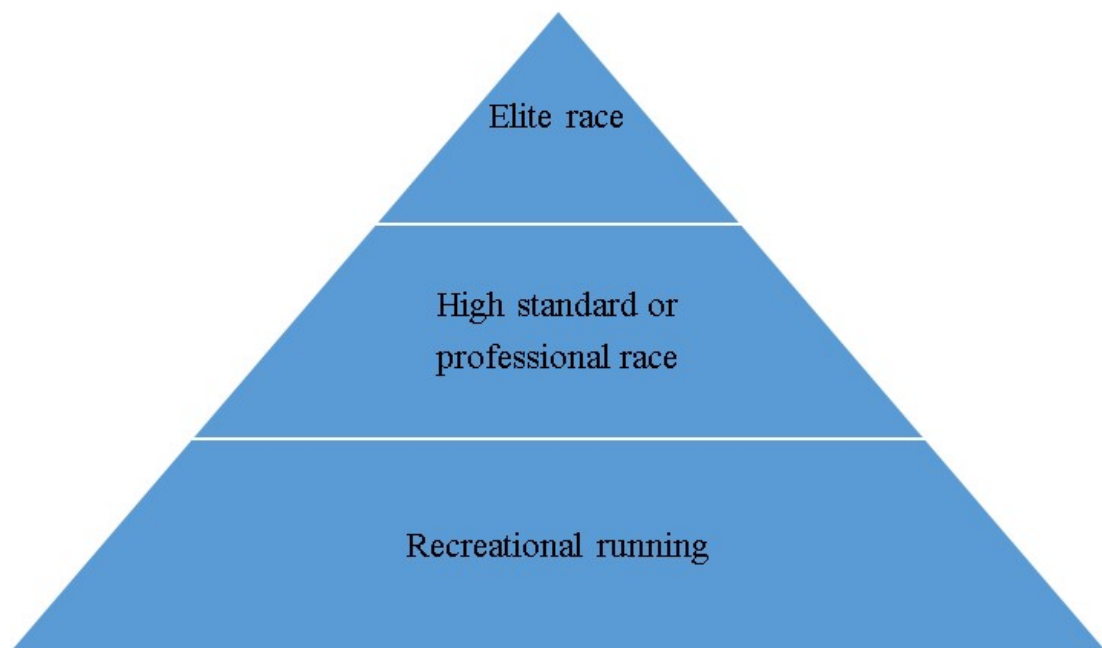


Figure 8.3 Category of Mass Running Events in Thailand  
(Source: Author, 2021)

Among thousands of mass running events held in a year, less than 15 running events including Bangsean10, Bangsean21, Bangsean21, Buriram Marathon presented by Chang, Amazing Thailand Marathon 10K, Half-Marathon and Full-Marathon presented Toyota, Chantaburi Scenic Half-Marathon and Full-Marathon, Chaingrai 21.1, Bangkok Midnight Marathon, Phukethon and Krabi Half-Marathon can be regarded as elite races according to their World Athletics Label. These events are organized under strict rules of the World Athletics which require greater resources and effort since the application and assessment process of the Label Road Race can take over years and number of strict criteria and requirements, such as the participation of international elite runners, vehicular traffic closures, standardized race courses, full electronic timing and doping tests must be met. These elite races possess great reputation as having high level of standards, great capacity and reputation. They are regarded as highly successful running events and thus, they are on the top of the pyramid.

Roughly 20-30 events are large scale high standard or professional races which can be single distance event or running events with all distances ranging from mini to full marathon. These events follow the road running manual which assists the running event organizers in staging a quality event of an international standard.

The majority of mass running events forming up the base of the pyramid can be referred to as leisure and recreational running. They are organized for other purposes than achieving the highest level of standards and participants' motive are rather to get healthy, to enjoy and to socialize than to compete.

The category of mass running events in Thailand, the pyramid model of sport development and the church model of sport applied to running have confirmed 2 key facts; that

(1) Mass running events are different and not all events will be developed into a high-level competitive running or elite running events.

(2) Recreational running events, recreational runners and joggers are making up the largest proportion and only part of these are further developed into high level competitive sports and elite sports.

It is to be noted that the term elite are defined differently in this study. While elite running event or high-level competitive running is defined in the pyramid model of sport development, the church model is referred to international or national competitive events that are reserved for elite athletes, professional or serious runners. In this study, the term elite it is referred to mass running events that are sanctioned by international or national bodies or designated with World Athletics Label Road Races, which welcome both elite and amateur runners to run on the same ground. In Thailand, these running events have gained an increasing popularity and reputation and above all, they are regarded as highly successful.

### **8.3 Critical Success Factors in Mass Participation Sporting Events/**

#### **Mass Running Events Management**

This section will examine each case in detail in order to identify the critical success factors of mass participation sporting events/mass running events management by referring to the resource-based view or resource-based theory and its extensions.

Special attentions are paid to the resources including tangible and intangible resources, dynamic capabilities, relational resources and practices since the study assumes that the heterogeneity of resources and practices possessed by each mass running event leads to different performances or related outcomes. Thus, the mass running events that have an equivalent level of performance or success should possess some common resources or pursue some common practices.

The overview of the three mass running events selected as the case studies is presented in Table 8.2.

Table 8.2

*The Overview of Mass Running Events selected as the Case Studies*

	Bangsean42 Chonburi Marathon	Buriram Marathon	Chom Beung Marathon
1. Event Venue	Sanksuk Municipally, Chonburi	Muang, Buriram	Chom Beung, Ratchaburi
2. Establishment	2016	2017	1985
3. International Recognition	World Athletics Label Road Race	World Athletics Label Road Race	-
4. National Recognition	Thailand Marathon Majors	Thailand Marathon Majors	Thailand Marathon Majors
5. Type	Sole-distance race	Multi-distance race	Multi-distance race
6. Organizers	MICE&COMMUNI- CATION Co. Ltd.	Buriram United International Circuit Co., Ltd	Ratjabhat Chom Beung, Chom Beung Foundation, Community & Runners
7. Fee	1,700-2,000 Baht	1,000-1,200 Baht	800-1,000 Baht
8. Categorization	Elite race	Elite race	High-standard race

Source: Author, 2021.

Data used for the analysis are derived from the in-depth interviews with the event organizers of each mass running events and their related stakeholders as already described in Chapters 5-7. Secondary data are also considered.

According to the three case studies, Bangsean42 Chonburi Marathon and Buriram Marathon can be categorized as elite race as they are having Bronze and Silver World Athletics Label Road Races, while Chom Beung Marathon is regarded as high standard or professional race organized with international standards by the community.

The followings will examine the resources, dynamic capabilities, relational resources and practices leading to the superior performances of each running event as these may represent factors contributing to the mass running event success.

### **8.3.1 Bangsean42 Chonburi Marathon**

Bangsean42 Chonburi Marathon was first organized by MICE and COMMUNICATION co. Ltd. The event organizer company has gained a great reputation from Bangsean21, the half marathon running events held a few years before the Bangsean42 Chonburi Marathon. The event organizer has experience in organizing mass running event, in addition to previous background as MICE event organizer and CEO in the running events in Thailand and overseas.

Furthermore, the location, facilities, travel range to Bangsean is optimal for the mass gathering events. Sunsuk Municipality and Chonburi province have great lodging and transportation network. It is easily accessible from Bangkok and Suvarnabhumi airport. The race provides a unique running course as it passes through the highlights of the city and the finish line is at Bangsean Beach. Many gimmicks are also created by the event organizer and the city to impress the running participants.

Bangsean42 Chonburi Marathon or Bangsean Marathon series are also the first adopter of the international standard. Bangsean21 is the first running event to be designated with the World Athletics Label Road Race. This set a new standard of mass running events in Thailand. The standards include the 100% road closure, the route certification, the medical services along the route etc. The Label Road Race also strengthens the brand of Bangsean42 Chonburi Marathon and makes the event well-known among Thai and international runners.

Leading event technologies such as FaceID, Face Search, real time technology are introduced by a key partner, ThaiRun, to provide new experiences to runners as well as to guarantee runners' safety.

The strong collaboration between the city and event organizer to work toward the same goal which is to create the finest mass running events has a strong contribution to the event success. The city grants the permission to stage the event, to use existing facilities and resources and allows the road closures. The city also plays an important part in encouraging community participation. Bangsean42 Chonburi Marathon has a high level of community participation. The benefits of the events are continuous communication in multi-parties talks and meetings. The event also has a strong volunteer networks cheering and providing service stations for runners and also good spectators. Moreover, Bangsean42 Chonburi also has received great supports from sponsors and partners. The reliable networks of suppliers and vendors enables the event to be organized at the finest level. Majority of the suppliers are locals, as the event aims to generate economic contribution back to local businesses.

To date, Bangsean42 Chonburi Marathon has proved that the small city/municipality together with professional organizers can initiate and manage a world-class events. Sansuk Municipality belongs to one of a few cities in the world that possesses 3 Label Road Races for 3 race distances.

### **8.3.2 Buriram Marathon**

The uniqueness of the Buriram Marathon is the starting and finishing venue in the racing circuit and the football area which are also the must-visit destinations of the city. The start and finish venue are appropriated for mass gathering events and they have great capacity and facility. This enables the Buriram Marathon to be operated at large scale and achieve economy of scale, while some costs can be reduced due to the common use of resources and facilities. The event bundle is also created, in which runners receive ticket discount for football matches or they are able to watch football team training in the arena. This enhances the synergy and makes the event more attractive. The organizer/owner of the Buriram Marathon has a long and strong experience in organizing mass participation sporting events such as Motor GP and football matches and the city also has experience in hosting these large-scale events.

The Buriram Marathon positions itself to be an ultimate destination for marathon. The international standard is adopted, as it aims to achieve World Athletic Gold Label Road Race in the near future. The event is led by a strong management team and leadership. Khun Newin is the key person who backs the events and pushes the Buriram Marathon into a World Marathon destination. He is the hero, the boss, the motivator and the knot of collaboration between all parties - local authorities, private businesses and local residents. He draws event sponsorship and engages community participation to an exceptional high level. Its title sponsor guarantees great support to the events. Lastly, the event has adopted a high event technology to create an exceptional runners' experience. As the events are shifted into night run, lighting and laser system are used to create a unique running ambient.

Nowadays, Buriram is the World Marathon Destination. It is working towards the highest race standard and to be the world's first Night Run with Gold Label Road Race.

### **8.3.3 Chom Bueng Marathon**

Chom Beung Marathon has a long event history and strong reputation as “*folks' tradition with international standard*”. Chom Beung Marathon is a destination for many Thai runners. The event owner/organizer has a long experience and know-how in managing mass running event through a strong network of collaboration which consists of the Muban Chom Beung Rajabhat University, Foundation of Muban Chom Beung Rajabhat University, local authorities and communities and runners. The organization of the Chom Beung Marathon is listed in one of the missions of the university and the date is embedded in community event calendar which guarantees the event continuity and sustainability. The university has also established a Marathon Center to share knowledge about marathon running and organization of running events.

Additionally, the Chom Beung Marathon is famous for its high level of community participation which are primarily driven by the good relationships between the Muban Chom Beung Rajabhat University and their alumni which are later active in the community as community leaders, school teachers or active residents. They are more than willing to contribute back to their university in any form as they can and this has become the social capital inherited from generations to generations.

The Chom Beung Marathon has appropriated location which is not far from Bangkok. The cold weather in January, the friendly event ambience surrounded by folks' way of life and community hospitality increase event attractiveness. Lastly, running event standards for runners' safety and security are applied.

#### **8.3.4 The Analysis of Critical Success Factors**

The analysis shows that three events possess both tangible and intangible resources that play an important role for the organization of a successful event. However, Bangsean42 Chonburi Marathon and Buriram Marathon which are regarded as elite mass running events and received international recognition from the World Athletics differ from the Chom Beung Marathon which is regarded as a professional race in terms of its objectives. The objectives shape the practices which is referred to in the activity or set of activities that the firms might execute, leading to different outcomes or firm performance (Bromiley & Rau, 2014). In other words, the event objective defines how the event owner/organizer organizes the events and what standards are to be implemented. Bangsean42 Chonburi Marathon and Buriram Marathon are aiming for the Labels from the beginning on, while the Chom Beung Marathon tends to follow its own tradition and preserve a high level of standards for the sake of runners' safety. Thus, the heterogeneity of objective leads to differences in practices and eventually differences in performances of the event.

Tangible resources such as physical location of the events, assembly area for start and finish as well as infrastructure and facilities provided in the city and at event venue are also important factors that define the event capacity or event scale and leads to different level of event performance. The Bangsean42 Chonburi Marathon and the Buriram Marathon successfully exploit these resources. They both have accessible location that can be reached through multi choices of transportation. Chonburi and Buriram also have great infrastructure and tourism facilities appropriate for mass gathering events which allow both running events to be staged at large scale. This enables the races to achieve economies of scale and attract more event sponsors, while the cost structures and profitability of the events are optimized. Moreover, the start and finish assembly of both events are the city highlights. This increases the attractiveness of the events and contributes to city publicity and marketing.



Also, financial resources through event sponsorships and solid business model, good cost structure are essential for the upheave of the event standards to comply with the World Athletics guidelines which include a sufficient number of the medical staffs, ambulances, AEDs, first-aid kits and medicines, the course measurement, the pedestrian barriers etc. Also, the application process for World Athletics Label Road Races requires application fee, time and effort that small scale events or race organizers cannot afford. Thus, financial resources are one factor leading to performance differentiation and distinguishes the elite event from others.

Intangible resources such as reputation, branding of the event owners/organizers and the events themselves are valuable for event marketing, event sponsorships and overall management. The Chom Beung Marathon has created a strong reputation and branding through its legend and paradox as folks' event with international standard, while the Bangsean42 Chonburi Marathon and the Buriram Marathon have established their brands through background and experiences of event owners/event organizers, as well as their international recognition. Strong brand attracts both participants and sponsorship and at the same time, differentiate the event and distinguish event performance.

To emphasize on the role of relational resources, they are vital in explaining the different performances of the firms or events. The relationships in the network between firms allow these firms access to information, resources, markets and technology and also provide benefits in the process of learning and utilization of the economies of scale and economies of scope (Gulati *et al.*, 2000). Relational resources are essential to make the running event comply with World Athletic' guideline for the Label Road Race. Both Bangsean42 Chonburi Marathon and Buriram Marathon have a good relationship with the city. The cities are acting as co-creator in sharing risks and benefits and are collaborating with the event owners/organizers to stage successful running event. The city develops infrastructures such as road smoothness, road lighting, city security, transport system and accommodation within the city and improves city attractions. Also, the permission to use public space and 100% road closure which is the requirement of Label Road Race is granted by city or local authorities. Good relationship between event owners/organizers and the city also increases communication effectiveness. In the case that the city has a good relationship with the

community, the communication will be easy and the good attitudes resulted from good relationship will be extended to the event. These will in turn enhance the positive attitude and contribute to a good understanding about the event in the community and the benefits it brings, which ultimately would encourage supportive action and reduce resistance. The Chom Beung Marathon on the other hand exploits its relational resource i.e. the good relationship with communities and uses it as event differentiation point. Although the Chom Beung Marathon is not regarded as an elite event with international recognition, the event is listed in Thailand Marathon Majors and attract masses of Thai runners due to its high level of community participation, the community hospitality and friendliness.

Lastly, the dynamic capabilities are having great contribution to the event performance. Dynamic capabilities can be defined as the firm's ability to integrate, build, and reconfigure internal and external competences to address the rapidly changing environments. Specifically, they refer to the ability to sense and seize the opportunities as well as to maintain competitiveness through adaptive, absorption and innovative capabilities (Teech *et al.*, 1997; Wang & Ahmed, 2007). Bangsean42 Chonburi Marathon and Buriram Marathon were first held in 2017 to exploit the opportunities brought by the running boom. They were the first two marathon events aiming for the World Athletics Label Road Races as these could differentiate them from existing events and establish strong event brand. The Buriram Marathon has received the Bronze Label in 2019 and Silver in 2020, while Bangsean42 Chonburi has received the Bronze Label in 2020. But these two events are continuously improving. They adapt themselves to the new runners' trend and demand. Creative event ideas and innovative event technologies are adopted to enhance participants' experience, as these strengthen the event positions as the finest running event and ultimate destination for marathon runners and make these events stand out of thousands of events held during the peak of the running boom. The Chom Beung Marathon has also responded to the second wave of the running boom in many ways such as enlarge event scale, implementing lotto-system and cut-off time, having title sponsor and sourcing out some functions to partners or third party. These adaptations allow the Chom Beung Marathon to be managed at large scale and high standards in a more efficient and effective way.

Other resources such as event technology i.e. chip-time, RFID and reliable platform for registration, effective staffs, teams and volunteers, the adopting of event standards, rules and regulations ensuring fair play, safety and security of runners are the minimum or standard requirement of resources for staging every running events. While the appearance of event venue, the scenic route, event gimmicks and ambience, the production of light and sound and entertainment along the routes are seen as augmented resources that help differentiate an event from another, increase event attractiveness and heighten participant experiences, but they do not automatically upgrade the recreational running events to professional or elite races.

The analysis of the critical success factors from the three case studies confirms the assumption of resource-based view that the differentiation of mass running events in term of performance and the degree of success is based on the heterogeneous resources exploited in the management of each event. However, the extension approaches to resource-based views are considered, as it is believed that resources and competencies should be regarded with the dynamic rather than static environment. The extension approaches may better explain the performance variation between mass running events.

Accordingly, the study concludes that besides the tangible and intangible factors asserted in the resource-based view or resource-based theory which include financial resources, physical resources, reputation and branding possesses by each mass running event, relational resources, specifically the good relationships with each city have a great contribution to event success. The city does not only provide the event venue or grant the permission to stage the event but it plays significant roles in aiding mass running events to comply with international standards. Thus, in many success cases, the city is acting as event co-creator that works towards the same goals and shares both risks and benefits with the event owners or organizers. Additionally, the practices or the standards adopted to the events and the dynamic capabilities including the ability to sense and seize the opportunities as well as to maintain competitiveness in the changing environment are leading to differences in performance and thus, differences in degree of event success. The event owners, organizers and the city as event co-creator should capture the opportunities provided by the emergent of

the running boom and the event should be adapted to the new trend and demand to stay attractive and competitive.

#### 8.4 Attitudes towards Mass Participation Sporting Events/Mass Running Events

Another objective of the study is to examine the attitudes towards mass participation sporting events/mass running events. The empirical results show that residents are having moderate interest towards mass running events as running is not everyone's leisure activities. However, residents residing in the hosting venue area agree and are willing to support future mass running events with moderate to high level of average score as shown in Table 8.3. The running participants of mass running events tend to agree more and indicate stronger willingness to support future mass running events, as they rated higher average scores.

Table 8.3

*The Average Score of Degree of Agreement and Willingness to Support Future Events from Three Case Studies*

Items	Mean					
	Bangsean42		Buriram		Chom Bueng Marathon	
	Runners	Residents	Runners	Residents	Runners	Residents
1. Agree with the future events	4.50	3.95	3.93	3.40	4.73	4.29
2. Support the future events	4.42	3.85	3.94	3.34	4.69	4.44

Source: Field survey, 2020.

The quantitative results align with the results from the in-depth interviews. Many stakeholders admitted that they agree with the events and are willing to support future events. They talked positively about the events and indicated their pride when talking or hearing people talk about the event held in their province. They also

perceived some positive changes occurring in their community after the mass running event was held. This indicates a good start for mass participation sporting events/mass running events since the second wave of the running boom in Thailand just recently started in 2012-2013 onwards. People tend to accept and slowly get used to running as their leisure activities and mass running events. Minor resistances are also reported in the press and key informants are aware of them. However, they believe that the situation is getting better from years to years and the resistances can be managed and mitigated.

### **8.5 Impacts of Mass Participation Sporting Events/Mass Running Events on Community**

The study aims to examine stakeholders' perception towards the impact of mass running events. A 5-Point Likert scale was used to indicate whether respondents, including all running participants and residents in the three case studies (N=644) agree with the pre-formulated impact statements as these may imply how the impacts are perceived by stakeholders. With regards to one of the secondary objectives, the study also aims to test the hypothesis derived from social exchange theory, whether the perceived positive economic and social impacts of the events are leading to a higher degree of agreement willingness to support future events as these may be the factors encouraging community participation.

Figure 8.4 illustrates the average score of each statement categorized as negative and positive impact.

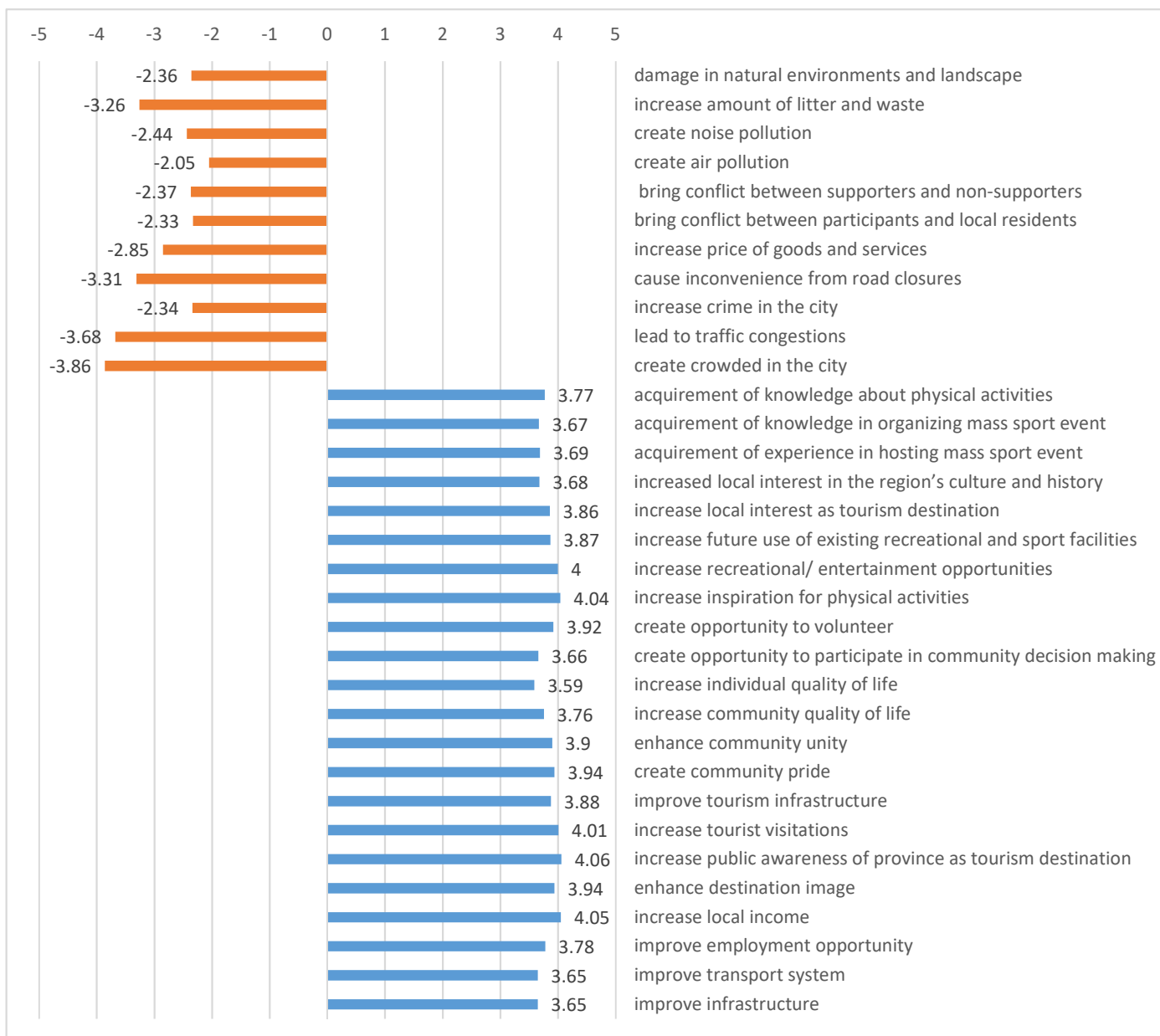


Figure 8.4 The Perceived Impacts of Mass Running Events on Community

The result shows that mass running events create both positive and negative impacts. The respondents perceive economic and social impacts at moderate to high level while the environmental impacts are perceived at low to moderate level. They tend to agree with the positive impacts as majority of the positive impacts are rated with high average score. The top three highest rated economic impacts include “Increase public awareness of province/community as tourism destination” (4.06), “Increase local income” (4.05) and “Increase visitation” (4.01)” and the top three positive social impacts are “Increase inspiration for sports/physical activities” (4.04), “Increase recreational/entertainment opportunities” (4.00), “Create community pride” (3.94). Most of the negative impacts are rated with low to moderate average scores, except for crowded (3.86), traffic congestion (3.68), inconvenience from road closure (3.31) which are rated with highest average scores among the negative impacts.

In-depth interviews, key informants mentioned important key economic and tourism related impacts such as scaling up the business and tourism, create job opportunities, increase local income, urban and physical development, and city branding and enhancing the image of the city as sports city. The growth in economic and tourism in the three provinces of the case studies are in line with the statistics revealed by government authorities. In the case of Chonburi and Buriram that have been designated as Sports City, their economy is highly stimulated by sports related activities and events (The Bangkokinsight, 2021). The number of tourists visiting Buriram has experienced a 2-digit increased and exceeded 2 million since 2018 (Buriram, 2021), while Chonburi has experienced a continuous growth in the number of tourists since 2016 (Chonburi Statistic Bureau, 2021). Key informants also revealed important social impacts in the in-depth interview. These included creating community pride and unity, trickle-down the effect or sport inspirational effect and creating the opportunity for knowledge sharing and festive atmosphere. In many cases, mass running events have become a new tradition embedded in the community event calendar.

The key informants from the interview also perceive both positive and negative impacts of the mass running events but they do tolerate the negative impacts due to their short durations. However, the issues are normally solved when the event ends which is normal before the peak of business hours. They report that they do understand that the events bring diverse benefits to their communities.

The results from the in-depth interviews are consistent with the previous quantitative results. They also reconfirmed the findings of a study on the impacts of Sports City conducted by the Sport Authority of Thailand which revealed that the establishment of sports city can lead to the following impacts, such as, increase motivation in doing sports, increase in local income and quality of life, increase job opportunities during the event, enhance tourism business, improve city infrastructure and facilities, enhance destination image, developing personnel for sports and sports related industry and create community pride (The Bangkokinsight, 2021).

Results from the correlation analysis shown in Table 8.4 and Table 8.5 confirm that the degree of agreement and willingness to support future events have a positive linear relationship with the perceived positive economic and social impacts of mass running events. This imply that when people have a positive perception of the events, they are more likely to agree with the events as well as to support future events. Therefore, to create a more positive attitudes and to encourage people to agree more and support the events, it is essential that the event owners, organizers, the cities or related parties continuously communicate and emphasize the benefits that the mass running event will bring to the community.



Table 8.4

*Correlation between Perceived Positive Economic Impacts and Degree of Agreement and Willingness to Support Future Events*

	M	S.D	1	2	3	4	5	6	7	8	9	10
		.										
1. Infra	3.65	.910	1									
2. Transport	3.65	.914	.662**	1								
3. Job	3.78	.951	.527**	.545**	1							
4. Income	4.05	.949	.499**	.543**	.608**	1						
5. Image	3.94	.947	.533**	.461**	.566**	.739**	1					
6. TourismCity	4.06	.916	.472**	.450**	.505**	.703**	.749**	1				
7. Visitation	4.01	.905	.484**	.450**	.500**	.643**	.675**	.747**	1			
8. TourismInfra	3.88	.942	.580**	.606**	.510**	.563**	.551**	.584**	.641**	1		
9. Agree	4.16	.885	.292**	.219**	.330**	.395**	.409**	.388**	.380**	.234**	1	
10. Support	4.15	.886	.256**	.248**	.344**	.407**	.376**	.366**	.343**	.282**	.756**	1

N=644

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey, 2020.

Table 8.5

*Correlation between Perceived Positive Social Impacts and Degree of Agreement and Willingness to Support Future Events*

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.Pride	3.74	.868	1															
2.Unity	3.82	.886	.796**	1														
3.CommuLife	3.53	.945	.625**	.556**	1													
4.IndividualLife	3.42	.909	.423**	.486**	.515**	1												
5.Engagement	3.34	.959	.510**	.575**	.613**	.544**	1											
6.Volunteer	3.85	.906	.607**	.618**	.554**	.430**	.571**	1										
7.Inspiration	4.04	.881	.583**	.588**	.529**	.450**	.495**	.619**	1									
8.Recreational	3.97	.899	.624**	.603**	.547**	.418**	.509**	.582**	.732**	1								
9.Futureuse	3.83	.956	.575**	.556**	.581**	.435**	.490**	.589**	.660**	.712**	1							
10.InterestTourism	3.79	.968	.595**	.634**	.605**	.450**	.536**	.577**	.586**	.619**	.666**	1						
11.InterestCulture	3.54	1.01	.433**	.499**	.560**	.462**	.562**	.455**	.504**	.516**	.621**	.713**	1					
12.HostExperience	3.53	1.09	.466**	.522**	.496**	.440**	.570**	.528**	.493**	.496**	.486**	.610**	.630**	1				
13.KnowledgeEvent	3.47	1.10	.468**	.526**	.587**	.472**	.613**	.514**	.533**	.576**	.569**	.622**	.641**	.687**	1			
14.KnowledgeSport	3.60	1.03	.499**	.569**	.608**	.488**	.563**	.546**	.575**	.569**	.583**	.665**	.613**	.645**	.775**	1		
15.Agree	4.22	.853	.377**	.378**	.266**	.201**	.240**	.337**	.328**	.281**	.260**	.274**	.226**	.344**	.215**	.214**	1	
16.Support	4.13	.866	.339**	.274**	.270**	.244**	.298**	.320**	.269**	.299**	.300**	.294**	.290**	.348**	.309**	.252**	.756**	1

N = 644

\*\*Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey, 2020

Thus, from the quantitative and qualitative analysis of the impacts of the mass participation sporting events/mass running events presented in the three case studies, some key aspects are worth highlighted:

1. Mass participation sporting events/mass running events require only temporary or disposable set up, use existing terrain as the venue and entail less investment compared to mega or hallmark events, but they can also generate great economic and social impacts. Thus, it is highly recommended for city, local authority or policy maker that instead of bidding to be a host of a large scale event or mega event, hosting mass participation sporting events can be a good option to be considered when comparing the cost and benefits they bring.

2. Mass participation sporting events/mass running events can be used as a median to promote the city, establish a new city image and create city branding at the lowest cost. As supported in the case of Bangsean<sup>42</sup> Chonburi Marathon with hosting recurring sports events and marathon running events, a new and better city image have been successfully established. The city began to attract new segment of tourist, namely sports tourists, which are characterized in some literatures as high-spending and high quality segment and they tend to stay longer in the city. Thus, sports tourists often make a positive contribution to the tourism image of the host destination and economy (Ross, 2001; UNWTO, 2002; World Sport Tourism Show, 2021).

3. Mass participation sporting events/mass running events which are normally held in a short period of time or organized as half-day events do not only create immediate or short-term economic benefits but the impacts brought by these events can last for a longer period of time. Some impacts are enduring such as the establishment of destination image, the branding of the city as a tourism destination, the development of city infrastructure and facilities, and the change towards a healthier lifestyles, the creation of a community pride and spirit, as well as the diffusion of knowledge in diverse perspectives. Thus, mass participation sporting events or mass running events are not just a fad trend or fad events that come and go.

4. The positive impacts created by the mass participation sporting events/mass running events are ranging from short to long term, while the negative impacts such as crowd, traffic congestion, inconvenience from road closures, litter and waste are often short term and immediately solved with the end of the events.

5. Positive linear relationships exist between perceived positive event impacts and degree of agreement and willingness to support future events. This implies that an increase in perceived positive impacts leads to a higher degree of agreement and willingness to support future events.

Thus, in many cases, mass participation sporting events/mass running events generate more positive impacts than negative impacts. Their benefits outweigh their costs and their impacts last even longer than their durations. Accordingly, this study provides counter argument from Getz (2008) who states that single events do not usually pursue enduring change or create major outcomes (Getz, 2008), but it confirms the concept of the Social Exchange Theory positing that people are more likely to engage in exchange with others if they believe they will receive benefits that outweigh their expenses (Fredline, 2005; Kim *et al.*, 2006; Gursoy & Kendall, 2006).

## Summary

This chapter provides the analysis of the three case studies aiming to fulfill the objectives of the research and answer the research questions by referring to the resource-based view and social exchange theory as the theoretical foundations of the study.

The results show that the differentiation of mass running events in terms of performance and the degree of success are based on the heterogeneous resources employed in each event as asserted in the resources-based view or resources-based theory and its extensions. Tangible and intangible resources, relational resources, dynamic capability and the practices resulted principally from the event objective explain the performance variation between mass running events, as they lead to different level of performance and different degree of success. Thus, they can be seen as critical factors in mass running event management.

Additionally, the results show that stakeholders are having positive attitudes towards mass running events and their impacts are well perceived. The economic and tourism related impacts are highly rated and accordingly, highly perceived by respondents and often mentioned by key informants in the in-depth interviews, while

the negative impacts of the event are mainly the crowded, traffic congestions and inconvenience from road closures.

In conclusion, mass sporting participation events/mass running event which are held in a short-duration and require less investment can create greater and enduring positive impacts to the city or community hosting the events. These include the establishment of destination image, the branding of the city as a tourism destination, the development of city infrastructure and facilities, the change towards a healthier lifestyles, the creation of community pride and spirit as well as the diffusion of knowledge. The negative impacts of the mass running events such as crowd, traffic congestions and waste problem are often solved right after the events end. Stakeholders tend to tolerate these negative impacts and indicate their acceptance and willingness to support future events if they perceive higher event benefits when compared to the negative impacts. Thus, the result from this study confirms the concept of the social exchange theory.

## **CHAPTER 9**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter provides the conclusions and recommendations derived from the current study. The conclusions are based on the research questions, objectives and findings of the study. The implications of these findings and the resultant recommendations will be provided to stakeholders related to mass participation sporting events and mass running events. Contributions of study, limitations and opportunity for future research are also discussed.

#### **9.1 Conclusions of the Study**

The objectives of this study are to examine stakeholders' attitudes and perceptions towards mass participation sporting events and their impacts on community, as well as to explore the management of mass participation sporting events in order to identify the factors contributing to the events' success by referring to resource-based view and social exchange theory as the theoretical foundation of the study.

Mass running events are used as representative study cases due to its increasing popularity, numbers of participants and numbers of events held in a every year. Three mass running events in Thailand, namely Bangsean42 Chonburi Marathon, Buriram Marathon and Chom Bueng Marathon were purposefully selected as case studies and mixed method approach was adopted as the research design. In-depth interviews were used to gather rich data from selected stakeholders of mass running events including event organizers, local government, businesses, residents, running participants and volunteers. Quantitative data was collected by questionnaire survey with random respondents in order to complement the qualitative data. Secondary data from multi sources such as news, press conference, posts in internet and social media were equally considered as useful additional information that can help verify the data. Statistical analysis and qualitative content analysis were applied to the data.

The study led to following conclusions:

1. Stakeholders are having positive attitudes towards mass running events. They agree with the events and are willing to support future events with moderate to high average scores. The degree of agreement as well as the willingness to support future events also have a positive relationship with the positive perceptions towards economic and social impacts created by the mass running events. This implies that the events can gain increasing supports when their benefits are well communicated and when stakeholders perceive that they are benefiting from the events as asserting in social exchange theory. Thus, the role of communication is highly emphasized.

2. Mass running events lead to both positive and negative impacts. Stakeholders perceive positive economic and social impacts at moderate to high level, while the negative social and environmental impacts are perceived at low to moderate level. Key impacts of mass running events on community include economic and tourism related impacts such as scaling up the business and tourism, creating jobs, increasing local income, urban and physical development, city branding, enhancing the image of the city as sports city and social impacts such as creating community pride and unity, trickle-down or sport inspirational effect and opportunity for knowledge sharing and learning. Additionally, mass running events also create festive atmosphere. In many areas, they become new recreational and entertainment opportunities or new tradition embedded in the community event calendar that residents are looking forward to.

3. Mass participation sporting events and mass running events which are often single small-scale events and held in a short period of time can create immediate short term benefits as well as greater and longer term impacts. Economic benefits such as local economic and tourism stimulation and consumption often occur immediately during the events. However, since the events can be a good showcase of the city and help establish impressive destination image, sports tourists are coming back as repeat tourists join the events in the following years. These generate recurring revenues for the city. Moreover, the improvement of tourism and city infrastructure can be seen as a long-lasting economic effect of the events that benefit not only runners but also wide a range of residents. Mass participation sporting events also create diverse long lasting social impacts. Residents are proud of their hometown and community spirit

is enhanced. In some cases, running events have become community's tradition or festival set in the event calendar. Mass running events also inspire people to do more sporting activities. And sport inspirational effect leads to longer term effect on people health and lifestyle. The healthy way of living is well established in many communities hosting mass participation sporting events. This also helps reduce cost associated with medicine and healthcare for people in the long run.

4. In many cases, the benefits brought by mass participation sporting events/mass running events outweigh the cost. Since many mass participation sporting events use the existing terrain (road, lake, mountainous terrain etc.) in the community or city as the event venue and require only temporary setting up of equipment, the cost to stage the events is far lower compared to hallmarks or mega events. But the benefits they leverage are huge. Mass participation sporting event/mass running events also create more positive than negative impacts. In many cases, negative impacts are short run, while positive impacts are ranging from short to longer term.

5. Mass running events differ in term of performance and thereafter, the degree of success. Mass running events in Thailand can be categorized as elite race, high standard race and recreational mass running event. According to resource-based view or resource-based theory, the heterogeneity of resources possessed by a firm leads to superior performance and thus, competitive advantage. Thus, the performance variation between running events which differentiate mass running events into each category can be explained by the examination of resources employed to stage the events and these can be assumed as factors contributing to event success. Nevertheless, the study considers the extensions of resource-based view that incorporate other resources such as relational resources and dynamic capabilities to the firm resources, as this represents the dynamic environment of the firms and also adopts the concept of practice-based view proposed by Bromiley & Rau (2016).

The study concludes that besides the tangible and intangible as asserted in resource-based view or resource-based theory which include financial resources, physical resources, reputation and branding possesses by each mass running event, relational resources, specifically the good relationships with the city has a great contribution to events success. As city plays significant roles in aiding mass running events to comply with the international standards. In the case of Bangsean<sup>42</sup> Chonburi



Marathon and Buriram Marathon, the city is acting as event co-creator that works towards the same goals to stage world-class running events that generate the benefits back to the community and all stakeholders involved. Moreover, event owners, organizers and the city as event co-creator should capture the opportunities, integrates and adapt themselves in order to stay competitive and attractive in the changing environment and adopt the practice that will increase the performance.

Thus, the resources, dynamic capabilities, relationships, practices or the standards adopted to the events are critical success factors in managing mass running events, while other factors such as event technology, effective staffs, teams and volunteers, standards ensuring fair play, safety and security of runners are rather seen as standard resources required for staging the events. And the event theme, gimmicks, on-course entertainment, higher level of race standards and community engagement are rather seen as augmented elements that can create event uniqueness, increase event attractiveness and lead to higher participants' satisfactions.

6. Bangsean<sup>42</sup> Chonburi Marathon and Buriram Marathon can be seen as the model on how to develop elite race. These two cases illustrate the resources and practices essential for driving the events to be world class or international within a short period of time. The role of the city as co-creator, the financial resources and capacity of the event are crucial resources contributing to this success. Nowadays, Bangsean (Samsuk Municipality) and Buriram Province have become world's marathon destination listed in the World Athletics event calendar and they have started to attract both foreign and Thai runners. These directly stimulate and drive the growth of sports tourism in the country since it is believed that runners who come from outside the hosting community area inject a lot of money into hotels, food, and entertainment during their participation as they are often accompanied by families and friends. On another hand, Chom Beung Marathon can be seen as the model of event initiated and organized by the community that experiences organic growth from years to years. Without international designation and less resources invested, the events success is primarily dependent on the long-standing experiences and knowhow, the inherited human capital that creates high level of community participation, hospitality and friendliness and strong policy in ensuring the sustainability of the students. These together with the adoption of practices equivalent to leading international running

events create the signature of Chom Beung Marathon and make Chom Beung Marathon rank as one of the marathon majors in the country. These three running events are regarded as highly successful events on the national and international arena. They can be good role model for those who want to develop elite race, high standard or hi-level competitive running as well as for those communities or private enterprises who want to create more successful recreational running events.

## **9.2 Practical Contribution of the Study**

According to the conclusions from the study, the resultant recommendations for event organizers, policy makers and community hosting the mass sporting/mass running events are as follows.

### **9.2.1 Recommendations for Event Owners/ Event Organizers**

The study concludes that the resources and practices required for driving an event to be a high standard race or elite race with an international recognition can be seen as critical success factors in mass running event management. The recommendations for event owners or organizers are formulated as follows.

1. It is essential for event owners or organizers to set clear objectives of the events on how they would like the event to be, since the objectives will shape the practices i.e. standards to be adopted and the whole planning and execution process of the event as well as resources and effort required for the events. Event owners or organizers should consider the advantages and disadvantages of it being an elite event as well as carefully study the application process and requirements. As designations such as Label Road Races may not be the key objective of event owners or organizers or suitable for everyone.

Nevertheless, for those event owners or organizers who aim to develop successful high standard/hi-level competition running events or elite races with the international label recognition, they should seek for relational resources i.e. a strong collaboration with the city or having the city join as event co-creator, since some tasks such as developing infrastructure and facilities, communications with communities and residents or road closures are better performed by the city or become easier with city

involvement. Sports cities or city aiming for promoting sports tourism are the priority targets to develop collaborations, as hosting mass participation sporting events in these cities can create a win-win scenario for both cities and event organizers as shown in the case of Bangsean42 Chonburi Marathon and Buriram Marathon.

It is recommended for event owners or organizers aiming for elite event or high standard event to have strong financial resources as these events require extra investments for the applications and the fulfilment of the requirements such as doping test or invitation of elite runners etc. Strong financial resources can be achieved externally from event sponsors or internally from application fee, owner equity, solid business model and effective cost structure. In this case, large scale events can be advantageous, since they are more attractive for event sponsors. However, the event scale is often determined or limited by the capacity of the cities in term of their infrastructure and facilities. Medium to big cities with good lodging and transportation networks are recommend as hosting venue, as this enables the event to be operated at large scale.

Moreover, event branding and reputation of event organizers formed by background experiences, knowhow in MICE industry or success story of the previous events are valuable intangible resources of the event. They can be advantageous for staging high level of standard and large scale events. However, this does not mean that new-comer or unexperienced event organizers have no chance to organize high standard or elite race. It is recommended for new owner or event organizers or communities that want to develop elite or high-competitive sporting event to gather experience and reputation from organizing small scale events with high level standard or adding some special gimmicks to the event, as these create positive branding and reputation for the event and for their organizing companies. They could join event organizers forum or association that provides learning opportunities or experience sharing or act as co-creator in large scale event in order to acquire knowledge and experiences that are essential for the organization of elite or high-standard running events.

On the other hand, for those event owners, organizers or communities who own or aim to develop successful recreational running events, it is recommended to maintain or go beyond the level of standards that guarantee the safety

and security of running participants and set this in the top priority, as this is seen as the core element of successful running events. At the same time, they should seek to utilize existing resources such as the terrain, the community tradition, community friendliness and engagement and try to create event uniqueness out of it, as these can be seen as augmented elements that lead to event differentiation, higher event attractiveness and degree of success, as deployed in the case of Chom Beung Marathon.

2. It is highly recommended for mass participation sporting event or mass running event owners or organizers to balance the interest of diverse stakeholders with self-interest. Mass participation sporting events should be managed in a way that every party can benefit or at least, the community should perceive that they also gain something, as they provide the hosting venue for the events and may be directly affected by the event. Thus, event organizer should contribute back to the communities and local residents in term of donation or financial supports in community projects, as these may affect the reputation of events and the event owners or organizers and may encourage community supports for future events.

3. Lastly, since mass participation sporting events are still novel in Thai society, event owner or organizers together with the city should continuously communicate on the mass participation sporting events and the benefits of hosting such events, since the perceived benefits is the key to increase engagement. And community engagement and participation create friendly and attractive atmosphere for mass sporting events. This can be difference and a promotion point of the events that attracts more participants as well as event sponsors.

### **9.2.2 Recommendations for Policy Makers**

This study shows that mass participation sporting events or mass running events generate diverse positive impacts to the communities and the country as a whole. The cost for staging mass participation sporting events is relatively low but the impacts are pertinent. Similar results are also found in others study aiming to investigate the impacts of the cities being promoted as sports cities (The Bangkokinsight, 2021). Thus, it is confirmed that sports city and mass participation sporting events are worth supported and the role of policy makers and the city are highly emphasized.

Nevertheless, the study has shown that policy creates some constraints for mass participation sporting event, specifically mass running events, because the supporting policies are inconsistent across provinces, uncollaborated across the ministry and missing action plans at the operational level. The policy to promote sports tourism exists and is embedded in The Sixth National Sports Development Plan (2017-2021) and National Tourism Development Plan II (2017-2021) launched by the Ministry of Tourism and Sports. Accordingly, six provinces are selected as the role model of sports cities and in the future Thailand plans to establish regional sports cities nationwide. But the policy lacks concrete timeframe and action plans on which provinces are to be promoted and how. Moreover, the policies are launched by the Ministry of Tourism and Sports but the implementation falls under the responsibility of each provinces, which is under the Ministry of Interior. The imbalance interest in stimulating economic and tourism by tourism authority and the preservation of peace and security by local authority may lead to uncollaborated policy and actions. This issue is cited in The Sixth National Sports Development Plan (2017-2021) p.99 as “*Thailand also lacks mechanism to enforce implementation of policies outlined in the National Sport Development Plan. As a result, sports development is often not the main focus of local administrations*”.

The case of Bangsean<sup>42</sup> Chonburi Marathon and Buriram Marathon have proved that the strong connection between event owners or organizers and city, local authority or policy makers as valuable relational resources as vital success factors contributing to event success.

Well defined policy is very important for the establishment of sports or running culture and crucial for the development of mass participation sporting events. Since these events are still in the early phase of development, they will require at least 3-5 years to become better established. Supporting policy would guarantee the event continuous and sustainable growth, in case that personal connections or relational resources are absent. Accordingly, policy makers should formulate the policies in the way that:

1. Mass participation sporting events and sports tourism are due their benefits and return on investment should receive more attentions and supports and these should be clearly defined in the policy at all levels.

2. The policy should contain directions and lead to actions at all levels and across government authorities or organizations, especially on the local administration level, as these have been mentioned as the key challenges for many event owners or organizers in organizing and developing mass participation sporting events.

3. The policy should assist the organization of mass participation sporting events, reduce bureaucracy and ease some processes but at the same time, the policy should aim for the improvement of quality, safety and security of the event as well as balance the numbers of events held since these may disrupt residents' daily routines and lead to conflicts.

4. The policy should facilitate the ecosystem of mass participation sporting events, as these are tangible physical resources playing vital role in upheaving event performance and success. The policy supporting sports tourism and mass participation sporting events should be aligned with the city development and promotion plan or vice versa, since the city characteristics play an important role in upheaving the performance of mass participation sporting events, which increase the chance for it to be successful in international arena. Cities cannot host mass participation sporting events when the infrastructures and tourism facilities are not provided and the same time mass participation sporting events can not be successful when the city infrastructures do not facilitate the events. Thus, it is the responsibility of policy maker, specifically the city or local authorities to maintain and develop the infrastructure such as lighting system, security systems, roads and pathways quality to be in the best conditions, as these will benefit mass participation sporting events and residents living in the area.

Moreover, the policy should also support sport and event industry and related business. It should encourage private businesses to invest in new tourism facilities or upgrading old facilities into a higher level of quality and standard. Businesses related to mass participation sporting events such as sporting goods and apparels, sporting drinks and nutrition, sporting gadgets and equipment, event management and catering, event technology and broadcasting should also be promoted as these create the facilitated ecosystem for mass participation sporting events.

5. Since the dynamic capabilities and relational resources are crucial factors contributing to event success, the policy should foster knowledge related

to mass participation sporting event management in order to increase capabilities of the event owners or organizers and develop qualified event organizers and staff related to the management of mass participation sporting events such as sport medical staffs, race juries, race marshals or course measurer. The knowledge management and the organizations or associations acting as knowledge disseminator should receive more support, as these will create the learning environment and help establish the relationships that allow event owners or organizers to combine resources with particular focus on the utilization of knowledge in the process of creating innovations.

6. The policy should consider all stakeholders involved in mass participation sporting events or let them involve in the event development and planning process, as it is a moral aspect and moreover, stakeholders are the pseudo-owner of the venue and community, who are directly affected positively or negatively by the event. They should be well concerned and well communicated, when formulating the policy and staging the event.

Lastly, a policy that balances the interests of all parties and promotes sports tourism, mass participation sporting events, sports related industries and local tourism would generate benefits back for all parties, including the city, event owners or organizers, local businesses, local communities and residents. Ultimately, well formulated policy supporting mass participation sporting events will serve the vision stated in the Sixth National Sports Development Plan to make Thailand to become the country where everyone is concerned with sports and where sports' attractiveness contributes to social and economic development and also the Second National Tourism Development Plan to make Thailand the world's leading quality destination by 2036.

### **9.2.3 Recommendations for Community Hosting Mass Participation Sporting Events**

Communities and residents residing in the hosting venue area are the key stakeholders of mass participation sporting events. They are directly impacted by the events but may directly or indirectly benefit from the events. Local communities and residents are highly encouraged by event owners, organizers, local authorities or policy makers to participate in the events since this increases event attractiveness,

creates new signature for the event and also differentiates an event from the others. Thus, the recommendations for communities and residents are formulated as follows:

1. Communities and residents can be part of the mass participation sporting event in many ways. For example, communities can initiate their own events with or without the aid of professional organizers. Mass participation sporting events organized by community can serve several purposes such as to create community gathering events or festival in which everyone can participate without the limitation of age and gender. The event can be used as a tool to promote healthier lifestyle, stimulate local economy, and increase visitations in the area as well as to enhance community unity and pride. However, for the event initiated by the community to become more successful and sustained, the practice i.e. safety and security standards required for mass participation sporting events should be highly concerned. Road running manual published by national and international sport bodies/agencies can serve as guidelines. And the event scale should be defined in a way that it will comply with the community capacity, otherwise it can lead to mismanagement, overcrowded or other problems.

On the other hand, residents can express their opinions towards events that occurred in their community, provide suggestions that are useful for planning the event or actively participate as part of the event management team. They can also participate as paid staff or voluntarily provide the hospitality for event participants, as this will allow them to gain immediate economic benefits and at the same time, they can obtain implicit knowledge in event management and the experiences in working with diverse teams. Residents can also actively participate in the mass participation sporting events as amateur athletes and gain health benefits or passively watch and enjoy the events as spectators.

2. Communities and residents should be aware and informed about the events taken place in their communities, so that they can better plan their daily routines. Because mass participation sporting events may lead to traffic congestions, crowd or road closures and cause some inconveniences for a few hours, but in return the events will bring back diverse benefits and create long term value for the community and for the country as a larger unit. Not only businesses can benefit from mass participation sporting events but local residents residing in the hosting area can capture



this opportunity to create some businesses and at the same time to enjoy and celebrate these social sports gathering events.

### **9.3 Practical Implications for Future Development of Mass Participation Sporting Events**

Mass participation sporting events and sports tourism are the rising star in tourism industry due to the changing life styles towards healthy trend, the growing income, the coming of automation and AI technology, the ease to access information through social media and internet websites and travel. Hence, they are having a great opportunity.

In Thailand, there are at least 3 million local and foreign sports tourists being addressed (The Sixth National Sports Development Plan, 2017). Nevertheless, there is still plenty of room for future development. But this requires supported policies, appropriated strategies and know-hows, as well as collaborative supports from diverse stakeholders.

Thailand aims to promote the country as leading regional travel destination that targets high potential segments such as sports tourism. Accordingly, water sports, motorsports, golf or boxing sports hub and sports cities are established. However, mass participation sporting events such as mass running events, biking, duathlon or triathlon which are perceptibly increasing in popularity and can attract large numbers of participants are not explicitly emphasized in the plan. Due to the potential of mass participation sporting events and the economic, tourism and social benefits that they bring, policy makers, event owners or organizers or the cities as event co-creators should reconsider and develop the strategies that:

1. Enable and ease some processes required for the organization of mass participation sporting events of all category.
2. Collaborate in the development or the organization of mass participation sporting event or acting as event co-creator in order to provide supports that may increase the numbers and quality of mass participation sporting events and to drive mass participation sporting events into elite or high-level competitive sports. The elite events or events awarded international recognition or high-level competitive sports

are having high potential to attract both Thai and foreign participants, as they may be listed in the world event calendar and the reputation of having high-standards are well spread among runners. These kinds of events serve the sports tourism purpose. But at the same time, local mass participation sporting events initiated by community or recreational sporting events should not be neglected, as these events also generate great benefits for local economy and local people.

3. Strengthen the ability of mass participation sporting events owners or organizers by providing essential tangible and intangible resources such as appropriated infrastructures and facilities, fund, knowledge, networks and cooperation or relational resources essential for improving the event standards and quality which ultimately drives the event into higher category and degree of success. But at the same time the strategies should support and protect related stakeholders, especially the communities and residents providing the venue for the events, as the events may cause some inconveniences for people living in the area.

4. Improve and increase sports and tourism related infrastructures and facilities. As many mass participation sporting events rely mainly on existing infrastructures such as public road, bike lanes, open-water or rivers, the better quality of infrastructures increases the quality and security of the events and make the events easier to achieve a higher level of standards. Moreover, good public sports infrastructure and facilities can also benefit local residents, as they encourage more people to use and do more physical activities. And ultimately, when more people are participating in mass participation sporting events or are attracted to physical activities, they will create sports inspiration for other people. Thus, the objective “Sport for all” can be achieved in one action.

5. Leverage the benefits of mass participation sporting events by encouraging domestic and community sports participation. Some incentives such as fee reduction or more prizes for local people can be given to those residents who want to actively participate in the events. Fund can be provided to the community that are highly engaged in the events, as the immediate financial benefits create a win-win scenario for the events and communities. Sports participation also promotes the healthy way of life to community, create good sports ambient and sports inspiration. In longer-run, this helps reduce medical and healthcare cost of individuals and the country as a whole.

Additionally, elite mass participation sporting events, high standard and recreational events can be further developed through the following strategies:

1. High standard race or high-level competitive sports held in many provinces can be selected and upgraded into elite events or at least maintain or increase the level of standard and quality in order to attract wider audiences from abroad as well as domestic people to participate. There are many mass participation sporting events or mass running events held in major provinces with great infrastructures and tourism facilities such as Chaing Mai, Phuket, Khon Khen, Suphanburi, Nakorn Ratchasima, Chantaburi etc., these events are having high potential to be further developed into elite races attracting larger scale of international and national sports tourists, which will make Thailand a real hub for mass participation sporting events. But this requires a strong collaboration and support from the city or government authority or policy makers as well as strong financial support, as these are the factors contributing to event success as in the case of Bangsean<sup>42</sup> Chonburi Marathon and Buriram Marathon.

2. Recreational sporting events or recreational running events can be improved in term of quality, level of standards applied i.e. strict road-closures, more medical teams and staffs, as these guarantee running participants' safety and security and also increase the pleasure and satisfaction of participants, create word of mouth that promote the future events as well as increase the intention to re-participate. Additionally, these recreational mass running events should be promoted, as these events create a safer and less-expensive opportunities or touch-point for new-comer sportspersons to enjoy the first experience from mass participation sporting events that might inspire them to train for and attain the high-competitive or elite events in the future. This will benefit the sports event industry and other related businesses or the whole ecosystem.

3. Each province and community also contain some uniqueness such as terrain or community tradition as internal valuable resources that can create event uniqueness and impressive experience for participants. In the study cases, Bangsean<sup>42</sup> Chonburi provides the opportunity to run on the scenic route, Buriram Marathon uses the racing circuit and football stadium, which are the city highlights as the start and finish venue while Chom Beung Marathon has the rural charm and friendliness and tradition of the community as its uniqueness.

4. Running event organizers can develop an event-series across provinces/regions as this creates motivational challenge and new experiences for active sport tourists and also allocate events into different areas or provinces, as in the example of World Marathon Majors or trail running event series.

5. An all-year-round event portfolio can be established in order to designate sports city destination, generate recurring revenues and enduring impacts as in the case of Bangsean<sup>42</sup> Chonburi Marathon and Buriram Marathon. These two provinces are hosting different kinds of sports events including football, motor sports, mass running events, cycling and triathlons. These stimulate and generate income to the province all-year round and strengthen the image of the city as sports city.

6. To make the mass sporting events and the brands become more internationalize and better establish, cooperation or co-branding strategies with leading mass participation sporting events brands such as IRONMAN, UTMB or other brands can be pursued. This will enable the event to attain quick international acceptance and attract more participants from overseas. And through collaborative work, knowledge in mass participation sporting event management can be implicitly and explicitly transferred. This strategy is successfully applied as in the case of Thailand Tri-league with its triathlon events held in Bangsean, Chonburi and in the trail running event, Thailand by UTMB, initiated by Sport Authority of Thailand.

To summarize, mass participation sporting events are having great opportunities and there are still plenty of rooms for the future development to make these events become more standardize and internationalize as well as to establish the mass sporting culture and encourage more participation in the communities, as these events would generate diverse benefits in return.

#### **9.4 Theoretical Contribution of the Study**

The study seeks to explain the phenomenon, respectively to answer the question why each mass participation sporting events differs in term of performance and degree of success by referring to resource-based view or resource-based theory which provides an important framework for identifying the resources that predict a firm's superior performance and competitive advantages. Despite the increasing

application of resource-based logic in different disciplines and research fields, the theory has been widely criticized for its absence of empirical content, lack of operational validity, tautological and static views (Priem & Butler, 2001; Makadok 2001; Peteraf & Barney 2003). Bromiley & Rau (2016) reflected on some challenges in application of resource-based view as the definitions and measurements of competitive advantages and resources poses serious problem. Thus, they presented the practice-based view as a simpler and better alternative attempt to explain the entire range of firm and unit performance based on transferable practices (Bromiley & Rau, 2016), while other scholars extend resource-based concept by incorporating others resources such as dynamic capabilities (Teech *et al.*, 1997) and relational resources (Otolá *et al.*, 2013) to make the concept more compatible to the reality that firms are operating in dynamic environment. Resources and competencies should be regarded with the dynamic rather than static view.

The study adopts the resource-based view and its extensions in addition to its modification as practice-based view as the foundation in examining the factors or resources contributing to higher event performance and higher degree of success. It reveals resources and practices that should be exploited and adopted for the successful organization of mass participation sporting events. However, there exist some limitations that lie between resources on the one hand and the role of event organizers, specifically event manager or race director on another hand, as these remain underexplored in this study (i.e., the “black box”). Thus, it is potential for future research to examine further into the role of managers during the process of structuring a firm's resources, bundling them into capabilities, and, eventually, leveraging from those capabilities, as emphasized in resource orchestration framework (Sirmon *et al.*, 2011). As this can illustrate better view on factors contributing to event success, which include the role and action played by manager.

Additionally, the study adopts the social exchange theory, a sociological and psychological theory as the basis for the examination of residents' attitudes and perceptions towards the event impacts. It extends from previous research that investigating the impact of mega events, special events or festival and research aiming at developing indicator to measure the impact of such events (Green *et al.*, 1990; Delamere *et al.*, 2001; Fredline *et al.*, 2003; Kim, 2012; Small *et al.*, 2005), should be

slightly adjusted to the context of mass participation sporting event in Thailand. Thus, the study contributes in providing a holistic empirical evidence on how the impacts of mass participation sporting events are perceived. It also illustrates stakeholders' attitudes towards mass participation sporting events and confirms the hypothesis drawn from social exchange theory that the perceived benefits of the event will lead to event support.

The theoretical contributions of the study are that it extends the application of resource-based view and social exchange theory into the field of mass participation sporting event management. It enriches the existing literature and enhances the understanding of sports event management, sports tourism and event impact assessment. It illustrates the challenges and opportunities in the organization of mass participation sporting events in Thailand and provides holistic empirical evidences about stakeholders' attitudes and perception towards mass participations sporting events and their impacts on community. As sports tourism and mass participation sporting events are received with increasing attentions by scholars as becoming an interesting research topic but research in this area, especially in the context of Thailand, remains scarce.

## **9.5 Opportunities for Future Research**

This study is not without limitations. Key objectives of the study are to investigate the critical factors contributing to the success and to examine the attitudes and perceptions towards mass participation sporting events and their impacts on community by using three mass running events as the case studies. Mixed-research approach are applied. The questionnaire survey is conducted and cross-validated with the in-depth interviews. However, the findings may be limited in generalizability to other mass sporting events or mass running events hosted in other communities with different characteristics. Thus, recommendations for future research are made as follows:

1. More research on other kinds of mass participation sporting events such as biking, swimming, triathlon well as more case studies across communities or countries should be conducted. These can be used to illustrate the contrasts or similarities of the cases and enhance better understanding about mass sporting events.

2. Research with greater number of participants including mass participation sporting event organizers and others stakeholders are encouraged, since it enhances the understanding about the issues and increases its generalizability.

3. Research using direct measurement of the economic, social and environmental impacts of mass participation sporting events with specific method of analysis are highly recommend. These can illustrate better and accurate view about benefits or impacts of the mass sporting event on the community. And since the direct measurement are quantitative in nature, it increases the comparability of the data.

4. Longitudinal study of the impacts of mass participation sporting events is worth conducted, since previous studies are focusing on the benefits or impacts occurred shortly after the events or as in most of the research, during or right after the stage of events. Longitudinal study can illustrate how mass participation sporting events gradually change or shape the communities as well as answer the questions about long-term or enduring impacts of mass participation sporting events.

5. Research with different theoretical foundation such as resource orchestration framework is suggested, as this may illustrate a better view on resources, capabilities and the role of managers that contribute to event's superior performance or competitive advantage.

6. Mass participation sporting events are still novel in Thailand. There are a number of open areas that are worth studying. These include the policy and regulations on mass participation sporting events, event marketing, human resources management, operations management, information technology and event technologies, financial management of mass participation sporting events, the behaviors of active sports tourists as well as research on community providing venues for the events, community engagement, quality of life and identity.

## Summary

The study examines the critical success factors in managing mass participation sporting events, the attitudes and perceptions towards mass participation sporting events and their impacts on community. All research questions are successfully answered. The study provides both theoretical and practical contribution. It increases the understanding about the management of mass participation sporting events as well as the challenges that event organizers are facing. It addresses the factors that differentiate the performance and the degree of success. The study also illustrates stakeholders' attitude towards mass participation sporting events and how the impacts on community are holistic assessed and perceived by referring to resource-based view and social exchange theory. It also confirms the hypothesis drawn from social exchange theory positing that the perceived benefits of the event are leading to supportive actions.

Knowledge gained from this study can be used as a basis for comparative study across the countries as running boom has become a new phenomenon in many countries. The resultant implications and recommendations can be adopted and implemented by event owners or organizers, city, policy makers or other stakeholders related to mass participation sporting events in order to exploit the opportunity derived from sports tourism as the fastest growing tourism segment.

Recommendations for future research are highlighted. Since the boom of mass participation sporting events and mass running events is a recently emerging field in Thailand and many countries around the world, it provides great dynamic and opportunity to explore and represents interesting research topic for scholars.



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## **APPENDICES**

## APPENDIX A

### QUESTIONNAIRE FOR RUNNING PARTICIPANTS

**Declaration:**

This questionnaire survey is part of doctoral degree dissertation, PhD. Program, College of Interdisciplinary Studies, Thammasat University. The purpose of this questionnaire are to examine the perceptions towards mass running events, motivation to participate as well as to investigate the perceived impacts of mass running events on hosting community and the relation between perceived quality, satisfaction destination image.

Your participation is very important and appreciated and will provide us with a better understanding about mass running events and its impact. The result will be an essential feedback that can be used in future organization of mass running events.

The questionnaire survey is voluntary basis. Your response will remain completely anonymous.

The questionnaire consists of 5 parts. Please check the box and fill in the blank that corresponds to your answers. Your participation in completing this questionnaire is highly appreciated.

Parichat Jantori

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### Part I: General

1.1 How do you know about this Marathon Running event? (can select more than one answer)

1. From poster/ billboard
2. Local authorities' announcement
3. Internet/ online channel
4. Friends/ Neighbor
5. Other, please define .....

1.2 How often do you participate in mass running events in a year?

1. less than 10 times
2. 10-20 times
3. 21-30 times
4. more than 30 times

1.3 What were your reasons of for attending marathon running event? (can select more than one answer)

1. Health and fitness
2. Self-challenge/ personal goal achievement
3. Competition/ to win a prize
4. Recreation and entertainment
5. Family and friend togetherness
6. New experiences
7. New group of friends
8. Others, please define .....

1.4 Would you have come to this province this year if this marathon running event had not been held?

1. Yes
2. No
3. I am not sure

1.5 After the mass running event ended, would you revisit this province as a tourist?

1. Yes
2. No
3. I am not sure



1.6 Would you participate in this marathon running event next year?

1. Yes                      2. No                      3. I am not sure

1.7 What are your criteria used for choosing a marathon running event to participate? (can select more than one answer)

1. Fame of the event
2. Fame of the mass running event organizers
3. Theme of the mass running event
4. Purposes of the mass running event
5. Regions/ Province hosting the event is interesting
6. Ease of transportation to the mass running event
7. Possibility to combine mass running event and travel
8. Nice medal and finisher T-shirt
9. Nice race course
10. Sufficient service stations along the race course and after the race
11. Cost of participation
12. Friends participation in the same event
13. Others, please define

1.8 Does the IAAF label or AIMS certification play role in making decision to participate the event?

1. Yes                      2. No                      3. I am not sure

1.9 How would you define your runner type?

1. Prize seeker
2. Serious runner
3. Ultra runner
3. Healthy runner
4. Leisure runner
6. Fancy runner
7. Other, please define .....

## Part II: Perceptions towards Economic, Social and Environmental Impacts of the Mass Running Event on the Community

As runner who participates in mass running event, do you agree the following impacts of the mass running event occurred in host community. Please ✓ the box that corresponds to your opinion. (5 = Strongly agree, 4 = Agree, 3 = Neither agree or disagree, 2 = Disagree, 1 = Strongly disagree)

### 2.1 Economic impacts

Impact statement	Agreement				
	1	2	3	4	5
1. improve infrastructure (e.g. park, public toilet)					
2. improve transport system (e.g. road, bus connection)					
3. improve employment opportunity					
4. increase local income					
5. enhance destination image					
6. increase public awareness of the province/ community as tourism destination					
7. increase tourist visitations					
8. improve tourism infrastructure ( e. g. hotels, tourist attractions)					

### 2.2 Social impacts

Impact statement	Agreement				
	1	2	3	4	5
1. create community pride					
2. enhance community unity					
3. increase community quality of life					
4. increase individual quality of life					
5. create opportunity to participate in community decision making					
6. create opportunity to volunteer					
7. increase inspiration for sports/ physical activities					
8. increase recreational/ entertainment opportunities					
9. increase future use of existing recreational and sport facilities					
10. increase local interest as tourism destination					
11. increased local interest in the region's culture and history					
12. acquirement of experience in hosting mass sport event					
13. acquirement of knowledge in organizing mass sport event					
14. acquirement of knowledge about sports/ physical activities					
15. create crowded in the city					
16. lead to traffic congestions					
17. increase crime in the city					

18. cause inconvenience from road closures					
19. increase price of goods and services					
20. bring conflict between participants of mass running events and local residents					
21. bring conflict between those who support and do not support the mass running event					

### 2.3 Environmental impacts

Impact statement	Agreement				
	1	2	3	4	5
1. create air pollution					
2. create noise pollution					
3. increase amount of litter and waste					
4. damage in natural environments and landscape					

2.4 What do you think were the benefits of this Running event?

.....

2.5 What do you think were disadvantages of this n Running event?

.....

2.6 Would you agree, if this Running event is organized in the following years? (scale 1 strongly disagree – 5 very agree)

1                      2                      3                      4                      5

2.7 Would you support this Marathon Running event in the following years? (scale 1 strongly disagree – 5 very agree)

1                      2                      3                      4                      5

2.8 Do mass running event encourage you to do more sports or physical activities? (scale 1 strongly disagree – 5 very agree)

1                      2                      3                      4                      5

### Part III: Direct Economic Impact

3.1 On what did you spend your money when participating the mas running event? (can select more than one answer)

1. Transportation
2. Accommodation
3. Event expo
4. Food and beverage
5. Travel and sightseeing
6. Shopping and souvenirs
7. Others, please define.....

3.2 How did you go to the event?

1. By own car
2. By shared car/ van with friends or running club
3. By public transportation such as bus, train, airplane
4. By bike or walk
5. Others, please define.....

3.3 How many nights did you spend at the event?

1. No staying overnight
2. 1 night
3. 2 nights
4. More than 2 nights

3.4 Where did you overnight during the mass running event?

1. Hotel
2. Hostel/Service apartment
3. Provided tent/ room by event organizers
4. Friend's house
5. Own house
6. Others, please define

3.5 What kind of attractions did you visit? (can select more than one answer)

1. Historical/ cultural attractions
2. Temples
3. Natural attractions
4. Shopping malls
5. Local markets
6. Nightlife & entertainment
7. I did not visit any tourist attractions
8. Others, please define

3.6 Please estimate your spending in total when attending the mass running event (excluding registration fee).

1. less than 1,000 Baht
2. 1,001 – 2,000 Baht
3. 2,001 – 3,000 Baht
4. 3,001 – 4,000 Baht
5. 4,001 – 5,000 Baht
6. over 5,001 Baht

#### Part IV: Mass Running Event Characteristics, Satisfaction and Destination Image

How do you agree with followings statements? Please ✓ in the scale that corresponds to your answers (5 = very agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree).

Statement	Agreement				
	1	2	3	4	5
1. Mass running event I attend provides services as stated in advertising					
2. Mass running event I attend provides quick response to questions and assistance request					
3. Mass running event I attend provides appropriate safety for running participants					
4. Mass running event I attend provide sufficient information, so there is no doubt about the event					
5. Mass running event I attend is trustworthy					
6. Mass running event I attend provides good communication channels					
7. The theme of the mass running event is attractive					
8. The location (start/ finish line) of the mass running event is appropriated					
9. The date and time of the mass running event is appropriated					
10. I perceive, destination provides ease of transportation					
11. I perceive, destination provides ease of communication					
12. I perceive, destination provides hospitality					
13. I perceive, destination provides tourist attractions and activities					
14. I perceive, destination is exciting					
15. I perceive, destination is pleasant					
16. I perceive, destination is friendly					
17. I perceive, destination is interesting					
18. I am satisfied with the overall quality of this mass running event					
19. I would talk positively about this mass running event					
20. I would talk positively about community hosted mass running event					
21. I would recommend this mass running event to people I know					
37. I would revisit the event as participating runner					
38. I would revisit the province/ community hosted the event as tourist					

**Part V: Demographic****5.1 Age**

1. less than 18 years old
2. above 18-30 years old
3. above 30-40 years old
4. above 40-50 years old
5. above 50-60 years old
6. above 60 years old

**5.2 Gender**

1. male
2. female
3. Do not want to define

**5.3 Family status**

1. Single
2. Have boyfriend/ girlfriend but not married
3. Married with no kids
4. Married with kids
5. Separated/ Divorced

**5.4 Occupation**

1. Government officer
2. Business owner/ business person
3. Self-employed
4. Company employee
5. Farmer/ Agriculturalist
6. Student
7. Unemployed
8. Others, please define.....

**5.5 Monthly income**

1. Less than 10,000 Baht
2. 10,001 – 30,000 Baht
3. 30,001 – 50,000 Baht

4. 50,001 – 70,000 Baht

5. Above 70,001 Baht

5.6 What would you like to tell the event organizers?

.....

.....

.....



**APPENDIX B**  
**QUESTIONNAIRE FOR RESIDENTS**  
**(NON-RUNNING PARTICIPANTS)**

**Declaration:**

This questionnaire survey is part of doctoral degree dissertation, PhD. Program, College of Interdisciplinary Studies, Thammasat University. The purpose of this questionnaire is to examine the perceptions towards mass running events, degree of participations and the perceived impacts of mass running events.

Your participation is very important and appreciated and will provide us with a better understanding about mass running events and its perceived impacts. The result will be an essential feedback that can be used in future organization of mass running events.

The questionnaire survey is voluntary basis. It consists of 4 parts. Your response will remain completely anonymous. Please check the box that corresponds to your answers. Your participation in completing this questionnaire is highly appreciated.

Parichat Jantori

PhD. Student

College of Interdisciplinary Studies, Thammasat University

For further information, please contact:

Parichat Jantori

Tel. 082-054 9393

Email: parichatjantori@hotmail.com

## Part I: General

1.1 How do you know about the Running event”?”

1. From poster/ billboard
2. Local authorities’ announcement
3. Internet/ online channel
4. Friends/ Neighbor
5. Others, please define.....

1.2 How interested you are in Marathon Running event””? (scale 1 not interested at all – 5 completely interested)

- |   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

1.3 Are you a runner/ jogger?

- |        |       |
|--------|-------|
| 1. Yes | 2. No |
|--------|-------|

1.4 How often do you participate in mass running events in a year?

1. never
2. less than 10 times
3. 10-20 times
4. 21-30 times
5. more than 30 times

## Part II Degree of Participation

2.1 How do you evaluate the statements below? Please ✓ in the box that corresponds to your answer (5 = Strongly agree; 4 = Agree; 3 = Neither agree or disagree; 2 = Disagree; 1 = Strongly disagree).

Statement	Agreement				
	1	2	3	4	5
1. There were PRs (Placard, Poster, VDOs presentation etc.) about the mass running event.					
2. I was informed about the mass running events, when and where it will take place.					
3. There was public hearing about staging the mass running event in my community. My opinions and views about the mass running events were asked.					
4. My opinions and views about the mass running events were asked.					
5. I had a chance to provide advises or ideas about organizing mass running event to the event committee/ event organizer.					
6. I was invited to join event committee team/ event organizer team.					
7. I could make decision together with event committee team/ event organizer team about hosting mass running events in my community.					
8. I and my community had full responsibility and control about hosting mass running events.					

2.2 I participated in the mass running events as

1. running participants in this mass running event
2. event organizers
3. paid staffs
4. volunteers
5. spectators
6. Host i.e. I provided food and beverages for runners; runners can use my toilette
7. no participation of any kind

2.3 Please indicate your degree of participation in the mass running event (from 1-5; 1 = lowest and 5 = highest).

1                      2                      3                      4                      5

### Part III: Perceptions towards Economic, Social and Environmental Impacts of the Mass Running Event

As resident or community residing in the hosting venue area, do you agree that the following impacts of mass running event occurred in your community? Please ✓ the box that corresponds to your opinions (5 = Strongly agree, 4 = Agree, 3 = Neither agree or disagree, 2 = Disagree, 1 = Strongly disagree).

#### 3.1 Economic Impacts

Impact statement	Agreement				
	1	2	3	4	5
1. improve infrastructure (e.g. park, public toilet)					
2. improve transport system (e.g. road, bus connection)					
3. improve employment opportunity					
4. increase local income					
5. enhance destination image					
6. increase public awareness of the province/ community as tourism destination					
7. increase tourist visitations					
8. improve tourism infrastructure ( e. g. hotels, tourist attractions)					

#### 3.2 Social Impacts

Impact statement	Agreement				
	1	2	3	4	5
1. create community pride					
2. enhance community unity					
3. increase community quality of life					
4. increase individual quality of life					
5. create opportunity to participate in community decision making					
6. create opportunity to volunteer					
7. increase inspiration for sports/ physical activities					
8. increase recreational/ entertainment opportunities					
9. increase future use of existing recreational and sport facilities					
10. increase local interest as tourism destination					
11. increased local interest in the region's culture and history					
12. acquirement of experience in hosting mass sport event					
13. acquirement of knowledge in organizing mass sport event					
14. acquirement of knowledge about sports/ physical activities					
15. create crowded in the city					
16. lead to traffic congestions					
17. increase crime in the city					
18. cause inconvenience from road closures					
19. increase price of goods and services					

20. bring conflict between participants of mass running events and local residents					
21. bring conflict between those who support and do not support the mass running event					

### 3.3 Environmental Impacts

Impact statement	Agreement				
	1	2	3	4	5
1. create air pollution					
2. create noise pollution					
3. increase amount of litter and waste					
4. damage in natural environments and landscape					

3.4 What do you think were the most important benefits of this Marathon Running event”?

.....

3.5 What do you think were the most disadvantages of this Marathon Running event”?

.....

3.6 Did you receive any immediate financial benefits from this Marathon Running event being hosted in your home community?

Yes

No

3.7 Would you agree, if your community organize this Marathon Running event in the following years? (scale 1 strongly disagree – 5 very agree)

1                      2                      3                      4                      5

3.8 Would you support this Marathon Running event in the following years? (scale 1 strongly disagree – 5 very agree)

1                      2                      3                      4                      5

3.9 Does this Marathon Running event encourage you to do more physical activities or sports? (scale 1 strongly disagree – 5 very agree)

1                      2                      3                      4                      5

## Part IV: Demographic

### 4.1 Age (years old)

1. less than 18 years old
2. more than 18-30 years old
3. more than 30-40 years old
4. more than 40-50 years old
5. more than 50-60 years old
6. above 60 years old

### 4.2 Gender

1. male
2. female
3. Do not want to define

### 4.3 Approximately how far do you live from event venue or running course?

1. Within 1 km
2. more than 1-5 km
3. more than 5-10 km
4. more than 10-15 km
5. above 15 km

### 4.4 Occupation

1. Government officer
2. Business owner/ business person
3. Self-employed
4. Company employee
5. Farmer/ Agriculturalist
6. Student
7. Unemployed
8. others, please define .....

### 4.5 What would you like to say or suggest about organizing mass sporting events such as marathon running events in Thailand?

.....

.....

## APPENDIX C

### INDEX OF OBJECTIVE CONGRUENCE

The IOC (Index of Objective Congruence) is conducted in order to guarantee the content validity. The questionnaires are sent to 3 experts who are lecturers at Thammasat Business School and possess the skills in business management and research. They are asked to determine the content validity score:

The score = 1, if the expert is sure that this item really measured the attribute.

The score = -1, if the expert is sure that this item does not measure the attribute.

The score = 0, if the expert is not sure that the item does measure or does not measure the expected attribute.

Addition to the validity score, experts are asked to evaluate the questionnaires in term of its comprehensibility and they are allowed to give the feedback to the questionnaires.

The results of IOC are summarized in the table. Questionnaires are later adjusted as being advised.

#### 1. Questionnaire for runners

	S1	S2	S3	IOC	Remarks
1.1 How do you know about this Marathon Running event? (can select more than one answer) 1. From poster/ billboard 2. Local authorities' announcement 3. Internet/ online channel 4. Friends/ Neighbor 5. Other, please define .....	1	1	0	0.66	Adjust by adding others...
1.2 How often do you participate in mass running events in a year? 1. less than 10 times 2. 10-20 times 3. 21-30 times 4. more than 30 times	1	1	1	1	Accepted
1.3 What were your reasons of for attending marathon running event? (can select more than one answer) 1. Health and fitness 2. Self-challenge/ personal goal achievement 3. Competition/ to win a prize	1	1	1	1	Accepted

4. Recreation and entertainment 5. Family and friend togetherness 6. New experiences 7. New group of friends 8. Others, please define .....					
1.4 Would you have come to this province this year if this marathon running event had not been held? 1. Yes                  2. No                  3. I am not sure	1	1	-1	0.33	Adjusted by changing Maybe to I am not sure
1.5 After the mass running event ended, would you revisit this province as a tourist? 1. Yes                  2. No                  3. I am not sure	1	1	-1	0.33	Adjusted by changing Maybe to I am not sure
1.6 Would you participate in this marathon running event next year? 1. Yes                  2. No                  3. I am not sure	1	1	-1	0.33	Adjusted by changing Maybe to I am not sure
1.7 What are your criteria used for choosing a marathon running event to participate? (can select more than one answer) 1. Fame of the event 2. Fame of the mass running event organizers 3. Theme of the mass running event 4. Purposes of the mass running event 5. Regions/ Province hosting the event is interesting 6. Ease of transportation to the mass running event 7. Possibility to combine mass running event and travel 8. Nice medal and finisher T-shirt 9. Nice race course 10. Sufficient service stations along the race course and after the race 11. Cost of participation 12. Friends participation in the same event 13. Others, please define	1	1	0	0.6	Adjust by adding others...



1.8 Does the IAAF label or AIMS certification play role in making decision to participate the event? 1. Yes                                      2. No                                      3. I am not sure	1	1	0	0.66	Adjusted by changing Maybe to I am not sure
1.9 How would you define your runner type? 1. Prize seeker 2. Serious runner 3. Ultra runner 3. Healthy runner 4. Leisure runner 6. Fancy runner 7. Other, please define .....	1	1	0	0.66	Adjust by adding others...
2.1 how do you perceive the economic impact of the mass running event you have participated, occurred in host? community. (5-Point Likert scale)  1. improve infrastructure (e.g. park, public toilet) 2. improve transport system (e.g. road, bus connection) 3. improve employment opportunity 4. increase local income 5. enhance destination image 6.increase public awareness of the province/ community as tourism destination 7. increase tourist visitations 8. improve tourism infrastructure (e.g. hotels, tourist attractions)	1	1	1	1	Accepted
2.2 how do you perceive the social impact of the mass running event you have participated, occurred in host? community. (5-Point Likert scale)  1. create community pride 2. enhance community unity 3. increase community quality of life 4. increase individual quality of life 5. create opportunity to participate in community decision making 6. create opportunity to volunteer 7. increase inspiration for sports/ physical activities 8. increase recreational/ entertainment opportunities 9. increase future use of existing recreational and sport facilities 10. increase local interest as tourism destination 11. increased local interest in the region's culture and history 12. acquirement of experience in hosting mass sport event	1	1	0	0.66	Accepted



4. Food and beverage 5. Travel and sightseeing 6. Shopping and souvenirs 7. Others, please define.....					
3.2 How did you go to the event? 1. By own car 2. By shared car/ van with friends or running club 3. By public transportation such as bus, train, airplane 4. By bike or walk 5. Others, please define.....	1	1	0	0.66	Adjusted by adding others...
3.3 How many nights did you spend at the event? 1. No staying overnight 2. 1 night 3. 2 nights 4. More than 2 nights	1	1	1	1	Accepted
3.4 Where did you overnight during the mass running event? 1. Hotel 2. Hostel/Service apartment 3. Provided tent/ room by event organizers 4. Friend's house 5. Own house 6. Others, please define.....	1	1	0	0.66	Adjusted by adding others...
3.5 What kind of attractions did you visit? (can select more than one answer) 1. Historical/ cultural attractions 2. Temples 3. Natural attractions 4. Shopping malls 5. Local markets 6. Nightlife & entertainment 7. I did not visit any tourist attractions 8. Others, please define	1	1	1	1	Accepted
3.6 Please estimate your spending in total when attending the mass running event. ..... Baht	1	1	0	0.66	Accepted
5.1 Age 1. less than 18 years old 2. above 18-30 years old 3. above 30-40 years old 4. above 40-50 years old 5. above 50-60 years old 6. above 60 years old	1	1	0	0.66	Adjusted the range
5.2 Gender 1. male          2. female          3. Do not want to define	1	1	0	0.66	Accepted
5.3 Family status 1. Single 2. Have boyfriend/ girlfriend but not married					Add new questions



<p>5. I had a chance to provide advises or ideas about organizing mass running event to the event committee/ event organizer.</p> <p>6. I was invited to join event committee team/ event organizer team.</p> <p>7. I could make decision together with event committee team/ event organizer team about hosting mass running events in my community.</p> <p>8. I and my community had full responsibility and control about hosting mass running events.</p>					
<p>2.2 I participated in the mass running events as</p> <p>1. running participants in this mass running event</p> <p>2. event organizers</p> <p>3. paid staffs</p> <p>4. volunteers</p> <p>5. spectators</p> <p>6. Host i.e. I provided food and beverages for runners; runners can use my toilette</p> <p>7. no participation of any kind</p>	1	1	1	1	Accepted
<p>2.3 Please indicate your degree of participation in the mass running event (from 1-5; 1 = lowest and 5 = highest).</p> <p>1                      2                      3                      4</p> <p>5</p>	1	1	1	1	Accepted
<p>3.1 how do you perceive the economic impact of the mass running event you have participated, occurred in host? community. (5-Point Likert scale)</p> <p>1. improve infrastructure (e.g. park, public toilet)</p> <p>2. improve transport system (e.g. road, bus connection)</p> <p>3. improve employment opportunity</p> <p>4. increase local income</p> <p>5. enhance destination image</p> <p>6.increase public awareness of the province/ community as tourism destination</p> <p>7. increase tourist visitations</p> <p>8. improve tourism infrastructure (e.g. hotels, tourist attractions)</p>	1	1	1	1	Accepted
<p>3.2 how do you perceive the social impact of the mass running event you have participated, occurred in host? community. (5-Point Likert scale)</p> <p>1. create community pride</p> <p>2. enhance community unity</p> <p>3. increase community quality of life</p> <p>4. increase individual quality of life</p> <p>5. create opportunity to participate in community decision making</p> <p>6. create opportunity to volunteer</p> <p>7. increase inspiration for sports/ physical activities</p> <p>8. increase recreational/ entertainment opportunities</p>	1	1	1	1	Accepted

9. increase future use of existing recreational and sport facilities 10. increase local interest as tourism destination 11. increased local interest in the region's culture and history 12. acquirement of experience in hosting mass sport event 13. acquirement of knowledge in organizing mass sport event 14. acquirement of knowledge about sports/ physical activities 15. create crowded in the city 16. lead to traffic congestions 17. increase crime in the city 18. cause inconvenience from road closures 19. increase price of goods and services 20. bring conflict between participants of mass running events and local residents 21. bring conflict between those who support and do not support the mass running event					
3.3 how do you perceive the environmental impact of the mass running event you have participated, occurred in host? community. (5-Point Likert scale) 1. create air pollution 2. create noise pollution 3. increase amount of litter and waste 4. damage in natural environments and landscape	1	1	1	1	Accepted
3.4 What do you think were the most important benefits of this Marathon Running event"? ..... .....	1	1	1	1	Accepted
3.5 What do you think were the most disadvantages of this Marathon Running event"? ..... .....	1	1	1	1	Accepted
3.6 Did you receive any immediate financial benefits from this Marathon Running event being hosted in your home community? Yes No	1	1	1	1	Accepted
3.7 Would you agree, if your community organize this Marathon Running event in the following years? (scale 1 strongly disagree – 5 very agree) 1 2 3 4 5	1	1	1	1	Accepted
3.8 Would you support this Marathon Running event in the following years? (scale 1 strongly disagree – 5 very agree) 1 2 3 4 5	1	1	1	1	Accepted



## APPENDIX D

### GUIDELINE QUESTIONS

Research objective 1: To examine the management of mass running events in Thailand in order to identify factors contributing to the success of mass running events management

Research question 1: 1. What are critical success factors of mass running events?

Key Informants: Event Organizers, Event Promoters, Event Initiators

#### **Guideline Questions:**

- How is the event staging decision made?
- What is the initial of the event?
- What are the objectives of the event?
- How is the event positioned?
- Please tell about the planning process of the event, the working team, and functions and things to be concerned when organizing the events.
- How is the collaboration with important stakeholder i.e. local government, community?
- How do you engage community?
- What are the challenges/ problem in organizing the events? How is it solved?
- What are the critical success factors of the organization of mass running event?
- What are the key resources required for the organization of mass running event?
- How are you satisfied with the mass running event? If not, how would you optimize it?
- How do you see the future of your event and mass running events?
- What are the changes that you perceive when organizing mass running event each year?



- In your opinion, what are the impacts of the mass running events to community?

Research objective 2: To examine stakeholders/ community' perception towards mass running events

Research question 2: What are the stakeholders/ community' perception towards mass running events?

Key Informants: Local authority, Host community, Local Residents, Local Business, Event Organizers, Volunteers

### **Guideline Questions:**

- Have you heard about mass running event being held in your community?
- How are you related to the event?
- What are your objectives/ interests towards the event?
- In which way do the events affect your life?
- How do you perceive benefits of the event?
- Did you see any change in your community before and after the event?
- How do you participate in the organization of mass running event?
- What are your perceptions towards mass running events?
- Do you learn/ gain anything as being parts/ stakeholders of the event?
- How would you deal with the events, if you agree/ disagree with the event?
- Do you think mass running events should be continued?
- Would you support the mass running event in the following years?
- Will you take other roles/ supporting roles in the next upcoming event?

## APPENDIX E

### LIST OF KEY INFORMANTS

Name	Organization/ Role
1. Mr.Rut Jiroajvanichakorn	Mice & Communication Co., Ltd.
2. Dr. Mallika Polanan	Amazing Field Co., Ltd.
3. Mr. Sayan Somdulyawat	Jog & Joy Co., Ltd.
4. Dr. Akom Charoensuk	Vice Rector Ratjabhat Muban Chom Beung
5. Dr. Narong Tiemmek	Thai Health Foundation, Co-Founder of Chom Beung Marathon
6. Mr. Kobkiat Sangwanich	Thailand Tri-League
7. Mr. Ittipol Samuthong	Founder Page 42.195
8. Mr. Tanaisiri Chanvitayarom	Buriram United International Circuit Co., Ltd.
9. Mr. Narongchai Kunpluem	Mayor of Saensuk Municipality
10. Mr. Natchais Srisukpornchai	Buriram Chamber of Commerce
11. Ms. Kasanee Banyam	TIME2RUN Co., Ltd.
12. Anonymous	Bangsean42 Chonburi Marathon Staff
13. Anonymous	Buriram Marathon Runner, Resident
14. Anonymous	Buriram Resident
15. Anonymous	Chom Beung Resident

## APPENDIX F

### ETHICAL COMMITTEE APPROVAL



### บันทึกข้อความ

ส่วนราชการ สนง.คณะกรรมการจริยธรรมการวิจัยในคน มธ. ชุดที่ ๒ สาขาสังคมศาสตร์ โทร. ๑๘๐๔  
ที่ อว ๖๗.๐๔/๒/(EC๒) ๒๓๗ วันที่ ๑๓ มีนาคม ๒๕๖๓  
เรื่อง แจ้งผลการพิจารณาของคณะกรรมการจริยธรรมการวิจัยในคน มธ. ชุดที่ ๒ สาขาสังคมศาสตร์  
เรียน นางสาวปาริฉัตร จันทิ

ตามที่ ท่านได้เสนอโครงการวิจัยเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในคนจาก  
คณะกรรมการจริยธรรมการวิจัยในคนมหาวิทยาลัยธรรมศาสตร์ ชุดที่ ๒ สาขาสังคมศาสตร์  
โครงการวิจัยเรื่อง “การศึกษาปัจจัยที่ส่งผลต่อความสำเร็จ หัตถ์คิดต่อการจัดกิจกรรมกีฬามวลชน และ  
ผลกระทบที่เกิดขึ้น: กรณีศึกษาการจัดกิจกรรมวิ่งมาราธอนในประเทศไทย” รหัสโครงการวิจัยที่  
๑๕๔/๒๕๖๒ นั้น

บัดนี้ คณะอนุกรรมการจริยธรรมการวิจัยในคน มหาวิทยาลัยธรรมศาสตร์ ชุดที่ ๒  
สาขาสังคมศาสตร์ ได้พิจารณาอนุมัติด้านจริยธรรมการวิจัยในคน ให้กับโครงการวิจัยดังกล่าว  
เรียบร้อยแล้ว โดยอนุมัติ ณ วันที่ ๓๓ มีนาคม ๒๕๖๓ - วันที่ ๓๑ มีนาคม ๒๕๖๔ ทั้งนี้ได้แนบ  
เอกสารหนังสือรับรองผลการพิจารณาพร้อมนี้แล้ว และข้อกำหนดของการดำเนินงานด้านจริยธรรม  
การวิจัยในคน ผู้วิจัยต้องรายงานความก้าวหน้าของการดำเนินงานวิจัย นับจากวันที่ได้รับอนุมัติ (ภายใน  
วันที่ ๓๓ มีนาคม ๒๕๖๔) ส่งมาที่สำนักงานคณะกรรมการจริยธรรมการวิจัยในคน มธ. ชุดที่ ๒  
สาขาสังคมศาสตร์ กองบริหารการวิจัย อาคารโดมบริหาร ห้อง ๓๓๖ ชั้น ๓ มธ. ศูนย์รังสิต

จึงเรียนมาเพื่อโปรดทราบ และโปรดดำเนินการตามข้อกำหนดดังกล่าวด้วย จักขอบคุณยิ่ง

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