THE MODEL OF THE SPORT AGENT IN THAILAND: HOW TO BE THE FINEST ATHLETE REPRESENTATIVE?

Darongpan Apiromvilaichai¹
Phennipha Phunsawat²
Sid Terason³
Niromlee Makaje⁴

ABSTRACT

Purpose: This research aims to study the basketball sport agent management model in Thailand.

Theoretical Framework: This study employs the concepts and theories of the sport agent’s management factor affecting the professional Basketball player achievement in Thailand.

Methodology: The study was qualitative research used in-depth interviews. The purposive sampling 24 key informants which were comprised of three trainers, three media people, three financial managers, nine people consist of the representative from the basketball league, professional basketball team owners, and basketball association administrators, three lawyers, three people from the sport cloth and equipment business, three professional basketball team owners, and three Basketball association administrators. The qualifications are the experienced person, and have been related in the sport industry more than 3 years. The researchers gathered data from in-depth interviews by using the management process (planning, organizing, leading, and controlling) approach.

Findings: The result found the management model in 4 aspects, firstly, the planning is the goals and route, provoke and increase the plans and strategies for each step of the way. Secondly, the organizing establishes the system to coordinate and allocate a firm`s assets in an effort to perform its plans. Thirdly, leading by synchronization of the efforts of people and organizations for the cause of reaching organizational efficiency. Lastly, the controlling is the manner of the use of organizational assets to comprehend organizational objectives.

Research Practical and Social Implication: The research study will be employing the protection of players' rights and interests in contract negotiations. Furthermore, the basketball agent able to transfer to the professionalization of the basketball industry through standardized agent practices. Moreover, the result of the research will be guideline for the sport agent to enhanced credibility and integrity of Thai basketball on the international stage. In term of the social implications, the result of the research study will reduction of exploitative practices and unethical behavior within the industry. Moreover, it will be empowerment of athletes to make informed decisions about their careers. In addition, it able to promote fair play and sportsmanship values in the basketball community.

Originality/Value: The introduction of a structured basketball sport agent management model in Thailand offers a unique opportunity to enhance transparency and accountability in player representation, addressing existing gaps in regulation. By prioritizing the welfare and interests of athletes, this model has the potential to elevate the integrity and professionalism of the Thai basketball industry, ultimately fostering growth and sustainability. Its implementation serves as a pioneering step towards aligning with global standards while nurturing a more ethical and equitable environment for players, agents, and stakeholders alike.

¹ Kasetsart University, Phahon Yothin Road, Chatuchak, Bangkok, Bangkok Metropolitan Area, Thailand.
E-mail: Darongpan.a@ku.th Orchid: https://orcid.org/0000-0002-6676-4236

² Kasetsart University, Phahon Yothin Road, Chatuchak, Bangkok, Bangkok Metropolitan Area, Thailand.
E-mail: phennipha.p@ku.th Orchid: https://orcid.org/0009-0007-3563-5507

³ Kasetsart University, Phahon Yothin Road, Chatuchak, Bangkok, Bangkok Metropolitan Area, Thailand.
E-mail: fsssid@ac.ku.th Orchid: https://orcid.org/0000-0002-8817-4069

⁴ Kasetsart University, Phahon Yothin Road, Chatuchak, Bangkok, Bangkok Metropolitan Area, Thailand.
E-mail: niromlee.m@ku.th Orchid: https://orcid.org/0000-0001-9989-710X
Keywords: Basketball, Sport Agent, Management, Contract, Endorsement, Revenue.

O MODELO DO AGENTE ESPORTIVO NA TAILÂNDIA: COMO SER O REPRESENTANTE DE ATLETAS MAIS EXCELENTE?

RESUMO

Objetivo: Esta pesquisa tem como objetivo estudar o modelo de gestão de agentes esportivos de basquete na Tailândia.

Estrutura teórica: Este estudo emprega os conceitos e teorias dos fatores de gestão de agentes esportivos que afetam o desempenho dos jogadores profissionais de basquete na Tailândia.

Metodologia: O estudo foi uma pesquisa qualitativa que utilizou entrevistas em profundidade. A amostragem propositada incluiu 24 informantes-chave, compostos por três treinadores, três profissionais de mídia, três gerentes financeiros, nove pessoas representando a liga de basquete, proprietários de equipes profissionais de basquete e administradores de associações de basquete, três advogados, três membros da liga de basquete, proprietários de equipes profissionais de basquete e três administradores de associações de basquete. Os critérios de qualificação incluíram experiência na indústria esportiva por mais de 3 anos. Os pesquisadores coletaram dados por meio de entrevistas em profundidade utilizando a abordagem do processo de gestão (planejamento, organização, liderança e controle).

Resultados: Os resultados encontraram o modelo de gestão em 4 aspectos: em primeiro lugar, o planejamento envolve estabelecer metas e rotas, provocando e aprimorando os planos e estratégias para cada etapa do caminho. Em segundo lugar, a organização estabelece o sistema para coordenar e alocar os recursos de uma empresa na tentativa de executar seus planos. Em terceiro lugar, a liderança sincroniza os esforços das pessoas e organizações com o objetivo de alcançar eficiência organizacional. Por último, o controle refere-se à maneira como os recursos organizacionais são utilizados para alcançar os objetivos organizacionais.

Implicações práticas e sócias da pesquisa: O estudo de pesquisa empregará a proteção dos direitos e interesses dos jogadores em negociações de contratos. Além disso, os agentes de basquete serão capazes de contribuir para a profissionalização da indústria do basquete por meio de práticas de agentes padronizadas. Além disso, os resultados da pesquisa servirão como diretrizes para os agentes esportivos melhorarem a credibilidade e integridade do basquete tailandês no cenário internacional. Em termos de implicações sociais, os resultados do estudo de pesquisa possibilitarão a redução de práticas exploratórias e comportamentos antiéticos dentro da indústria. Além disso, haverá o fortalecimento dos atletas para tomarem decisões informadas sobre suas carreiras. Ademais, será possível promover os valores de jogo limpo e esportividade na comunidade do basquete.

Originalidade/valor: A introdução de um modelo estruturado de gestão de agentes esportivos de basquete na Tailândia oferece uma oportunidade única para aprimorar a transparência e responsabilidade na representação dos jogadores, abordando lacunas existentes na regulamentação. Ao priorizar o bem-estar e os interesses dos atletas, este modelo tem o potencial de elevar a integridade e profissionalismo da indústria do basquete tailandês, promovendo, por fim, o crescimento e a sustentabilidade. Sua implementação representará um passo pioneiro na direção da harmonização com padrões globais, ao mesmo tempo que promove um ambiente mais ético e equitativo para jogadores, agentes e demais partes interessadas.

Metodología: El estudio fue una investigación cualitativa que utilizó entrevistas en profundidad. El muestreo intencional contó con 24 informantes clave que estuvieron compuestos por tres entrenadores, tres periodistas, tres gerentes financieros, nueve personas compuestas por el representante de la liga de baloncesto, propietarios de equipos de baloncesto profesionales y administradores de la asociación de baloncesto, tres abogados, tres personas del deporte, negocio de telas y equipos, tres propietarios de equipos de baloncesto profesionales y tres administradores de asociaciones de baloncesto. Las calificaciones son de persona con experiencia y han estado relacionados en la industria del deporte más de 3 años. Los investigadores recopilaron datos de entrevistas en profundidad utilizando el enfoque del proceso de gestión (planificación, organización, dirección y control).

Hallazgos: El resultado encontró el modelo de gestión en 4 aspectos, en primer lugar, la planificación son las metas y la ruta, provocar e incrementar los planes y estrategias para cada paso del camino. En segundo lugar, la organización establece el sistema para coordinar y asignar los activos de una empresa en un esfuerzo por llevar a cabo sus planes. En tercer lugar, liderar mediante la sincronización de los esfuerzos de las personas y organizaciones por la causa de alcanzar la eficiencia organizacional. Por último, el control es la forma en que se utilizan los activos organizacionales para comprender los objetivos organizacionales.

Implicaciones prácticas y sociales de la investigación: El estudio de investigación empleará la protección de los derechos e intereses de los jugadores en las negociaciones contractuales. Además, el agente de baloncesto puede avanzar hacia la profesionalización de la industria del baloncesto a través de prácticas de agente estandarizadas. Además, el resultado de la investigación será una guía para que el agente deportivo mejore la credibilidad y la integridad del baloncesto tailandés en el escenario internacional. En términos de implicaciones sociales, el resultado del estudio de investigación será la reducción de las prácticas de explotación y el comportamiento poco ético dentro de la industria. Además, es capaz de promover los valores del juego limpio y la deportividad en la comunidad del baloncesto.

Originalidad/Valor: La introducción de un modelo estructurado de gestión de agentes deportivos de baloncesto en Tailandia ofrece una oportunidad única para mejorar la transparencia y la rendición de cuentas en la representación de los jugadores, abordando las lagunas existentes en la regulación. Al priorizar el bienestar y los intereses de los atletas, este modelo tiene el potencial de elevar la integridad y el profesionalismo de la industria del baloncesto tailandés y, en última instancia, fomentar el crecimiento y la sostenibilidad. Su implementación sirve como un paso pionero hacia la alineación con los estándares globales y, al mismo tiempo, fomenta un entorno más ético y equitativo para los jugadores, agentes y partes interesadas por igual.

Palabras clave: Baloncesto, Agente deportivo, Gestión, Contrato, Endoso, Ingresos.

RGSAdota a Licença de Atribuição CC BY do Creative Commons (https://creativecommons.org/licenses/by/4.0/).

1 INTRODUCTION

Professionals in the sport sector will need to utilize some innovative techniques in order to survive given the issues it currently faces, such as rising competition, substantial financial obligations and strained consumer relationships. Some of these tactics include utilizing new technology, capitalizing on significant occasions, rivalries, and celebrities, reaching out to new markets, enhancing targeting efforts, attempting to re-engage traditional fans and consumers, utilizing creative financing, frequently cutting the budget, and enhancing synergy (Mahony & Howard, 2001).
The industry of sports agents is a topic of serious dispute as well. A recent article about the field of sports agents was published in the Voetbal International, the report, was suggested that all rules that apply to sports agents would be removed (Smienk, 2009). Moreover, the license, which is currently in effect, will be revoked (Smienk, 2009). The players are now required to pay the sports agent; clubs are no longer required to do so (Smienk, 2009). Although the "Federation Internationale de Football Association" (FIFA) has not yet made this information public, several sources have confirmed that it will be a new step in the fight against dishonest sports agents (Smienk, 2009). Sports agents will operate in a free market where anyone with no formal education can participate (Smienk, 2009). It is intriguing to examine what regulations are in place and what effects they have in light of this discussion (Smienk, 2009). Although it is unclear if the FIFA will actually do this, it will certainly cause an explosive debate amongst sports agents, clubs, players, and the FIFA (Smienk, 2009). On the other hand, The National Collegiate Athletic Association (NCAA) and different sports unions have also made an effort to regulate the interaction between agents and athletes. The agent must negotiate in good faith and disclose any potential conflicts of interest, according to a brief common law tradition (Shropshire, et al., 2016). While the circumstances of the sports agent profession are controversial and attempts are made to use sports law to determine the roles, responsibilities and interests between the sports agent and the athlete to prevent the exploitation. On the other hand, it should have to sets of value are creating relationships connected to a particular actor in the ecosystem.

Although there are cases and legal controversies, which is caused by unfairness. The sport law was used to enforce those opposition. The sport law is different from general labor laws, so being an athlete representative requires educate of the sports law. And it is necessary to have a professional license for sports representatives, that to create a professional career with sports representatives or the sport agent.

Likewise, the professional of the sport agent are distinguish in Thailand soccer industry and lead to the continuous development of player agents (Decha, 2022). Although, it is unnecessary to have license for being a sport agent in Thailand, but, the cognitive in the management process was educate in the sport management area. For an agent, there are 4 capacities, which consisting of information, abilities, desirable traits, and behaviors (Decha, 2022). Nevertheless, this study will be creating the sport agent model in Thailand to leverage the role of the sport agent in Thailand, which aim to establish the exploitation model for the sport agent entrepreneur in Thailand.
The scope of research is the research title of “The achievement model of the Basketball sport agent management in Thailand”. The study was divided into 2 steps as follows: **The first step** was to study the concept and the theory that related to the research title by focusing to the ecosystem of basketball sport agent in Thailand in order to define the research’s conceptual framework, and to create the non-structure interview questions with the dimension of the general situation and the management pain points for interviewing with the key informants. **The second step** was to study the achievement model of the Basketball sport agent management in Thailand by bringing the result of the first step for creating the structure interview questions in the dimension of the management process which are comprised of Planning, Organizing, Command, Coordination, and Control with the issue of Sport law, Sport marketing, and Sport finance.

**2 THEORETICAL REFERENCE**

**2.1 THE CONCEPT OF THE SPORT AGENT**

Sports agents in general A sports agent is responsible for many services such as promoting the athlete and arranges meetings with team owners and managers. Networking is a great part of the sports agents’ day and they have to keep track of current and future trends and other information that can affect the athlete. Sports agents also deal with contracts and help the athletes to get good contracts regarding for example acceptable salaries, with possibilities to increase, and making provisions for injuries. They also recommend what the athletes should do, regarding long-term and short-term benefits. This means that the sports agents need to have knowledge about investments, business management, financial and risk analysis, but also be aware and know much about the sport. Therefore, there are many different experts in the sports agency, each responsible for a part of the whole service. Sports agents do much negotiating for their clients and they have to be prepared to bargaining for better conditions for their athletes constantly. They also communicate with their clients regularly to keep the level of motivation high. The work of a sports agent does not only consist of paper work at a desk, but also travelling to different countries and cities with the assignment of representing the athlete (Job profiles, 2003-2008). The need for a sports agent can vary but when the athlete is in the beginning of his or her career, it might be a good way to get the contacts needed. It is also good for the new athletes to get help with contractual questions and negotiations in general, and here the legal
experts get involved. Many sports agencies offer professional help in several areas outside the sport field.

This can for example be finance, marketing, insurance, law and real-estate investment (Sports agent directory, 2008). A sports agency works as a connection between the “sport world” and the “business world”. They want to assure the athlete that the right and fair image will be shown. To help the athlete choose the right marketing strategy is a job for the agent. Sports agents are often persons who have had a career in the actual sport and/or are educated business people. Sports agencies often have different experts from different areas as mentioned above, for example lawyers. Sports agents do not only help the athlete with practical things, they also develop the brand and, stated by Thomaselli (2006), the athlete’s personality. At the same time, they make the understanding of sports management easier (Sportyard, 2008). The role of an agent is changing more towards complete representation, the role is developing constantly and the number of services offered is increasing. Some agents are cooperating closely with labels within clothes, shoes, films, brokerage services. This is a kind of vertical integration that helps the athlete benefit in other areas than just his or her sport. The fee an agent earns is usually around three or four per cent but can also be up to fifteen per cent. The sports agent field is becoming more and more dominated by a few large groups, which buy out smaller firms. The advantage with a full-service agent is that the athlete gets complete representation without having to search in different places.

This arrangement is also attractive to the agent itself, because it captures the whole business. Agents have to work hard though, to keep the clients and get new ones. There are relatively few athletes, and many agents that are willingly to work for them. Being a sports agent can be a challenge, with not only the competition but also with different requirements, certifications and regulations. (Staudohar, 2006, p 246). To have a strong work ethic as a sports agent is one of the competitive advantages, since the competition to get and keep the jobs is rather tough (Rhodes, 2006).

2.2 THEORETICAL OF THE MANAGEMENT PROCESS

2.2.1 The planning function

After the end of the World War eleven managers begin to utilize ex-navy officials to use the idea of long-variety making plans to the paintings of pinnacle managers in enterprise organizations. It turned into handiest then that formal making plans tactics had been evolved.
and have become extensively used with inside the industries (Drejer, 2002:2). Historically, making plans turned into very lots an autocratic pinnacle down system. In the brand-new technology, it's miles lots extra a participative system in which extra personnel are to a degree worried and endeavor to make a contribution most cost to the consequences of the company (Bateman & Snell, 2002:14).

McDaniel and Gitman (2008:211) stated that planning: “Is the technique of figuring out what wishes to be performed to attain organizational objectives; figuring out while and the way it is going to be performed; and figuring out via way of means of whom it need to be performed.”

Planning is identifying earlier what's to be done. It is a projected route of action. Planning consequently entails the aware introduction of a favored destiny nation and the declaration of a powerful approach or manner to gain simply that.

Ackhoff (1970:23) said that: “making plans is expected at the notion that the destiny may be advanced through lively intervention now.”

Rue and Byars (1989:168) defined planning as: “the system of finding out what targets to pursue for the duration of a destiny term and what to do to acquire the ones targets.”

Planning with inside the new generation become defined as handing over strategic price and become considered with the aid of using maximum of the control theorists because the paintings managers carry out to predetermine a destiny direction of action. As a decision-making process, it makes a specialty of the destiny of the employer and the way it'd get wherein it desires to go, at what value and over what duration of time. It might contain multiple man or woman maximum of the time working cooperatively (Branch, 1999:143).

A plan can most effective be done efficaciously while the right manage measures are developed, instituted and maintained. Hellriegel et al (2005:9) considered making plans because the dedication of the goals for the agency and the way the agency have to reap it. From a system`s attitude each agency might opt to be in a `preferred` kingdom which represents the state of affairs wherein it's far accomplishing its described goals.

McDaniel and Gitman (2008:186) defined a business plan as: “A formal written declaration that describes in element the concept of a brand new commercial enterprise and the way it'll be carried out; consists of a standard description of the company, the qualifications of the owner(s), an outline of the product or service, an evaluation of the marketplace and a economic plan.”

From the above it's far clean that any corporation wishing to be in a `desired state` must, by way of green making plans, decide what this `desired state` must be. Significant deviations
must be evaluated and corrected as quickly as feasible. Donnelly et al (1995:156) stated that making plans must arise at all of the tiers of the corporation. Of the 4 control features of making plans, organizing, main and controlling, making plans is the maximum fundamental. Everything else stems from making plans.

2.2.1.1 Importance of planning

Donnelly et al (1998:139) maintained that many managers regard making plans because the number one control feature and the opposite features as secondary (refer parent 2.21). According to Allen (1973:54-56) control paintings could continually be utilized to plan, organize, lead and manipulate control and technical paintings. The factors of each are so intertwined that without a right good judgment it'd be not possible to recognize and observe the entire of control.

On the importance of planning Steiner (1969:732) quoted the description of planning by the Spanish Jesuit, Balthazar Grecian more than four centuries ago as follows: “Think in anticipation, nowadays for tomorrow, and certainly for lots days. The best windfall is to have forethought for what comes. What is furnished for does now no longer appear via way of means of chance, neither is the person who is ready ever beset via way of means of emergencies. One should now no longer, therefore, put off attention until the want arises. Consideration have to pass beforehand. You can after cautious reflection, act to save you the maximum calamitous events. The pillow is a silent sibyl, for to sleep over questions earlier than they attain a climax is some distance higher than mendacity wide conscious over them afterward. Some act and assume later – and that they assume extra of excuses than consequences. Others assume neither earlier than nor after. The complete of existence have to be spent considering the way to locate the proper direction of movement to follow. Thought and forethought provide suggest each on dwelling and reaching success.”

Planning allows one to grasp the destiny and bridges the distance among the prevailing scenario and wherein one have to be at a selected time with inside the destiny. It is the platform for pointing out the specified outcomes and to outline the important goals for every worker with inside the agency and the employer as a whole. It is important for teamwork due to the fact it's far the exceptional manner of integrating the efforts of innovative, effective humans and to inspire them to suppose through, earlier than they take action, what they need to do and the way they have to do it.
2.2.1.2 Hierarchy of plans

The normal planning structure of organizations consists of various term plans. Black and Porter (2000:174-176) proposed the hierarchy of plans as depicted below:

**2.2.1.2.1 Strategic plans**

The cause with strategic making plans is to reach on the choices important for the long-time period a success operation of the agency. Strategy is the sensible deployment of restrained resources. It is vital to decide the goals and an appropriate technique required. Once the approach is established, the shape of the agency units the framework for the alternative organizational layout choices (Galbraith, 1995:19).

McDaniel and Gitman (2008:213) described strategic planning as: “The technique of making long-range (one to 5 years), vast desires for the employer and figuring out what assets may be wished to perform the ones desires.”

The company approach may be defined because the feel of reason of an organization, which publications it to realize its objective (Lowson, 2002:40). The formation of a prevailing approach calls for that a sequence of hard selections need to be made (Pietersen, 2002:43).

Strategic plans start whilst control considers and evaluates their cutting-edge function with appreciate to their assignment, dreams, and strategies. The organization’s inner and outside environments are investigated and strategic elements that could require extrude are identified. Internal or outside occasions can also additionally require that the assignment or dreams ought to be redefined and a brand-new approach formulated at both the corporate, business and useful level.

A company’s enterprise need to be described through what goals it desires to realize, its clients it desires to serve, the technology it might use and the features it might must perform (Thompson & Strickland, 1999:20). Strategic plans awareness at the destiny of the corporation and need to include the outside environmental needs and inner assets into the moves managers want to take (Black & Porter, 2000:174).

Strategic making plans usually covers the destiny 3 to 5 years length and makes a specialty of the complete company and could consist of the human resources, technology, products, offerings and finances. For fulfillment each strategic plan need to make sure that ok reciprocity among the strategic and the operational sports is established (Cook, 2000:12).
2.2.1.2.2 Tactical plans

Black and Porter (2000:175) said that the reason of tactical plans is to translate strategic plans into precise dreams for precise components of the organization. Consequently, it has a one to 2 yr time frame, is narrower in scope and is seldom broader than a strategic enterprise unit. Tactical plans are rather complicated however greater precise due to the restrained area of application. It can have an effect on precise groups however normally now no longer the survivability of the complete organization. It have to take the sources and competencies of numerous devices inside a enterprise into account. According to Hellriegel et al (2005:183) tactical making plans is ready making concrete choices who have to do what, how and whilst inside a time span of 1 yr. The idea of tactical plans is normally now no longer used with inside the South African mining enterprise and might consequently now no longer be in addition investigated on this thesis.

2.2.1.3 Operational plans

Operational plans in flip translate tactical plans into particular dreams and moves for small gadgets of the enterprise and are usually compiled for a duration of one year or much less. It makes a specialty of departments or smaller gadgets of the enterprise. It has a low interdependence considering it's miles connected to higher-degree tactical and strategic plans however is much less interdependent with them and it makes use of analytical wondering to cope with real-world problems (Chase et al, 2001:6). The practical tiers in particular bring together operational plans. The interplay among the exclusive kinds of plans and the organizational tiers is depicted in determine 2.22 (Black & Porter, 2000:179).

Care needs to be taken to make certain that the maximum suitable plans for every employee, section, branch and the enterprise are instituted. It is vital that the personnel appearing the bodily duties have unique plans.

2.2.2 The Organizing Function

According to McDaniel and Gitman (2008:215) establishing is the system of coordinating and allocating a firm’s assets in an effort to perform its plans. Chandler (1969:19) said that earlier than the 1850s only a few corporations with inside the United States of America
required the offerings of a full-time administrator or a actually described administrative shape considering companies have been basically one guy worries or very small.

The boom with inside the sizes of firms throughout the Eighteen Eighties and 1890s, however, added absolutely new issues of business control and caused the constructing of the primary substantial administrative systems with inside the American industry. The employer of firms become the end result of the growth and improvement of recent systems to optimize resources. It began out whilst fundamental operations have been assigned to extraordinary individuals. An employer is likewise considered as a subsystem of 1 or greater large systems.

The shape that any unique company takes relies upon at the forms of sports involved, and at the outcomes planned. Normally the rising company is a tailored device designed for a selected state of affairs and purpose. As the company expands its operations the company could additionally extrude accordingly.

Donnelly et al (1998:188) stated that: “The organizing feature includes breaking down the general project into man or woman jobs with precise responsibilities and assigning authority to perform the ones responsibilities and aggregating the man or woman jobs into departments of precise bases and sizes. Thus we will describe the organizing feature in phrases of dividing duties into jobs, delegating authority, figuring out the suitable bases for departments, and determining the suitable length of every department.”

Black and Porter (2000:265-278) described the organizational shape because the department of the organization’s labor into precise gadgets and the coordination of those gadgets. Changes with inside the approach could affect the shape. As establishments extrude their techniques their systems could adapt accordingly (Hodgetts & Kuratko, 1988:158). According to Daft (2000:8) establishing is worried with assigning responsibilities, grouping responsibilities into departments and allocating assets to departments. Bateman and Snell (2002:14) described establishing because the assembling and coordinating of human, financial, physical, and informational and different assets had to recognize objectives.

Hellriegel et al (2005:9) stated that organizing: “Is the manner of finding out wherein selections could be made, who will carry out what jobs and tasks, and who will record to whom with inside the company.”

Today specifically 3 simple styles of organizational systems are recognized however in exercise an entire range might be found. The 3 maximum not unusual place styles of organizational systems are the purposeful organizational structure (refer determine 2.23), the geographical divisional structure (refer determine 2.24) and the product divisional structure (refer determine 2.25).
In the useful structure, the sports of a particular characteristic are grouped collectively from the pinnacle to the lowest of the organization. For instance, all engineers are grouped collectively with inside the engineering branch, all of the manufacturing human beings with inside the manufacturing branch and all of the economic human beings with inside the economic branch.

### 2.2.3 The Leading Function

Fayol (1949:97-104) appeared commanding and coordination as the 2 additives of main with commanding as the only that units the corporation in movement and coordination the only that harmonizes all of the sports of the business. Other control theorists used staffing and directing as synonymous to taking human beings action. According to Allen (1973:50) this confusion have been solved in 1959 through the creation and attractiveness through the bulk of control theorists and practitioners of the unmarried time period of main (refer phase 2.6.1). According to Daft (2000:9) main is the influencing of personnel to comprehend the targets of the corporation. Bateman and Snell (2002:15) argued that main entails the manager`s efforts to stimulate excessive overall performance through personnel.

Hellriegel et al (2005:10) argued that leading: “Involves getting others to carry out the vital obligations through motivating them to acquire the organization’s goals.”

According to McDaniel and Gitman (2008:217) main is the manner of guiding and motivating others closer to the success of organizational goals. Some authors destroy control features into activities. These activities, to a massive extent, are subjected to time and cultural impacts and technological developments.

The improvement of the digital technology as an example has modified the mode and pace of conversation unrecognizably. Means to deal with conversation and reporting necessities had extended particularly and could should adapt to converting control necessities and newly evolved equipment. Management have to constantly be aware about this phenomenon and be organized to conform timeously (Daft, 2001:14).

The main feature as an entire turned into and usually could be stricken by the improvement of mankind and could have an effect on the modes of utility of the distinct sports of it. A hundred years in the past a supervisor could now no longer have dreamed of asking or motivating a subordinate to carry out a task, he surely could have informed him to carry out the task. The main feature entails the influencing or the inspiring of the subordinates, friends or supervisors to carry out the important control paintings via way of means of motivating them.
to comprehend their character targets as a part of the unified attempt to maximum effectively comprehend the principal goal of the organization.

Communication for example is mainly prone to manipulation through each the sender and the receiver. According to Higgins (Thompson et al, 1999:33) the tailoring and tuning of conversation to match the receiver in recent times advanced right into a exceptional art. In human beings improvement the improvement of the capacity of the character worker has end up the precise with inside the Western culture (Yingling, 2004:327). The contribution of the personnel with inside the enterprise has end up greater crucial than ever before (Nel et al, 2004:47).

According to De Villiers (1973:13-14) the leadership qualities required at the lower levels are along more general lines as defined in the Manual of the Royal Canadian Air Force: “Leadership relies upon on easy human qualities. Above all, a pacesetter calls for the self-belief of his guys and that is to be won most effective via way of means of commanding their appreciate for his non-public man or woman and expert knowledge; his feel of justice and common-feel; his energy, keenness and forethought; his indifference to non-public hazard and readiness to proportion the guy’s hardships; his cheerfulness with inside the face of difficulties; the clearness and ease of his orders and his corporation insistence on their execution; the satisfaction he's taking in his command.”

2.2.4 The Controlling Function

Controlling is composed in verifying whether or not all of the paintings takes place in conformity with the plan adopted, the commands issued and the concepts established. A powerful manage gadget safeguards towards surprises, able to growing into catastrophes (Fayol, 1949:107-109). Massie and Douglas (1977:394) said that making plans have to precede manage. McDaniel and Gitman (2008:222) considered controlling because the technique of assessing the organization’s development in the direction of carrying out its goals.

Hellriegel et al (2005:10) stated that: “The procedure through which a person, group, or agency consciously video display units overall performance and takes corrective motion is controlling.”

The principal intention of controlling is to make certain that the outcomes of operations conform as carefully as viable to the said required outcomes. The secondary intention is to offer well timed records which can activate the revision of objectives. These ambitions are completed with the aid of using putting requirements, evaluating expected and real outcomes in opposition
to those requirements, and taking corrective action. Donnelly et al (1998:241) expressed the view that controlling consists of all of the paintings the supervisor undertakes to make certain that real outcomes do meet with the ones deliberate for. Black and Porter (2000:475-478) said that requirements need to be mounted for each worker at each degree of the corporation and be as particular as viable.

Nowhere with inside the literature it can be set up how should a business enterprise set overall performance requirements for every task, and worker on every stage of the business enterprise. From the literature consulted it'd seem that overall performance requirements are generally set for the decrease stages specially via way of means of unique skilled technical staff. Standards offer facts this is essential for making rational decisions (Buffa, 1965:331). The placing of overall performance requirements is and will best be effectively finished all through and with the making plans process.

3 METHODOLOGY

3.1 MATERIAL AND METHODS

The study was qualitative research used in-depth interviews. The purposive sampling 24 key informants which were comprised of three trainers, three media people, three financial managers, nine people consist of the representative from the basketball league, professional basketball team owners, and basketball association administrators, three lawyers, three people from the sport cloth and equipment business, three professional basketball team owners, and three Basketball association administrators. The qualifications are the experienced person, and have been related in the sport industry more than 3 years. The researchers gathered data from in-depth interviews by using the management process (planning, organizing, leading, and controlling) approach.

3.2 PARTICIPANTS

24 key informants who are the trainers, the media people, the financial managers, the representative from the basketball league, the professional basketball team owners, the basketball association administrators, the lawyers, the sport cloth and equipment business. The 24 key informants were showed in Table 1
Table 1

The 24 key informants

<table>
<thead>
<tr>
<th>Number</th>
<th>key informants</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Trainers</td>
</tr>
<tr>
<td>3</td>
<td>Media people</td>
</tr>
<tr>
<td>3</td>
<td>financial managers</td>
</tr>
<tr>
<td>9</td>
<td>the representative from the basketball league, professional basketball team owners, and basketball association administrators</td>
</tr>
<tr>
<td>3</td>
<td>the lawyers</td>
</tr>
<tr>
<td>3</td>
<td>the sport cloth and equipment business,</td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2024)

4 RESULTS AND DISCUSSION

4.1 RESULT

The principle of the management process approach analysis by accumulate and finding consistent aspect of the planning, the organizing, the leading, and the controlling can be described as follow;

4.1.1 Planning - The Goals And Route, Provoke And Increase The Plans And Strategies For Each Step Of The Way

Sport agent is required to make a plan with an aim to drive an athlete to achieve a professional level. Generally, those plans include training and tournament schedules, a search for an opportunity to sign contract with a well-known team or club with highest incomes possible. Also, an effective plan to create a good image and high marketing value for an athlete to be very attractive for owners of products/services so that the athlete can possibly be hired as a products/services presenter or a brand ambassador. Example of reflection as follows:

"An athlete is a product. We have to plan how we can promote the product commercially and profitably. Our responsibility is to search for a job, set up a schedule for a match and a training session, and look for an opportunity to have an athlete signed a good contract with a well-known team or club. Also, we are to create a market value for our athlete as well so that he/she is able to make more handsome income as a product presenter or brand ambassador." (Participant 3)

"Generally, with respect to planning, a sport agent plans a long and extensive professional career for an athlete. It also plans training and tournament schedule, a highest possible income and benefits, and a marketing scheme for an athlete to be look attractive by a good team/club." (Participant 9)
4.1.2 Organizing – Establishing Is The System Of Coordinating And Allocating A Firm’s Assets In An Effort To Perform Its Plans

A professional sport agency holding that an athlete is the most valuable asset of an organization. Similar to a business enterprise in general, it consists of a legal department which is responsible for taking good care of all contracts and benefits belonging to an athlete. Also, the departments of scouting, training/rehabilitation, nutrition, marketing, PR for creating a good image, and others deemed necessary are significant parts of the agency in driving an athlete to the top of a career. Example of reflection as follows:

“Actually, it is a corporate. It covers all things, finance, sport, management, operations, and techniques and so on working together for the same goal. The management gives a direction and control. The operations go works outside. The training supports and takes care of all that athletes demand. All do according to the agent has determined.” (Participant 16)

“Mainly, a marketing department keeps making a profile for an athlete. A growth of sport agency is depended on how good the marketing does it works for an athlete is a product of a sport agency. The account/finance and legal are also important because they have to deal with money management and contracts of all kinds.” (Participant 20)

4.1.3 Leading – The Synchronization Of The Efforts Of People And Organizations For The Cause Of Reaching Organizational Efficiency

A sport agent needs to know an athlete very well. The relationship between the agent and the athlete must be founded on trust holding that the athlete’s highest benefits must be priority. Generally, an agent is in a position to give an advice, a counsel, or a guideline to an athlete for the sole benefit of the athlete himself. In addition, it is a responsibility of an agent to give an inspiration or to be whatever it needs to be for an athlete. To be a good and successful agent, the skills concerning a flexibility in dealing with an uncertain situation, a negotiation/bargaining in bringing an athlete to desired goals, a various connection with others, a problem-solving, a situation analysis, and a clear vision for an athlete’s way of success are very essential in leading an athlete to the desirable goal. Example of reflection as follows:

“Those skills in negotiation/bargain, communication, persuasion, emotional control, and human psychology are what a sport agent must have. A relationship based on trust and sincerity is something very important between an athlete and an agent for an agent must be someone an athlete can fully trust. An agent always knows and take care almost every matter of an athlete.” (Participant 1)
“An athlete’s interest is the first thing to be considered by a sport agent. A smart agent usually has skills in persuasion, negotiation/bargain, interpersonal communication, information/situation analysis, and good knowledge in trends and whatever is going on in a sport industry. A various connection with other people and groups is also important for an agent to be successful in this job.” (Participant 23)

4.1.4 Controlling – Control Is The Manner Of The Use Of Organizational Assets To Comprehend Organizational Objectives

A sport agent is obligated to provide advice or instruction on almost all matters concerning an athlete. An agent is also responsible for facilitating and solving all problems faced by an athlete, preventing an athlete from being taken advantage of any kind, developing all essential skills and competences in the field of sport, and building up positive attitudes needed in winning all competition. In addition, a sport agent acts as a coordinator with all concerned parties in all kinds of activities relating to an athlete such as scheduling training and tournament sessions for an athlete. Example of reflection as follows:

“An agent behaves like a personal manager taking care of every matter affecting an athlete. And an agent has to keep assessing an athlete’s capability in order to know what should be done to an athlete to make it more capable.” (Participant 6)

“Agent must come in and make sure that all details in any contract are fair enough for an athlete before signing. An agent may help in managing an athlete’s incomes earned. Also, an agent needs to take care of an athlete’s image, illness and injuries, and benefits received.” (Participant 14)

4.2 DISCUSSION

The findings of this study are consistent with previous research which presents the leverage the role of the sport agent in Thailand: The finest to be the representative of the professional athlete through the typical progression of a successful career in;

4.2.1 Planning

As research results demonstrated that athletes go through various stages and transitions throughout the course of their sports careers, a more "holistic" strategy for studying these transitions was recommended (Wylleman, 2004). It can be said that, the athlete requires suggestion form the consultancies from beginning to the post athlete pathway career. Moreover, the sport sector is incredibly diversified, with areas like professional sport and collegiate
athletics (Hums, 1999). According to that, the sport agent was attracted many people. Many young men and women dream of surrounding themselves with professional athletes, living the life of luxury, and making a little fortune through commissions on playing and sponsorship contracts. The movies or television shows help to romanticize the occupation even more (Willenbacher, 2004). Unfortunately, this romanticize can not be occurs, if the athletic cannot achieve in their pathway career (Willenbacher, 2004). Therefore, in the sports agency industry, the sport agent must be a planner also be counselor for the professional athlete in long-term plan (Schulenkorf, 2010).

4.2.2 Organizing

Management within sports agency organizations, it is constantly evolving in line with its growth potential with the expansion of professional sports market athlete agent. There should be an independent agent system and has a department responsible for journalism and public relations throughout sports service industry in the context of the modern sporting industry. The athletes need more and more skilled negotiators, that equipped with knowledge of negotiations in the professional level and insights related to sports, contracts and economic issues (Choi & Lee, 2021). Furthermore, the sport agent utilized the image and skills of his clients to generate commercial value through endorsement contracts and advertisement campaigns (Kim., et al, 2014). Likewise, the process of consolidation in the business of players’ representation is thus not being accompanied by the disappearance of smaller firms centred on the work of individual agents. However, the complexities of the transfer markets and regulatory contexts require higher levels of specialization and influence in the transfer negotiations for both big and small agencies (Rossi, G., & Tessari, A., 2017).

4.2.3 Leading

The players believed that using sports agents would improve their professional prospects, their ability to negotiate, and their financial goals and contracts. Regarding the factors influencing willingness to become a professional sport player, there were notable variations in the level of demand for sports agent services (Chen., et al, 2010). It can not be denied that, the leading the strategy of using advocacy, social media, and narrative as marketing techniques for athletes. The marketable lifestyle (such as a life story) is regarded by agents as the most important aspect of developing an athlete's brand image. According to that, the social
media was also considered to be a vital tool for enhancing athlete brands (Hu., et al, 2023). However, many athletic wills face the grim prospect of bankruptcy when they finish their professional sport careers because mismanaging by the sport agent (Moelets, 2019). According to that, the sports agents and dealers have the responsibility by leading the organization’s strategies to create platforms that are appropriate for maximizing the usage of players, sportsmen, and sports clubs' reputations and credibility (Lali., et al, 2023).

4.2.4 Controlling

With the help of numerous sport agencies, many athletes begin to manage their individual brands. Furthermore, building and maintaining an athlete's brand is becoming increasingly important in this fiercely competitive agent industry (Arai, 2015). The ability to sustain fan support even when their performance has diminished, as well as price premiums on their compensation, transfer fees, and contract income (Gladden & Funk, 2001). Athletes with strong brands and symbolic messages may attract the attention of businesses aiming for successful endorsers. Additionally, the athlete's established brand value will benefit his or her post-athletic career because players with strong brands can capitalize on their brand value through this approach (Arai & Chang, 2015). Athlete representatives are athlete-centered and have a duty to resolve disputes in order to prevent the occurrence of lawsuits that may affect the image and contracts with sponsors (Kihl., et al, 2007).

5 CONCLUSION

A successful sports agent is an individual or organization that represents athletes and helps them navigate the complex world of professional sports. These agents play a crucial role in an athlete's career by negotiating contracts, securing endorsement deals, and providing guidance on various aspects of their professional and personal lives. A successful sports agent needs negotiation skill. It can be said that, the successful sports agents are skilled negotiators. They negotiate athlete contracts with sports teams or organizations, seeking the best possible terms for their clients, including salary, bonuses, and other benefits. Moreover, they have a deep understanding of the sports industry and the specific market in which their clients operate. This includes knowledge of player contracts, team dynamics, and market trends. Furthermore, the sport agent should have a management skill, especially with the athletes. The agents build strong relationships with their clients, understanding their goals, needs, and aspirations. They
provide guidance and support to help clients make informed decisions about their careers. Likewise, the contact expertise is a significant group of staffs in the company. Agents are well-versed in contract law and understand the intricacies of sports contracts. They ensure that contracts are fair, legally sound, and meet the best interests of their clients. In addition to contract negotiations, agents work to secure endorsement deals and sponsorship agreements for their clients. This often involves marketing their clients' image and brand. Moreover, the sport agent offer legal and financial advice, or collaborate with experts in these fields, to help their clients manage their finances wisely and protect their interests. The sport agents help athletes develop and promote their personal brand. This can involve creating a strong online presence, managing social media accounts, and coordinating marketing campaigns. In times of controversy or crisis, agents are often called upon to manage the situation, protect their client's reputation, and provide damage control. In many countries, sports agents are required to be licensed or certified. Successful agents comply with these regulations and maintain a high level of professionalism. It's important to note that becoming a successful sports agent is not an easy task. It often requires years of hard work, dedication, and the ability to build and maintain strong relationships within the sports industry. Additionally, success in this field is often measured by the accomplishments and satisfaction of their clients.

**RECOMMENDATIONS**

1. **Establish Clear Regulatory Guidelines:** Implementing clear and comprehensive regulatory guidelines specific to basketball sport agents in Thailand is crucial. These guidelines should outline the qualifications and requirements for becoming a licensed agent, as well as ethical standards and responsibilities towards players. By establishing such guidelines, it ensures transparency and accountability within the industry, protecting both players and agents.

2. **Provide Education and Training Programs:** Offer educational programs and training sessions for aspiring basketball agents to enhance their understanding of player representation, contract negotiation, and ethical practices. These programs could be facilitated by experienced professionals in the field and cover topics such as legal aspects of contracts, financial management, and player development. By investing in the education and professional development of agents, it promotes professionalism and elevates the quality of representation in the industry.

3. **Foster Collaboration between Stakeholders:** Encourage collaboration and
communication between basketball leagues, teams, players, agents, and regulatory bodies. Establishing a collaborative environment ensures that all parties work together towards common goals, such as promoting the growth of basketball in Thailand, protecting the rights of players, and maintaining the integrity of the sport. Regular meetings, forums, and forums can facilitate discussions, share best practices, and address any challenges or issues that arise within the industry.

REFERENCES


