



JORD SABUY
“PARKING RESERVATION SERVICE”

BY

MR. VEERARAT ANGSULAPIVAT

**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 2016
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INDEPENDENT STUDY

BY

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ENTITLED

JORD SABUY
“PARKING RESERVATION SERVICE”

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

on August 19, 2016

Chairman



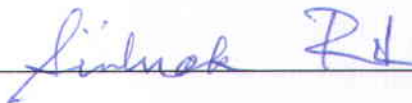
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ABSTRACT

“Jord Sabuy” is parking reservation services for car users in term of hourly, daily and monthly basis to reduce wasted time and worry-free from high traffic volume in popular areas with limited parking space. We also have additional service as valet service to distribute convenience to our customers.

Our mission is to support and help car users to plan their journey in advance and that reduce time constraint and we expect to reduce constraint and provide more convenience to car users especially people are in time pressure, office workers with tight schedules and so on.

Keywords: Parking Reservation, Parking, Reserve, Car Park, Event parking

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Mr. Veerarat Angsulapivat

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CHAPTER 1

ORGANIZATION

1.1 Industry Overview

Bangkok traffic problems, especially in the 1980s and 1990s became atrocious. People normally spent up to 2 hours to commute from residents to workplaces. Such statistic was one of the worst in the world. People only had two options of commute in Bangkok which are (1) public bus or (2) private automobiles. Because of the unacceptable condition of hardware and services from the public bus system, many families with children will save up money to purchase an automobile as the first major item of the household with the purpose of making family members more comfortable. For Thais, private automobile not only become a general sought-after commodity for comfort but also an image of personal success.

More and more automobiles were sold, even in the time of economic hardship such as Asian Financial Crisis in 1997. At that time, the automobile loan was still considered a profitable business in Thailand. Such a large scale of automobile ownerships drove the government to legislate building law that enforces the building to provide adequate number of parking stalls. This came as a mean to (1) protect consumer especially in the case of real estate for sale or lease, (2) help solve the traffic problems by creating off-street parking spaces since most of the citizen of Bangkok always park at their conveniences on the street, sometimes even on the sidewalk.

In 2001 Bangkok House of District Representative issued the minimum requirement regarding number of parking stalls for different building usages was enforced in this regulation. The parking area based on this regulation normally consume of up to 25% of allowable construction area in large building project. This also drove the unit cost of real estate investment higher because the developers had to cover the cost of construction for parking area. However, the real estate developers mostly complied gladly with this regulation since parking space was a major selling point. In some case, they provided more than the regulations required. However, such

point of view started to change when the mass transit rail system was introduced to Bangkok citizens in late 2001.

Nowadays, while number of automobiles keeps increasing and growth of registered cars grows 5 percent to 10 percent YoY, the parking lot keeps its level or slightly increases. The numbers especially roadside parking in Bangkok still skyrockets. Another problem of current system is unable to allow car users to have their parking space in advance so that car users experience time constraint, stress from being caught in traffic in average 10 minutes to 40 minutes. We could easily find this difficulty in many busy areas e.g. Pathumwan, Aree, Ladprao, Ratchayothin and so on.

1.2 Jord Sabuy Background

Jord Sabuy is initiated based on problems of insufficient parking lot in high congestion areas such as Yaowaraj, Aree or Silom, and even events or festive seasons such as commencement days, weekend markets, etc. The traditional parking system does not allow car users organizing parking space, unable planning their travel in advance, and wasting time to drive and find available space in average 10-60 minutes. As a result, these car users then have no choice and undeniably park their cars on roadside, which is risky for their assets and car users themselves. Hence, we start exploring and defining this parking problems which is summarized as follows:

- There are only 70,000 registered parking lots and approximate 20,000 non-registered parking lots, provided in Bangkok, while the number of cars registered has reached to 5.31 million declared by EGA (as of February 2016).
- Many car users would want to have the ability to plan their travel, reserve parking space, and manage their time in advance, but having said that, the traditional or existing system parking lot providers in Thailand solely provide as first come first serve.
- There is no parking reservation service in Thailand.

- In respects of property owner, we found that there are many owners who would like to generate revenue from their non-used space.

The visitation in U.S. programmed by IMBA, we experienced and observed in parking system environment. The parking lots, everywhere in San Francisco, Portland, and in Seattle are seen to have a great automated system. Car drivers could have a place to park in advance, and pay fee via machine and/or credit card, which provides better convenience to users. Moreover, not only the parking system in Thailand, but also the issue about insufficient space is another problem we have to tackle with as well.

With the sharing economy concept and the hybrid model of eco-system from AirBNB and UBER, we position ourselves as the first parking lot market place for car users that matches needs between space owners and car users which will grow the number of parking space via unused space offered by property owners, households so that they could generate revenue from this service.

1.3 Mission and Vision

1.3.1 Mission

Our mission is to support and help car users to plan their journey in advance and that reduce time constraint and we expect to reduce constraint and provide more convenience to car users especially people are in time pressure, office workers with tight schedules and so on.

In terms of business dimension, we will ensure that revenue from providing parking lot will be handed to space providers and the margin proportion can be.

1.3.2 Vision

We aim to platform an online parking reservation service that people could use it in real time and as a journey planner. The value of the service will be a part of daily traffic interaction. We also position ourselves as a third source of generating revenue for households, land owners.

In addition, we target to be the traffic database resource for related products/services providers or any other parties and/or organizations with the purpose of goodwill and mutual improve or develop for the better transportation in Thailand.

1.4 Current status and Future plan

We have been validating the core values of the project which are the ability of car users to plan journey, reducing time constraint and anxiety of no parking lot. We are now expanding our service to serve regular demands especially monthly users. The monthly users appear office workers segment in a high density area. Moreover, we also keep operate our service to serve demands on graduation day and special events at the same time.

Continuously, we maximize our service for businesses. We are now partnering with Siam Commercial Bank to provide space and start new prototype of valet service. The first phase will be launched in September 2016 with 50 parking lots nearby its headquarter building. We will continue our service to support thousands users who work in the buildings and maximize into phases. The campaign will be launched together with “SCB car pool” campaign soon.

In terms of new prototype of valet service, Jord Sabuy is now coordinating with our business partner “Centra Central Station” to serve visitors in Yaowaraj and Chulalongkorn Commencement Day in October 2016. We expect to make profit and scale our parking service from this prototype in this year.

Another next step of Jord Sabuy, we aim to scale our number of users as fast as we can. We therefore partner with Rabbit Finance to provide discount voucher to their members. The voucher is expected to launch in early September 2016 as well.

Jord Sabuy recently invited technology teams to help develop our online platform. The platform will be ready for users in the end of September 2016. However, we will continue to develop user interface from user experience altogether. This is to provide most convenient experience in our service.

Our recent exposure appears more in media partnership including, newspapers, tv programs, articles on website, and reviews. This attracts users to use our services quite effective in terms of brand awareness and product education. Our media partners are BangkokBiz, Channel3, Matichon, Money Channel, and Strait Times etc.

In next 3 years, Jord Sabuy aims to be recognized as the first parking lot reservation service provider in Thailand. Jord Sabuy will be the leading market place for parking lot providers as well as the platform provider for households, space owners to offer parking services. Moreover, we plan to scale ourselves as a “platform as a service for parking lot marketplace” in Thailand.

1.5 Management

Jord Sabuy management team consists of 3 co-founders with different background but interested in the same market, traffic problems. We have people in term of sales, finance and accounting background with experiences. Team members are

1. Ms. Anongluck Sae-lim,

An undergraduate in Liberal Arts from Siam University. Anongluck has experiences in Legal, Marketing, and IT Consultant for 5 years and is in charge of sales, business development, and corporate strategy to Jord Sabuy.

2. Ms. Thanyatorn Sukjit,

An undergraduate in Accounting from Thammasat University. Thanyatorn has experiences in business analyst for 4 years and take care of Operation and Finance to Jord Sabuy.

3. Mr. Veerarat Angsulapivat,

An undergraduate in Economics from Kasetsart University. Veerarat takes care of Marketing.

CHAPTER 2

MARKETING STRATEGY

2.1 Segment Analysis (Target Market)

Jord Sabuy has two segments of target market according to supply and demand matching models 1. car users and 2. space or property owners. The characteristics of car users (demand dimension) appears in group of people whom would not want to spend time to find parking lot, do not know where to park, and suffer from time constraint. 65 percent of customers have rush lifestyle and need to make it on schedule. Moreover, users with the age above 40 e.g. parents who need to attend graduation day have seen the value and prefer to use our service.

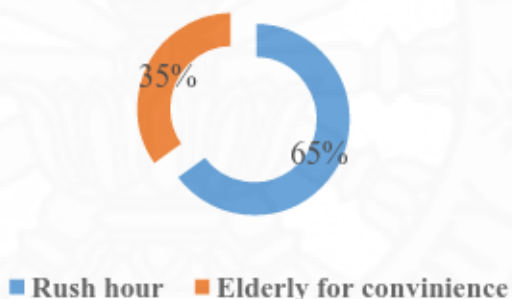


Figure 2.1 the characteristics of subscribed users for Jord Sabuy service

In terms of supply dimension, we found that 70 percent of suppliers are corporate business. For example, buildings with available parking space like Centra Central Station Hualumpong, Skulthai building, SOHO community mall, restaurants, and so on. 20 percent come from condominium with the quota of parking lot and 10 percent are from households, local providers respectively.

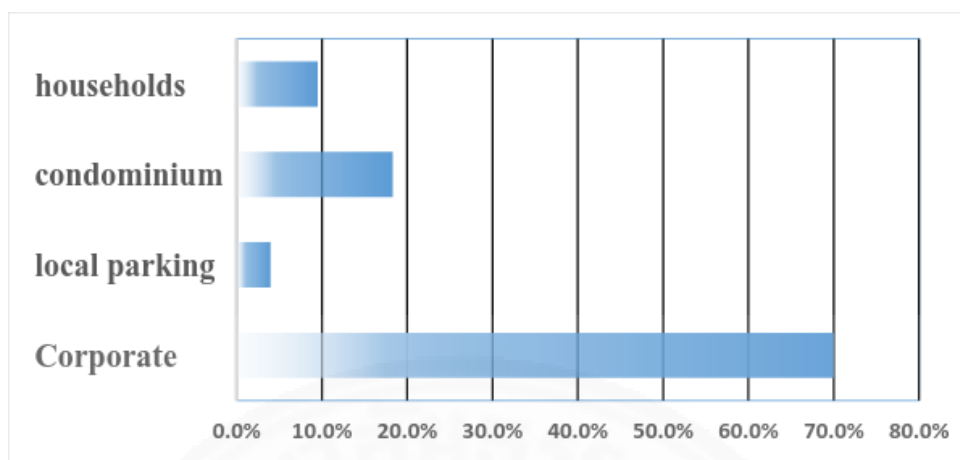


Figure 2.2 the characteristics of subscribed suppliers to service with Jord Sabuy

2.1.1 Target group of Suppliers

According to our operation, the interests in offering space from suppliers appear in business owners and property owners whom has one or more properties in Bangkok. Business owner and/or corporate segment focus on problem solving while condominium and local space providers aims to generate revenue from offering service. In conclusion, the impacts of parking pain effectively attract people to join in our projects more than receiving revenue.

In terms of providing parking service with Jord Sabuy, suppliers must be qualified with our criteria as follows:

1. Located in high density area with high volume of demand: central business districts, communities, villages, tourist sightseeing etc.
2. Easy access to parking lot: not located in complex routes
3. Fundamental security provided: security guards, check points etc.
4. Distance to major destination: not over 100 metres by walk
5. Physical amenities: sufficient light, disability parking, umbrella service etc.

We recently have recruited additional 5 locations in Bangkok which equals to 200 lots in total. The pilot business-to-business partner is Centra Central Station Hualumpong, condominium in Silom, Victory Monument, Sukhumvit 49, Onnut, and the restaurant called “Tuscany” in Ratchayothin area.

Jord Sabuy aims to gain thousand parking lots by the end of 2016 and plan to rent out parking lot in high volume of demands especially Sathorn, Silom, Ratchada and so on.

2.1.2 Target group of customers

Car users with tight schedule and serious deadline whom would reduce their time as much as possible are our main target customers. This segment appears in events more than regular demand. However, we consider that our reservation platform is not ready for regular real-time parking yet. We expect to increase thousands of users in this segment when Jord Sabuy's mobile application is ready.

The obstacles in delivering our solutions to elderly segment still exists. This segment has less technology readiness than the group of users aged 20-40. We therefore receive orders via line and phone call as another customer service channel.

From our recent opportunity, we foresee the opportunity to match large scale of demand from corporate and deliver our service. The first phase with Siam Commercial Bank appears 50 lots by September 2016 to serve SCB's employees in waiting list. We aim to maximize number of parking nearby the building along with testing the new model of valet parking.

2.2 Marketing mix

Over 150 transactions were subscribed by car users. It is seen that the opportunity of Jord Sabuy parking lot reservation service is positive in Bangkok market. Moreover, space owners also receive revenue from offering service.

2.2.1 Product

Jord Sabuy is the marketplace for parking with reservation service as value added for car users. The ecosystem is the core service model to match needs between space providers and car users. Car users will experience new way of parking

service including less time constraint, cashless, few taps to reserve and space providers also receive revenue from offering service.

2.2.2 Price

The service fee is marked up from price offered by providers 10-20 percent. The price is varied by locations and space providers will set up cost at their satisfied rate. However, Jord Sabuy also suggested and set ceiling price as well. We consider that our pricing model will be adjusted automatically according to nature of market price mechanism.

2.2.3 Place

As abovementioned criteria by location basis, we set our criteria for our service as follows:

1. Located in high density area with high volume of demand: central business districts, communities, villages, tourist sightseeing etc.
2. Easy access to parking lot: not located in complex routes
3. Fundamental security provided: security guards, check points etc.
4. Distance to major destination: not over 100 metres by walk
5. Physical amenities: sufficient light, disability parking, umbrella service etc.

Importantly, our data from onsite investigation will be shown in our website in order to facilitate orders and purchase. These information will help our customer's purchasing decision.

2.2.4 Promotions

The main channel of advertising our service is facebook which categorized interests and lifestyles at place. We now have 211 subscribed users via line@ channel- the direct communication via instant message. Moreover, we set up Jord Sabuy twitter to report ongoing traffic in an area to increase our brand awareness from sharing traffic data.

Offline marketing activities recently appeared in brochure distribution, exhibitions, magazine, spot radio, newspapers and TV programs. This

channel will help Jord Sabuy increase brand awareness and educate service to target users.

2.3 Competitive Strategy

We position ourselves to be the parking lot reservation service provider. In order to analyze the competitiveness in parking service industry, we demonstrated our analysis as follows:

2.3.1 Threat of new entrants

We considered that threat of new entrants is high in terms of technology solutions. We input innovation into our service model which number of users and providers are our turn key to success. However, providers could offer service to new entrants platform as well as users do, similar to uber and grab taxi. Jord Sabuy needs to be developed and strengthen core value and competitive advantage via plug-in service like mobile valet parking and other relevant service.

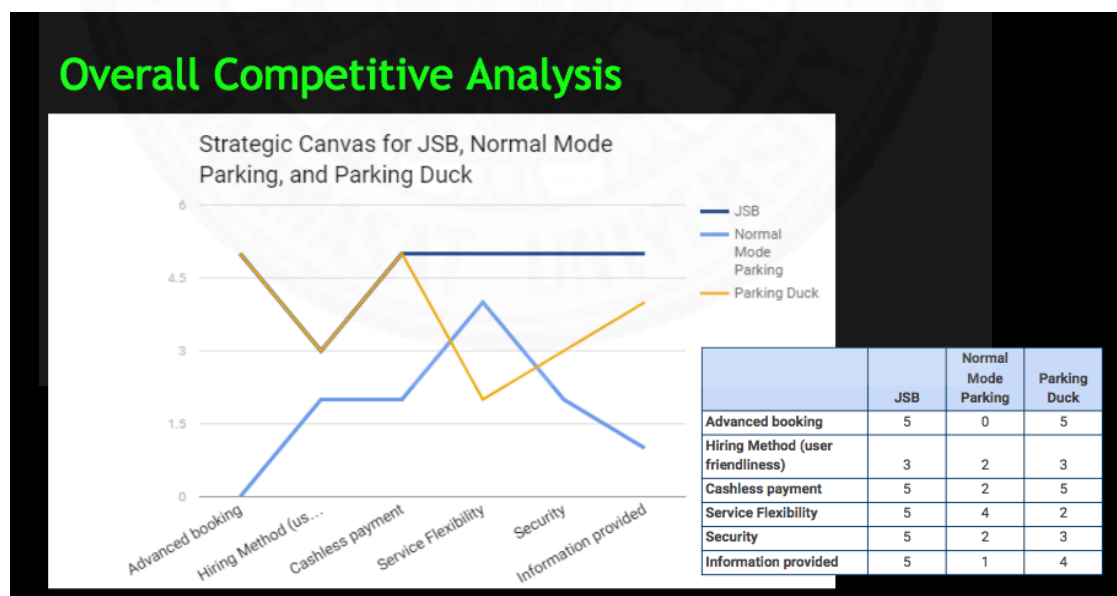


Figure 2.3 Jord Sabuy's Competitors Analysis

From the table of analysis, 3 values offered by Jord Sabuy are over Parking Duck, the direct competitor. We consider that developing value for users in a common interest is very important for Jord Sabuy in scaling business and block new entries to penetrate the market.

2.3.2 Threat of substitute product or services

The substitute of service appears in mobile personal transportation and public transportation. The personal transportations are Uber and Grab. Both providers have strong value chain and offer better experience direct to users, however, according to our study, we found that most people still want to drive to the destination for their most convenience with privacy.

The second condition is still too far away from Bangkok context. We believe that great connection of public transportation will be seen in Bangkok in 10 years from now. Some people tend to use public transport up to 30 percent of total car users. In contrast, we strongly believe that people still want to keep their privacy area and use personal cars to run errands with most convenience.

2.3.3 Bargaining power of customers (Buyers)

We have an advantage in bargaining power with our customers as well as suppliers. From our testing, we could increase our margin up to 40-50 percent in event service and 10-20 percent in regular demand.

2.3.4 Bargaining power of suppliers

We construct and set ceiling price to our suppliers. We are more focusing on additional value to space providers in order to attract more numbers of supply. We allow space providers to set price as desire and we also provide price information before they set.

2.3.5 Intensity of competitive rivalry

Our competitors are the parking lot system provider and other startups to provide ecosystem for parking lot in terms of service providers by offering:

1. Convenient: users could plan and book car park in advance.
2. Less time constraint: users would have less time constraint and reduce their time in finding available parking lot.

3. Security: Providers we have, they are screened and the parking lot is safe enough to reach service.

For the third items, we start to implement criminal check in our providers which takes almost 2 weeks - 1 month to inspect. This is to help users trust our service and feel more comfortable to use.

2.4 Advertising Strategy

After we exposed Jord Sabuy service in May 2016, we advertise our service regularly via online channels. Moreover, Jord Sabuy also was featured in various media partners e.g. BangkokBiz, Money Channel, Strait Times (Singapore), Matchon, Channel 3, and so on. These supports from media partners gave us a positive impact in terms of educating our service to market.

The additional model in advertisement is to partner with corporate units e.g. Rabbit Finance, SCB and Centra. This will help us boosting number of users via their existing numerous customer base.

2.4.1 Online adverts

We start our regular demands along with event service by using Facebook channel and bought online ads. The facebook ad resulted positive response and efficient for Jord Sabuy's sales pipeline.



Figure 2.4 Jord Sabuy’s regular and event services

For time planning to advertise our service, we normally peak during before the event happened especially commencement day.

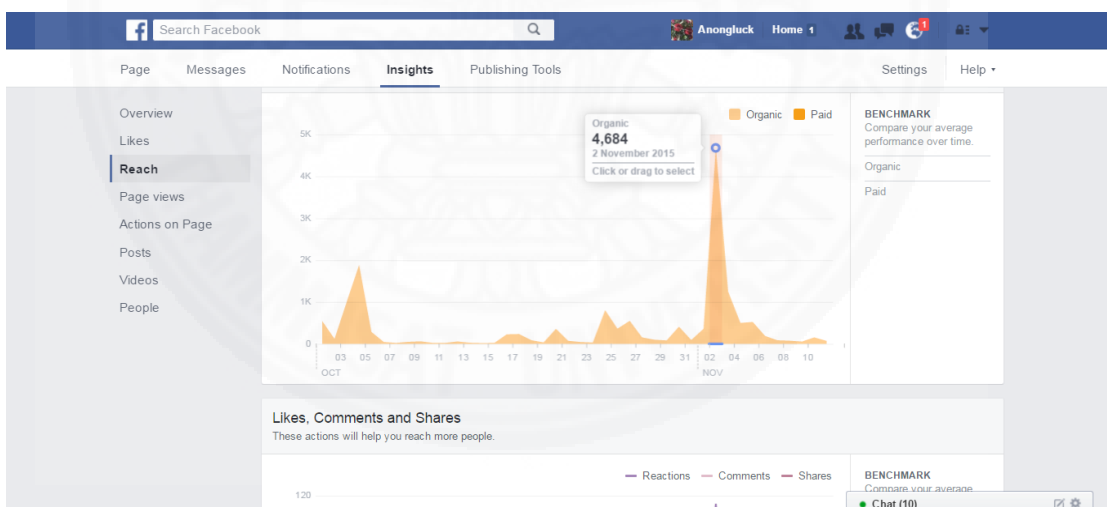


Figure 2.5 Peak Period of Facebook reach.

2.4.2 Brochures

We developed A5 brochure to educate users and users to become providers. The message communicates clearly to break out from traditional parking

system and attract them to reserve before parking and another side communicates to attract space owners to offer parking service with us.



Figure 2.6 Jord Sabuy Brochure (2 sides)

2.4.3 Competitor partnership

With the mutual interest in solving traffic problem, Park and Ride, Sathorn Model and Jord Sabuy are now planning to share data of parking lot in web database. The website will be hosted by Park and Ride so that users from them could enable reservation to Jord Sabuy website. Moreover, we share information of parking area and promotion.



Figure 2.7 Jord Sabuy partnership

2.5 Ongoing marketing plan after IS1

2.5.1 Exhibitions

Our recent exposure was in Techsauce Summit 2016. We gained interests from corporate, startups, and investors. However, this event drew opportunity from SCB later on.

Continuously, we plan to exhibit our service in Thailand Innovation and Design Expo at Queen Sirikit Convention Center in the middle of September.

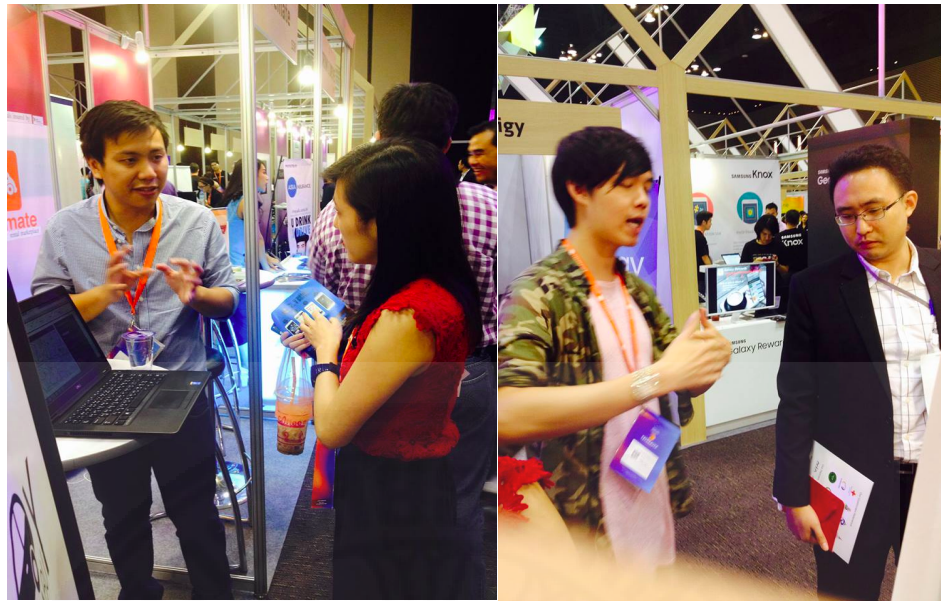


Figure 2.8 Techsauce Summit 2016 at Centara Grand

2.5.2 Marketing via Transportation Partnership

Notwithstanding, we plan to market our service with Rabbit Finance and Rabbit Internet via discount voucher in September 2016. The scope of voucher will be 10 percent discount for Chulalongkorn Commencement Day. The voucher will be distributed in hard copy and hand to 50,000 Rabbits members next month.

500 copies of voucher will be attached together with rabbit finance and insurance product. And the rest will be distributed via Rabbit booths in BTS and office spots.

Our traction with Rabbits is targeted to increase number of subscribers. The objective in cooperating with Rabbit is to maximize our users and gain more transaction. We expect to see 30 percent growth of users in our operations.



Figure 2.9 Jord Sabuy gift voucher

2.5.3 Jord Sabuy featured with media

We have recently featured with several well recognition media to build brand awareness as well as educate market. The media covers radio scoop from FM 101 and FM 101.5, articles, TV programs, reviews, and online news. In calculation, we gain over 100,000 views and that perceive our service from the channels

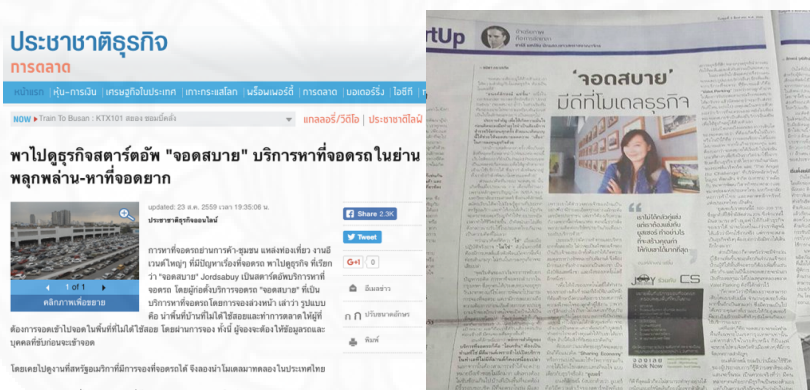


Figure 2.10 Jord Sabuy promoted in media

2.6 Brand Strategy

We communicate our brand to car users and people as the parking lot reservation service in Thailand. Users can plan, reserve and park with us without worry, and risk of accident. Safe, easy, and worry free is our core value delivering to customers that they would consider as the no.1 option to use.

2.6.1 Brand Name

We use the word “Jord” as we mean that we are positioning our parking service and “Sabuy” as we focus on convenience and safe. Jord Sabuy, local language, has positive impact in terms of recognition amongst Thai people. We create our look and feel with black and white colour in order to represent “brand name bolded” and easy remembering amongst people.

2.6.2 Brand Logo

As we are running parking service business, so that we create the logo under the concept of trusty service and friendly to use. However, logo are colored for black and white as basis so that it look and feel more trustworthy to all users level targeting to middle income to high income.

Jord Sabuy logo needs to be adapted in events service in order to catch eyes from an environment. As lizard, Jord Sabuy logo should be adapted in any colors according to the theme and event. We are testing our logo adjustment all time.



Figure 2.11 Jord Sabuy's Logo

Jord Sabuy's logo shares the meaning of convenience for parking. Its design relates to transportation targeting personal automobile in a specific place with safety.

CHAPTER 3

SALES STRATEGY

3.1 Sales Strategy

The concept of ecosystem via parking lot for Thailand to easily plan, reserve, and park anywhere. We aim to position our brand recognition like whenever they need a parking lot, they think of Jord Sabuy and reserve with us. Moreover, the core of sales strategy is to allow them to feel worry-free, less time constraint and opportunity cost, enabling trip planning which they never experience in the country before.

We try to scale and build our brand awareness via both online and offline activities where has definite demands of car users by providing service in events because 1. there are definite needs and demands, 2. users will perceive our brand service at the same time. 3. it possibly helps us attract them to repeat their reservation with us again and again. Moreover, we plan to develop our plug-in model via valet parking to serve our customers best convenience.

For offline sales and marketing, we applied to exhibit our service in Startup Thailand Expo 2016 underlying with essential objectives to develop the project. Those are, increasing our supply and users, introducing and educating service to potential lead users, and meeting with wide range of visitors and investors.

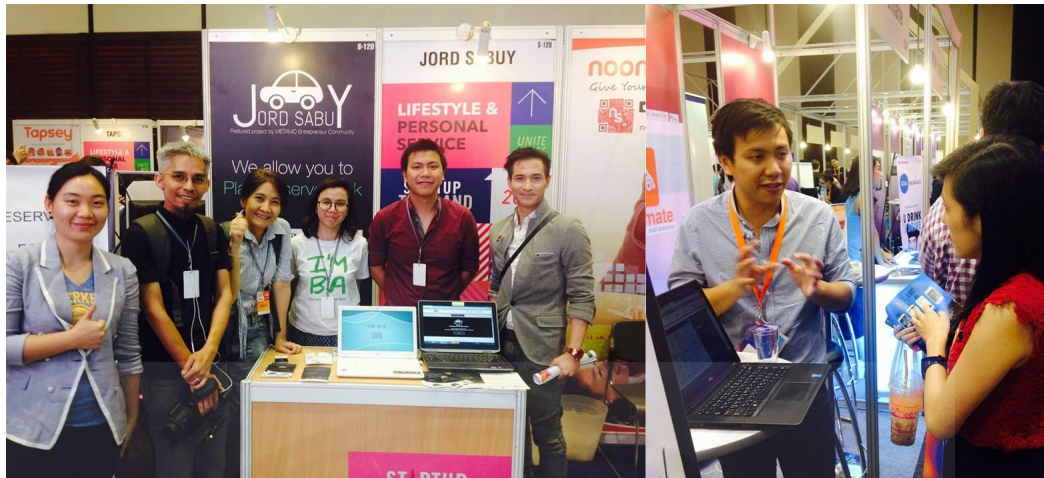


Figure 3.1 Exhibitions: Startup Thailand Expo and Techsauce Summit 2016

The result of exhibition appears quite positive. We gain significant exposure to visitors as well as achieve our objective in seeking more business accounts in corporate business which leads us to a new opportunity with thousand demands in SCB headquarter, Ratchayothin area.

In terms of creating ecosystem in Thailand and elsewhere, it is necessary that we need to make users trust in our core services. We believe that our service spread out by words of mouth, solving pain points in car users, via hybrid models like AirBnB and UBER.

3.1.1 Channel Strategy

As we are developing our technology by ourselves, we are setting up a web application platform for our users whom keen on technology, however, for elderly segment; we still receive orders via line and phone call to make their reservation completed at once.

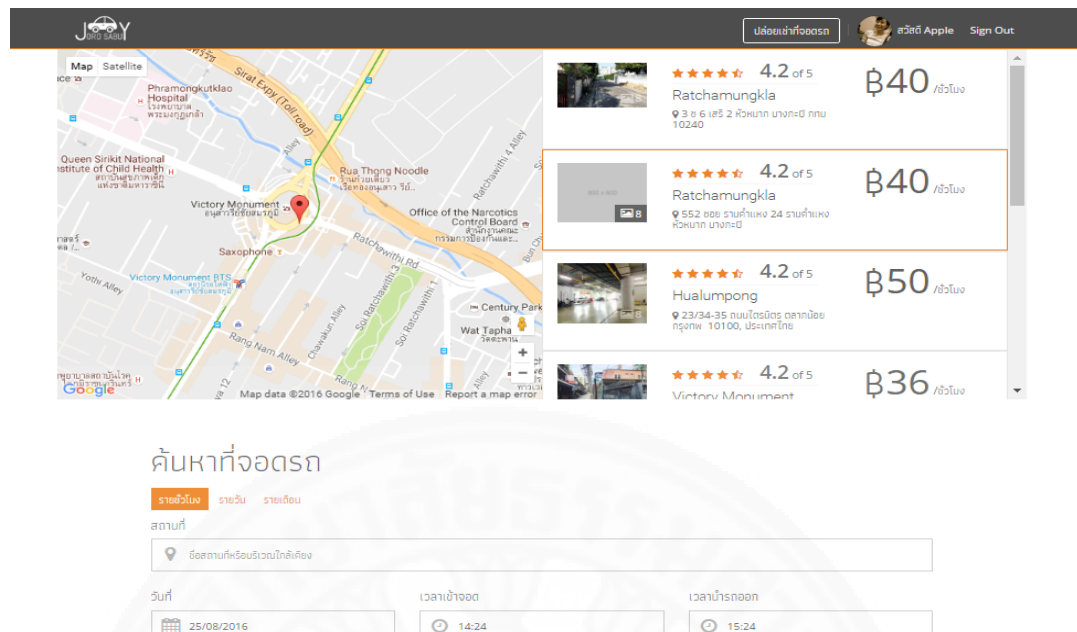


Figure 3.2 Web Application platform

Jord Sabuy sets its first path to advertise via Facebook, where could be categorized by interests, events, activities, lifestyles. We use the benefits of each online tools to help us advertise our service right to the target prospects. In our recent cases, based on Facebook records, we could reach up to 58,000 Facebook users that also encouraged number of engagements at 13,000 users without buying online adverts.

Offline channel is our next target to hit in physical locations where has the existence of target groups, especially downtown, central business districts, high traffic volume areas. We plan to distribute our vouchers which is incorporated with Rabbit Finance to BTS and Rabbits members, as well as to distribute brochures and educate services via booth setup in central business district areas.

3.1.1.1 Online Channel

After they see our promotion on page, customers mostly added us via line application to complete their purchase and it is the most convenient channel to process location of parking lot and instant communication. 90 percent of total users preferred to contact via LINE@. However, 10 percent of total users prefer to call in and reserve their parking lot.

However, we also need to create online map and deliver to our customers. As abovementioned, we are now building our technology road to deliver our solutions to users. Once the platform finished, we expect that the number of users will be increase up to 50,000 users in this year and 10 percent growth of users YoY.



Figure 3.3 Feedback from Customers

We collected photos with our customers on site as reference to attract and gain trust from users to use our service. This creates trust and words of mouth amongst users, their friends, family, and colleagues. In this way, it would help us enhance more sales opportunities.

According to the abovementioned marketing strategy, we frequently post and promote our services/our activities all time. Our posts are actually promoted during 17.00 - 22.00 when most users and prospects are online.

Line@ and inbox Facebook provide agility and efficiency to communicate with users. The instant messages via those channels really facilitate contacts turning out to orders.

In terms of enhancing sales, we also promoted every events and promotions via broadcast service, offered by line, directly to our customers' base in LINE@, as well as Facebook and twitter.

We observed that our page/posts sharing and even number of customers in LINE@ happened because customers start to trust our service and tell their friends and family. Word of mouth is very essential for Jord Sabuy, the ecosystem concept.

3.1.1.2 Offline Channel

Jord Sabuy has its offline sales and marketing plan such as booth displays in events, brochure distribution, and booth display in physical locations e.g. Sathorn, Silom, Victory Monument, Hualumpong, Ratchayothin, etc. Offline sales strategy is not only to boost up our numbers of supply, but we aim to attract users to use our service by offering attractive promotion as well.

The second service was displayed in Techsauce Summit. We ran the activities which related to our methods as follows:

Brochure distribution- we distributed brochures to hundred visitors in the event in order to educate our service and help solving their pain points in potential business, corporate representatives, and investors.



Figure 3.4 Jord Sabuy booth in Techsauce Event

Direct Sales to interested people- after we explained our service, some visitors are interested to join us as a partner and/or customers. We therefore collect their necessary contact details, locations, and other relevant details before investigating the case on-site visit.

Our next activity plan to boost sales will be conducted together with event we serve our service.

The second promotion we launched via discount vouchers with Rabbit Finance. The promotion is planned to offer 10 percent discount for commencement day serving year 2016. The promotion, as handy voucher, will be delivered by mail, responsible by Rabbit Finance. We targeted to distribute to 50,000 people whom are in Rabbit Finance database. This was a good experiment for us to test our promotion and to get more transactions.

For example, we will distribute and/or set up a small booth in commencement day at Srinakarinvirot University which expects to increase number of users. According to our action plan, we plan our service to serve these events and regular demand as follows:

Table 3.1 Planned Event

Event	Period	Remarks
Siam Commercial Bank (Regular)	Aug 2016 - Present	Valet service to be tested
Sukhothai Thammathirat Open University	September 2016	
Chulalongkorn University	October 2016	Valet service to be tested
Thammasat University	November 2016	Valet service to be tested
Assumption University	November 2016	
Rangsit University	December 2016	

Yet, our brochure distribution is planned to run in particular physical locations in order to increase our number of supply at the same time. We have selected places in Bangkok aimed for BTS line, Aree, Ratchayothin, Yaowaraj, Thammasat University (Thaprachan campus), Siam Square and so on.

Our sales strategy has 2 reasons; one targeted to increase numbers of users and suppliers and two is to create brand recognition and educate service amongst car users. Notwithstanding, we mainly focus to solve problem to car users indicated in our core value that currently no one providing this reservation service in Thailand. And as a platform provider, it is an urgent agenda for us to enable our solutions to solve the problem in cities.

3.2 Sales Policy and Process

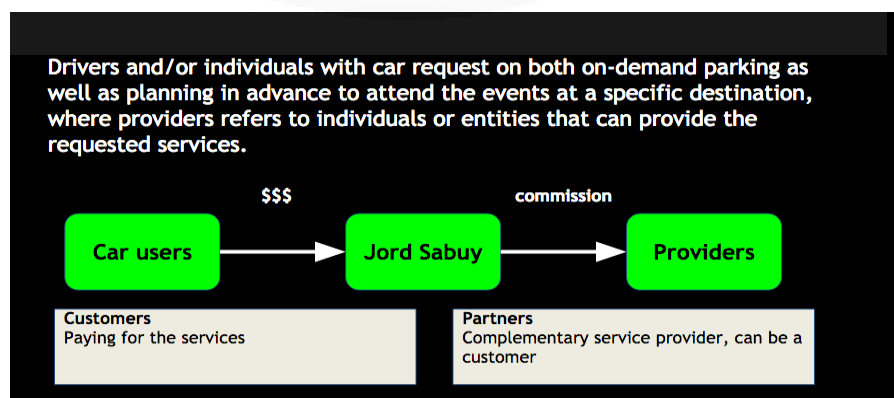


Figure 3.5 Transaction process

As referred in earlier chapter, our customer will ask for location of parking, price, availability, and other relevant details they need. Jord Sabuy sends out the photos of parking environment, direction, availability slot, and price to customers.



Figure 3.6 Customer's Conversation

Once the contacts interested, we will reserve for them via google form which requires parking time, driving license, full name of drivers, car model, registered numbers, and phone numbers. This will help us and households or providers verify the users before parking and help tracking the drivers to park and get their cars on time.

After customers completed the form, we will send out the GPS location of parking lot to users via line@. This facilitates users to drive and get to the parking space more convenience.

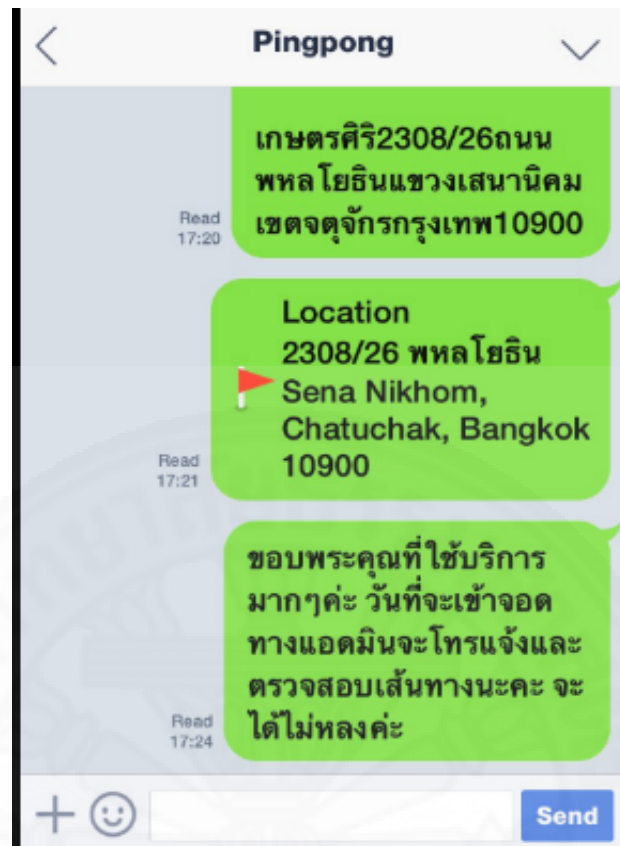


Figure 3.7 Customer's Confirmation

3.2.1 Pricing

Households and space owners set preferable price but not over ceiling price, analyzed by Jord Sabuy. We added up 10-20 percent for regular model and 30-50 percent for event service, from the cost. Price sensitivity depends on locations e.g. high traffic volume with less parking lot providers.

This price strategy will be automatically adjusted following to nature of market mechanism. For example, if the price of space owners is too high, then customers will automatically select the lower price to park. In this case, the higher price offered by the space owner, may reconsider to discount to customer's willingness to pay.

The percentage of margin we received compare to our operation cost is still acceptable. This is because we operate with almost zero to 10 percent of margin only which ranges between THB 1,000 only. However, in future operation, the

major costs will be appeared more in application service platform, online ad, and promotions.



CHAPTER 4

OPERATION STRATEGY

4.1 Introduction

Jord Sabuy is parking reservation services for car users in term of hourly, daily and monthly basis to reduce wasted time and worry-free from high traffic volume in popular areas with limited parking space. We also have additional service as valet service to distribute convenience to our customers.

Parking partner of Jord Sabuy is mainly focusing on household owner who would like to share their available space to create more extra revenue and provide sharing economy system in parking market. More than that, we have commercial parking areas, parking building, office building and condominium on hands now and plan to expand the market to department store to boost up customer's perspective.

4.2 Jord Sabuy Services

4.2.1 Event Based Reservation (EVR)

According to our exploring, people always have problem when they go to popular event such as commencement ceremony, book fair or any sport match. EVR is our first service to serve and got a lot of feedback from customers. For this service, we approached hourly and daily basis to our customers.

Customer's Perspective

We have operated our project with event based reservation since October 2015 until now. Most EVR covers football matches, commencement ceremony and any festival events. There is list of events we provide services below;

- University Commencement Day: Kasetsart, Thammasat, Ramkhamhaeng, Sukhothai Thammatirat, Chulalongkorn University
- Football Match: National, Thailand's league
- Festival events: Songkran, Floating event

4.2.2 Normal Parking Reservation (NPR)

To generate revenue from regular demand, we expand the market to normal parking as we found many offices didn't provide parking spaces to their employee. In urban area, it is hard to find parking spaces and some places are expensive so we approached monthly reservation to this customer segment.

Customer's Perspective

Now we are on progress to deal in a contract with some customers from Siam Commercial Bank (SCB) to provide service for their waiting-list employees. On the other hand, we got some feedback from people who interesting on this service about the location which have parking problem.

4.2.3 Valet Service

We plan to create add-on service to customers via valet parking, for example, establishing drop-off point and bring their cars to park so they can save more time. Another way, we can reduce switching cost and prevent direct contact between customers and our partners. We propose this service to SCB for their consideration and that support more convenience to their employees. For EBR service, we would like to test valet service with commencement ceremony as well.

From our execution, we can identify main factors that affected to customer's decision indicated as follows:

Table 4.1 Factors affected customer's decision

No.	Factors	Descriptions/ Concerns
1.	Familiarity	<ul style="list-style-type: none"> - Always park at familiar place - Still have to face with crowded public transportation - Feel more comfortable to take a car with them even have to wasting time to find parking lot

2.	Location	<ul style="list-style-type: none"> - Not attractive enough - Have to walk to BTS station - Still far from their destination
3.	Price	<ul style="list-style-type: none"> - Expected to get low price
4.	Time	<ul style="list-style-type: none"> - Fast Response - Real time reservation

4.3 Process Management

As we have 2 main services and 1 add-on service for current 3 service models so we have main process with a little different detail for each reservation.

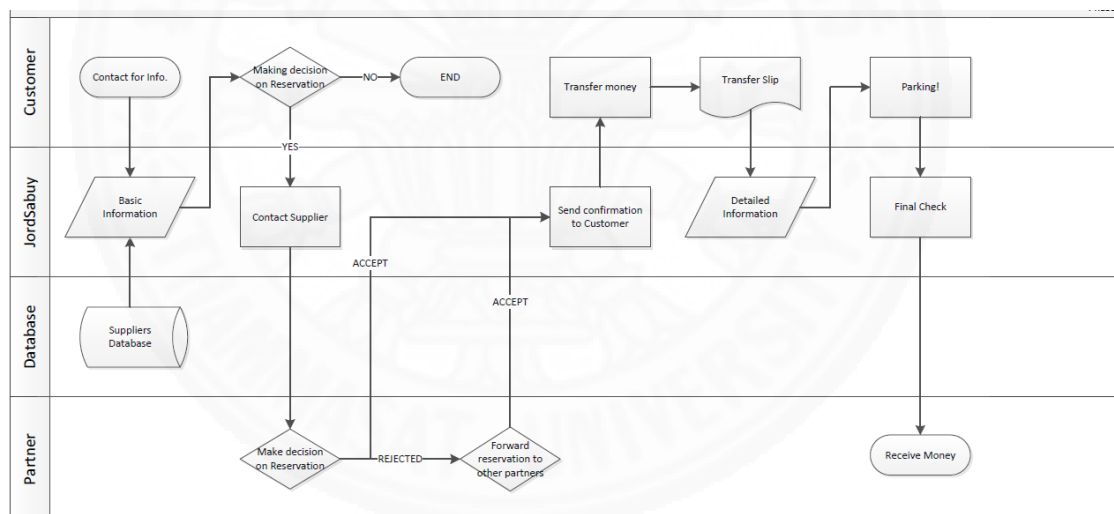


Figure 4.1 Jord Sabuy's Main Process

Above picture shows the main process of Jord Sabuy as we are the middle man between car users and space providers. This main process will apply for hourly and daily reservation (EVR and NPR service) and we operate it by manually method via online channel as below structure;

1. Customer (Car users) contacts us for more basic information via LINE@ application or Facebook messenger (only few customers; 2% will reserve it directly through our trial website – www.jordsabuy.com)



Figure 4.2 LINE@1

2. Jord Sabuy contact and confirm with partner for available space on reservation time.



Figure 4.3 LINE@2

3. Confirm back to customer and inform them to transfer money to us as prepaid reservation.

4. Make sure that customer arrived to the place on time and safety without any issue.

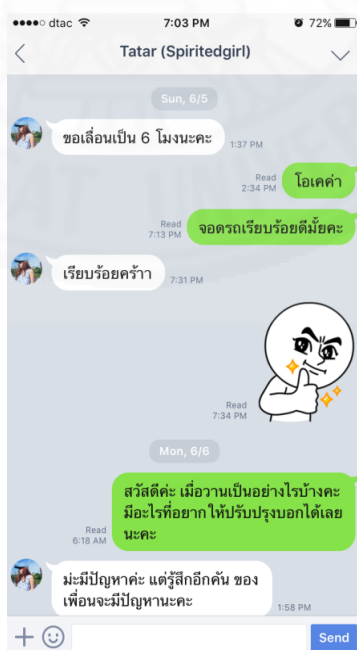


Figure 4.4 LINE@3

5. Final check with both sides, if there are not any issue, we will summarize

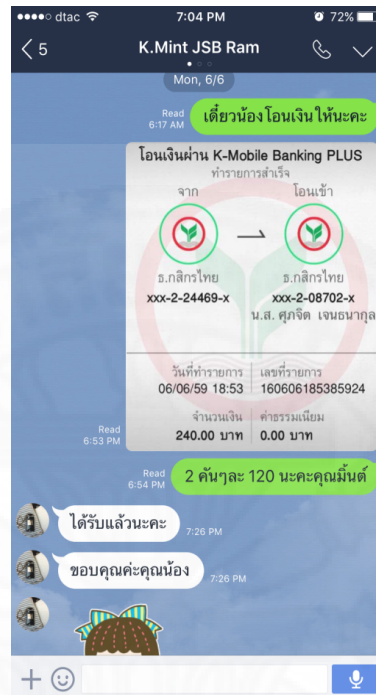


Figure 4.5 LINE@4

As we decided to operate more add-on service like valet service so there is some process added from normal process. After everything was confirmed, customers don't have to go to parking space by themselves but can contact and appoint us to pick up their cars and then, when they want their cars back, just contact us before that time around 30 minute to an hour to get cars back. You can find below diagram for summarize this addition process.

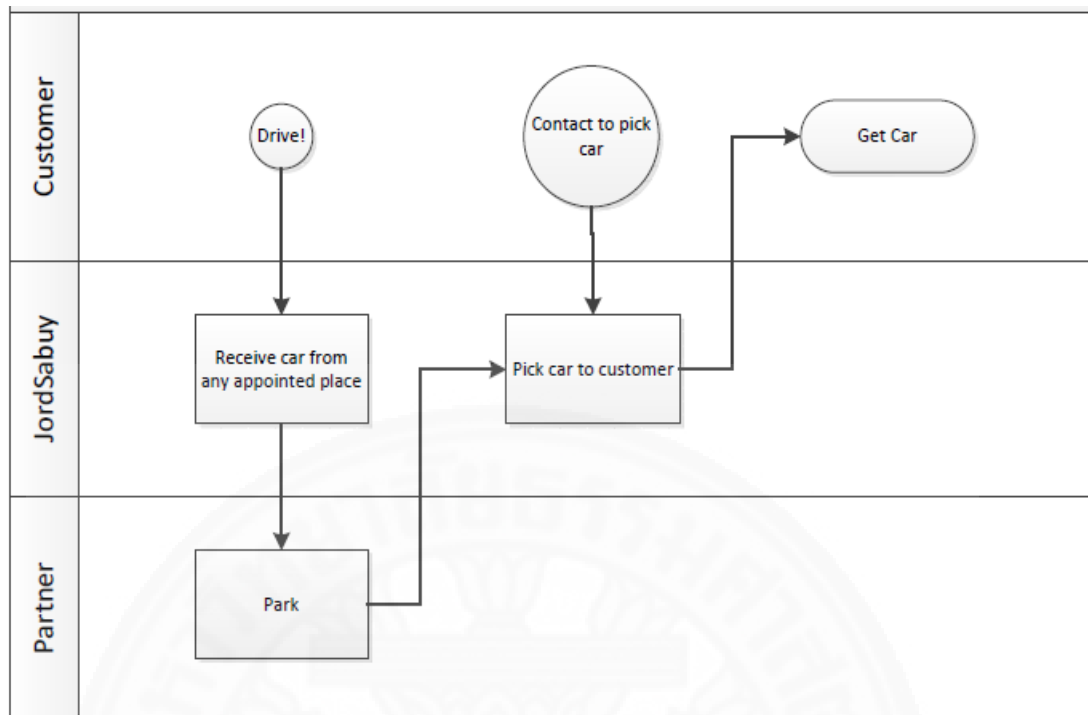


Figure 4.6 Valet Service Process

In the future, our operation would be 100% on online platform. Customer can access our website and application to find and reserve the parking area with few clicks. Our demo website is ongoing by our technology development team and should be launch on October 2016. For application would be launch within 2016 too.

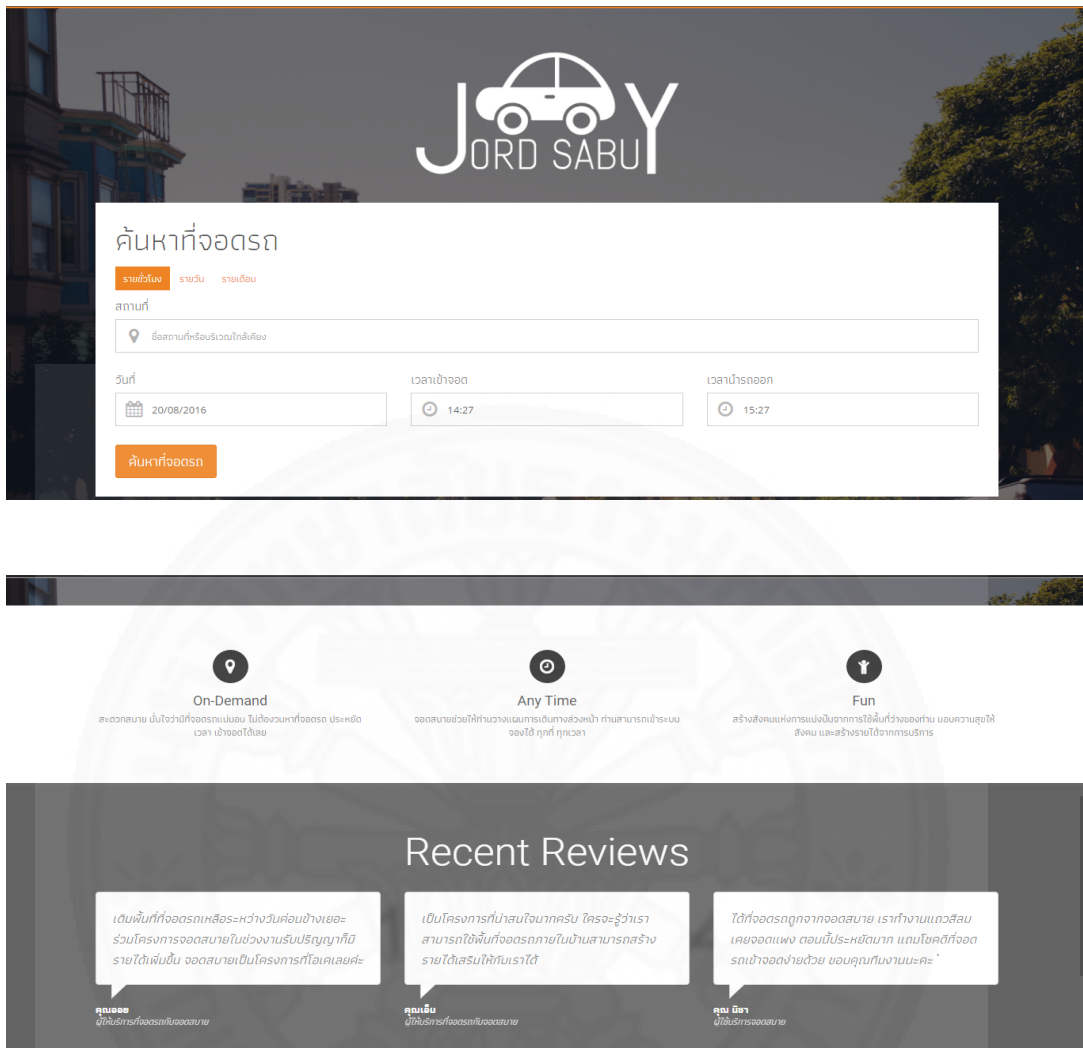


Figure 4.7 Our website's homepage: www.jordsabuy.littleplantstudio.com

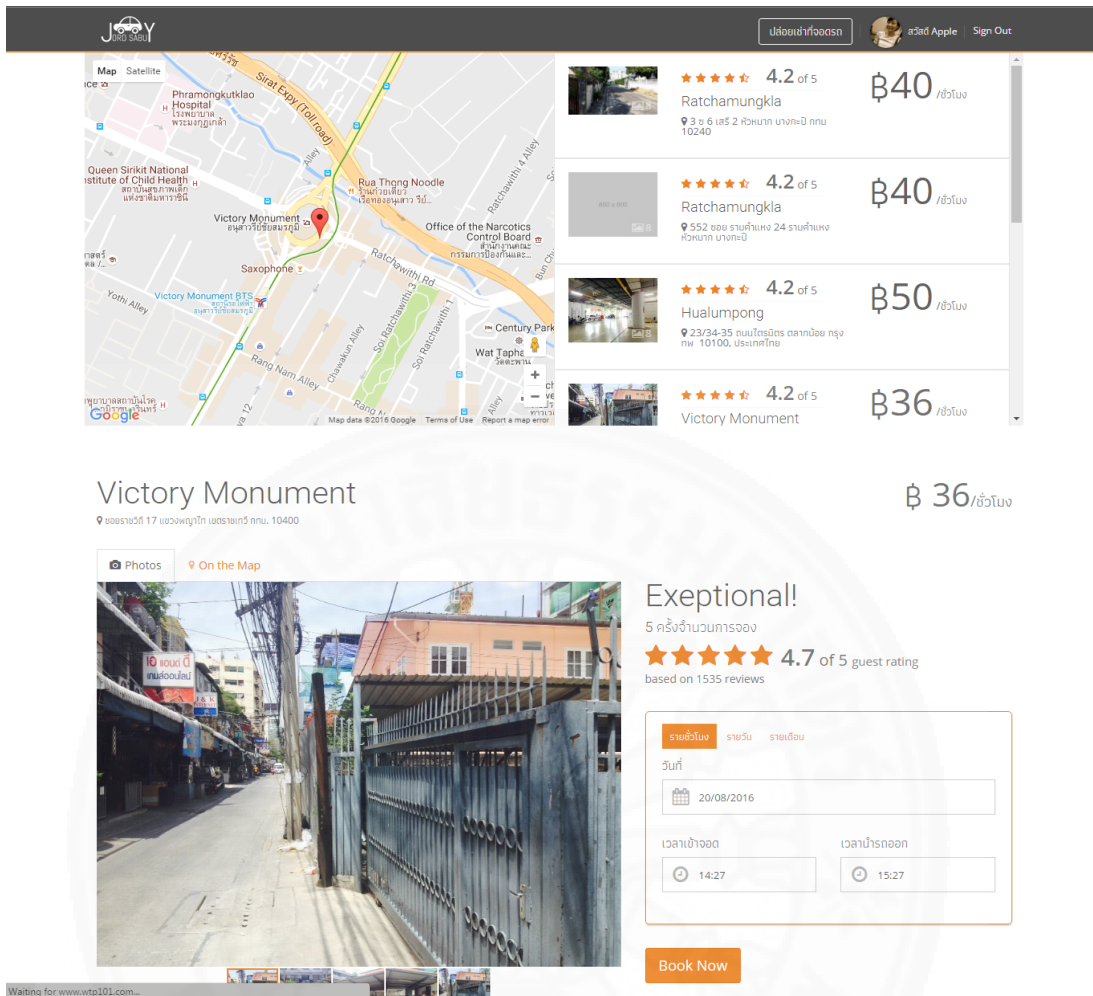


Figure 4.8 Website’s booking page: www.jordsabuy.littleplantstudio.com

4.4 Supplier Strategy

4.4.1 Location Selection

Mainly target supplier that we looking for is household located near public transportation such as BTS or MRT for convenience to customer to travel after they parked. After we joined Thailand Startup event last time, there are not only household’s owner that interested on our business model but also big parking space area. We got contact from parking building and area like Centara Hotel, Ratchaburana area and Victort Monument.

Now we have 17 accepted partners and 1 pending partner with 115 available parking lots on hands. There is 67% of all partners that be our real target (household – House and Condo type) and another 33% is commercial area which already provide parking service but contact to be other channel for them to generate more customer. Below list showed all partners we had contact with and their service detail.

Table 4.2 Suppliers' list

No.	Location	Total lots	Types	Services	Sourcing
1	Ratchamungkla	3.00	House	H, D, E	Direct
2	Ratchamungkla	2.00	Condo	H, D, M, E	Event
3	Hualumpong	30.00	Building	H, D, M, E	Event
4	Silom	1.00	Condo	M	Event
5	Victory Monument	6.00	Area	H, D, M	Event
6	Impact Arena	8.00	House	H	Direct
7	Sukhumvit 49/3	1.00	Condo	H, M	Event
8	Mungkorn 2	4.00	House	H, D, M	Direct
9	Mungkorn 2	1.00	House	H, D, M	Direct
10	Ratchaburana 32/2	20.00	Area	D, M	Event
11	BTS Phonimitr	1.00	Condo	M	Direct
12	Intamara 3	3.00	House	H, D, M	Direct
13	Kasetsart University	7.00	House	H, D, E	Direct
14	Sutthisam	1.00	Condo	H, D	Direct
15	BTS Krung Thonburi	2.00	House	D, M	Direct
16	Wanglang Pier	5.00	Area	H, D	Direct
17	Ratchayothin	20.00	Area	D, M	Direct
18	Surawongse (Skulthai)	n/a	Building		Direct
Total lot		<u>115.00</u>			

*Noted: the abbreviation in services column means as below

H – Hourly

D – Daily

M – Monthly

E - Event

4.4.2 Sourcing Strategy

Jord Sabuy has both offline and online channel to finding the targeted supplier. We uses both strategies of push and pull strategy as we broadcasted

the applying poster to let household owner who interested in our project to register and direct to the targeted place and asking nearby household to join.

4.4.2.1 Sourcing methods

Offline Channel: we focus on push strategy by using door to door approach, asking and convince the owner to joining the business. Brochure is another function we use for this method. We distributed it in the event, department store and exhibition.

Online Channel: we create online advert and posted in our Facebook's fan page with pull strategy by lets interested owner contact us.

From table 4.2 – Supplier's list, we separate sourcing type as direct and event as nowadays we cannot clarify which method owner know about us but we mainly focus on offline channel more than online channel as we would like to use our online channel to connect with customers.

Direct sourcing type: this type can divide to 2 strategies

- Customer request: We will find partners from the request from our customers based on the value of each customer and size of needs. Example of this strategy is SCB request as we got 200 car lots order from them, we going to visit real market area and finding for partners. We start our business with this strategy and now we got 28% of all partner from it.

- Spread widely talks: We got these partners from our contacted people such as friends or companion. We got partners from this strategy around 40%.

Event sourcing type: Partners know us from event joining and contact us to discuss on detail and place visiting. Most of them are the owner of commercial parking areas as they would like to attract more on customer and also appreciate on our business model and would like to support us.



Figure 4.9 Online Channel approach – Facebook Post



Figure 4.10 Offline Channel approach – Brochure

Technology development team also create online platform on our website to allow interested person submit his areas to be the part of us. We believe that this channel can attract more partners and reduce time of us to fill up information as the owner will fill it at the beginning.

สามขั้นตอนง่ายๆ ในการร่วมเป็นส่วนหนึ่งกับเรา

1. กรอกแบบฟอร์มข้อมูล
2. รอทีมงานติดต่อกลับ เพื่อสำรวจพื้นที่ให้บริการ
3. กำหนดราคา และเวลาทำการ

ข้อมูลส่วนตัว

ชื่อ นามสกุล * เบอร์ติดต่อ *

อีเมล LINE ID

ข้อมูลสถานที่จอด

จังหวัด * เขต / อำเภอ * แขวง / ตำบล *

ถนน เลข

จำนวนที่จอด (คัน) * ช่วงเวลาบริการที่สะดวก * ช่วงเวลาบริการที่สะดวกอื่นๆ

Figure 4.11 Partner Registration Page: www.jordsabuy.littleplantstudio.com

4.4.2.2 Factor affected sourcing strategy

According to launching Jord Sabuy service and parking spaces sourcing activity, there are key points that affected to parking spaces operation whether that particular place is able to be our partners or not.

This could be point to be considered as table 4.3 which shows the factors affected sourcing strategy and concern of each following points.

Table 4.3 Factors affected sourcing strategy

No.	Key Factors	Descriptions/ Concerns
1.	Location <ul style="list-style-type: none"> - in BKK - near BTS/MRT - near destination - Malls / Exhibition halls 	<ul style="list-style-type: none"> - To meet customer's need according to they have to take public transportation to get their destination. - Customers need to reserve lots in malls and exhibition halls
2.	Household Owner's Acceptance	<ul style="list-style-type: none"> - Willingness to share parking space to others - Willingness to open the house on reservation time - Acceptable price - Risky on stranger access to their area - Are they necessary to be at home all the time customer's car park in their area? What if customer wasn't be on time?
3.	Others	<ul style="list-style-type: none"> - Period of parking - Security - Opportunity Cost

4.4.2.3 Next step of Sourcing Strategy

Due to our experiment and execute, we found that many partners concerned on risk (not only safety but also revenue generating) and it is difficult to make sure on available space when customer needs. We decided to expand our method by buy lots to be ours and sell them to other, *buying method*. We would take a huge financial risk for this method so it would apply for significant value and definite demand only.

From table 4.3, customers need to reserve parking lots in department store or exhibition halls so we plan to contact this kind of place to fulfill customers' need. We already got contact from BITEC Bangna to provide some of their spaces to us and now everything is on process.



CHAPTER 5

FINANCIAL PLAN

5.1 Revenue

Main revenue of Jordsabuy is commission fee we marked up on partner's price. The percentage of commission would base on 2 factors, location's reputation and time period. High demand location would be charged with 20%-30% up fronted and normal marked up charge for other is around 15%. Normal parking reservation will get lower income than Event based reservation as it has lower demand and we include normal commission fee for NPR but will charged more 20% from NPR for EBR.

In the past, we apply above approach with monthly basis reservation also but we decided to change it as pricing quotation we sent to customers seems to be higher than market and cannot attract them. We would apply house rental agent practice to our service, for 1 year contract would be subtract to us 1 month and minimize subtract amount for shorter contact period.

Table 5.1 Services with % marked up

Services	Type	%Marked up	Noted
NPR	Hourly	20-30%	from supplier's price
	Daily	15-20%	from supplier's price
	Monthly	-	1 month fee
EBR	Hourly	20%	from NPR price
	Daily	20%	from NPR price

Our plan will be incorporate the actual revenue in Q3'2015 as the based calculation. We project the sale based on our exploration and experiment on the event we launched our service since October 2015.

5.1.1 Sales Projection

Forecasted number would rely on actual historical as table 5.2

Table 5.2 Historical transactions (October 2015 -August 2016)

Service	Succeed	Pending	Cancelled	Missed	Total
NPR					
- Hourly	-	-	-	1	1
- Daily	-	-	-	4	4
- Monthly	-	200	-	9	209
EBR					
- Hourly	27	-	6	3	36
- Daily	42	5	17	2	66
Total	69	205	23	19	316

There are 316 transactions came in our pipeline since first operate in October 2015 until the end of August 2016, 11 months period, but we have succeed services only 69 transactions or 22% of all. The rest of transaction is mainly on pending stage as we got the requirements from Siam Commercial Bank to provide parking space for their employee about 200 cars. We already have 20 lots presented to them and now they are on discussing process and would have meeting again on middle of September. For cancelled orders is happened in 2015 only. We didn't have any customer dismiss the transaction in 2016 reservation. There are 19 orders that we cannot fulfill customer's need due to 3 main reason; 1) we don't have any services space nearby required place, 2) the price wasn't attractive people and 3) partners didn't available in proper time. Location expanding to create more choices in same area is significant strategy we plan to done.

We use historical data from table 5.2 to forecast our future customer including with assumption that we gained more reputation, missed order issue was solved and mobile application launched by the end of 2016 so sales growth rate since 2017 should be at 530%, 80%, 70%, 60% and 60%. About valet service which we would operate in last quarter of 2016, as we didn't have any historical data, we assume we can get interested customer around 3% from EBR service and 10% from monthly reservation on NPR service. The rate of this additional service since 2017

should be 3%, 5%, 5%, 7% and 7% from EBR customers and 10%, 10%, 10%, 12% and 12% from all basis NPR customers.

Table 5.3 Transactions projection

Unit: Car							
	2015	2016	2017	2018	2019	2020	2021
Growth Rate			534%	80%	70%	60%	60%
NPR							
- Hourly	-	20	100	180	306	490	784
- Daily	-	40	300	540	918	1,469	2,351
- Monthly	-	250	1,440	2,592	4,407	7,052	11,284
EBR	60	100	350	630	1,071	1,714	2,743
Total	60	410	2,190	3,942	6,702	10,725	17,162
Non-Valet	-	382	1,996	3,580	6,086	9,524	15,240
Valet	-	28	194	362	616	1,201	1,922

For the revenue projection, we calculated rely on current average price with forecasted transaction in table 5.3 along with inflation rate at 3% per year. Our outcome of revenue each year should be as table 5.4 below.

Table 5.4 Revenue Projection

Unit: THB							
	2015	2016	2017	2018	2019	2020	2021
NPR							
- Hourly		800	4,000	9,000	15,300	29,400	47,040
- Daily		4,800	36,000	64,800	137,700	220,350	352,650
- Monthly		450,000	2,142,000	2,188,800	3,448,500	5,290,000	8,464,000
EBR	5,500	15,000	52,500	94,500	214,200	342,800	548,600
Total	5,500	470,600	2,234,500	2,357,100	3,815,700	5,882,550	9,412,290
Non-Valet		-	-	-	-	-	-
Valet		5,600	38,800	90,500	154,000	360,300	576,600
Total	5,500	476,200	2,273,300	2,447,600	3,969,700	6,242,850	9,988,890

5.2 Cost of Goods Sold

Main cost of goods sold of Jordsabuy is partner's charge as our real revenue is from commission fee and agent fee. As we got 2 types of partner, eco-sharing lot and buying lot, which have different cost approach. Eco-sharing lot would get their charge when transaction was succeed but we have to pay buying lot partner by monthly.

We set the target of partner's amount as table 5.5 separate to 2 types referred from above clarification. Cost for Eco-sharing partner would rely on transactions number with 80% of revenue generate as we set up margin around 20% per transaction. Otherwise, due to buying method that we have to buy parking lots to lend to customers, we assume cost would occurred from it around 1,800 baht per month so cost of partner would be as table 5.6.

Table 5.5 Target amount of partners

Types	Current	targeted	targeted	targeted	targeted	targeted	targeted
		2016	2017	2018	2019	2020	2021
Eco-Sharing Lot	95	100	150	275	400	500	600
Buying Lot	20	30	80	150	200	250	300
Total	115	130	230	425	600	750	900
	Growth rate	13%	77%	85%	41%	25%	20%

Table 5.6 Cost of partner's areas

Types	Current	targeted	targeted	targeted	targeted	targeted	targeted
		2016	2017	2018	2019	2020	2021
Eco-Sharing Lot	4,800	16,656	75,088	136,594	297,126	479,482	767,419
Buying Lot	-	135,000	1,440,000	2,700,000	4,320,000	5,400,000	6,480,000
Total	4,800	151,656	1,515,088	2,836,594	4,617,126	5,879,482	7,247,419

Another cost for COGS is transportation cost as the beginning of project, we went to visit all places we got transactions but in the future, this type of cost should not appear anymore. Since 2018, we believe we would have full operate with

100% online platform that partners and customers can contact each other via our platform by themselves so we won't have to service them at the place.

Last cost is about valet service, we have to hire experienced drivers to receive and park customer's cars. We explored from driving service such as '*U drink, I drive*' and found that they charged customer at least 500 baht per trip and hired driver as monthly basis. We assume that the cost should not be higher than 1,000 baht per day and one driver can get at least 5 cars so cost should be 200 baht per valet transaction.

Table 5.7 COGS Projection

	Unit: THB						
	2015	2016	2017	2018	2019	2020	2021
Revenue	5,500	476,200	2,273,300	2,447,600	3,969,700	6,242,850	9,988,890
Cost of suppliers	4,800	151,656	975,112	1,936,634	3,753,158	5,231,506	7,247,419
Transportation Cost	200	1,500	3,000	-	-	-	-
Valet Service Cost	-	5,600	1,164	2,172	3,696	7,206	11,532
Gross margin	700	318,944	1,297,024	508,794	212,846	1,004,138	2,729,939
COGS (% of Sales)	91%	33%	43%	79%	95%	84%	73%
Gross Margin (% of Sales)	13%	67%	57%	21%	5%	16%	27%

From table 5.7, average cost of goods sold compared with sales amount is around 71% and seems to be higher in every years from *buying method* so maybe we would limit this kind of partner to be less as much as we can. Anyway we still have positive gross margin due to high margin portion from valet service but it can be negative if we cannot find customer for eco-sharing partner's spaces.

5.3 Selling and Administrative expenses

There are 4 types of selling and administrative expenses in our project; Marketing, Systems & IT, Research & Development and others administrative expenses.

Table 5.8 Selling and Administrative expenses

	2015	2016	2017	2018	2019	2020	2021
Marketing expense	400	20,000	100,000	300,000.00	360,000.00	432,000.00	518,400.00
System&IT expense	700	20,000	200,000	200,000	200,000	200,000	200,000
R&D expense		1,000	20,000	26,000	33,800	43,940	57,122
Admin expense		7,500	113,665	122,380	198,485	312,143	499,445
Total SG&A	1,100	48,500	433,665	648,380	792,285	988,083	1,274,967
SG&A (% of Sales)	20%	10%	19%	26%	20%	16%	13%

5.3.1 Marketing Expenses

We focused on online base model as it is cheap but we plan to promote our business via both offline and online channel in the following years. For 2016 period, the amount in table 5.8 is relying on actual spent since January to August includes forecasted spending for the rest. Thus, we estimate 2017 expense at 5 times of 2016 and 3 times of 2017 for 2018 as this two years would be our starting period so we have to promote ourselves a lot. Following year expense will increase around 20% from last year. This expense will be use massively for paying the advertisement e.g. website, Facebook and brochure and other marketing equipment such as vinyl signboard, event booth.

5.3.2 Systems & IT expenses

As our goal is to be online platform, we have to invest a lot of in technological part. In 2015, we paid for website fee and plan to invest in application in 2016 as we explored and found that customer preferred to use the service via application more than other channel. We got developing team from business model competition which we can save cost of this category. Expense in 2016 is from actual and forecasting from our team following by 200,000 baht per year.

5.3.3 R&D expenses

Our business is new service for Thai society so we have to do more research and developing in our business. In 2016, we use it for make a meeting with investors to find more opportunity and also find out what customers want us to improve. We estimate this expense at 20,000 baht for 2017 and 30% for following years.

5.3.4 Administrative expenses

Since we treat ourselves as the owner of business so we did not pay ourselves salary. In the future plan, we would like to expand our team by hiring some part-time staff in 2017 and full-time staff after that based on sales revenue. We estimate this cost around 5% of sales but for 2016, we spend this expense for staff's stuff like name cards and shirt, also with other equipment.

5.4 Cash Flow

Table 5.9 Pro-forma Cash Flow

Projected Cash Flow for the year 2016-2021

	Year	2015	2016	2017	2018	2019	2020	2021
THB								
Cash Flow from Operation								
Net Income		(400)	216,355	690,687	(139,586)	(579,439)	12,845	1,163,978
Total Cash from Operation		(400)	216,355	690,687	(139,586)	(579,439)	12,845	1,163,978
Cash Flow from Financing								
Increase in Common Stock		1,500	35,000	1,000,000	-	-	-	-
Total Cash from Financing		1,500	35,000	1,000,000	-	-	-	-
Total net cash change		1,100	251,355	1,690,687	(139,586)	(579,439)	12,845	1,163,978
Beginning Cash		-	1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963
Change in Cash		1,100	251,355	1,690,687	(139,586)	(579,439)	12,845	1,163,978
Ending Cash		1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963	2,400,941

In 2015, we injected cash only 1,500 THB for marketing and IT expense but in 2016, we invested our money around 15,000 for marketing and platform's demo and believe to get some rewards from Tao Kae Noi competition hosted with Software Park to get at least 20,000 baht. After we got more reputation, investors should interesting to invest on us.

5.5 Pro-forma Income Statement

Table 5.10 Pro-forma Income Statement

Projected Income Statement for the year 2016-2021

	Unit: THB						
	2015	2016	2017	2018	2019	2020	2021
Revenue	5,500	476,200	2,273,300	2,447,600	3,969,700	6,242,850	9,988,890
Cost of suppliers	4,800	151,656	975,112	1,936,634	3,753,158	5,231,506	7,247,419
Transportation Cost	200	1,500	3,000	-	-	-	-
Valet Service Cost	-	5,600	1,164	2,172	3,696	7,206	11,532
Gross margin	700	318,944	1,297,024	508,794	212,846	1,004,138	2,729,939
COGS (% of Sales)	91%	33%	43%	79%	95%	84%	73%
Gross Margin (% of Sales)	13%	67%	57%	21%	5%	16%	27%
	2015	2016	2017	2018	2019	2020	2021
Marketing expense	400	20,000	100,000	300,000.00	360,000.00	432,000.00	518,400.00
System&IT expense	700	20,000	200,000	200,000	200,000	200,000	200,000
R&D expense		1,000	20,000	26,000	33,800	43,940	57,122
Admin expense		7,500	113,665	122,380	198,485	312,143	499,445
Total SG&A	1,100	48,500	433,665	648,380	792,285	988,083	1,274,967
SG&A (% of Sales)	20%	10%	19%	26%	20%	16%	13%
EBT	(400)	270,444	863,359	(139,586)	(579,439)	16,056	1,454,972
Tax	-	54,089	172,672	-	-	3,211	290,994
Net income (loss)	(400)	216,355	690,687	(139,586)	(579,439)	12,845	1,163,978

Jord Sabuy will generate 10 million baht within 5 years. In the first few years, we could generate just a few thousand baht as everything is on starting stage with new market approach but we believe to get 3 times of revenue in 2018 due to stable platform and attractive services. The average growth rate is 80% annually and gross profit margin is 29% of sales.

5.6 Pro-forma Balance Sheet

Table 5.11 Pro-forma Balance Sheet

Projected Balance Sheet for the year 2016-2021

	Year	2015	2016	2017	2018	2019	2020	2021
THB								
Asset								
Cash		1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963	2,400,941
Account Receivable		-	-	-	-	-	-	-
Total Current Asset		1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963	2,400,941
Total Asset		1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963	2,400,941
Liabilities and Shareholde's Equity								
Account Payable		-	-	-	-	-	-	-
Short-term loan		-	-	-	-	-	-	-
Total Current Liability		-	-	-	-	-	-	-
Long-term loan		-	-	-	-	-	-	-
Total Liability		-	-	-	-	-	-	-
Common Stock		1,500	35,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Retained Earning		(400)	217,455	943,142	803,557	224,118	236,963	1,400,941
Total Equity		1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963	2,400,941
Total Liability and Shareholder's Equity		1,100	252,455	1,943,142	1,803,557	1,224,118	1,236,963	2,400,941

We do not have to hold any inventory for our operation so we have only cash in our asset part and we collect money in pre-paid basis with cash only so we will not have any account receivable in our business for current model.

5.7 Key Ratio

Jord Sabuy has policy to raise fund only through equity so we are not required for the debt. Current ratio, quick ratio and D/E ratio are not needed in this financial plan. Moreover, inventory turnover and days of inventory ration will not show in this plan due to we do not have any inventory. For current model, we operate the business on cash policy both supplier's payment and customer's collecting so account receivable turnover ratio and day sales outstanding (DSO) are not calculate as well.

Table 5.12 Key Ratio

	2016	2017	2018	2019	2020	2021
Operating income to Sales	56.8%	38.0%	-5.7%	-14.6%	0.3%	14.6%
Gross Profit Margin to Sales	67.0%	57.1%	20.8%	5.4%	16.1%	27.3%
ROE (%)	618.2%	69.1%	-14.0%	-57.9%	1.3%	116.4%
ROA (%)	19668.7%	273.6%	-7.2%	-32.1%	1.0%	94.1%

	2016	2017	2018	2019	2020	2021
Operating income to Sales	-110.2%	-27.3%	-20.9%	-1.1%	1.6%	3.0%
Gross Profit Margin to Sales	14.8%	14.9%	15.0%	15.0%	15.0%	15.0%
ROE (%)	-50.1%	-19.2%	-24.2%	-2.3%	5.2%	16.8%
ROA (%)	-100.2%	-62.1%	-365.4%	-52.1%	54.4%	63.7%

Our key ratio is Gross Profit Margin to Sales as shown above. Our target is to keep this ratio to not less than 15% so we will monitor our service charge in every sites. Operating income to sales is dramatically low in 2018-2019 because we plan to spend more on marketing including investment on our platform but it will be increase in the future due to sales increasing.

Our ability to create profit can see from ROE and ROA ratio which quite high in the beginning even it quite low in 2018-2019 based on higher spending as above paragraph but at the end of 2021, we will get impressive numbers.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

JordSabuy team believed that all drivers would have problems on parking finding for both normal parking; around offices, business areas or department stores, and event parking. At the start, we operate our business by eco-system model in the area which difficult to find some spaces to park or no commercial parking service around. Ecosystem already applied in accommodation sector (AirBNB), transportation sector (UBER) and other sectors followed. After a year passed, we expanded our service to commercial parking area with B2C and B2B types to get more attractive areas and fulfilled customer's need.

We got both positive and negative feedbacks from customers and partners. Positive feedback leads us to know which factors can attract customer and have to keep operate. In the other way, negative feedback could help up to improve our services and recognize which part is our problem. We also get information about problematic areas where customers would like to find parking space. We are still missed 40% of customers' demand as we did not have parking service in required areas.

Our platform is another topic that customers and partners commented on it due to they felt like it was not friendly with their usage. We got technology developing team after joined Tao Kae Noi business model competition and we plan to get better website within October 2016 and mobile application by the end of 2016 too.

Amount of partners still below our target because people still concern on security issue and do not believe on our services yet. We should focus more on marketing strategy to get more transactions and make them trust us include improving on security insurance for both sides. Our next strategies are more offline sourcing method focused on targeted areas and buying method to get more attracted areas.

We started to promote our business via offline channel by joining exhibitions and got huge interesting from joining people and we plan to join next exhibitions in the future.

The last point to consider after IS2 presentation

Many committees were concerned about suppliers who own parking spaces and customers who use Jord Sabuy service in term of the fact that after using the service for the first time, they probably make contact to each other next time without noticing Jord Sabuy. This might lead to a dramatic drop in a number of customers.

To avoid that consequence, Jord Sabuy needs to communicate benefits customers could gain through booking a parking lot with Jord Sabuy directly using privileges programs such as loyalty programs and special point collection for precious rewards.

Hotel booking website or any agency in any fields facilitating the service as a middleman is a good example to learn how they can prevent customers from booking directly with suppliers and why they can sustain mutual benefits for all stakeholders including suppliers, booking websites and customers.

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