



**SAISEETEEKAI**  
**MARKETING AND STRATEGY**

**BY**

**MS. JUTANYA PIANVANICH**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION  
(GLOBAL ENTREPRENEURSHIP) INTERNATIONAL MASTER IN  
BUSINESS ADMINISTRATION  
FACULTY OF COMMERCE AND ACCOUNTANCY  
THAMMASAT UNIVERSITY  
ACADEMIC YEAR 2015**

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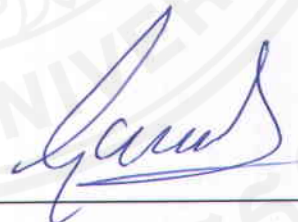
ENTITLED

SAISEETEEKAI: MARKETING AND STRATEGY

was approved as partial fulfillment of the requirements for  
the degree of Master of Business Administration (Global Entrepreneurship)

On January 5, 2016

Chairman



(James Edward Rubesch, Ph.D.)

Member and Advisor



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|-------------------------------|--|
| Independent Study Title       | SAISEETEEKAI<br>MARKETING AND STRATEGY   |
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| Academic Years                | 2015   |

### **ABSTRACT**

SSTK will become a well-known platform for cooking and baking workshops and classes. SSTK will be a center for people to find workshops with promotions that match their needs.

Then our revenue will come from commission fees based on deals sold that we will collect from our partnering service providers and advertising and marketing fees from schools that want to promote by doing advertisement in our platform.

We target to sell at least 335 workshops from cooking and baking schools per year from 2016 onwards and plan to launch our official mobile application within 2017.

**Keywords:** Foods, Foods business, Club, Knowledge, Entrepreneurs

## ACKNOWLEDGEMENTS

I would like to take this opportunity to express the deepest appreciation to our advisor, Dr.Suthikorn Kingkeaw, who has understand and give the best guidance to let me think the way how to see the business and also share the experiences and find some precious sources which is very helpful for us.

I also take this opportunity to express deep gratitude to all IMBA teachers, officers and committees for all lessons and guidance.

Lastly, I would like to thank you to my parents, friends for their supporting and also thank you to the partnering service providers and customers. Without them, this paper would not be done.

Ms.Jutanya Pianvanich

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**LIST OF ABBREVIATIONS**

| <b>Symbols/Abbreviations</b> | <b>Terms</b>                          |
|------------------------------|---------------------------------------|
| ASEAN                        | Association of Southeast Asia Nations |
| THB                          | Thai Baht                             |
| NOPAT                        | Net Operating Profit After Tax        |
| IRR                          | Internal Rate of Return               |
| ROA                          | Return on Asset                       |
| ROE                          | Return on Equity                      |
| EBIT                         | Earnings Before Interest and Tax      |
| MUPI                         | Maximum Urban People Informed         |
| WOM                          | Word of Mouth Marketing               |

# CHAPTER 1

## COMPANY OVERVIEW

### 1.1 Background

During business trip in US, we had a chance to visit many domestic entrepreneurs and companies. Fortunately, we also had a great opportunity to interview two food organizers named “La Cocina” and “Kitchen on Fire”, and that was the first step of our inspiration to create more Thai food entrepreneurs by establishing the Food entrepreneur club; Saiseeteekai Club (SSTK)

When we were back from the US, we explored the opportunity and conducted some experimental researches to test this concept in Thailand by interviewing many people who want to start a food business. After interviewing and analyzing data, we found that most of the people who want to be a food entrepreneur but they haven't started their business yet because they don't have enough business knowledge and want to learn more about it. Other reasons are lack of confidence and fear of failure. So we decided to start interviewing existing food entrepreneurs to share stories, experience and knowledge through our online channel to encourage people who want to start their business. Next we arranged many workshops by cooperating with entrepreneurs that we had interviewed them. Our partners included restaurants, bakery and ice cream shops and baking schools. The workshops were divided into two sections; the first section was baking activities and the second section was business knowledge and experience sharing from food entrepreneurs. We thought that these workshops could benefit our customers who want to start their own business and could increase reputation for SaiSeeTeeKai club.

However, after we had tested our concept through many workshops and analyzed feedback from customers who joined the workshop, we found out that most of our customers did not join the workshops because they have plan to open their business in the near future but they joined based on their interest because they love cooking and baking activities. Moreover, since we did not have our own space so we

had to lean on our partners' facilities thus bringing the limitation on time and type of workshops that we could offer to our customers

We learned that there was a business opportunity for us if we could provide various type of quality workshops to this group of people who were interested in spending their free time for cooking and baking workshops. We then came to the conclusion to become the first platform provider that gathers cooking and baking schools acting as service providers and links them to people who have interest in cooking and baking activities as their customers.

To test this new business idea, firstly we made deals with many service providers that we would promote their workshops and classes in Saiseeteekai Facebook page for free in exchange for the special discount only given to members of Saiseeteekai Facebook page. The feedback was good so we decided to take the next step by developing a website as the main platform and launching the project officially on our website; [www.saiseeteekai.com](http://www.saiseeteekai.com). What we do is to be a center or intermediary between service providers and customers. Customers will come to our website to look for good deals, service providers who join as our partners will have an increase in sales of their workshops and classes. Our business gets revenue from commission fees based on deals sold and from advertising and marketing fees.

## **1.2 Industry analysis**

Thailand is famous for a variety of foods that are tasty and cheap. We want to be a food hub in ASEAN. Thai food industry has a continuous growth as well as the growth of new restaurants opening every year.

This growth also results in plenty of new cooking and baking schools in Thailand as the trend for new food entrepreneur is increasing.

From our research we found out that there are about 500 cooking and baking schools registered in Thai government system as shown in figure 1.1 below. However, there are also some cooking and baking schools that do not make a registration with the government as we found cooking communities in Facebook that contain the word “ห้องครัวของเรา” and “ห้องเรียนคลาสเบเกอรี่” in their page name

more than a hundred schools. Each school offers a variety of classes and workshops with a price range from cheap to expensive based on school reputation and ingredients used in each class.

As the trend for e-commerce is growing, many cooking and baking schools choose to do sales and marketing of their classes online. Many famous schools such as Le Cordon Bleu, Thai & International Food & Technological Collage, Wandee Culinary arts School, Professional Thai Cooking, etc. use both online channels such as Facebook, IG, Website, etc. and offline channel such as brochure to promote and sell their services. However, some small schools that open their classes or workshops at home do not invest much in online marketing. We see this as an opportunity to gather all of these cooking and baking schools together in one platform. As we explore many online platforms/ applications in the market that do e-commerce business such as Ensogo, Lazada, Shopee, etc. or platform that do e-commerce for specific products or services such as Agoda and Ensogo, as of now there is no platform that has a specific focus on cooking and baking activities. So as of now we are the first mover in this segment.

**สถิติการจดทะเบียนคงอยู่  
ณ พ.ศ.2559**

|                       | คงอยู่          |                       |                                |                      |            | ทุนจดทะเบียนคงอยู่ (ล้านบาท) |                       |                                |                          |                  |
|-----------------------|-----------------|-----------------------|--------------------------------|----------------------|------------|------------------------------|-----------------------|--------------------------------|--------------------------|------------------|
|                       | บริษัท<br>จำกัด | ห้างหุ้นส่วน<br>จำกัด | ห้างหุ้นส่วนสามัญ<br>นิติบุคคล | บริษัท<br>มหาชนจำกัด | รวม        | บริษัท<br>จำกัด              | ห้างหุ้น<br>ส่วนจำกัด | ห้างหุ้นส่วน<br>สามัญนิติบุคคล | บริษัท<br>มหาชน<br>จำกัด | รวม              |
| กรุงเทพมหานคร         | 330             | 26                    | 1                              | 1                    | 358        | 3,031.79                     | 19.27                 | 4.00                           | 3,549.40                 | 6,604.46         |
| ภาคกลาง               | 95              | 17                    | 0                              | 0                    | 112        | 3,117.95                     | 12.60                 | 0.00                           | 0.00                     | 3,130.55         |
| ภาคตะวันออก           | 27              | 3                     | 0                              | 1                    | 31         | 202.00                       | 3.80                  | 0.00                           | 541.82                   | 747.62           |
| ภาคตะวันออกเฉียงเหนือ | 21              | 13                    | 1                              | 0                    | 35         | 218.10                       | 81.10                 | 5.00                           | 0.00                     | 304.20           |
| ภาคเหนือ              | 48              | 26                    | 0                              | 1                    | 75         | 435.60                       | 101.45                | 0.00                           | 299.90                   | 836.95           |
| ภาคใต้                | 50              | 8                     | 0                              | 0                    | 58         | 317.70                       | 46.31                 | 0.00                           | 0.00                     | 364.01           |
| ภาคตะวันตก            | 7               | 1                     | 0                              | 0                    | 8          | 71.00                        | 0.20                  | 0.00                           | 0.00                     | 71.20            |
| N/A                   | 0               | 0                     | 0                              | 0                    | 0          | 0.00                         | 0.00                  | 0.00                           | 0.00                     | 0.00             |
| <b>รวม</b>            | <b>578</b>      | <b>94</b>             | <b>2</b>                       | <b>3</b>             | <b>677</b> | <b>7,394.14</b>              | <b>264.73</b>         | <b>9.00</b>                    | <b>4,391.12</b>          | <b>12,058.99</b> |


ที่มาข้อมูล : กรมพัฒนาธุรกิจการค้า      วันที่ปรับปรุงข้อมูล :      คลิกเพื่อดูการจดทะเบียนตามพื้นที่ 

Figure 1.1 Number of cooking and baking schools that registered with DBD

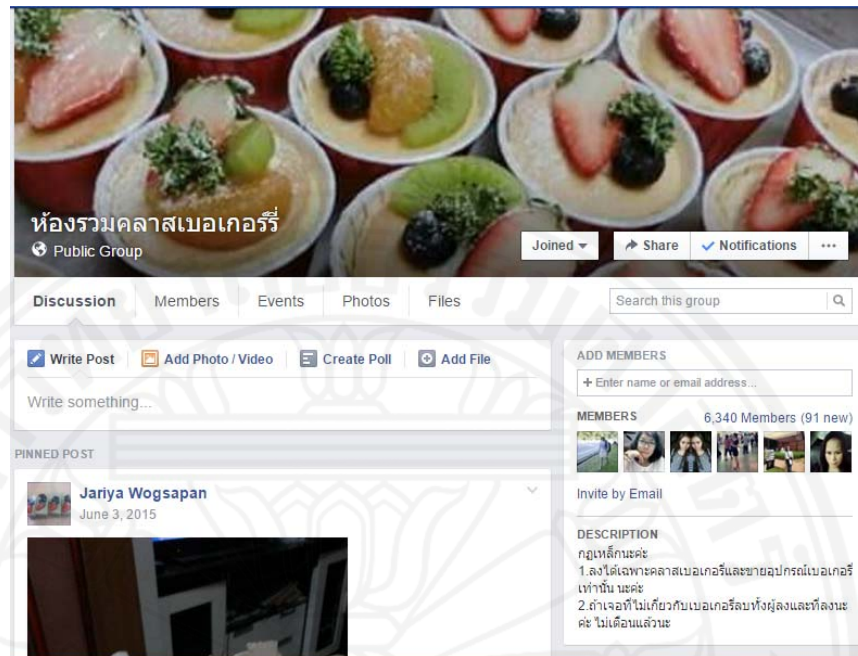


Figure 1.2 Example of baking community in Facebook

## 1.3 Customer research

### 1.3.1 Concept survey

We distributed online questionnaires to survey our concept about an online platform for cooking and baking classes and workshops. We distributed to three groups of respondents aged between 25-35 years old, which are

- 1) People who frequently attend cooking and baking classes or workshops.
- 2) People who sometimes attend cooking and baking classes or workshops.
- 3) People who never attend cooking and baking classes or workshops.

The questions focused on their interest about cooking and baking activities, price per class or workshop that they considered reasonable, and which channels that they frequently used for shopping and receiving news.

The survey result from 88 respondents showed an interesting business opportunity for us as 71.9% of respondents who never attend cooking and



baking classes or workshop had willingness to try and 91% of respondents were interested if there was a platform that gathered special discounts and promotions from various cooking and baking schools into one website.

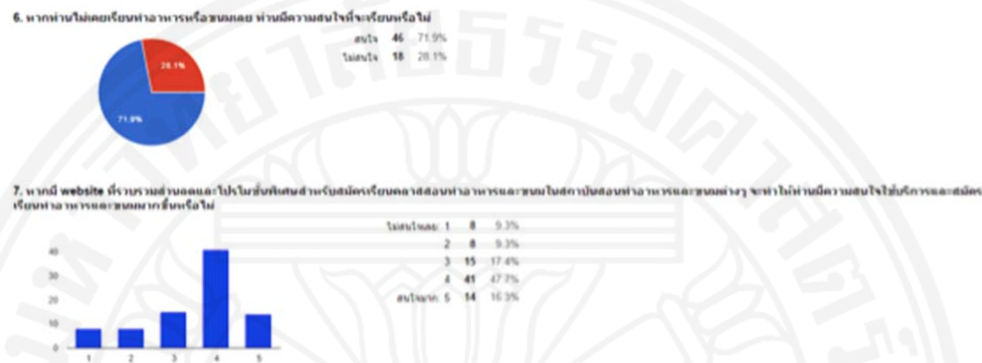


Figure 1.3 Example of questionnaire and result from respondent

### 1.3.2 Prototype development

We interviewed two focus groups consisting of online-shopping users and online-shop owners. The objective of this interview was to get necessary user requirements and prototypes in order to guideline the design of our platform to be user-friendly and attractive. We interviewed focus group for two times as follows;

For the first time, we got feedback about the format and features of website then we did the 1<sup>st</sup> adjustment by adding product categories, highlight products and adjusting color and theme of our website.

For the second time, we showed the second focus group our new adjusted website. This time we got more feedback about how to make our website look more attractive to users, so we did the second adjustment by adding advertisement banner, product information, product pictures and payment information.



Figure 1.4 Saiseetekai first website adjustments

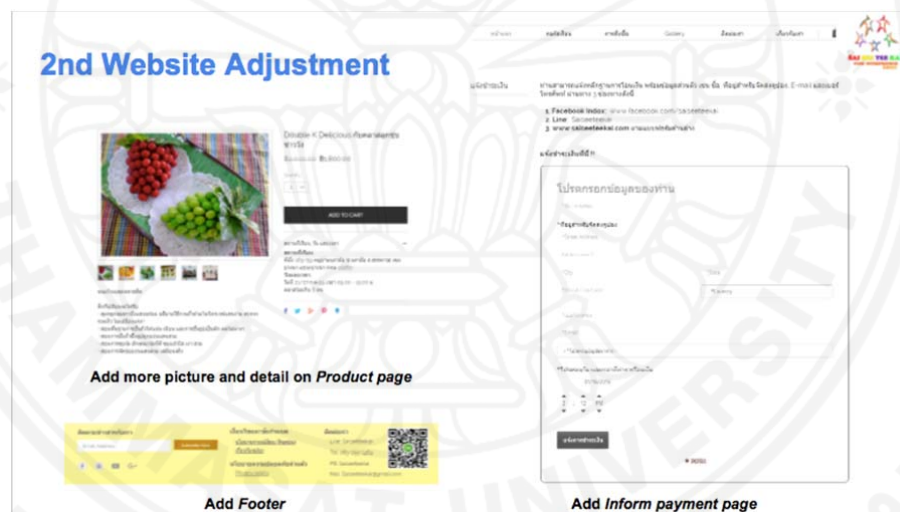


Figure 1.5 Saiseetekai second website adjustments

## 1.4 Vision, mission and objective

### 1.4.1 Visions (statement of desire future)

SSTK will become a well-known platform for cooking and baking workshops and classes. SSTK will be a center for people to find workshops with promotions that match their needs.

Then, our revenue will come from commission fees based on deals sold that we will collect from our partnering service providers and advertising and

marketing fees from schools that want to promote by doing advertisements in our platform.

We target to sell at least 335 workshops from cooking and baking schools per year from 2016 onwards and plan to launch our official mobile application within 2017.

#### **1.4.2 Mission**

Workshop center: we will be an online center for cooking and baking classes and workshops in Thailand.

Reasonable price: we offer cooking and baking classes and workshops from quality cooking and baking schools in Thailand with discounts at reasonable and affordable price.

Convenience: we provide various cooking and baking classes that could match our customers' interest and need in one place.

#### **1.4.3 Objectives**

In 2016, our goals are to sell at least 335 deals via our online platform, increase the number of users in our online platform (via Facebook page and our SSTK website) up to 3,000 users and increase number of cooking and baking schools who use our marketing services to more than 40 by the end of 2016.

By 2017, we plan to launch our official mobile application, as it is more convenient to track our customers' behavior and do customer analysis in order to develop promotions and deals that match our customer needs. We aim to increase the number of workshops and classes to 1,620 deals from a hundred schools.

By 2018-2020, we plan to continuously increase the number of workshops and classes sold and number of cooking and baking schools that use our services. Our target revenue will reach THB 3.5 million by the end of 2020, including revenue from advertising and entrance fee.

### **1.5 Organization chart**

SSTK's structure is flat; each management has equal voting right. The meeting is held monthly to update current status and progress, discuss and finalize some issues.

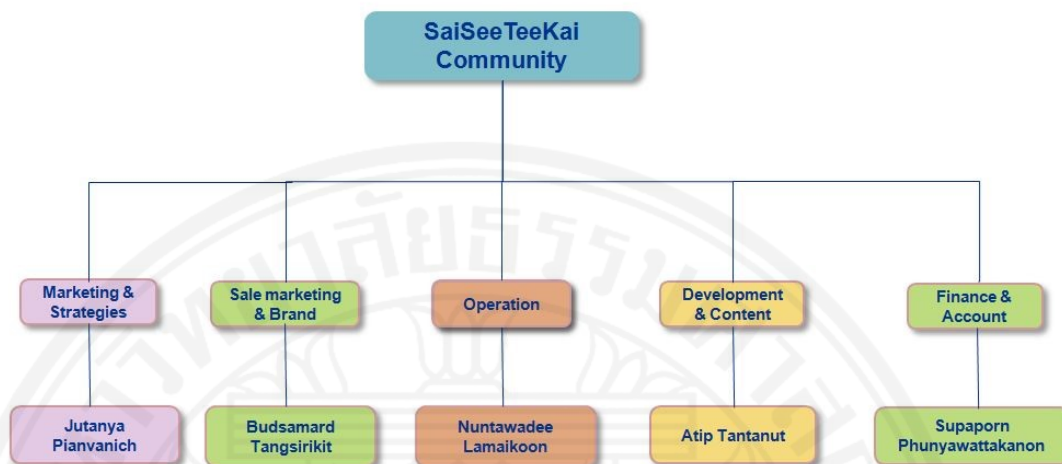


Figure 1.6 SaiSeeTeeKai's organization chart

### 1.5.1. Marketing & Strategies

Marketing and Strategies function is led by Ms. Jutanya Pianvanich, Bachelor of Business Administration from Thammasat University. She had has one year experience in Organization Development Department at KrungThai Bank PLC., and four-year experience as a General Manager at Runganan Autopart Ltd.,Part. She is responsible for developing SaiSeeTeeKai marketing strategy which includes event organizing, promotion and marketing campaign development and marketing channels development.

### 1.5.2. Sales marketing and brand

Sales Marketing and Brand function is led by Ms. Budsamard Tangsirikit, Bachelor's degree in Economics from Kasetsart University. She had two-year experience in international finance at DHA Siamwalla, two-year experience as an Assistant Vice President merchandising of import brands. Currently, she is a General Manager of Butter Oil. Through these experience, she has a good understanding in customer needs and customer demands so she can do industry analysis and develop sales strategy for SaiSeeTeeKai to satisfy our customers and accomplish our goal.

### **1.5.3. Operation strategy**

Operation function is led by Ms. Nuntawadee Lamaikoon, Bachelor's degree in Business Administration from Rajamangala University. She had three-year experience in Project Coordinator at KrungThai Bank PLC. She possesses an excellent coordination skill, so she will be a window person to contact with external parties for instance our partners. Moreover, she is responsible for overall workshop flow, only workshops which are handled by SaiSeeTeeKai.

### **1.5.4. Service & Content development**

Service and content development is led by Mr. Atip Tantanut, Bachelor's degree in Food Science and Technology from Kasetsart University. He is responsible for developing club services, service contents and media to promote SaiSeeTeeKai and to meet customer needs. Services have to be developed and adjusted all the time in order to serve the changing in customer demands and customer needs. Service contents also need to be up-to-date to reflect fast movement of global situation.

### **1.5.5. Finance & Accounting**

Finance and Accounting function is led by Ms. Supaporn Phunyawattakanon, Bachelor's degree in Business Administration (BBA) from Assumption University. She had more than six-year experience in the position of Auditor at KPMG Phoomchai Audit Company Limited. With her expertise in finance and accounting, she can support in preparing financial projection, financial performance and financial position of SaiSeeTeeKai based on reasonable and feasible assumptions, we can predict potential growth of our club in Thailand. She also has a capability to negotiate with potential investors and banks to get more funds to expand our business in the future.

## **CHAPTER 2**

### **PRODUCT AND SERVICE**

Since we started our “Saiseeteekai” project, we took customers’ feedbacks from every workshop we launched or testes to develop and adjust our prototypes.

Our current business model of being an online platform for cooking and baking schools was developed from our old business model (food entrepreneur club) as mentioning above in background section. In order to keeps our business running we focus on three components, which are service providers; in this chapter we use the word “partner” to represent “service provider” (cooking and baking schools), customers and channels.

#### **2.1 Partner development**

In current situation, it brings more risks if we start-up a new business alone. Therefore, we decided to develop cooking and baking schools to be our partners so that they gave us special discounts and promotions for classes and workshops to sell in our online channel. Special discounts and promotions were in exchange with marketing support that we provided to our partners.

With this concept, we were able to get special promotions from many reliable service providers; for instance, 10%-15% from Cooking mania by Chef Tarn, 10% discount from Training Fresh, etc. In return, we had created advertising banners to promote our partners’ brand awareness and we had boosted posts about their classes and workshops that were on promotion with us via Saiseeteekai Facebook page.



Figure 2.1 Example of Saiseeteekai partner baking course on website



Figure 2.2 Example of banner on Saiseeteekai website

## 2.2 Customer and channel development

In this high competitive and changing business landscape, acquiring customers as many as possible at the earlier stage is critical for a new start-up business. To acquire customers, the development of channels being used to reach target customers is very important to the business.

There for we had developed our own contact channels both online and offline, to provide 24- hours accessibility for our customers. Our channels consist of

### 2.2.1 Saiseetekai Facebook page

Our Facebook page was used to show our movement, promote our workshops/classes and promote our marketing campaigns. Also this page allowed us to have direct communication with our customers who were interested to buy our classes and workshops through replying their comments in page or replying their messages on Facebook messenger.

Moreover, Facebook page enhanced viral effects in our brand development as our customers or followers can subscribe, like, and share to their friends, especially when we launched each marketing campaigns.

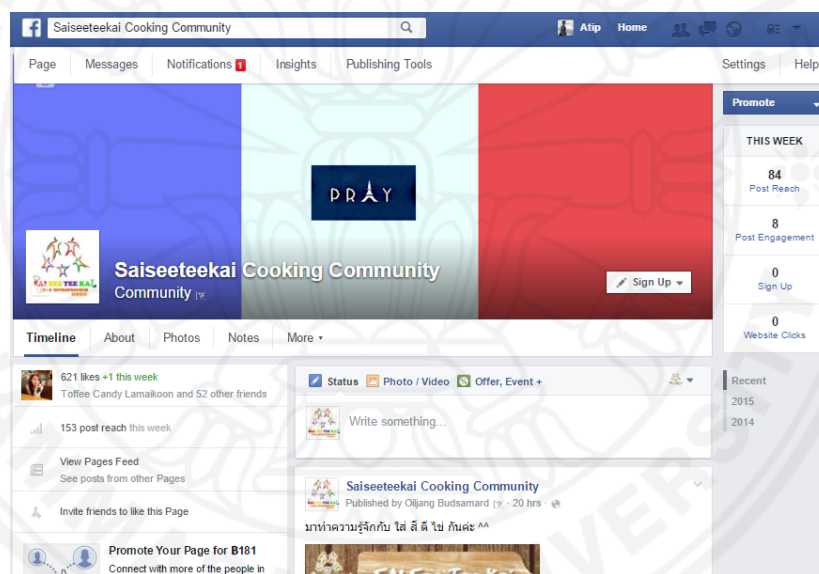


Figure 2.3 Facebook page - <https://www.facebook.com/saiseetekai>

### 2.2.2 Website

[www.Saiseetekai.com](http://www.Saiseetekai.com) had been developed to use as our online store (online platform). Customers will be able to look for up-to-date promotional campaigns and workshops that are currently on offer then they can buy discount coupons on our website and use with their selected cooking and baking schools. On our website we also offer choices of payment gateway to make it convenient for our customers to buy our products and services. Below figures are examples of payment gateway that are available in our website.



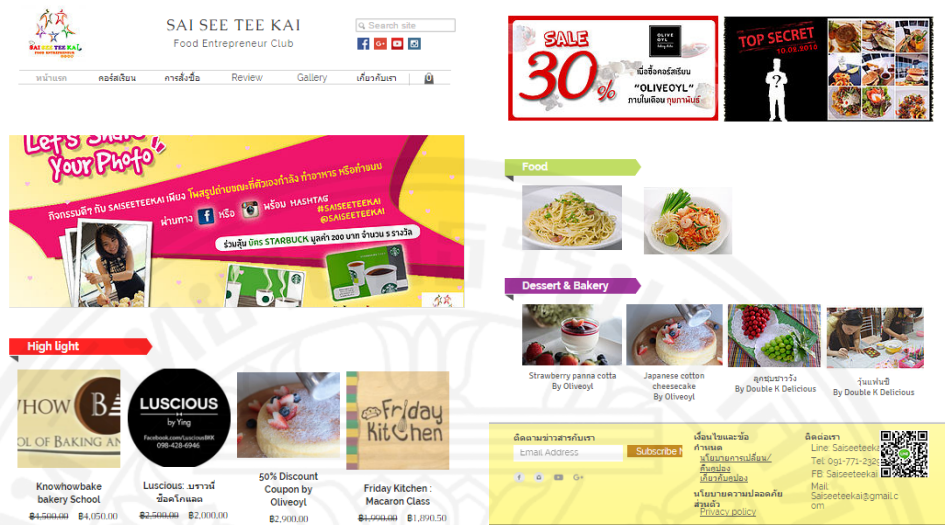


Figure 2.4 Website Saiseteekai.com



Figure 2.5 Saiseteekai's Payment Gateway (1)

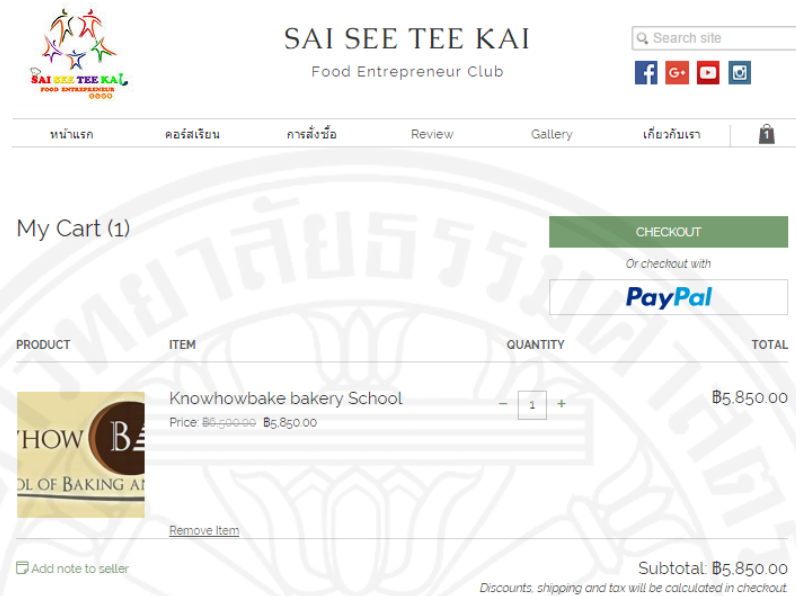


Figure 2.6 Saiseeteekai's Payment Gateway (2)



Figure 2.7 Saiseeteekai's Payment Gateway (3)

## 2.3 Product development

### 2.3.1 Coupon

Saiseeteekai provides special deals for cooking and baking classes and workshop by selling discount coupons on our online platform.

After we receive a payment confirmation from the bank or E-payment service provider, a coupon will be sent to a customer's registered E-mail address within 24 hours or will be sent to customer's registered postal address by mail within three days.

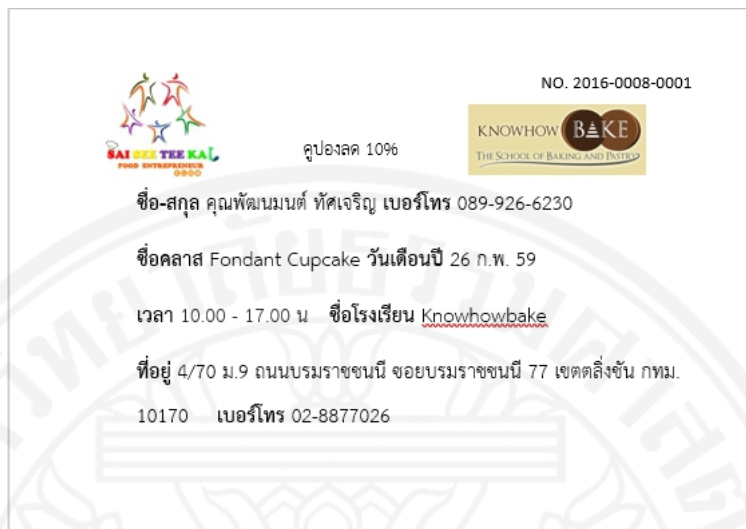


Figure 2.8 Sample of Saiseetekai Discount Coupon

### 2.3.2 How to use the coupon

Customers must reserve selected cooking/baking courses in advance and refer to coupon codes when making a reservation and must follow specified terms and conditions of each coupon.

Saiseetekai only provides coupons in special discount rates; we do not provide reservation service for customers.

### 2.3.3 Exchange or refund coupon

No exchange and refund allowed on purchased coupons except there is an error caused by Saiseetekai or service provider. To exchange or refund coupons, customers need to contact us within 48 hours after their receipt of purchased coupons or at least 7 days before the start date of the selected classes. Exchanged coupons must be at the same price or at a lower price. Coupons cannot be refunded in cash, but will be issued as gift vouchers for next time purchase.

### 2.3.4 Exchange or refund process

To exchange or refund coupons, customers have to contact us via phone, e-mail, Facebook or LINE, make their requests and send the attachment of particular coupons with short explanation. The requests will undergo the approval process and if approved, we will notify customers to send us coupons or proof of

payment and then we will process the exchange or refund coupons to our customers within 24 hours.

## **2.4 Privacy policy development**

### **2.4.1 Customer protection policy**

Our website will treat customer information as a private information and will not disclose to public or third party.

### **2.4.2 Information collection policy**

To support most customer satisfaction, we will collect some customer information such as name, address, e-mail address and phone number for repeat visit.

Customer information such as e-mail address will be used as a channel to communicate our campaigns, services, news and to survey our service satisfaction only.

## **CHAPTER 3**

### **MARKETING AND SALES STRATEGY**

#### **3.1 Marketing strategy**

##### **3.1.1 Segment analysis (Target market)**

###### **3.1.1.1 Target group of service provider**

From our survey, the small and medium cooking and baking schools do not spend much money on online marketing, there are many schools that open their classes and workshops at home and could not reach out to a large number of customers.

So we chose to target small and medium cooking and baking schools in Thailand that provide workshops and classes with price ranging from THB 1,500 to THB 4,500 as these were reasonable prices based on the result of our customer survey. As these schools are still small, and have low brand awareness among potential customers, joining our platform can enable them to sell and obtain more customers.

###### **3.1.1.2 Target group of customers**

We analyzed our target group of customers by customer survey and observation from our past market testing that we had arranged such as workshops and interviews from people who joined cooking and baking communities.

Saiseeteekai's target customers are middle-income people who are interested in cooking and baking activities and want to find quality classes or workshops that match their needs at reasonable prices.

##### **3.1.2 Marketing mix (4P)**

###### **(1)Product**

We are online platform, which provides varieties of cooking and baking classes and workshops available in Thailand and plenty of special offers from selected trusted service providers in Thailand.

We offer various types of classes and workshops such as Thai food, International food, Sweet and desserts, etc. We also provide exclusive one-on-one classes for customers with special request.

Our website is simple and user-friendly. Customers can easily click and confirm the special deals. We have selected service providers to ensure the quality classes and workshops for our customers.

Besides quality classes and workshops, we also provide a reasonable refund and warranty services.

(2) Price

Our classes and workshops are priced ranging from THB 1,500 to THB 4,500 / class or menu as we focus on middle-income customers.

(3) Place

We can be accessible through website, social media networks such as Facebook, Instagram, LINE, and Youtube.

(4) Promotion

We offer 10% to 30% discount and friend-to-friend special offer. We also use Facebook advertising and SEO Google adwords to create high brand awareness and promote our platform.

### **3.1.3 Competitive strategy**

There are many cooking and baking schools in Thailand. However, Saiseetee kai be the first platform that gathers cooking and baking workshops/classes from many schools in one place. Our customers will be able to choose workshops that match with their lifestyles and interests. Saiseetee kai offers convenience and best price guarantee to our customers. We position ourselves to be the trusted top of mind platform among customers, so we will continuously track our customer satisfaction and allow customers to rate workshops and classes to ensure that they get the best quality workshops from our platform.

Currently, Saiseetee kai has two sales channels which are Facebook page and Saiseetee kai official website. Saiseetee kai enables our partners to promote, sell and obtain new customers through our channels and aims to guarantee our partners with the increase in number of sell transactions through our channels. As we put the convenience of our partners and customers as our first priority, we plan to

launch our official mobile application in 2017 to obtain more customers. Saiseteekai will be the first and top cooking and baking platform in Thailand.

### 3.1.4 Brand strategy

#### 3.1.4.1 Brand Definition

The brand “SaiSeeTeeKai” comes from the combination of two words; “SaiSee” represents the colorfulness of foods and “TeeKai” represents the activity of cooking. Therefore we combine these two words to represent the colorful cooking activities to imply that our SSTK FEC members will have joyful and happy moments with us.



*Figure 3.1 SaiSeeTeeKai's logo*

#### 3.1.4.2 Brand attitude

We strongly believe in our club's core value to be a no.1 platform for cooking and baking workshops in Thailand as we aim to provide quality workshops and classes with best price guarantee from many cooking and baking schools. Our customers can conveniently choose several workshops and classes that match with their interest in one place.

We also help cooking and baking schools to promote their workshops and expand their customer base. At the same time we help cooking and

baking schools to arrange promotion campaigns. Our goal is to increase the number of workshops that the schools can sell through our channel.

#### **3.1.4.3 Brand position**

Our position is to be a friendly food entrepreneur club where people can share their same interest. Our customers can find various kinds of workshops and classes that fit with their interest at proper price and quality.

#### **3.1.5 Advertising strategy**

Advertising will help building our brand awareness, communicating value that we want to deliver and where they can find our products and services. Advertising will also increase brand loyalty and growth of sales. Our advertising strategy consists of two approaches as follows;

##### **3.1.5.1 Base channels**

###### **(1) Brochures and Posters**

We will distribute brochures to introduce Saiseeteekai's online platform to create awareness and reputation among our target customers so they will know exactly what are our products and services that we have to offer them.

We will also distribute brochures that contain schedule details of our monthly classes and workshop with special promotion in our online platform. We will give out our brochures at events and exhibitions that related to food business such as farmer market event, food and bakery fair, etc. Moreover, we will also place our posters at universities and bakery material shops.





Figure 3.2 Saiseeteekai's vinyl



Figure 3.3 Saiseeteekai's poster

## (2) Word-of-mouth (WOM marketing)

We use WOM marketing as another tool to promote our online platform since people tend to trust recommendations from their family and friends. So we started by promoting our online platform using connections and reference from our friends, family and colleagues. Moreover, we also encouraged our customers to write their review of classes and workshops that they had purchased with us. We believe that collective reviews are one of the key influences in today's purchasing decision.

## (3) Event marketing

Communication is very important in doing business; this is why many companies have sales representatives to communicate the right messages about their products and services to customers. Since we are doing an online platform which customers can barely engage with real people in person, we realize how face to face communication is important to build awareness and trust to our brand and our platform. We plan to arrange events to promote our brand and our online platform twice a year. The events will also bring big benefits to our service provider partners since face to face communication in a promotional event can actively stimulate customers' interests to purchase their classes and workshops on site or at a later time. Also this will strengthen our brand position in the mind of customers that Saiseeteekai is a platform that brings together trusted quality service providers to provide cooking and baking classes/workshops to customers with special promotions, discounts and reward program.

In the first year, we plan to arrange an event at Aree garden, the garden lifestyle mall situated in Aree which has a large number of offices located nearby. This will help us to reach our target customers which are working people with middle income and having interest to spend their free time in cooking and baking activities.

In the second year, we plan to arrange an event at Central World which is located in the central of Bangkok. Given the high-traffic location and the convenience of transportation, we will be able to gain more awareness among our potential customers and attract some foreigners who may be interested in Thai cooking classes or workshops

### 3.1.5.1 Media channels

#### (1) Saiseeteekai Facebook page

Facebook is a free and effective channel to reach out to lots of people. We use Facebook as a marketing channel for our online platform. We schedule our class and workshop posts alternating with other contents such as business news, interesting food and cooking articles, events that related to food and cooking, etc. in the prime time that people will be online so our posts can reach out to our target group effectively.

Moreover, we spend on boosted posts for higher chance of visibility. This option allows us to set audience criteria and period of times that we want to promote posts so that we can reach out more to our target customers.

Besides the posts about our classes and articles, we also have games and activities in our Facebook page to encourage interactive activities between our audiences in Facebook page and us. An example of activities that we had done is to give a prize to people who share our specific post or put #saiseeteekai hashtag in their posts. Our cover photos in Facebook page will be changed depending on situations and specific promotion.



Figure 3.4 Example of Saiseeteekai cover photo

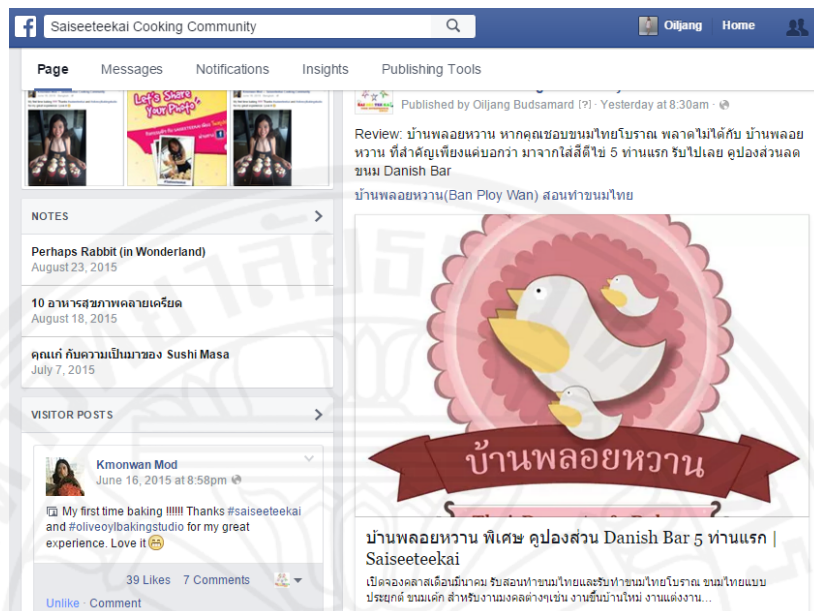


Figure 3.5 Saiseeteekai's official Facebook Page

## (2) Saiseeteekai website

We have our own website under the name “www.saiseeteekai.com” as a main online platform to run our business. Our website is positioned to be a simple and user friendly website that customers can easily click to get special deals for classes and workshop. Our website consists of the following contents;

**Home page:** This is an overview page of our website. This page will show an overview of all current products that are available to our customers and also show banners of special classes and promotions in order to attract customers' interests.

**Courses:** This page will show classes and workshops that are available with details about classes and schools. We link Google calendar into this page so that our customers can easily find classes and workshops that are available on a specific date. We categorize our classes and workshops so customers can easily find classes and workshops based on their interests.

**Purchase policy:** This page contains our purchase and refund policy and also includes information about payment method and the process of purchase confirmation.

Classes and workshops review and gallery: This section enables our customers to review and leave feedbacks on classes and workshops that they had purchased so other customers can read and use these collective reviews to consider on their purchase decision. Also it allows us to bring the feedbacks to further improve our online platform.

About us: This section tells the story of our background and contains our contact information.

We also use SEO Google ad word for advertising, so when people search about cooking and baking activities, our website will have higher chances to appear on their searches.

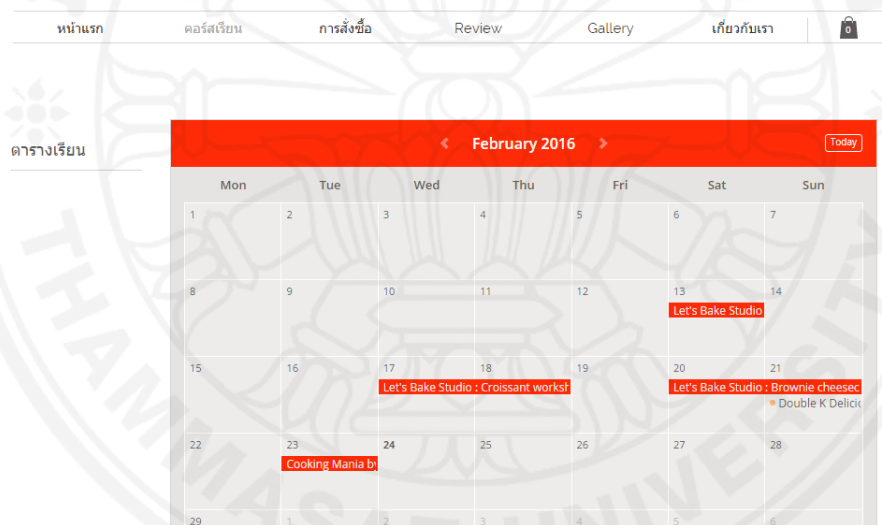


Figure 3.6 Google calendar that being linked in Saiseeteekai website

### (3) LINE shop

We use LINE as another marketing channel as it is free and effective. A survey in figure 3.10 shows that LINE is the most popular application among Thai people. So we certainly believe that LINE will be another greatest channel to promote our online platform.



Figure 3.7 A survey from Nielsen shows that LINE is the most popular application

### 3.1.6 Marketing Roadmap

We created our marketing roadmap to help us to accomplish the goals. This allows us to plan, recheck, develop or improve the plan. Our marketing road map consists of three steps;

#### 3.1.6.1. First step (create awareness)

This is our 1<sup>st</sup> year plan to create customer awareness of our online platform. For this step we set our goals as follows;

- 1) Target on Facebook reach at 20,000 people reached (Our post in Facebook are now reached 11,625 as of February 2016).
- 2) Target on likes of Facebook page at 1,500 likes.
- 3) Target on website traffic at 3,000 users

In order to reach these goals we will spend money on paid posts option to boost up posts and distribute our brochures at office buildings, shopping centers and at cooking and baking event fairs. Moreover we will also promote our special discounts through our service providers' online channels. Lastly

we will use games and activities in our online channels to attract people into our online platform.

### **3.1.6.2. Second step (boost usage)**

This is our short-term marketing plan (3 year plan) to attract more users into our online platform. For this step we set our goals as follows;

- 1) Target on Facebook reach at 50,000 people reached.
- 2) Target on likes of Facebook page at 3,500 likes.
- 3) Target on website traffic at 10,000 users.
- 4) Target on the number of service provider partners at 150 schools.
- 5) Target on the number of workshops sold at 1,800 workshops.

In order to achieve these goals we will continuously spend money on advertising and offer minimum discounts and price guarantees to our customers. Moreover, to create brand loyalty, we will launch a reward program to encourage customers to register for membership to get special promotional campaigns and promote the friend-to-friend special promotion to attract more customers. We will also work to acquire more service providers into our platform so this will enable us to offer more varieties of classes and workshops to customers. In order to do that we will offer our service provider with the minimum customer guarantee.

### **3.1.6.3. Third step (Retaining)**

This is our long-term marketing plan (5 years plan). The goal is to retain service providers and users in our online platform and stay ahead of competitors. For this step we set our goals as follows;

- 1) Target on website traffic at 30,000 users.
- 2) Target on the number of service provider partners at 250 schools.
- 3) Target on the number of workshops sold at 3,360 workshops.

For this step we want to retain our service provider partners and customers so we will focus on our reward program and offer special privileges to loyal customers. We will guarantee the special price for loyal customers and they can

refund coupons if they find their purchased classes being offered at a lower price from other platform. To retain service providers, we will guarantee a monthly minimum number of customers they will get from our platform.

Moreover, in 2017 we plan to increase our sales and marketing channel through an official launch of mobile application platform as nowadays people spend longer online hours on their smartphones

### **3.2 Sales strategy**

#### **3.2.1 Policy and process for service provider (cooking and baking schools)**

As we mentioned above in segment analysis that we will focus on small and medium cooking and baking schools in the beginning period of our business, hence we start looking for small and medium service providers who want to expand their customer base and want to promote their classes and workshops through other online channels.

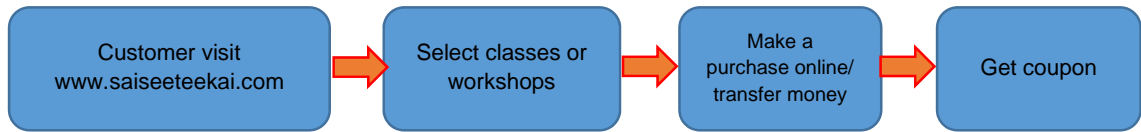
In the first 6 months after launching our online platform, we will invite service providers to promote their classes and workshops with special discounts for free, no transaction cost and entrance fee will be charged.

After the six months period, we will charge commission fee per transaction from service providers at the rate of 10% - 15%. The cost of banner advertising in our website will be charged at THB 500 per month.

#### **3.2.2 Policy and process for customer**

Our online platform policy is to give our customers special discount deals for classes and workshops from quality service providers. In the first phase, we will give our customers 10%-20% off discount per class/workshop and plan to give up to 30% off in the future. Figure 3.11 shows the selling process of Saiseeteekai online platform.





*Figure 3.8 Saiseeteekai selling process*

### **3.2.3 Channel strategy**

We initially sought for the cheapest and easiest way to launch our business, so we selected the online channel to be our core channel to reach out to our target customers. However, we also used offline channel to create customer awareness of our platform.

#### **3.2.3.1. Online channels**

##### **(1) Website**

We developed the online platform on the website to be a center between service providers and customers. We improved our website to have necessary features based on the requirements we got from service providers and customers in our focus group interviews since we aim to be a one stop service and user friendly platform that is easy and convenient to use for everyone.

Our products on the website are well categorized so our customers can look for their interested type of classes and workshop easily. Information on the website includes our purchase policy, payment method, reviews from customers, highlight deals, etc. We are in the process of developing our online payment platform which will be successfully launched in March 2016.

We continuously update classes and workshop on our website, also keep collecting customer feedbacks so that we have proper guidelines to develop and improve our platform to look professional in the view of customers and service providers.



Figure 3.9 Example of purchase policy in Saiseeteekai website

## (2) Facebook

Our second online channel is Facebook as this is a cheap and easy channel to reach out to our target customers and it is a powerful marketing tool. We use Facebook to promote our platform.

We frequently post to promote workshops and classes in alternation with interesting article related to cooking and baking business to make the contents in our Facebook page more interesting to our Facebook followers.

We schedule to post contents of workshops and classes around 7.00 PM -9.00 PM which is the prime time that people can have highest reach to our page and ensure high exposure by paying for Facebook boosted posts.

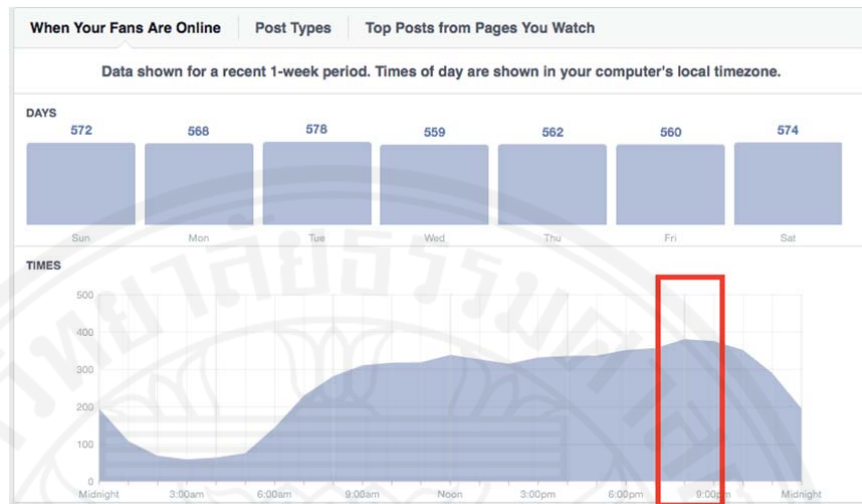


Figure 3.10 Example of Facebook analytic on visit time

### (3) LINE shop

As we mentioned earlier about LINE application which is the most popular application among Thai people, so we have applied to LINE pay and LINE shop to make it more convenient for our customers to purchase our classes and workshops and pay directly via their smartphones. This is to increase payment options to our customers and to reach to new and potential group of customers.

#### 3.2.3.2. Offline channels

We had distributed posters and brochures to promote our platform and we plan to arrange events to promote our platform twice a year, which will be arranged in Quarter 2 and Quarter 4 of each year. In the event, our service provider partners will open up their booth to promote their schools and our customers can directly communicate with service providers about classes and workshops and meet with people who have the same interest in cooking and baking activities.

## CHAPTER 4

### OPERATION STRATEGY

#### 4.1 Facility

##### 4.1.1. Online facility

We are doing online commerce business as an online platform for cooking and baking classes and workshops as we saw an opportunity from the good trend in e-commerce business in Thailand. We now have two online channels which are Saiseeteekai website and Facebook page.

The first channel which is our website is the core channel that we use as a platform for running our business, customers can see and choose all deals for workshops and classes from various service providers in the website. We had developed a user-friendly platform for our customers; all workshops and classes are classified into specific category.



Figure 4.1 Saiseeteekai first online facility: [www. saiseeteekai.com](http://www.saiseeteekai.com)

The second channel is our Facebook page, although this is not our core channel but Facebook is a good facility to communicate and reach out to our target customers. We use Facebook page as our marketing channel to promote our platform website and run marketing activities to create awareness of our platform.

Beside of our own channels we also promote our platform via other online channels, which are our service providers' online channels and online cooking and baking communities.



Figure 4.2 Marketing activities that promote in Saiseeteekai Facebook page

#### 4.1.2. Offline facility

For offline facility we plan to arrange an event twice a year for promoting Saiseeteekai and open the opportunity for our service providers partners to introduce and promote their classes and workshops with the customers.



Figure 4.3 Saiseeteekai special promotion in our partner's Facebook page

## 4.2 Contact channel

Normally, we use free communication application such as LINE, Facebook messenger and e-mail to communicate and confirm transaction with our customers. For service provides we frequently call or contact via e-mail to confirm discount classes and promotions.

## 4.3 Payment method

For customer convenience, our platform provides both online payment and offline payment method.

### 4.3.1. Online payment

#### 4.3.1.1 PaysBuy

This is one of the most popular third party payment platforms for e-commerce in Thailand. We use this payment platform because it is convenient, our customers can pay for workshops and classes directly by their credit card. Paysbuys has no annually or monthly fees. Only fee per transaction are charged and Saiseeteekai will absorb this transaction cost.

#### 4.3.1.2 LINE pay

We apply LINE pay to increase our marketing channel and to reach out more to our target group as LINE is now the most popular application for

Thais people. We chose this payment platform because we can sell our service through LINE shop for free and customers can now choose our classes and workshops and pay directly by smartphone for easy and secure purchase.

#### 4.3.1.3 PayPal

This is the optional payment gateway for our customers since our customers need to have their personal PayPal account in order to use this payment gateway and PayPal will collect a transaction fee. Customers have to bear the exchange rate risk as PayPal are based outside Thailand. However, we aim to use this as an optional for international customers as in the future we plan to serve the need of foreigners who want to learn Thai cooking.



Figure 4.4 Saiseeteekai in LINE shop

#### 4.2.2. Offline facility

For offline facility we plan to arrange an event twice a years for promoting Saiseeteekai and open the opportunity for our service providers partners to introduce and promote their classes and workshops with the customers.

## **4.4 Operating management**

### **4.4.1. Service providers**

The term service providers are referring to cooking and baking schools that we partner with. We mostly contact service providers via phone call and e-mail, after service provider had agreed to join our platform and offer special discount to our customers. We will plan together with the service providers about minimum percentage for discount, special promotion to offer, pattern of the coupon and specific condition if any from service providers.

However, some service providers are not offering special discount on all of their workshops and classes, so they are the one who choose which classes or workshops that they want to promote in our website.

Our agreement with some service providers are month to month contract, so we have to follow up the result and review feedback from service providers in order to develop our platform, and improve our services and continuously extend the contract with these service providers.

### **4.2.2 Customers**

Normally customers contact us via communication application such as LINE, Facebook messenger, and e-mail. After a customer confirms the classes or workshops and transfers the money or pays directly in the website via our payment platform we will send out the coupon to that customer. Then we will notify service providers to give a number of the coupon and inform classes or workshops sold. Customer has to contact service provider for class reservation.



## **CHAPTER 5**

### **FINANCIAL PLAN**

#### **5.1 Sales projection**

##### **5.1.1 Projection on sales**

According to lifestyle, people are interested in having hobbies which they intend to join various workshops. For example, one-day baking and cooking workshops and classes, making handmade bags, drawing, etc. They participate in these classes for making friends, opportunities for becoming an entrepreneur, making handmade presents to others. These reasons lead to our project. The workshop commission charge were rely on number of workshop sold by us according to commission rate. We project our revenue, the commission rate will be 10% - 15% per deal. The target of deal sold will be 335 deals in 2016, and will be sold more than 1,000 deals in 2017. The deal sold will grow up sharply due to the launch of SSTK mobile application in 2017 which is an additional channel that will run on both Apple and Andriod operating systems to reach teenagers. The increasing of deal sold will keep going because we provide workshop fairs to attract more customers twice a year in order to boost up our website and mobile application. Therefore our workshop deal sold will be 3,600 and 5,760 in 2019 and 2020 respectively.

In addition, there is other income from entrance fee, booth rental and advertising income which we earn from food and bakery studios and cooking schools throughout platform ([www.saiseeteekai.com](http://www.saiseeteekai.com) and Saiseeteekai application).

Moreover, there will be advertising and entrance fee which we earn from food and bakery owners and new cooking schools from our website and Saiseeteekai mobile application.

| SSTK Assumption                            |       |       |       |       |        |
|--|-------|-------|-------|-------|--------|
| Revenue                                    | 2016  | 2017  | 2018  | 2019  | 2020   |
| % of workshop charge                       | 10%   | 15%   | 15%   | 15%   | 15%    |
| No. of deal sold                           | 335   | 1,620 | 2,880 | 3,600 | 5,760  |
| Estimate deal price (THB)                  | 2,000 | 2,400 | 2,600 | 2,800 | 3,000  |
| No. of booth rental                        | -     | -     | 50    | 50    | 50     |
| Rate for booth rental (THB)                | -     | -     | 3,000 | 3,300 | 3,500  |
| No. of advertising                         | -     | 18    | 36    | 48    | 60     |
| Estimate advertising fee (THB)             | -     | 5,000 | 6,000 | 8,000 | 10,000 |
| No. of entrance - application              | -     | 10    | 36    | 48    | 60     |
| Estimate entrance rate - application (THB) | -     | 1,000 | 1,500 | 2,000 | 2,500  |

Figure 5.1 Saiseeteekai's projected revenue volume and growth (5 Years)

### 5.1.2 Revenues

We provide food baking and cooking workshops and classes deal in our online platform to serve food and bakery studios and cooking schools in order to facilitate their workshops to end customers fast and easily. The customers can select their interested workshops via our website. ([www.saiseeteekai.com](http://www.saiseeteekai.com)) In addition, the price of workshop discount of 10%- 20% from normal price which is under our negotiation between food and bakery studios and cooking schools and Saiseeteekai. The customers satisfy with our discount which we strongly believe that it attract more valued customers to visit our website. According to this service, we earn 10% -15% commission rate based on price of deal after discounted during 2016-2020.

However, we does not charge for commission during the first two quarters of 2016 (January – June) in order to promote our website and attract more food and bakery studios and cooking schools to participate with us.

In 2017, we will launch our official mobile application for both Apple and Android users to reach more customers especially teenagers who get used to with mobile application. It will be another online platform to reach more valued customers. Moreover, we see an opportunity for advertising and entrance fee from food and bakery studios and cooking schools. The advertising fee will be charged monthly from THB 5,000 per advertising per month. The entrance fee will be earned from the new coming service providers which will be charged starting from July 2017.

| Income statement       |                 |                |                  |                  |                  |
|------------------------|-----------------|----------------|------------------|------------------|------------------|
| THB                    | 2016            | 2017           | 2018             | 2019             | 2020             |
| <b>Revenue</b>         |                 |                |                  |                  |                  |
| Workshop charge        | 54,000          | 388,800        | 1,123,200        | 1,512,000        | 2,592,000        |
| Booth rental           | -               | -              | 150,000          | 165,000          | 175,000          |
| Advertising income     | -               | 90,000         | 216,000          | 384,000          | 600,000          |
| Entrance income        | -               | 10,000         | 54,000           | 96,000           | 150,000          |
| <b>Total revenue</b>   | <b>54,000</b>   | <b>488,800</b> | <b>1,543,200</b> | <b>2,157,000</b> | <b>3,517,000</b> |
| Less: Cost of services | (64,000)        | (254,400)      | (504,840)        | (545,142)        | (539,236)        |
| <b>Gross profit</b>    | <b>(10,000)</b> | <b>234,400</b> | <b>1,038,360</b> | <b>1,611,858</b> | <b>2,977,764</b> |

Figure 5.2 Saiseeteekai's projected revenue

## 5.2 Cost of Goods Sold

As we mention, our service is to provide an online platform. Therefore, the main cost drivers are technical staff, website domain, application depreciation cost (useful life span is 3 years) and server maintenance cost for the effectiveness and efficiency of our website and mobile application. These expenses are related to our core operation. The staff expense is paid in a lump-sum of THB 5,000 per month in 2016 and will be paid as a permanent staff salary of THB 15,000 from 2017 onward. The market price of rental domain is THB 4,000 per year which expects to grow 10% per annum.

| Cost of service |               |                |                |                |                |
|-----------------|---------------|----------------|----------------|----------------|----------------|
| THB             | 2016          | 2017           | 2018           | 2019           | 2020           |
| Staff expenses  | 60,000        | 180,000        | 378,000        | 415,800        | 457,380        |
| Domain          | 4,000         | 4,400          | 4,840          | 5,342          | 5,856          |
| Depreciation    | -             | 50,000         | 100,000        | 100,000        | 50,000         |
| Maintenance     | -             | 20,000         | 22,000         | 24,000         | 26,000         |
| <b>Total</b>    | <b>64,000</b> | <b>254,400</b> | <b>504,840</b> | <b>545,142</b> | <b>539,236</b> |

Figure 5.3 Saiseeteekai's cost of goods sold components

In 2016, Gross profit margin is approximately negative 18.5% due to omitted commission fee during promotion period. (January – June 2016) and penetration stage which Saiseeteekai builds our brand awareness and reputation to customers. However, the margin will turn positive of 48.0% in 2017 onwards. The margin increases mainly from the number of deal sold and commission rate which are

related to efficiency and effectiveness of our platform and Saiseeteekai reputation among customers.

| Income statement           |                 |                |                  |                  |                  |
|----------------------------|-----------------|----------------|------------------|------------------|------------------|
| THB                        | 2016            | 2017           | 2018             | 2019             | 2020             |
| Revenues                   | 54,000          | 488,800        | 1,543,200        | 2,157,000        | 3,517,000        |
| Cost of service            | (64,000)        | (254,400)      | (504,840)        | (545,142)        | (539,236)        |
| <b>Gross profit</b>        | <b>(10,000)</b> | <b>234,400</b> | <b>1,038,360</b> | <b>1,611,858</b> | <b>2,977,764</b> |
| <b>Gross profit margin</b> | <b>-18.5%</b>   | <b>48.0%</b>   | <b>67.3%</b>     | <b>74.7%</b>     | <b>84.7%</b>     |

Figure 5.4 Saiseeteekai's projected gross profit margin (5 years)

Then, there are some main expenses such as

Sales and administration expenses which include staff expenses in marketing, operation, strategic and finance and account functions.

Cost of space rental for workshop fair which we plan to organize semiannually. The fair will be organized at Aree garden in 2016 and at Central World in 2017 onward.

The marketing expense will be the promoting via radio, brochure and MUPI (Maximum Urban People Informed) which we plan to use as our tools to boost up more customers to visit and purchase our workshop deal.

Others consist of utilities expenses, petrol, stationary etc.

At the second half of 2017, we plan to launch our mobile application. Then, the marketing cost will slightly increase to reach our messages to more customers from our new online platform.

| Income statement                           |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|
| THB  | 2016      | 2017      | 2018      | 2019      | 2020      |
| <b>Income statement</b>                    |           |           |           |           |           |
| Gross profit                               | (10,000)  | 234,400   | 1,038,360 | 1,611,858 | 2,977,764 |
| <b>Selling and administrative expenses</b> |           |           |           |           |           |
| Staff expenses                             | 72,000    | 192,000   | 120,000   | 168,000   | 240,000   |
| Workshop fair                              | 80,000    | 160,000   | 180,000   | 190,000   | 200,000   |
| Marketing expenses                         | 48,000    | 60,000    | 72,000    | 96,000    | 120,000   |
| Others                                     | 12,000    | 13,200    | 15,180    | 18,216    | 20,948    |
| Total                                      | 212,000   | 425,200   | 387,180   | 472,216   | 580,948   |
| EBIT                                       | (222,000) | (190,800) | 651,180   | 1,139,642 | 2,396,815 |
| Interest expenses                          | -         | -         | -         | -         | -         |
| Profit before tax                          | (222,000) | (190,800) | 651,180   | 1,139,642 | 2,396,815 |
| Income tax                                 | -         | -         | -         | (227,928) | (479,363) |
| NOPAT                                      | (222,000) | (190,800) | 651,180   | 911,714   | 1,917,452 |

Figure 5.5 Saiseeteekai's projected net operating income after taxes (5 years)

### 5.3 Cash flow

Initially we injected THB 150,000 from each shareholder, totaling THB 750,000 at the end of 2015. This initial investment was mainly used to create our own official website, Facebook page including boost up fan page, workshop fair and marketing expenses in order to build our brand awareness and grand opening our website. This capital include additional online application platform. These applications plan to launch officially on the second half of 2017. Free cash flow and cash flow statement are shown in below table respectively.

| Free cash flow                      |           |           |           |           |           |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|
| THB                                 | 2016      | 2017      | 2018      | 2019      | 2020      |
| EBIT (Operating profit)             | (222,000) | (190,800) | 651,180   | 1,139,642 | 2,396,815 |
| Taxes on EBIT                       | -         | -         | -         | (227,928) | (479,363) |
| NOPAT                               | (222,000) | (190,800) | 651,180   | 911,714   | 1,917,452 |
| Add Depreciation                    | -         | 50,000    | 100,000   | 100,000   | 50,000    |
| * +/- Change in net working capital | (10,800)  | (66,960)  | (176,880) | 147,168   | 33,435    |
| Investment in fixed asset           | (150,000) | (150,000) |           |           |           |
| Free cash flow                      | (382,800) | (357,760) | 574,300   | 1,158,882 | 2,000,887 |

Figure 5.6 Saiseeteekai's projected free cash flows (5 years)

| Cash Flow                                |                  |                  |                |                  |                  |
|--|------------------|------------------|----------------|------------------|------------------|
| THB                                      | 2016             | 2017             | 2018           | 2019             | 2020             |
| <b>Cash flow from operations</b>         |                  |                  |                |                  |                  |
| Net income                               | (222,000)        | (190,800)        | 651,180        | 1,139,642        | 2,396,815        |
| Depreciation                             | -                | 50,000           | 100,000        | 100,000          | 50,000           |
| (Increase in operating working capital)  | (10,800)         | (66,960)         | (176,880)      | 147,168          | 33,435           |
| <b>Total cash from operations</b>        | <b>(232,800)</b> | <b>(207,760)</b> | <b>574,300</b> | <b>1,386,810</b> | <b>2,480,250</b> |
| <b>Cash flow from investing</b>          |                  |                  |                |                  |                  |
| (Capital expenditure)                    | (150,000)        | (150,000)        | -              | -                | -                |
| <b>Total cash from investing</b>         | <b>(150,000)</b> | <b>(150,000)</b> | <b>-</b>       | <b>-</b>         | <b>-</b>         |
| <b>Cash flow from financing</b>          |                  |                  |                |                  |                  |
| Increase (decrease) in LTD               | -                | -                | -              | -                | -                |
| Increase (decrease) in Common stock      | -                | -                | -              | -                | -                |
| (Dividends)                              | -                | -                | -              | -                | -                |
| <b>Total cash from financing</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         |
| <b>Total net change in cash</b>          | <b>(382,800)</b> | <b>(357,760)</b> | <b>574,300</b> | <b>1,386,810</b> | <b>2,480,250</b> |
| <b>Beginning cash</b>                    | <b>750,000</b>   | <b>367,200</b>   | <b>9,440</b>   | <b>583,740</b>   | <b>1,970,550</b> |
| <b>Change in cash from CFS</b>           | <b>(382,800)</b> | <b>(357,760)</b> | <b>574,300</b> | <b>1,386,810</b> | <b>2,480,250</b> |
| <b>Net cash available at end of year</b> | <b>367,200</b>   | <b>9,440</b>     | <b>583,740</b> | <b>1,970,550</b> | <b>4,450,800</b> |

Figure 5.7 Saiseeteekai's projected cash flow (5 years)

#### 5.4 Balance sheet

Our assets mainly consist of cash, account receivables and application investment. Cash generates from business operation and initial injection for working capital. Account receivables are calculated from the credit term of 15 days giving to food and baking schools. The main valuable assets of Saiseeteekai is our main official website and application platforms which are main tools to run the business. In addition, we aim to keep records of the valued customers in our customer database as our intangible assets.

The accrued expense represents corporate income tax from 2019 onwards. The tax rate is 20% from profit before tax per year.

As our business under startup stage, Saiseeteekai generates loss in the first three years (2016-2018) due to huge investment in marketing, investment on official website and application.

| Balance sheets                      |                |                |                |                  |                  |
|-------------------------------------|----------------|----------------|----------------|------------------|------------------|
| THB                                 | 31-Dec-16      | 31-Dec-17      | 31-Dec-18      | 31-Dec-19        | 31-Dec-20        |
| <b>Assets</b>                       |                |                |                |                  |                  |
| <b>Current assets</b>               |                |                |                |                  |                  |
| Cash                                | 367,200        | 9,440          | 583,740        | 1,970,550        | 4,450,800        |
| Account receivable                  | 10,800         | 77,760         | 254,640        | 335,400          | 553,400          |
| Total current assets                | 378,000        | 87,200         | 838,380        | 2,305,950        | 5,004,200        |
| <b>Non current assets</b>           |                |                |                |                  |                  |
| Property Plant and Equipment - net  | 150,000        | 250,000        | 150,000        | 50,000           | 1                |
| <b>Total assets</b>                 | <b>528,000</b> | <b>337,200</b> | <b>988,380</b> | <b>2,355,950</b> | <b>5,004,201</b> |
| <b>Liabilities and equity</b>       |                |                |                |                  |                  |
| <b>Current liabilities</b>          |                |                |                |                  |                  |
| Accrued expenses                    | -              | -              | -              | 227,928          | 479,363          |
| Short term loans                    | -              | -              | -              | -                | -                |
| Total current liabilities           | -              | -              | -              | 227,928          | 479,363          |
| Long term borrowing                 | -              | -              | -              | -                | -                |
| Total liabilities                   | -              | -              | -              | 227,928          | 479,363          |
| <b>Shareholders' Equity</b>         |                |                |                |                  |                  |
| Common stock                        | 750,000        | 750,000        | 750,000        | 750,000          | 750,000          |
| Retained Earnings                   | (222,000)      | (412,800)      | 238,380        | 1,378,022        | 3,774,838        |
| Total shareholders' Equity          | 528,000        | 337,200        | 988,380        | 2,128,022        | 4,524,838        |
| <b>Total liabilities and equity</b> | <b>528,000</b> | <b>337,200</b> | <b>988,380</b> | <b>2,355,950</b> | <b>5,004,201</b> |

Note : AR calculate as of 20% of revenue from workshop charge and rental

Figure 5.8 Saiseeteekai's balance sheet (5 years)

## 5.5 Financial ratio and summary

Since, we agree that Saiseeteekai raised fund from the shareholders only through equity injection and have not yet planned to raise fund from both short-term and long-term debt. Then we ignore any debt ratio.

The operating profit to sales is very high negative in 2016 due to promotion period, marketing expense and Saiseeteekai fair in order to raise Saiseeteekai reputation and well-known which we are the number one (the 1st) of baking and cooking workshops and classes in Thailand. However, the income turns to positive in 2018 mainly is from number of customers, number of deal sold, fully launch online platform (official website and applications).

The return on assets (ROA) and the return on equity (ROE) are negative 42.0% and 56.6% in 2016 and 2017 respectively, which in line to the negative net operating profit. However, Saiseeteekai will turn to earn profit since 2018 onward.

| SaiSeeTeeKai                     |                |               |              |              |              |
|----------------------------------|----------------|---------------|--------------|--------------|--------------|
| Key financial ratio              | 2016           | 2017          | 2018         | 2019         | 2020         |
| NOPAT                            | (222,000)      | (190,800)     | 651,180      | 911,714      | 1,917,452    |
| Sales                            | 54,000         | 488,800       | 1,543,200    | 2,157,000    | 3,517,000    |
| <b>Operating income to sales</b> | <b>-411.1%</b> | <b>-39.0%</b> | <b>42.2%</b> | <b>42.3%</b> | <b>54.5%</b> |

Figure 5.9 Saiseeteekai's operating income to sales (5 Years)

| SaiSeeTeeKai        |           |           |         |           |           |
|---------------------|-----------|-----------|---------|-----------|-----------|
| Key financial ratio | 2016      | 2017      | 2018    | 2019      | 2020      |
| NOPAT               | (222,000) | (190,800) | 651,180 | 911,714   | 1,917,452 |
| Total assets        | 528,000   | 337,200   | 988,380 | 2,355,950 | 5,004,201 |
| Total equities      | 528,000   | 337,200   | 988,380 | 2,355,950 | 5,004,201 |
| <b>Ratio</b>        |           |           |         |           |           |
| ROA (%)             | -42.0%    | -56.6%    | 65.9%   | 38.7%     | 38.3%     |
| ROE (%)             | -42.0%    | -56.6%    | 65.9%   | 38.7%     | 38.3%     |

Figure 5.10 Saiseeteekai's return on asset and return on equity (5 years)

Saiseeteekai inject capital of THB 750,000 in the end of 2015 which was funded THB 150,000 from each shareholder. We decided to split common stocks at par value of THB 100. Then, the number of shares was 7,500 shares. Earning per share is shown in the below table;

| SaiSeeTeeKai                   |             |             |           |            |            |
|--------------------------------|-------------|-------------|-----------|------------|------------|
| Key financial ratio            | 2016        | 2017        | 2018      | 2019       | 2020       |
| No. of share                   | 7,500       | 7,500       | 7,500     | 7,500      | 7,500      |
| NOPAT                          | (222,000)   | (190,800)   | 651,180   | 911,714    | 1,917,452  |
| <b>Ratio</b>                   |             |             |           |            |            |
| <b>Earning per share (THB)</b> | <b>(30)</b> | <b>(25)</b> | <b>87</b> | <b>122</b> | <b>256</b> |

Figure 5.11 Saiseeteekai's earning per share (5 years)

Saiseeteekai key success factor is the number of deal sold which will grow significantly based on the various workshops and number of food and cooking studios and cooking schools joining our platform. Our website and application is the center of interested and valued workshop for customers with discounted deal. The cash flow covers all expenses without any debts. Our service is the new online business and we are the first platform provider for cooking and baking deals in



Thailand. Thus, we strongly believe that it is such a great opportunity to execute our project. The internal rate of return is 28.6% from 2016-2020 which generates from free cash flow.

| IRR           |             |           |         |           |           |
|---------------|-------------|-----------|---------|-----------|-----------|
| THB           | 2016        | 2017      | 2018    | 2019      | 2020      |
| Cash inflows  | -           | -         | 574,300 | 1,158,882 | 2,000,887 |
| Cash outflows | (1,132,800) | (357,760) | -       | -         | -         |
| IRR           | 28.6%       |           |         |           |           |

Figure 5.12 Saieeteekai's internal rate of return (5 years)

## CHAPTER 6

### CONCLUSION

#### 6.1 Conclusion

Saiseeteekai provides a platform for small and medium sized cooking and baking schools to enhance their business through online networking. We offer the best deals for cooking and baking workshops and classes that match with the need of our customers.

Our business transactions are occurring at our online channels and online social network plays an important role in our business. We are aware of competitors in the future since online social network is the easy and cheap way to do marketing and communication for business. In order to be sustainable in the business we focus on customer service development to enhance customer satisfaction and customer relationship and build good relationships with our service provider partners.

- For customer, as they say: happy customers are paying customers, we emphasize on customer satisfaction and value for money. So we promise to provide a fresh and quality deals. To retain customers, we will offer a loyalty program that customers get reward points from every deal purchased. In addition, we also plan to promote a group buying or collective buying by offering very special discount prices for big volume purchase or special prices for a group of customers that want to purchase private classes or workshops.

- For our partnering service providers, we aim to maintain high standard of fair trade when dealing with our partners. Since most of our service providers are small and medium sized schools, we will work with them about development and expansion plans of their schools.

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**APPENDIX A**  
**INTERVIEW QUESTIONNAIRE**

**แบบสอบถามความสนใจในการเรียนทำอาหารและขนม**

แบบสอบถามนี้เป็นส่วนหนึ่งของโครงการศึกษาอิสระ (Independent Study) ปฏิญญาโท แบบสอบถามมีทั้งหมด 14 ข้อ ขอขอบคุณที่ให้ความร่วมมือในการตอบแบบสอบถามและให้ข้อมูลที่เป็นประโยชน์ค่ะ

1. เพศ  ชาย  หญิง

2. อายุ  ต่ำกว่า 20 ปี  20 -25 ปี

26 – 30 ปี

31 – 35 ปี  36 – 40 ปี  มากกว่า 40 ปี

3. อาชีพ  ข้าราชการ  พนักงานบริษัท

เจ้าของกิจการ  นักเรียน/ นักศึกษา

Other

4. ท่านเคยเรียนทำอาหารหรือทำขนมหรือไม่ (หากคำตอบของท่านคือเรียนเป็นประจำ หรือ เคยเรียนบ้าง กรุณาตอบข้อ 5 หากไม่เคยเรียน กรุณาข้ามไปตอบข้อ 6)

เรียนประจำ  เคยเรียนบ้าง  ไม่เคยเรียน

5. หากท่านเรียนเป็นประจำหรือเคยเรียนบ้าง กรุณาระบุคลาสที่เคยเรียน

6. หากท่านไม่เคยเรียนทำอาหารหรือขนมเลย ท่านมีความสนใจที่จะเรียนหรือไม่

สนใจ       ไม่สนใจ

7. หากมี **website** ที่รวบรวมส่วนลดและโปรโมชั่นพิเศษสำหรับสมัครเรียนคลาสสอนทำอาหารและขนมในสถาบันสอนทำอาหารและขนมต่างๆ จะทำให้ท่านมีความสนใจใช้บริการและสมัครเรียนทำอาหารและขนมมากขึ้นหรือไม่ \*

กรุณาตอบตามระดับความสนใจจากน้อยไปมาก (1 = ไม่สนใจเลย , 5 = สนใจมาก)

1     2       3       4       5

8. ปกติท่านรับข้อมูลข่าวสาร และซื้อสินค้าหรือบริการผ่านทางช่องทางใด

Facebook       Instagram       Website

Application       Other

9. คลาสเรียนประเภทใดที่ท่านรู้สึกสนใจ

คลาสเรียนอาหารไทย

คลาสเรียนอาหารต่างชาติ

คลาสเรียนทำขนมไทย

คลาสเรียนทำขนมเค้ก, ขนมปัง

คลาสเรียนทำอาหารหรือขนมสำหรับประกอบอาชีพ

10. คลาสเรียนลักษณะใดที่ท่านสะดวกในการใช้บริการ

คลาสเรียนครึ่งวัน (1-2 เมนู)

- ( ) คลาสเรียนเต็มวัน (3-4 เมนู)
- ( ) คลาสเรียนวันธรรมดา (จันทร์ - ศุกร์)
- ( ) คลาสเรียนวันหยุด (เสาร์ - อาทิตย์)

11. จากคลาสเรียนที่ท่านสนใจในข้อ 9 กรุณาระบุระดับราคาที่ท่านรับ  
ได้ต่อการเรียนทำอาหารสำหรับคลาสเรียน 1 วัน

12. จากคลาสเรียนที่ท่านสนใจในข้อ 9 กรุณาระบุระดับราคาที่ท่านรับ  
ได้ต่อการเรียนทำขนมสำหรับคลาสเรียน 1 วัน

13. จากคลาสเรียนที่ท่านสนใจในข้อ 9 กรุณาระบุระดับราคาที่ท่านรับ  
ได้ต่อการเรียนทำขนมสำหรับคลาสเรียน 1 วัน

14. จากคลาสเรียนที่ท่านสนใจในข้อ 9 กรุณาระบุระดับราคาที่ท่านรับ  
ได้ต่อการเรียนทำขนมสำหรับคอร์สเรียนต่อเนื่อง 2-5 วัน

**APPENDIX B**  
**E-COMMERCE REGISTRATION**

|  |   |                       |
|--|---|-----------------------|
| ทะเบียนเลขที่ 1710600089454<br>คำขอที่ 1003559000037   |  | แบบ พค. 0403          |
| <p><b>กรมพัฒนาธุรกิจการค้า</b><br/><b>สำนักงานกลางทะเบียนพาณิชย์</b><br/><b>ใบทะเบียนพาณิชย์</b><br/><b>ใบสำคัญนี้ออกให้เพื่อแสดงว่า</b></p>   |   |                       |
| <p>นางสาวนันทติ ฅมยกุล</p>   |   |                       |
| <p>ได้จดทะเบียนพาณิชย์ ตามพระราชบัญญัติทะเบียนพาณิชย์ พ.ศ.2499<br/>เมื่อวันที่ 24 กุมภาพันธ์ พ.ศ. 2559<br/>ชื่อที่ใช้ในการประกอบพาณิชย์กิจ</p> |   |                       |
| <p>ใส่สีตีไข่</p>  |   |                       |
| <p>เขียนเป็นอักษรโรมัน</p>   |   |                       |
| <p>Saiseeteekai/www.saiseeteekai.com/</p>  |   |                       |
| <p>ชนิดแห่งพาณิชย์กิจ</p>  |   |                       |
| <p>การให้บริการเป็นตลาดกลางในการซื้อขายสินค้าหรือบริการ (marketplace) ผ่านระบบเครือข่ายอินเทอร์เน็ต</p>  |   |                       |
| <p>ที่ตั้งสำนักงานแห่งใหญ่</p>   |   |                       |
| เลขที่ 53/195 หมู่ที่ 1  | ตรอก/ซอย -  | ถนน -                 |
| ตำบล/แขวง ขอมทอง   | อำเภอ/เขต ขอมทอง  | จังหวัด กรุงเทพมหานคร |
| <p>ออกให้ ณ วันที่ 24 กุมภาพันธ์ พ.ศ. 2559</p>   |   |                       |
|    |   |                       |



## APPENDIX C

### LINE pay and PayPal

https://pay.line.me/th/apply/complete?locale=th\_TH&result=success

ลงทะเบียน | สถานะการลงทะเบียน | ค้นหาได้/รหัสผ่าน | เปลี่ยนรหัสผ่าน | My Page

LINE Pay | เกี่ยวกับบริการ | วิธีการสมัคร | คำถามที่พบบ่อย | การช่วยเหลือด้านเทคนิค | webPOS

Step1 สมัครใช้งาน LINE Pay | Step2 ส่งเอกสาร | **Step3 การสมัครเสร็จสมบูรณ์**

### ขั้นตอนการสมัครเสร็จสมบูรณ์

**ใบสมัครของคุณถูกส่งเรียบร้อยแล้ว**

ระหว่างกระบวนการสมัครเอกสาร จะได้รับการแจ้งเตือนเกี่ยวกับสถานะของเอกสารการสมัครของคุณผ่านทาง อีเมลที่ระบุบนเอกสารใบสมัครของคุณหรือการแจ้งเตือนจากแอปพลิเคชัน LINE Pay

ID : Saisooteekai.10@line.pay

Google

Click here to enable desktop notifications for Gmail. Learn more Hide

Gmail

COMPOSE

Inbox (1)

Starred

Important

Sent Mail

Drafts

Circles

Friends

Nuntawadee

Budsamard Atip Su

Atip Tantiwit

Budsamard Tangsriak

**LINE Pay**

**สำคัญที่สุด**

เนื่องจากการจัดการเอกสารร่วมด้วย LINE Pay จะสะดวกยิ่งขึ้นและคุณสามารถสมัครใช้บริการ และทางทีมงานได้  
รับใบสมัครของคุณเรียบร้อยแล้ว

ขอแจ้งให้ท่าน LINE Pay ทราบว่าเอกสารใบสมัครของท่าน  
สามารถตรวจสอบสถานะการสมัครได้จากเว็บไซต์ด้านล่าง

<https://pay.line.me>  
อีเมล : Saisooteekai.10@line.pay  
หมายเลข : หมายเลขที่ท่านกรอกเอกสาร

หากพบข้อผิดพลาด สามารถติดต่อได้ที่อีเมลด้านล่าง  
อีเมลขอเอกสารและแจ้งว่า LINE Pay  
อีเมล : [gl\\_screen\\_th@linecorp.com](mailto:gl_screen_th@linecorp.com)



ภาษาไทย

บัญชีของเงิน | ชำระเงิน | เก็บกเก็บเงิน | บดลดทั่วไป | ธุรกิจ  
ภาพรวม | ดอนเงินจาก PayPal | ประวัติการชำระเงิน | ศูนย์ร้องเรียนกรณีข้อขัดแย้ง | ข้อมูลบัญชี

### บันทึกย้อนวัน คุณ Saiseeteekai Saiseeteekai

ชื่อธุรกิจ: Saiseeteekai | ประเภทบัญชี: ธุรกิจ | สถานะ: ยังไม่ได้ยืนยันตัวตน [ดูข้อมูลเพิ่มเติม](#) | วงเงินสูงสุดที่ชำระได้และถอนได้: **822,000 บาท**

| ยอดคงเหลือในบัญชี PayPal: <b>B0.00 THB</b>   |  | เครื่องมือแปลงสกุลเงิน |
|--|--|------------------------|
| ยอดคงเหลือบัญชีในสกุลเงิน THB (หลัก): 80.00 THB  |  |                        |
| ยอดรวมที่คงเหลือในบัญชี (ในสกุลเงินรวมทั้งจำนวนเงินที่ใช้ได้และจำนวนเงินที่รอดำเนินการ) ได้รับการแปลงเป็น THB: 80.00 THB |  |                        |
| <a href="#">ดูบัญชี</a>  |  |                        |
| สกุลเงิน   |  | รวม                    |
| THB (หลัก)   |  | 80.00 THB              |
| USD  |  | \$0.00 USD             |

#### ข้อความแจ้ง

- > [ยืนยันบัญชีอีเมล](#)
- > [ตั้งคำถามเพื่อความปลอดภัย](#)
- > [การปรับปรุงบัญชีของคุณ](#)

#### เครื่องมือของบัญชีของเงิน

- > [การตั้งค่าธุรกิจของเงิน](#)

กิจกรรมล่าสุดของเงิน | วันที่ใช้เงินชำระ | เงินที่ชำระ | [ดูการรายการของเงินทั้งหมด](#)

| กิจกรรมล่าสุดของเงิน - 7 วันที่ผ่านมา (18 ก.พ. 2016-25 ก.พ. 2016) |        |   |          |                  |            |                                |        |
|---|--------|---|----------|------------------|------------|--------------------------------|--------|
| การเก็บเงิน   | บัญชี  | ดูสถานะที่เกี่ยวข้องกับสถานะการชำระเงิน |          |                  |            |                                |        |
| <input type="checkbox"/>  | วันที่ | ประเภท                                  | ชื่อเงิน | สถานะการชำระเงิน | รายละเอียด | สถานะสิ่งข้อบังคับการดำเนินการ | ยอดรวม |
|   |        |   |          |                  |            |                                |        |

หอสมุดแม่ทัมมหาวิททยาลัยธรรมศาสตร์  
THAMMASAT UNIVERSITY

## BIOGRAPHY

|                               |   |
|-------------------------------|---|
| <b>Name</b>                   | Ms. Jutanya Pianvanich  |
| <b>Date of Birth</b>          | October 18, 1985  |
| <b>Educational Attainment</b> | 2006: Bachelor of Business Administration, Finance,<br>Thammasat University.  |
| <b>Work Position</b>          | Voucher Examiner,<br>Global Financial Service Center,<br>U.S. Embassy Bangkok.  |
| <b>Work Experiences</b>       | <b>2014 – Present:</b> Voucher Examiner, Post Support Unit,<br>Global Financial Service Center, U.S. Embassy<br>Bangkok.<br><b>2009 – 2014:</b> Accounting Manager, Runganan<br>Autopart, Limited Partnership.<br><b>2007 – 2008:</b> Officer, Organization Development<br>Department, Krung Thai Bank PCL. |