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THE SUSTAINABLE DEVELOPMENT OF THAI BOXING FOR TOURISM

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ABSTRACT

Today our government tries to make revenue from mixture between tourism and Muay Thai. Namely, it was found that Thai boxing camps were opened more than 8,000 camps throughout the United States and European countries as well. However, only a limited study has examined the way to improve Thai boxing for tourism; therefore, the major purpose of this research is to study how to sustainably develop Muay Thai industry for making revenue to Thailand (Bangkok and surrounding areas of Thailand as a case study). The result of this study will be used as guideline in improving the sport tourism of government agency like Tourism Authority of Thailand, Sport Authority of Thailand in the future.

INTRODUCTION

In the past decades, Thailand's revenue comes entirely from the export and service industries especially agricultural products and electronic components when Thai labor costs gradually increase according to many Thai government policies. This causes Thai entrepreneur to be disadvantaged in a competitive position. Moreover, many multinational companies start to invest in building production bases in neighboring countries such as Vietnam, Cambodia and Myanmar. At the same time, The Ministry of Commerce acknowledged that the number of exports in 2019 will grow below 2.65 percent compared with in the year of 2018 due to the global economic slowdown; therefore, one of the key concepts in saving the country from a loss of trade advantage is the creative economy.

At the present, Thailand is dependent on the tourism industry, and Thailand's revenue from foreign tourists ranked 4th in the world in 2018. It is inevitable that the tourism sector plays an important role in the Thai economy. [1]

As defined by John Howkins, creative economy is the idea of "increasing the value of products and services through human creativity". In other words, creative economy is the integration of the creation of work results and intellectual property with society's cultures or modern technologies. Creative economies can be divided into four categories as follows: 1) heritage or cultural heritage; 2) arts; 3) media; 4) products and services.

Creative economies are important. Although many nations in the past competed through their capital and technologies, the costs of technologies are gradually dropping, making the quality of goods and services in each country fairly similar. As a solution, creativity is employed to create distinction and stories for goods and services. Now we accept that competition depends on knowledge, so creative economies are essential to the survival of different countries in the world of trade.

The concept of a creative economy has had its paradigm adjusted, and it is well-known as "creative tourism", a term coined in 1999-2000 by Raymond and Richards, who inspired tourism in Thailand, Indonesia and Australia. According to both individuals, it means "tourism offers visitors the opportunities to develop their creative potential through active participation in courses and learning experiences characteristic of the holiday destinations where they are undertaken" (Richards and Raymond, 2000: 18). [2] Meanwhile, the UNESCO (2006) defined creative tourism as sustainable community development through activities related to the history, cultures and lifestyles of destinations where tourists are able to learn and gain direct experience with culture owners and receive opportunities to live with destination owners, with benefits received including increased value for the history, arts and culture, local lifestyles and identities of destinations. Therefore, said activities, are not only focused on generating revenue for the community but are activities focused on community value [3].

We have found that Thailand is abundant with resources that can be developed in line with the creative economy concept to increase value and income. These include Thai foods, Thai dances, Thai massage, Thai boxing, and Thai films. This is consistent with a report that foreign tourists travel into Thailand for the beauty of the country's tourist destinations, delicious Thai foods, value for money, rich culture and religion and diversity of activities. These findings led to this research aimed at using Thai boxing as an ingredient in line with the creative economy concept for increasing value and generating revenue for Thailand.

History of Thai Boxing

Many gyms are currently open domestically and abroad to teach Thai boxing. Research reveals 1,762 Thai boxing gyms in Thailand. Most of these are located in the northeast (isan), north, south and central regions, respectively. [4]. Furthermore, many foreign nationals such as Australians, Indonesians and Italians are interested in learning about Thai boxing. For this reason, large numbers of Thai boxing gyms have opened up to cater to foreign nationals. What does this mean? This means that many boxing gyms are adapting to meet

international demands. Notable examples include Sasiprapa Gym, Rachanon Camp, and Kwanchai Camp. However, costs are rapidly rising, whether for living, trainees' tuition, or accommodation fees.

Thai boxing is becoming increasingly popular. As previously stated, many foreign nationals have grown interested in learning it, and Americans, Australians, Chinese, Japanese and Koreans are all interested in learning and participating in Thai boxing. This is, therefore, a good opportunity for generating enormous revenues for the Thai people, and about 8,000 Thai boxing gyms are available to accommodate this trend.

Table 1: A number of Muay Thai camp in the foreign countries

country	A number of camps
Brazil	1,631 camps
Iran	650 camps
India	256 camps
Morocco	220 camps
USA (CA,IL,NV only)	190 camps

Source: TAT journal 4/2013, published Nov, 5, 2013

Over the past several decades, many academics have studied the theory of motivation, leading to research related to tourism and tourism motivation such as [5] Maslow's Hierarchy of Needs (1954), [6] Dann (1977), [7] Crompton (1979), Iso-Ahola Model of [8], [9] Iso-Ahola (1980, 1982) and the Push and Pull Theory written by [10] Crompton and McKay (1997), which states that the push motive is the inner drive and that the pull motive is the external drive. These basic models were disseminated and led to tourism motivation models [11], [6]. Fodness (1994) and Dann (1977) gave importance to the push dimension in sociological studies on tourism motivation. They proposed that tourism in humans is influenced by two factors, namely, anomie, the effort to escape a terrible or mundane life, and ego-enhancement, to learn through travels [7]. Crompton (1979) divided these factors into two categories, namely, sociological motives consisting of 7 factors, well-known as push motives, and cultural motives known as the pull motives for rest and relaxation.

Through in-depth interviews, these push motives were found to consist of avoiding a mundane environment, self-exploration and -discovery, rest and relaxation, reputation, regression, improved family relations and more convenient social interactions. Meanwhile, a pull motive consisted of novelty, and a study by [8]. Iso-Ahola (1980) proposed that the motivation theory fits well with tourism, rest and relaxation and recreation activities and that motivation means something within which drives humans to do something such as work, play sports, rest, travel, or take part in various recreational activities [12] (Simkova and Holzner, 2014). Then in 1982, Iso-Ahola said that the theory of motivation for rest and relaxation is based on social psychology. Known as Iso-Ahola's escaping-seeking dichotomy. This theory tries to point out that there are two main motivations for tourism, namely, seeking (intrinsic reward) and escaping, namely, escaping an old environment, problems, pressure and stress. Furthermore, these two factors can be divided into personal and interpersonal

perspectives [13] (Iso-Ahola, 1984; [14] Dunn and Iso-Ahola, 1991). Both factors are called push factors, which drive tourist behaviors. The model is composed of four categories, namely, seeking personal rewards (SPR), seeking interpersonal rewards (SIR), escaping personal environment (EPE) and escaping interpersonal environment (EIE) as the figure below

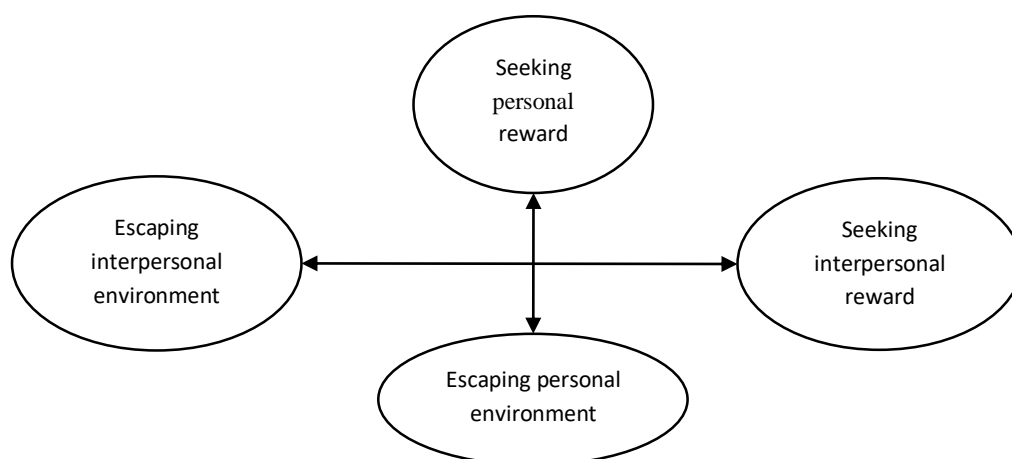


Figure 1: Iso-Ahola Social Psychological Model of Tourism Motivation
Source: Iso-Ahola 1984:111

Normally, the motivation model is often used in research related to tourism in sports, beaches, amusement parks, public parks, etc.

Push Motives

For push motives in the tourism industry, research has often been conducted relating to escaping regular work, rest and relaxation, social interaction surveying, relationship enhancement and prestige [15] (Jensen, 2011). From the study titled "The Study of Danish Travelers' Motivation" by Jensen (2011), it was found that social relationships with peers and families are the main driving forces for Danish tourists to travel. Meanwhile, pull factors consisted of rest and relaxation, impressions of destinations, exploring the roots of cultural heritage, and reputation, and research found that reputation, prestige and impressions had little influence on tourism [16]. Gilbert and Teerata (2001) studied the motivation of Japanese tourists to visit Britain and found that young Japanese tourists seek novelty, different cultures and to escape their traditional lifestyles in order to add value to their lives, and that seeking of novelty was a tourism factory for both young and elderly Japanese tourists. Furthermore, what surprised researchers was that shopping had a very small influence on tourism motivation, especially among Japanese women, which was due to the weakening of the yen currency. At the same time, [17] Techapongsakit (2018) found that free individual Chinese tourists traveled into the country due to their desire for novel destinations, unfamiliar foods and eating street foods that offer distinctive tastes according to each destination.

Pull Motives

The forces that drive tourists to travel do not only originate from internal drives, but also tourist locations or destinations. Pull motives are different from push motives in that they are key factors for tourists to revisit destinations and contribute to the sustainability of the tourism industry. In addition to the introduction earlier, pull motives refer to places or destinations. Thus, pull motives can be divided into tangible and intangible things or destinations that attract tourists to experience them [18] (A. Plangmarn, 2012). Attractiveness, activities and appreciation are part of the 10 components that create satisfaction in tourists for destinations [19] (Morisson, 2013). [20] Kassean et al. divided tourist destination experiences contributing tourist decisions into two categories as follows: 1) service infrastructure composed of accommodations, foods and beverages, transportation and services and 2) destination environment composed of nature, politics and administration, economy, technological progress, and social factors. Both categories contribute to tourist experiences relating to their destinations and their decisions to choose destinations. [21] Seo et al. (2009) studied Korean tourists and found that they visited Thailand due to reasonably affordable tour packages and friendly services offered by the Thai people. [22] Riri et al. (2012) said that Indian tourists enjoy immersing themselves in natural beauties such as mountains and the sea and in shows and entertainment. On the other hand, food was found to be a major factor for British and Australian tourists to spend their holidays in Thailand [23] Ardabili (2011). This is consistent with research by [24] Enright and Newton (2005), which found food to be the second, fourth, and fifth pull factor for attracting tourists to visit Hong Kong, Thailand, and Singapore, respectively.

Maslow's Theory

In 1948 Abraham Harold Maslow said that humans desire to seek various things to meet human needs and that human needs exist in five levels from the most basic to the highest needs as follows:

1. Physiological Needs – These consist of the most basic needs for survival. For example, humans need food, water, clean air and medicine.
 2. Safety Needs – When humans are able to meet their most basic needs, humans will begin to seek higher needs. For example, humans will begin to seek jobs to obtain security in life.
 3. Affiliation Needs – After humans have all their basic factors for living and have work to do, the next things that they need is acceptance by their society, families, organizations. They seek love or marriage, for example.
 4. Esteem Needs – Sometimes humans desire more than social acceptance. For example, they might want respect, pride or social status.
 5. Self-actualization Needs – This is the highest level of needs that humans strive to meet. In doing so, they try to self-actualize. For example, if we want to be singers, we want to succeed professionally like Thongchai McIntyre.
- Maslow's theory divided into the five levels are shown in Figure 1.



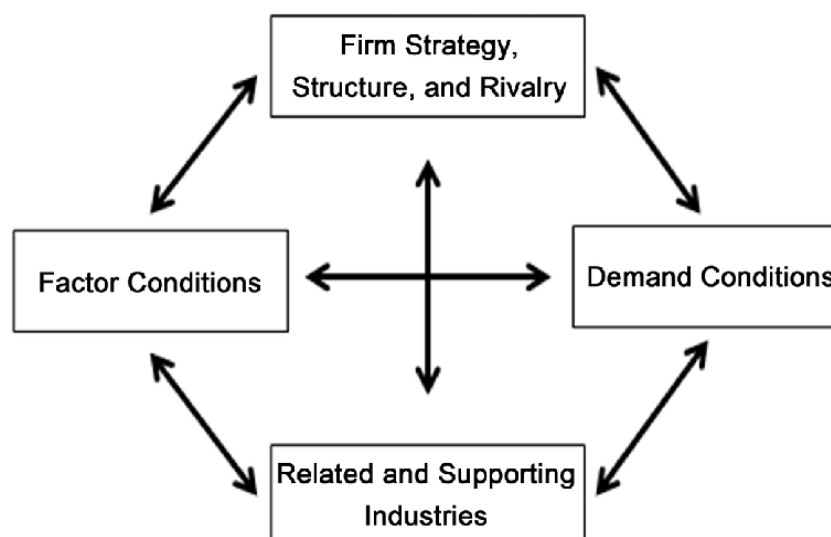
Source: <http://www.simplypsychology.org/maslow.html>

Competitive Advantage of Nation Theory

[25]. In 1990, Prof. Michael E. Porter, a management expert from Harvard University, wrote "The Competitive Advantage of Nation". The book stated that the commercial success or failure of a nation depends on the competition environment. For example, Japan was successful in manufacturing cars for the global market with notable examples including Toyota, while Germany became a major manufacturer in the pharmaceutical and chemical industries. These countries became successful due to their high-quality resources and unique expertise of each country's personnel, making it impossible to see the overall picture and necessary to examine each nation or industry in-depth.

The creation of commercial competitive advantage for each nation or Porter's diamond structure consists of four components as follows:

1. Firm strategy structure and rivals.
2. Related and supporting industries.
3. Demand condition.
4. Factor endowment.



Source: On competition by Prof. Micheal E. Porter 2008

Prof. Michael E. Porter said that a more supportive diamond structure environment corresponds to greater rate of industry success.

For factor endowment, no clear written records exist to confirm when Thai boxing originated. However, most Thai people believe that Thai boxing originated with the founding of the kingdom, because Thai boxing is used in war as a self-defense method and for attacking opponents. Therefore, factor endowments in this research consisted of the large numbers of teachers and masters knowledgeable, skilled and proficient in Thai boxing who are accepted internationally from the past to the present such as Khru Niyom Thongchid (the man who made Pone Kingphetch), Khru Sanong Rakwanich (deceased), Khru Chanai Pongsupa (deceased, Khru Tui Yodthong Senanan, and Khru Pudpadnoi Worawut. These factors provided the basic and supporting factors for creating commercial advantage and generating enormous revenues for Thailand.

The second factor of the diamond structure that contributed to success in the Thai boxing tourism industry is support by people involved in the tourism industry such as in holiday destinations in different provinces such as Koh Samoi, Surat Thani, Pattaya, Krabi, Phang Nga; and guest houses such as on Khao Sarn Road; not to mention the hospitality of the Thai people. All of these things supported and pushed Thailand to become the hub of Thai boxing tourism.

For the third factor or demand condition, it is a major component for achieving competitive advantage in the tourism industry. It is evident that Thai boxing is a martial art respected by foreigners through the fact that foreign tour groups buy tickets to watch Thai boxing in places such as Lumpini Boxing Stadium and Rajadamnern Boxing Stadium as well as the fact that many interested foreigners often find opportunities to visit many of the over 1,000 Thai boxing gyms spread across the nation. In addition to being an art for self-defense, Thai boxing is an activity for strengthening the physical conditions of people of every gender and age, whether male, female, young or old. Research found that

Scandinavians participate in 10-to-14-day boxing training courses to lose weight.

Firm strategy structure and rivals

The final factor consists of support from every sector such as the government and the private sector. Examples include related agencies such as the Ministry of Culture, Ministry of Tourism and Sports, and the Tourism Authority of Thailand. Alongside the government, private sector support of Thai boxing includes Toyota and Boon Rawd Brewery, as these companies often sponsor international Thai boxing championships [26]. (Dr. Wiroj Dechanambanchachai).

METHODOLOGY

Research Instrumentation

In order to ensure that the study takes place procedurally and systematically within the limited research budget and a duration of 5-6 months, the researcher set research guidelines aimed at finding answers in line with the objectives for this research. The qualitative study design was used to produce beneficial in-depth information for synthesizing policies with emphasis on gathering data from documents, case studies in the public and private sectors and in-depth interviews with related people. In-depth interviews targeted boxing gym owners, boxing instructors, foreign trainees, businesses related to Thai boxing, etc.

Scope of the Study

The researcher set the research scope as follows:

1. For area scope, the study on the guidelines for developing the Thai boxing industry for tourism consisted of a purposive study. The study was conducted into the history and reputation of boxing gyms in the central region and provinces in the eastern region where tourists visit such as Bangkok, Samut Prakan and Chonburi.
2. For population scope, non-random purposive sampling was used to obtain volunteers willing to give data such as boxing gym owners, boxers, boxing instructors, etc. with age ranging from 24 to 71 years and work experience from 15 to 50 years and up who entered the business out of their love for it.

Thai boxing in the eyes of foreigners

Each year, many foreign tourists visit Thailand to explore the beauty of and rest at Thailand's many tourist destinations such as attractive sandy beaches in Phuket and Krabi and attractive mountains in the northern and eastern regions, as well as delicious and affordable foods in every region of Thailand. However, these tourists also want to experience Thai boxing, which is a favorite sport as

evidenced by the fact that tickets to Thai boxing matches are sold out for places like Lumpini Boxing Stadium and Rajadamnern Boxing Stadium, and many tourists want to experience Thai boxing more than as observers. For example, many tourists stay at resorts and guesthouses where Thai boxing training gyms provide Thai boxing training alongside rest and relaxation. The main reason for this is the fact that Thai boxing is a martial art widely recognized by foreigners as a combat sport in which every body part is utilized such as fists, feet, knees and elbows, all of which are dangerous weapons capable of inflicting damage and pain in opponents without difficulty. In addition to being a sport and exercise activity to improve the health of practitioners, Thai boxing is also a profession capable of supporting athletes. Therefore, Thai boxing is widely popular among foreigners. However, many problems also exist in establishing Thai boxing gyms abroad. For example, there are about 34 Thai boxing gyms in the People's Republic of China, but none of these Thai boxing gyms are registered with relevant agencies.

The objectives of this research were as follows:

1. Identify guidelines for developing the Thai boxing industry for sustainable tourism.
2. Study strategies for commercializing the Thai art and culture for generating revenue for the country.

FINDINGS

Types of Thai Boxing Gyms

The researcher was able to divide Thai boxing gyms into three types as follows:

- 1) Boxing gyms that provide serious training with dedicated and serious training in which foreigners stay for a long period of time ranging from six months to two to three years to pursue serious training in Thailand. Most trainees use their certificates to build their future careers. An example includes boxing gyms in Samut Prakan.
- 2) Boxing gym/hotel hybrids composed of either hotels that provide boxing gyms or training gyms that also offer accommodations for trainees. These training gyms are often located at tourist destinations such as Fairtex Gym in Pattaya in Chonburi. Foreign trainees might escape their winters by staying about 2-8 weeks in Thailand for tourism and exercise.
- 3) Tourism-oriented training gyms. For these gyms, foreigners train in the evenings or mornings. These training gyms can be found in such places as Khaosan Road and charge hourly fees. Foreigners who train in such gyms take pictures to brag to their friends and family, etc.

Basic Data of Informants

From studying data and field visits, the research found that both females and males and young and old people were interested in learning about and training in Thai boxing. Mostly, parents sent their children to study Thai boxing for exercise and for the belief that Thai boxing can be used for self-defense in dangerous situations.

"I sent my child for boxing training because my daughter wasn't healthy before. She had allergies and a doctor at the hospital recommended for her to exercise. That's why I decided for her to receive Thai boxing training. In addition to improving her health, she might be able to defend herself when in danger. I chose this boxing gym because my daughter's school recommended and also because it's close to home."

"I'm 65 years old. I'm on a trip for rest and relaxation with just my wife. It's my third visit to Thailand. The first two were just for rest and relaxation. We stayed for a week in Chiang Mai and then went to the south to spend another week in Phuket. I really enjoyed the delicious foods, especially *som tum*. However, it can't be spicy, and some restaurants make it very spicy. I didn't try Thai boxing training on the first two trips, but I studied information about Thai boxing gyms before this trip, and I planned to exercise a bit during my stay in Thailand. So I thought to try Thai boxing out. I think it's a great exercise, since it uses every part of the body. However, I can't do certain moves. For example, I can't use the knees because my knees are bad, and I'm quite heavy."

"I came from Korea. I've been staying at this gym for the past two to three years, although I made trips back and forth. I teach martial arts in Korea, and I hope to spread this martial art back in Korea."

Data from interviews can be basically summarized that people interested in learning about Thai boxing range from young people to old people. For their motivations, well-off families send their children to receive training for two main reasons: for exercise and self-defense. This is supported by the fact that a trainee was a daughter who studied at an international school, which stands out from much of Thailand in the past when children were sent to receive training in Thai boxing due to their poverty and to fight to use their prize money to support their families. This is described in detail in the motivations section in Chapter 4. Furthermore, a foreign tourist was 65 years old and was training to exercise and lose weight, while another person was a martial arts instructor training Thai boxing to accumulate knowledge and share it in the future. In addition to not having gender limitations in trainees, research found that people involved in and who support Thai boxing were educated people. For example, the researcher was given the opportunity to interview an associate professor who was the former dean of a university in Ratchaburi.

"I'm 57 years old. I used to be a dean here. I started a training gym and started offering bachelor-, master-, and doctorate-level programs in Thai boxing because I'd always been interested in Thai boxing."

Problems with Thai Boxing

1. Language Used in Communication – Language continues to be a major problem that foreigners often complain about. When they try to train in Thai boxing, they cannot communicate with their boxing instructors because most boxing instructors are not highly educated people and lacked the necessary language skills for communicate. However, there are also exceptions. For example, a Thai boxing gym owner in Samut Prakan taught in Britain before.

The aforementioned informant said to the researcher that "it's impossible to deny that some words or vocabulary are hard to translate into English."

Informant from Samut Prakan.

2. Hygiene at boxing gyms – The researcher received the opportunity to interview an Italian student who trained in Thai boxing for two years at a gym. The informant said that hygiene was an important issue for training gyms, saying, "When I first started learning about Thai boxing, I encountered a lot of problems, especially with bathrooms. Some training gyms use squat toilets, so my back hurt when I squatted."

Informant in Bang Lamphu, Bangkok.

3. Staff lacks teacher ethics – In many training gyms in Thailand, training instructors often invite their foreign trainees for drinks after training every evening. This constituted promoting bad behaviors or culture in trainees. In addition to harming health, doing so caused boxers to lose training discipline.

4. Lack of uniform standards – Many boxing gyms lack discipline. In some gyms, training instructors use unorthodox training techniques or lack standards or teach anything they wanted at any given day without any cohesiveness, while awarded diplomas lack grades and specific criteria. It can be said that many gyms still lack standards in these areas.

5. Thai boxing circles focus more on gambling rather than the martial arts aspect. This can be observed in Thai boxing competitions on various stages where if any side makes a mistake, such as by getting thrown down, that side immediately loses. "Thai boxing is underdeveloped. Thai boxing in our home is heavily influenced by gambling, and referees make decisions that contradict the eyes of people who don't know how to watch boxing matches. They make decisions by following experts. If an expert believes a side wins, that side will win. In reality, the art in Thai boxing is disappearing because of these experts and the referees. For example, you'll immediately lose if you get kicked about five times or thrown just once. A single referee warning means you lose. That's because experts exclaim so. It's deteriorating in our country. Now it's just the foreigners who accept Thai boxing. It's probably worldwide now."

These statements were obtained from an interview of Samat Payakarun published on the Manager Online website on 30 April 2012 (<http://www.manager.co.th/travel/viewnews.aspx?NewsID=9550000053511&TabID=3&>).

6. The government still lacks a uniform policy. For example, each ministry does whatever it pleases. Otherwise, the same ministries might handle the same matters. For example, the Ministry of Tourism and Sports handles the same affairs as the Department of Physical Education, so budgets overlap. The Ministry of Industry, on the other hand, does things loosely. For example, the Twins company or others in the private sector survive on their own and do not gain much from the public sector. Strategies should be more uniform. Thai boxing should be more seriously managed, since Thai boxing runs in the blood of the Thai people because of the Thai people.

DISCUSSION

From the study, we were able to identify guidelines for solving problems and creating policies for sustainably developing the Thai boxing industry for tourism with cooperation from every sector as follows:

(1) It is necessary for cooperation to involve every agency in the public and private sectors such as the Ministry of Sports and Tourism, Office of Small and Medium Enterprise Promotion (OSMEP), Federation of Thai Industries, educational institutions, associations, clubs and boxing gyms in order to quickly develop Thai boxing businesses in the entire system through utilization of innovations and technologies to increase value and development of production, quality standards, management systems and creative product and service design in order to promote strength and sustainability in Thai boxing networks in every dimension and produce a direction for developing the Thai boxing industry.

It is necessary to develop Thai entrepreneurs to be stronger such that they can compete effectively. In addition, creative design concepts should be used to change the image of boxing gyms to meet demands and be more modern with emphasis on using innovations with products and sports science and technologies in development to create better and more valuable product solutions.

(2) Today's boxing gyms adapt their business models according to consumer trends and do not provide boxing training solely for competition like the past. Instead, they are catered to the lifestyle of younger urbanites who use Thai boxing for recreational exercise. This demographic uses a basic Thai boxing programs for exercise and includes weight loss courses, referee courses and trainer courses and even make use of sports scientists and nutritionists. Examples include Fitfac, Khonsittha, Charoenthong Gym, etc. Other gyms combine training for building athletes with recreation such as Song Pi Nong Camp, Fairtex, etc.

(3) As stated earlier, Thailand still lacks a systematic master plan for network development, so government agencies have to quickly launch projects to develop Thai boxing networks with the purpose of promoting cooperation and integration among entrepreneurs member to Thai boxing networks in line with market demands with emphasis on the forming of strong source, intermediate and destination networks. For example, as Thai boxing, which is a source industry, gains popularity, and more people participate in it, connected industries and businesses such as product, service, equipment, and production sectors will also grow, along with the pharmaceutical industry, herbal medicine industry, and athletic supplements industry connected to Thai boxing.

(4) Government agencies have to quickly publicize and combine funds with various organizations to insert Thai boxing content in products such as in film, theater, and tourism to develop the image of Thai boxing as an international sport and promote growth in every supply chain for Thai boxing while also branding products and creating a strong image for the country sustainably and perpetually.

(5) Boxing gym instructors have to be developed such that they possess certification and proper work visas and studies should be conducted to find locations that are convenient for travel and suitable for working people, and options should be made available for people to join franchise businesses to expand businesses and allow entrepreneurs to gain from trademarks and market shares and to promote market growth in different cities, including in the People's Republic of China, which is another interesting potential for investment.

CONCLUSION

Thai boxing has long been a national art of the Thai people. Thai boxing has many benefits such as in improving the health of trainees and self-defense in the presence of malicious people, and trainees can use Thai boxing to build a profession for themselves to improve their own and their families' status and reputation. Above all, however, it generates revenue for the country by attracting foreign tourists to learn about, live and experience Thai boxing in line with the meaning of creative tourism. In addition to generating revenue, it also promotes sustainable development for communities. In conclusion, sustainable development of Thai boxing requires cooperation from every party, whether the government, boxing gym entrepreneurs, or promoters, and development of standardized programs.

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