



**COLLUMN “CORPORATE STRATEGY AND
FINANCIAL PLAN”**

BY

MS. SUDAMAS SUTANGKANU

**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

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ENTITLED

COLLUMN

“CORPORATE STRATEGY AND FINANCIAL PLAN”

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

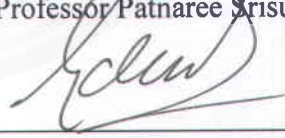
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ABSTRACT

“Collumn” is a small online community that provide channel to connect between users who want to search for house and decoration ideas with professionals around Thailand. Besides, the professional could be able to connect with others especially when they want to find partner easier by well-categorized professional with provided portfolios.

We start Collumn by contact professionals to join us, ask for their portfolios, discuss portfolio in detail, rewrite and publish content on Facebook and Instagram.

Finally, we will become a website that people think of when finding house and decoration ideas and looking for professional in Thailand.

Keywords: Collumn, Architect, Contractor, Idea, Designer, House, Photo, Decoration

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We also would be thankful for our Batch10 seniors for warm welcome and Batch11 friends as our important learning experience we learned here in IMBA and especially in USA business trip as well.

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Ms. Sudamas Sutangkanu

TABLE OF CONTENTS

	Page
ABSTRACT	(1)
ACKNOWLEDGEMENTS	(2)
LIST OF FIGURES	(6)
CHAPTER 1 ORGANIZATION	1
1.1 Background and industry analysis	1
1.2 Vision, Mission and Goal	6
1.2.1 Vision	6
1.2.2 Mission	6
1.2.3 Goal	6
1.3 Current Status and Future plan	6
1.4 Market Overview and Opportunity	8
1.5 Organization of Collumn	8
1.5.1 Operation Department	8
1.5.2 Sales Department	9
1.5.3 Marketing Department	9
1.5.4 Finance Department	9
CHAPTER 2 PRODUCT AND SERVICES	10
2.1 Process of Collumn	11
2.2 Product and Services	12

2.2.1 Content	12
2.2.2 Photograph	14
2.2.3 Furniture	14
CHAPTER 3 SALES AND MARKETING STRATEGY	16
3.1 Segment Analysis (Target Market)	16
3.1.1 Target group of customers	16
3.1.2 Target group of suppliers	16
3.2 Marketing Plan	17
3.2.1 Product	18
3.2.2 Price	18
3.2.3 Place	18
3.2.4 Promotion	18
3.3 Competitive Strategy	19
3.3.1 Threat of new entrants	19
3.3.2 Threat of substitute products or services	20
3.3.3 Bargaining power of customers (users)	20
3.3.4 Bargaining power of suppliers (professionals)	21
3.3.5 Intensity of competitive rivalry	21
3.4 Advertising strategy	22
3.4.1 Online strategy	22
3.4.1.1 Facebook	22
3.4.1.2 Instagram	23
3.4.1.3 Website	24
3.4.1.4 Google adwords	25
3.4.2 Offline strategy	25
3.5 Partnership (Architect and programmers)	26
3.6 Sales strategy	27
3.6.1 Channel strategy	27
3.6.1.1 Online channel	27

3.7 Sales policy and process	29
3.7.1 Pricing	30
CHAPTER 4 OPERATION STRATEGY	34
4.1 Facilities	34
4.2 Feedback	36
CHAPTER 5 FINANCIAL PLAN	37
5.1 Revenues	37
5.2 Cost of service	38
5.3 Selling and administrative expenses	40
5.3.1 Marketing expenses	40
5.3.2 Administrative expenses	40
5.4 Cash Flow	40
5.5 Pro-forma Income Statements	41
5.6 Pro-forma Statement of Financial Position	43
5.7 Key Ratio	44
CHAPTER 7 CONCLUSION AND RECOMMENDATIONS	45
REFERENCE	47
BIOGRAPHY	48

LIST OF FIGURES

Figures	Page
1.1 Trend of real estate in 2016	2
1.2 Market size of furniture and decoration	3
1.3 Furniture market in Thailand	4
1.4 Key purchase attentions	5
2.1 Process of collumn	11
2.2 The content of architect	13
2.3 Photo-shooting of customer	14
2.4 Furniture brand that join COLLUMN	15
3.1 Facebook of COLLUMN	22
3.2 Instagram of COLLUMN	23
3.3 Landing page of COLLUMN website	24
3.4 Instruction of COLLUMN website	24
3.5 Statistic of searching from google website	25
3.6 Brochure in Architect'16	25
3.7 Brochure in Startup Thailand event	26
3.8 Instapage of COLLUMN	28
3.9 The expected architect, photograph and furniture shop in 5 years	29
3.10 The content of architect in Facebook	30

3.11 An album of architect in Facebook	30
3.12 The content of architect each picture in Facebook	31
3.13 The content of architect in COLUMN website	32
3.14 the statistic of website engagement	33
4.1 The content and portfolio on COLUMN website	35
4.2 The contact information of architect on COLUMN website	35
5.1 Sales projection	37
5.2 Pro-forma gross profit margins (Thai Baht)	39
5.3 Pro-forma selling and administrative expenses (Thai Baht)	40
5.4 Cash flow projection (Thai Baht)	41
5.5 Pro-forma income statements (Thai Baht)	42
5.6 Pro-forma statements of financial position (Thai Baht)	43
5.7 Key ratio	44
5.8 Net profit margin ratio	44

CHAPTER 1

ORGANIZATION

1.1 Background and industry analysis

Collumn is a small online community starting from intention to solve the problem of three stakeholders, architects, contractors and customers.

We create more opportunity for architects and contractors who mostly rely their revenue on suggestion from people they know. Further, those professional could be able to connect with others in the same industry more conveniently.

Land prices in the Central Business District (CBD) will once again set a new record this year. We may see 2 million baht per square wah within the first half of this year after, after a previous 1.9 million baht record was set near the Chit Lom skytrain station in 2015, preceded by a 1.7 million baht record near Nana skytrain station in 2014. (CBRE Property, 2016)

The office market and upmarket residential will continue to be good investments due to limited supply and strong demand.



Figure 1.1 Trend of real estate in 2016

As the opportunity of real estate, every single room need idea, architect or furniture. We expect to be one of choice for them in case of decoration, structure even choosing furniture.

New mass transit systems represent an emerging positive factor for condominium development in Bangkok and surrounding area. Some new mass transit systems are under construction, while some are in the planning stages and others are looking for contractors in the Bangkok suburban area. Developers are looking for new locations for condominium development. The condominium market still has room to grow, especially along the routes of newly planned mass transit systems. (Surachet Kongcheep, 2016)

These price shifts were not achieved overnight, but have been part of a gradual progress over the years as the market developed. The initial round of increases occurred between 2002 and 2007, with property prices in Bangkok moving from 100,000 baht to 200,000 baht/m² over a five-year period. The second round from 200,000 baht to the current level of 300,000 baht and above has occurred over a seven-year period from 2007. (Bangkokcondotalk, 2015)

Market research presented that the market of furniture and decoration is growing up although there is an impact of uncertain of economic in Thailand. We do expect that the market will increase 1-2% as the growth of economic.



Figure 1.2 Market size of furniture and decoration

Factors will affect to increase the market of furniture and decoration as follows;

1. Investment from government
2. Stimulate policy from government
3. The reliable of private sector to government
4. The continuous progress of real estate from 2015
5. The new project of townhome and condominium



Figure 1.3 Furniture market in Thailand

As the furniture market research in Thailand, the overall estimated market size of 64 billion consist of 4 big brands, Index Living Mall, SB Furniture, Modernform and IKEA as 26 percents of total furniture market. Then, we see the potential transaction growth from bringing those small and mid-size furniture companies that own 74% of market share together in our website.



Figure 1.4 Key purchase attentions

In figure 1.4 shows factors that have influence on customer's furniture choice which we could implement these factors as criteria to choose and negotiate furniture suppliers.

From the industry analysis, we found the rising cost of accommodation cost, not only housing, but also condominium market as well combining with the inclining of citizen spending. Those causes lead to the rising trend of renovation in our country that could be found commonly in Pantip webboard, Facebook, etc.

Moreover, Thai people do not have the main website when they think of finding ideas and professionals about house and decoration comparing to the website for reviewing, Pantip.com.

Trustworthy and right architects and contractors for a particular renovation or designs are required for the users rather than rely solely on the architects and contractors they already know.

We apply the concept of finding right architects and contractors at the reasonable quality and cost to furniture as well. By combining many furniture brands in our website for customers to widen their purchasing choice from buying big furniture brand to similar quality with lower price.

1.2 Vision, Mission and Goal

1.2.1 Vision

Collumn.com will be a place for users to find ideas about house decoration and design from our professional architects, designers and contractors uploaded portfolios. By gathering those beautiful portfolios of house and design, our users could simply browse our website for joy as well. Our users will have well-organized catalogue of professionals to choose according to their budget, style and location.

On 2017, we plan to include furniture selling to bring related party in the industry together which aim to create more awareness and increase revenue.

1.2.2 Mission

House & decoration ideas: we gather architects and contractors with quality portfolios and share them online (IG, FB, website) for the users.

Professional architects and contractors: we create an online channel as a bridge to connect gathered professionals with the users around the country. Users can choose professional according to their job requirement. Moreover, we will put ourselves more into the middle of the industry by enhance middle and small size furniture brands visibility toward customers.

1.2.3 Goal

Our goal is to become the first place for people in Thailand and South East Asia to find ideas related to house, design and decoration and connect to professionals.

1.3 Current Status and Future Plan

We start from create a Facebook Page and Instagram to collect portfolios and share tips related to house and decoration. After we talked with architects, designers and contractors, we cannot find Thai website which collect professional portfolios for users to find ideas as well as categorized professional contacts for users.

We explore the opinion of stakeholder from friends and asking people who is share their renovation or asking about housing or decoration in Pantip.com. We receive the positive feedback from them e.g. this is an good idea to have the website to gather idea from architects which can make it real, the customers face the problem about adapt the idea as reference in Thailand, regarding to the shortage of materials etc.

Thus, we discussed and decided to find programmer team to join us as partnership since we would not hire programmer team at the early stage while we are validating values to mitigate our risk.

Currently, we have a programmer team partner developing the website, Collumn.com while we are developing business by gathering portfolios, create attractive contents, marketing and encouraging the real paying customers for architects, designers and contractors.

We promote our Facebook page by posting beautiful portfolios along with content marketing. Our contents based on transferring architectural knowledge to the non-architect people. Moreover, we share and translate interesting tips from abroad website in our posts. On Instagram, we post our gathered portfolios and give credit to the photo owners.

First, we seek for architects from friends of friends. Second, we send message Facebook to freelance architect which they post on page freelance to ask for their opinion about our idea and persuade them to join with us. Third, we also went to Architect'59 event at Impact Muangthong Thani approaching architects asking questions and encourage them to join Collumn as our offline marketing.

In 2 years, Collumn will expand our recognition amongst architects, designers and contractors around Thailand to share their portfolios with us. With plenty of beautiful pictures for the users, we will the website people think of when finding ideas or professionals related to house and decoration.

In 4 years, we will expand our recognition to our South East Asian countries as our scaling up plan.

From leaflet distribution, we had a furniture brand asked to join our website. Then, we decided to move furniture selling channel phase in our next year.

With over 4 months of project, we have 156 posts of architect and 28 contents that join with us. We had provided 12 photoshooting service and 16 content writing for architects supporting their portfolio to be ready for marketing and allowing them to focus on their architect work.

1.4 Market Overview and Opportunity

Renovation trend and rising price of accommodation, we believe that there is an opportunity to create the community of renovation and decoration to support of the economic. Furthermore, we explore the popular topic in pantip website which related to how to renovate with limited budget, where to seek for an idea of renovation etc.

We discuss and share idea with architects, we found that the architects have some problems about their information regarding to write the information which can be more understandable. Moreover, the architects are quite busy to working on the detail of information.

In the rising of the information age to connect people around the country, we found there are many website positioning themselves in the middle of the industry and successful, for example, motoroso.com did in car industry and polyvore.com raised over \$22 million from venture capital. From mentioned above, we aim to put ourselves in that position to connect people, professionals, brands in the housing and decoration industry together from all over Thailand.

1.5 Organization of Column

1.5.1 Operation Department

Operation Department responsible in coordination with our outsource partner, content editor and photographer after receiving professional content and portfolio from Sales Department to be ready for publishing. The operation department has a responsibility to publish contents as schedule to ensure that website always active.

1.5.2 Sales Department

As our revenue model that we have professionals as our paying customer, our sales will approach them to gather as much information as possible to pass to Operation Department for content rewriting and contacting photographer in order to be ready to publish online. Furthermore, we have to boost up transaction of furniture on website which we will get commission from every transaction.

1.5.3 Marketing Department

In Marketing Department, we create marketing campaign to increase awareness among professionals and users perspective which clearly separated to online and offline marketing.

1.5.4 Finance Department

Finance Department control the balance of overall expenses and revenue by responsible in considering the correlation and reasonability of the campaign and promotion with the project spending.

CHAPTER 2

PRODUCT AND SERVICES

There are 3 types of architect that we categorized in our website

1. Residential Architect

Residential architects focus their profession on designing construction for private homeowners. There are places around the world that neighborhood houses are designed identically or similarly which we called “cookie cutter” houses.

This architect would cooperate their work with private clients to support them to create their dream home. By recognizing all the local building codes, conforming local regulation and their correlation with their neighborhood in some places in order to fulfill the functions and beauty of the environment.

2. Landscape Architect

Landscape architecture profession is more on the outdoor areas. They also cooperate with the homeowners as well, in some cases with other professional parties to create outdoor areas.

With specialized on outdoor areas, they sometimes build structures as well, for example, gazebo in the landscape. Landscape architect do a lot of work relating to living materials like trees which required knowledge besides construction. The understanding of horticulture is required, so the integration between living and structure would be well-design and allow the plants to thrive.

3. Interior Architect

Normally, interior design is not a type of architecture, but its work is closely related to the architect that should be considered as a type of architect. Many of building designers are interior designers as well.

2.1 Process of Collumn



Figure 2.1 Process of collumn


In our operation, we encourage architects to join Collumn both online, Google form, Dropbox and Google drive and offline, approaching architects with brochure. Then, we contact architects by calling or mailing to send our project detail. If architects have an agreement to join Collumn, we ask them to share their portfolios and projects detail for us to rewrite content to be more understandable for users. Lastly, we publish professional contact, portfolios with content attached.

2.2 Product and Services

2.2.1 Content

We start from encouraging architects, designers and contractors to join Collumn and ask them to share their portfolios. For portfolio without content, we provide content marketing for those professionals who are busy doing their daily work or not proficiently promoting their work themselves with expenses. We offer 2 services of content. First, content with 4-5 lines (1 paragraph on Facebook) will be charged 150 Baht. Second, content in an album (4 - 5 pictures on Facebook), we provide content in each picture will be charged 1,200 Baht. Moreover, we move our contents and portfolio from Facebook to www.collumn.com so we change the strategies of content as follows;


- 1 page of word press content will be charged 1,800 Baht.
- Top page of content will be charged 2,500 Baht



Chokchai 4 House
House

สนามหญ้าขาว

เราใช้พื้นที่ด้านหน้าสำหรับป้องกันบ้านพักจากสิ่งแวดล้อมภายนอกบ้านที่ไม่ว่าฝั่งประตอค์ และการออกแบบที่ยังที่สามารถสัมผัสได้ถึงธรรมชาติ ของแสงแดดและดวงดาว รวมถึงการกระแทกของแสงจากต้นไม้ใหญ่ ช่วยเป็นการลดอุณหภูมิอากาศรอบบ้านได้เป็นอย่างดี



ม่านตะแกรงเหล็ก

วัตถุประสงค์ของการใช้ม่านตะแกรงเหล็ก คือสร้างความเป็นส่วนตัวจากภายนอก ให้กับพื้นที่ชั้น 2 ซึ่งช่วยปกป้องสิ่งต่างๆ จากภายนอก

Collumn

Chokchai 4 House

Design By Archimontage Design Fields Sophisticated

Project Summary

ทางลาดชัน สนามรอบบ้าน และ ตะแกรงเหล็ก เป็นส่วนประกอบหลักที่นำมาใช้ในการซ่อนตัวของบ้านหลังนี้

บ้านทำสีรถตั้งอยู่ด้านหน้า ปีม่านบังแดดอยู่ด้านหลัง ชนขาช่วยชาวต่างชาติชายชองและพื้นที่กว้าง ส่งผลให้ความสงบสุขของบ้านได้ตลอดพร้อมกับสภาวะจากรอบตและปูนพื้นเป็นโจทย์หลักสำหรับ โปรเจคนี้ ทำให้การออกแบบมีัยคือ

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☎ 0816222026

Figure 2.2 The content of architect

2.2.2 Photograph

We earn approximately 30 percent by partnership with photographers who are willing increase their income by matching with the demand of the architects or contractors to create more professional portfolios.

We offer photo-shooting for architects and contractors, half-day will be charged 4,000 Baht.



Figure 2.3 Photo-shooting of customer

2.2.3 Furniture

From our brochure distribution Startup Thailand event, we had one furniture brand contact us to become their distribution channel.

At first, we had plan to add furniture to our products on website on 2019 after our website become more famous and have high traffic. From the furniture brand contact, we would speed up to launch this function on website in order to respond to the supplier's demand of distributing their products.

We would create the furniture section on our page on 2017 for increase the revenue projection. By launching this section we will become another channel for furniture brands and will collect 4 percent as commission from the transaction.

In order to attract furniture brands to consider Collumn as one of their distribution channels, we would need to build up very high traffic in our website at least 5,000 visitors per month.

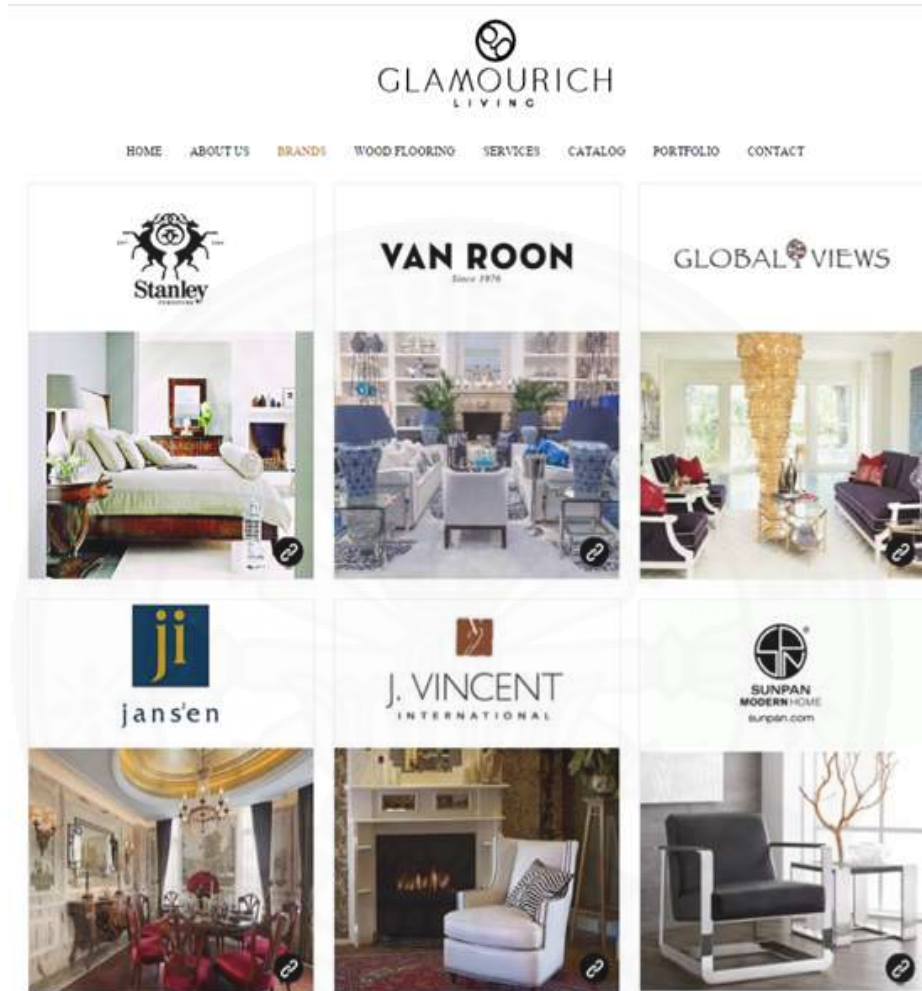


Figure 2.4 Furniture brand that join COLLUMN

CHAPTER 3

SALES AND MARKETING STRATEGY

3.1 Segment Analysis (Target Market)

We divide Collumn market into two categories, customer side and architect side. Each party have different intention visiting our website which we will fulfill all of their demands. By categorizing market, we will consider more in each specify party about strategy to attract each type of related parties into our website more precisely.

3.1.1 Target group of customers

For customer visiting website side, we categorize them by their purpose visiting our website, to find architect, to view beautiful photos, to read contents and reviews and to find furniture brands. We will use Facebook Ad, Google adwords and stimulate customer-to-customer referral by giving discount voucher to attract more architect demand in our website.

For the website users who solely visit Collumn to view beautiful house photos, we will post every architect portfolios on Pinterest and Instagram to create more awareness by increasing channels for the users to approach Collumn. Besides viewing photos, some users are looking for reading contents and reviews which we will response to this customers group by focusing on tips and DIY that users can adapt our recommendation to their accommodation in Thailand.

By implementing furniture selling feature to our website in 2017, we attract customers to our website by using Facebook Ads, Google adwords and encourage customer-to-customer refferal by discount voucher.

3.1.2 Target group of suppliers

On the architect side, Collumn consist of architects and furniture brands providing services and selling product in our website. We will promote architect real work that Collumn provided on the website to verify that we are creating real value for architects which would bring more architects to our website. For

architects who have demand for our photo shooting and content writing services, we will provide architect review space that they have more works by joining Collumn.

Since we support marketing for professional architects, we are outsourcing professional photographers and content writers and earn some commission by those activities. By hiring professionals, we could be rely much on their work without having to practice to become professional ourselves to provide high quality work to support our architects.

By implementing furniture selling feature, we will support furniture brands more from encourage customer-to-customer referral which we will give the discount volchure for recommending new customers to buy furniture in our website. Moreover, we will have the customer review in each furniture selling to create more trust since customers believe in others customers more than the brand advertising themselves.

On the furniture side, we will have filter on price range, furniture style, furniture categorized by room and room simulation which customer will be able to view furniture they are considering in their room. The customers will not having problem of not buying suitable size and style furniture by these features.

In order to be more specific about the next feature we plan to implement on Collumn, we will have filter function for customer to choose architects as precise as possible by having price range, architect category, distance between customer and architect and architect style. By having those filter, customers will be able to pick the most suitable architect to renovate or build their dream home possible.

3.2 Marketing Plan

Collumn is the online community which success would rely on value we provide to the customers and the professionals who join us. In order to increase the supply of portfolios, we do both online (Facebook, Instagram, and website) and offline (Architect'16 and Startup Thailand) to encourage professionals to join Collumn as many as possible.

3.2.1 Product

We gather beautiful professional portfolios for users to find ideas and provide online channel for users to approach the right professional for them. By creating an online community, we found that photographing and content editing are required services to fulfill this community.

From our next year website plan, we will include furniture selling feature to response to the demand of our suppliers as well as it would be one of our users' attraction.

3.2.2 Price

We price the service of content editing and photographing from markup price between 30 - 40 percent from our cost of outsourcing. Though, we still charge our customers lower than the market price at the similar quality of services in order to encourage professional to join our community, Collumn.com.

We will gather as much small and medium size furniture as possible brand altogether in our website, so that we can become another distribution channel for them. We will collect 4 percent from each transaction as our commission fee.

3.2.3 Place

We aim be an online community through 3 channels, Facebook page, Instagram and Collumn.com which is the most approachable for our users to search for ideas and professionals.

We also go approach our target professional in related events to increase our portfolios. Moreover, we have photographing for offline service within Bangkok area and content editing as well.

We are currently moved from the Facebook and Instagram which we consider as our temporary place to connect with architects with customers to official website. We position ourselves online marketplace for connect customers and plan to develop more on application in the future.

3.2.4 Promotion

We promote our service online through Collumn.com, Facebook page, Instagram, pantip.com and Instapage to become viable among our target professionals as their another online channel to approach customers.

Besides, we also distribute brochure offline especially at Architect'16 event and ask from related professional around us as well.

3.3 Competitive Strategy

We use Portor's Five Forces to analyze our competitiveness in the online house and decoration in current situation.

3.3.1 Threat of new entrants

The threat of new entrants for Collumn.com is quite low since there are many requirement which not everyone could achieve. We aim to create a website that Thai users will think of about house and decoration which need tremendous amount of portfolios in quality. Moreover, investment in overall web programming, marketing, server rental, partnership with large amount of professionals (architects, designers, contractors, photographers, content editors, etc.) could be considered as challenging for the newcomers.

Based on our exploration, we found new competitors which recently launched e.g. soisource, homedec and gotarch. The objective of each website as follows;

Soisource: We consider this website the most competitive competitor that they have beautiful and user-friendly website interface and providing architect portfolio similar to us. The only difference from us is we provide architect portfolio photo shooting.

Homedec: This website strong point is their information, content and tips which lead to their high traffic website and Facebook likes.

Banidea: This website share very close contents to the Homedec which is the reason behind traffic in website.

Wazzadu: This website have less contents and information than above three competitors, but they have feature focusing on selling material and housing decoration accessories.

Gotarch: This website focus on contents, reviews and providing content service as well. Although having focus on the contents, but this website not gaining the high traffic comparing to Homedec and Banidea. We think the reason behind lower traffic is that this website contents are more academic which would be more focus on the user who are very in the housing and decoration field and not commonly for public.

All of our competitors are mostly have similar content to us but we are different from them by implementing analog from each website to ours. Moreover, we collect portfolios from architect in Thailand and provide professional contacts.

3.3.2 Threat of substitute product or services

Currently, we find that there is no exact substitute service in Thailand, but abroad website which is not commonly used among our stakeholders.

Though, there are substitute website providing partial of service similar to ours e.g. Baanidea and Wazzadu. We found that the Bannidea provide content of review house, DIY information, tips of decoration or related housing and catalogues. The most of content translate from abroad to Thai language and reference picture form Pinterest. Wazzadu is a website which mainly to be market place of raw materials and directory of architects and contractor. The directory of Wazzadu provide only information without portfolio and content like us.

There are many house blueprint free from the Public Works Department for the low income people who cannot afford to pay architect fee. Thai people can ask for the blueprint from the district offices around the country. We considered it as threat of substitute products or services because the good responses from Thais that almost 100,000 website visitors.

3.3.3 Bargaining power of customers (users)

Our users have high bargaining power as we are the online content provider which they can explore ideas from anywhere online and approach to professionals they know.

Since we are one-stop service website for the users to find ideas and professionals in the same place which is unique in our country, so even with high bargaining power of users, we still have a good opportunity.

Thus, customers have quite high bargaining power since there are variety of new websites providing information and tips. Nevertheless, we are almost the only website providing the yellow pages of Thai architects with their beautiful portfolios.

3.3.4 Bargaining power of suppliers (professionals)

Our suppliers have high bargaining power similarly to our users since we would like to acquire their portfolio which they do not have to share with us. But, with after discussion about our concept of Collumn.com and value they would get by joining our online community, approximately 60 percent of them send us their portfolios and their project description for us to process on the content editing and publishing.

Thus, we view architects bargaining suppliers as neutral because we are providing marketing for free and they can choose to apply with us other website on their choice.

For the furniture selling feature, we also consider that we have lower bargaining power at this time since our website is not yet famous and have high traffic that furniture brands would eager to join our website.

After our website have daily traffic approximately 5,000 visitors, we would consider that we have high bargaining power toward furniture brand since we have potential customers visiting our website.

3.3.5 Intensity of competitive rivalry

We consider our competitors as low intensity competitiveness since they are not well-known among Thai users. From our exploration about the customers' behavior, the customers seek an idea from abroad website then ask architect to work as reference. The most of Thai website composed of review their renovation or an article regarding to housing and decoration. There is rarely website that combine of portfolio with contents. Then, we decide to take this opportunity to create website which derived real portfolio and information from architects.

The competition is becoming more competitive comparing to the time we started the project because there are few websites launched in this period, for example, Soisource.com and Homeidea.in.th

3.4 Advertising strategy

3.4.1 Online Strategy

As we created online community, we encourage to advertise via online platform e.g. Facebook, Instagram and website.

3.4.1.1 Facebook

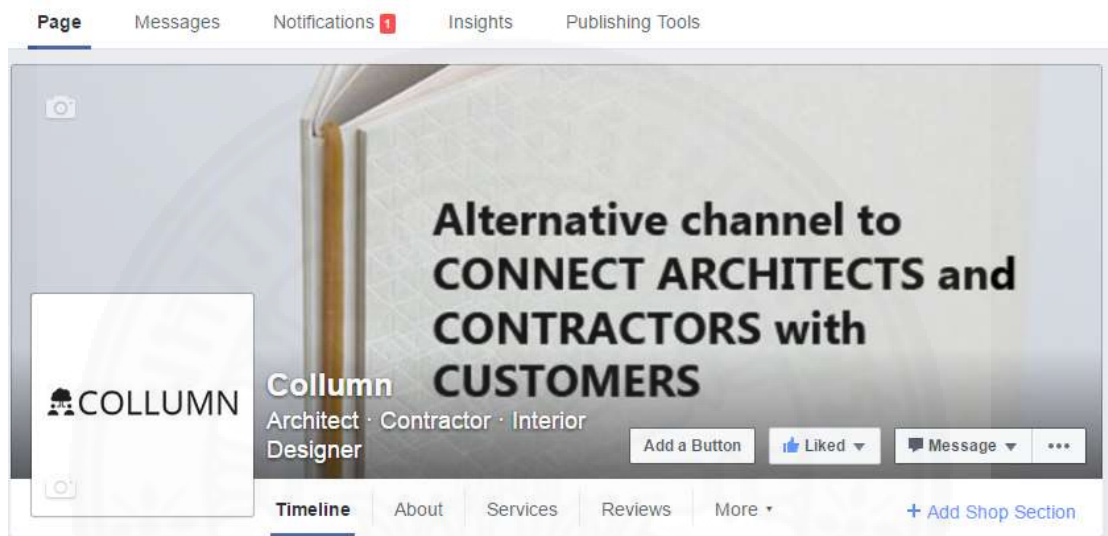


Figure 3.1 Facebook of COLLUMN

We create content marketing from the professional portfolios and share tips related to house and decoration selected from abroad content. In order to get more awareness among Thai internet users, we will create viral marketing to save our marketing cost as well as paying Facebook advert to enlarge our audience.

3.4.1.2 Instagram

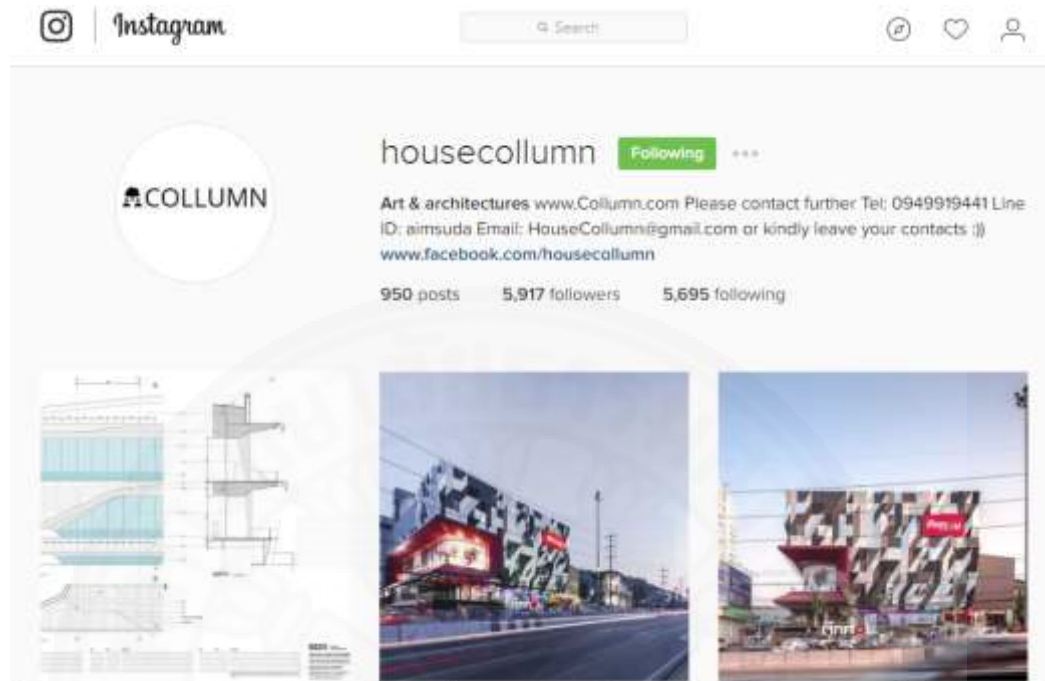


Figure 3.2 Instagram of COLUMN

On Instagram perspective as another our approaching channel, we post professional portfolios with hashtags to give credit to portfolios owners while we our programmer team developing Column.com.

We use this channel to post our portfolio which we expect that the target customers can see design and style easier than other channel. We receive portfolio from architects every week that we have more pictures to post in every day.

3.4.1.3 Website

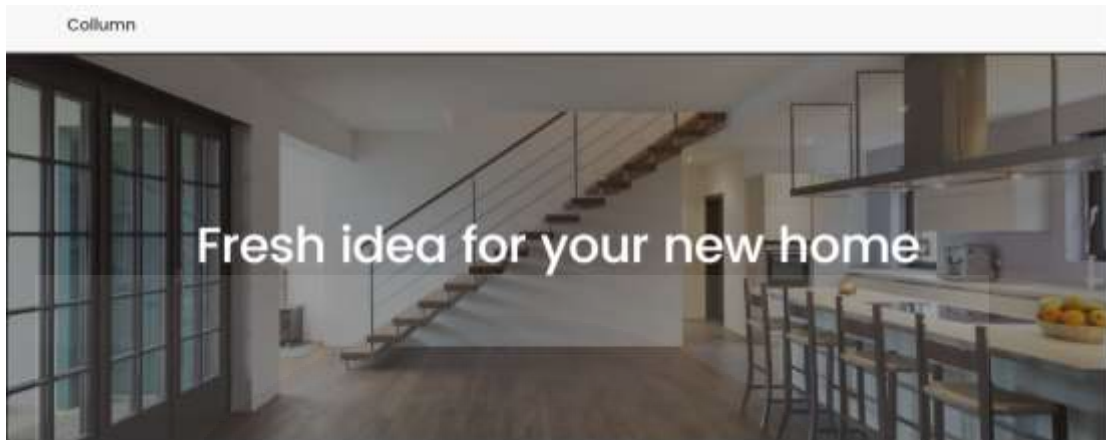


Figure 3.3 Landing page of COLLUMN website

Collumn.com, we planned together with the programmer team to create as much user-friendly interface as possible with no advertisement at all in our first few years. Focusing to create value to all our stakeholders by provide good experience to our users and customers to our partnered professionals.



Figure 3.4 Instruction of COLLUMN website

Our website categorized into architect contents, tips for user and architect portfolios and contacts. On one hand, the purpose of the tips are mainly to attract potential customers to visit our website to connect them with architects looking for the jobs. Architect contents and architect portfolios are to provide users the good source of information to choose the most applicable and appropriate professional for their house. We will update content about tips every two days for the consistency website update as well as weekly architect contents or review update.

3.4.1.4 Google adwords



Figure 3.5 Statistic of searching from google website

Since we already published our website on 17th August 2016, we use Google adwords to increase user traffic in our website. At first we use variety of keywords, some are effective and eligible. After few days, we adapt our keyword to focus more on the effective ones.

3.4.2 Offline Strategy

Architect'16 event at Impact Muang Thong Thani is our opportunity to collect further professionals contacts to encourage them to join Collumn.com since its Largest Building Technology Exposition in ASEAN.

Cold calling is also one of our marketing strategy as well since there are plenty architect contact online for us to try encouraging them to join Collumn.com



Figure 3.6 Brochure in Architect'16

The second event is our leaflet distribution at architect'59 event. We also went to hand out leaflet at Jord-Sabuy booth in Startup Thailand event at Queen Sirikit National Convention Center during 28 April - 1 May 2016. In this event, we got inquiry for interior architect contact which finally turned out to the real work for architect. Furthermore, we was contacted from furniture shop to promote their product. The first product is bath tub which we are on process to negotiate. She is interested us because we are doing in business segment which need specialist in business.



Figure 3.7 Brochure in Startup Thailand event

3.5 Partnership (Architect and programmers)

Partnership is one of our important strategy since we are currently a small business started from three people which are not directly in the industry. We increase our potential, industry knowledge and capability by partnership with an architect friend and three programmers.

Having programmers in the team reduce our risk dramatically since they create Collumn.com for the equity that we do not have to invest money in an early stage opportunity.

3.6 Sales strategy

We have an idea to create community of finding ideas from architects and share their connection between architects and contractors also. We would like customers to think about us when they want to renovate and decoration. The renovation or decoration that found in our website could be built up, not only idea in website. From our exploration, we found the problem that the customers prefer some style but it can't make happen in Thailand. Then, we want to be well-known in term of housing and decoration with Thai architects and contractors.

There are many stakeholders of us because the architects who is paying for publish their portfolio and content to be known in general. While the customers are not paying to us, we have to increase visit of page to gain more reputation that would be effect to our revenues. So, we have to make customers believe that our page or website is interesting and reliable. Also we have to create confidence for the professionals to believe that there are many customers access our page or website when they are thinking about housing and decoration.

3.6.1 Channel strategy

We start our business from asking friends and people around us who are architects that are able and willing to share their portfolios with information. We select online channel which is the main platform to communicate to other architects, contractors and customers.

3.6.1.1 Online channel

Instagram is the first platform that we select to use because the platform is an advantage for posting picture with information. The customers are more familiar with the platform for viewing picture than reading contents.

We post pictures which received from the architects with title name, architect name, address, contact information and hashtag (if any).

Facebook is the second platform that we select to provide service writing content and photo-shooting. We use Line, Facebook and Telephone which are the main communication to have more information to have more information. We choose creating Instapage for those professionals who are willing to

join with us to register Collumn.com over Google form to be perceived as more professional to them. Moreover, we used to provide Google form to ask about detail from professionals but they do not pay attention in our form. Then, we changed to talk and ask in more detail each of architect instead.

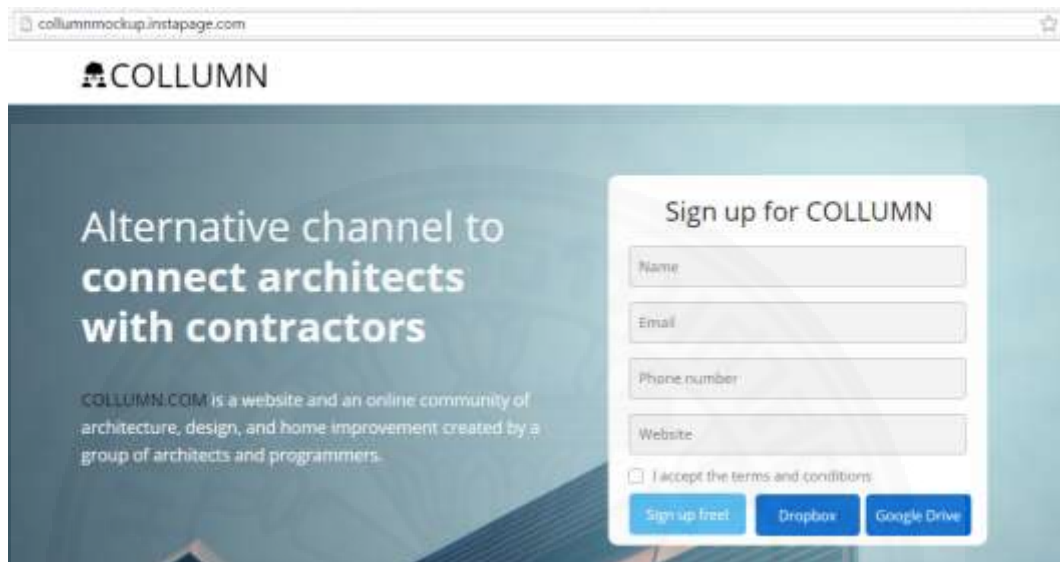


Figure 3.8 Instapage of COLLUMN

We learn that the architects are quite busy and may be not comfortable to share their information at the first time. Mostly, we have to discuss with them more than 2 times before they are willing to share their portfolios and information with us. Also, we have to submit our project as slide and prototype to them before calling which would help their understanding that we are creating them value that they will more willing to co-operation with us more.

We has expected architect, photo-shooting and furniture shop that will join at Collumn as below;

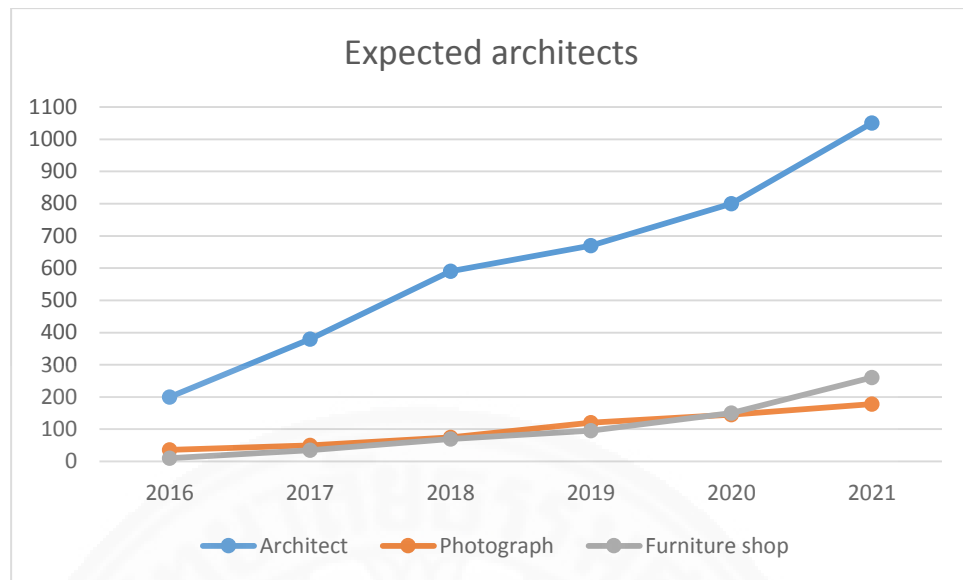


Figure 3.9 The expected architect, photograph and furniture shop in 5 years

3.7 Sales policy and process

Currently, we collect money before posting content and submit files of photo-shooting to the customers. Our process listed as follows;

- Discuss about the concept or information via line, message or telephone.
- Confirm with professionals that their content that will be posted on Facebook
- Customer transfer money to Collumn account with slip of transfer
- Collumn will share their content on page as we proposed

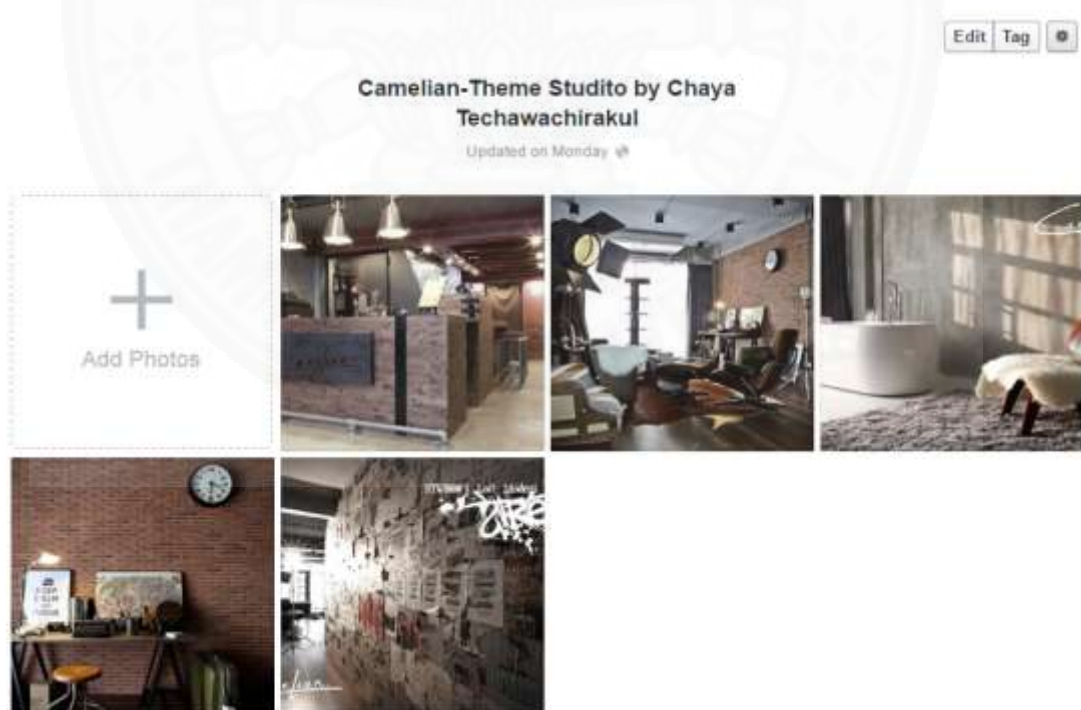
For the next year plan, we would implement in website messaging feature to track the communication between customers and the architect companies. Moreover, by implementing that function, we can be track our value through the communication and gain customer insight as well.

3.7.1 Pricing



Figure 3.10 The content of architect in Facebook

We set the price from actual cost that we received from an editor. Normally, we mark-up approximately 30% but it depends on the quantity and quality



of information that architects provide to us.

Figure 3.11 An album of architect in Facebook

If the architects want us to create an album content. We will ask them to provide the information in each picture to match with the content.



Figure 3.12 The content of architect each picture in Facebook

When we created website, we choose to revise from content by album to content as 1 page with picture. We designed for easy-reading and understandable.

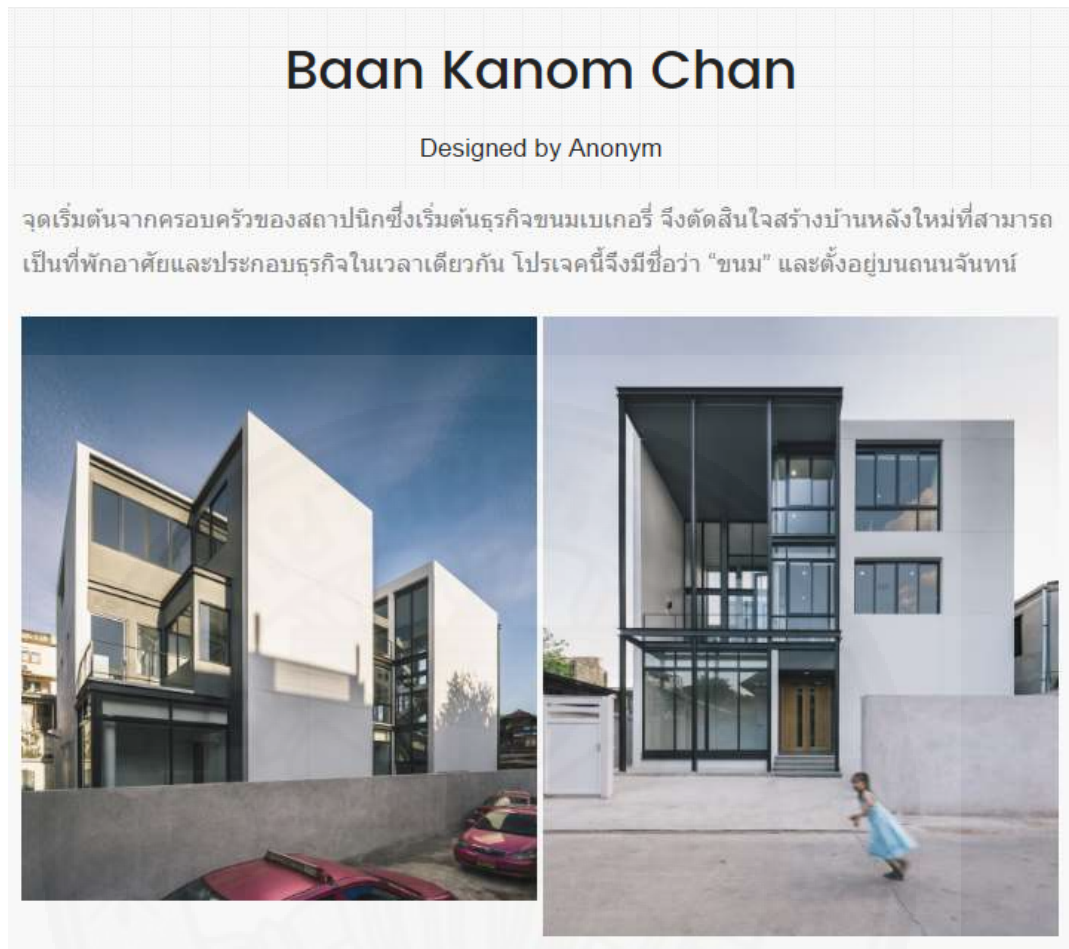


Figure 3.13 The content of architect in COLLUMN website

Engagement ⓘ
Last 28 Days (As of Aug 22), WorldWide

Domain	Monthly Visits	Avg. Visit Duration	Pages/Visit	Bounce Rate
ikea.com	2.6M	00:08:44	14.68	20.52%
shoponline.indexlin...	< 5,000	00:07:24	8.80	26.34%
sbdesignsquare.com	< 5,000	00:07:33	7.65	23.34%
modernform.co.th	< 5,000	00:03:52	6.09	50.56%

Figure 3.14 the statistic of website engagement

This picture shows the website engagement of top four furniture brands selling in Thailand. We use these website traffic as our threshold that if we gain daily user engagement approximately 5,000 we will sell advertisement in our website to increase more revenue channel. For the ikea.com engagement is the

statistic from the world wide website which cannot considered as 2.6M visitors comparing to other 3 website engagement which is Thai websites.

On one hand, we use online strategy to increase awareness and increase transaction between customers and professionals.

While target people Google keywords related to housing and decoration, we analyze the appropriate keywords they are using adapting from the keywords linking to high user traffic websites altogether which could lead to more awareness for Collumn. During the Ads purchasing period, we change, increase and decrease for the most optimizing keywords possible because we considered it as an investment.

Similar to Google adwords, we purchase Facebook ads by our target groups which will attract them via their News Feed to our Facebook page which finally to Collumn.com.

For the Instagram, we find the famous housing and decoration Instagram account and start follow them while we pull their follwers to a long list for us to follow those people Instagram account which have high chance to interested to Collumn. By their following us, we are providing more information as well as professional contacts in website for further users exploration.

On the other hand, we attend Architect fair and start up events to increase our awareness. On the architech fair which is the field related to us most and we choose startup event because of people openness to new business.

CHAPTER 4

OPERATION STRATEGY

4.1 Facilities

We are focusing on the online business. So, we create Facebook page and Instagram to communicate and provide service to the target groups. We are on process to promote a free commercial website which can be reached our customers.

Currently, we have Collumn official website which our users can visit to search for information they want conveniently comparing to Facebook. As well as the architect portfolios which we have the link to connect and search for the architect more easily.

Moreover, we are plan to implement furniture selling feature on 2017 which will show variety of furniture from brands we that contact that we contact or they interested in joining our website.

The operation would be after the customer purchased the brand furniture from our website, we will collect money and delivery location to send to the furniture brand to deliver the product to customers. From this operation we provide sale channel, we would deduct 4 percent from every transactions.

We have created content and contact of architect in website of collumn. We also created website that can view from desktop and mobile.

4.2 Feedback

When we published the content of each architect. We always ask them the satisfaction of content whether they are appreciate or not. Also, we would like to know what we should improve or revise to be better.

We provide two jobs for the architect which are house renovation and office renovation from the customers who contact us from phone call. They got our contact from social media and called us to suggest architectural company to renovate their place. We suggest them some of the good quality and reasonable price company.



CHAPTER 5

FINANCIAL PLAN

5.1 Revenues

Main revenue comes from writing content for architects or contractors and photo-shooting for them. Furthermore, we have plan to create website which can generate income by advertising, commission of transaction in website and gold membership. Our financial plan derives from the actual sale in April 2016 and project to be a year 2016. We expect the possibility of customer and architects from our experience. Then, we project sales based on the exploration and feedback from architects, contractors and customers.

	2016	2017	2018	2019	2020	2021
Sales growth		112%	36%	46%	31%	87%
Architect	162	192	250	349	454	636
Photograph	36	96	125	175	227	318
Furniture shop	0	20	50	80	120	150

Figure 5.1 Sales projection

From our sales strategy, we will increase the number of architects and contractors who will join Collumn and would like to provide their content by hiring us to be an editor and a photographer. From marketing strategy, we will gain market by create an awareness of the website that combine variety of idea from various architects and contractors by using online and offline marketing. From we promote ourselves in offline, there are some furniture shop contact us and introduce their product that could sell on our website. We expect to have 20 furniture shops in 2017 and increase the number of furniture shop in website. Then, the customers can explore their idea which could build up in the real life. The increasing of sales growth is from the assumption that we will be will-known in 2 years of operation. In 2017, we expect to create website that could generate more revenue.

The sales growth is quite fluctuate because we will start from facebook then using website. We believe that we can gather the most of architects and contractors in the first year and repeat hiring us as an editor. Furthermore, we expect that 100 architects will buy gold membership, 7,000 Baht per month in 2021.

5.2 Cost of service

Our cost of service derives from hiring professional editor to re-write a paragraph or an article which will be published on website. The cost of service is from actual cost that we negotiate with professional editor now. In term of photo-shooting, we negotiate with the professional photograph who is reliable and responsibility. The gross profit start from 30% to 56% according to the increasing type of revenue as referred, while the cost of service is stable. The main reason is we have a partner who will create website, we will pay only server rental expenses.

	2016	2017	2018	2019	2020	2021
<u>Revenue</u>						
Content						
- Paragraph	3,150	-	-	-	-	-
- 1 page of website	97,500	288,000	374,400	628,992	817,690	1,144,765
Photograph	132,000	384,000	499,200	786,240	1,022,112	1,430,957
Advertising	-	100,000	200,000	300,000	400,000	500,000
Commission from selling furniture	-	20,000	40,000	80,000	160,000	192,000
Gold membership	-	-	-	-	-	840,000
Total Revenue	232,650	792,000	1,113,600	1,795,232	2,399,802	4,107,722
<u>Cost of service</u>						
Content						
- Paragraph	2,100	-	-	-	-	-
- Album	65,000	192,000	249,600	419,328	545,126	763,177
Photograph	82,500	240,000	312,000	471,744	613,267	858,574
Server rental expenses	-	100,000	200,000	300,000	300,000	300,000
Total Cost of Service	149,600	532,000	761,600	1,191,072	1,458,394	1,921,751
Gross Profit	83,050	260,000	352,000	604,160	941,408	2,185,971
Gross Profit (Percentage of Revenues)	36%	33%	32%	34%	39%	53%

Figure 5.2 Pro-forma gross profit margins (Thai Baht)

5.3 Selling and administrative expenses

5.3.1 Marketing expenses

As we create the new platform, we would like to be known before launching website. Then, we spend marketing expenses approximately 10% - 35% of revenue. We will use massively for paying marketing online. Then, we will decrease marketing expenses until 10% of revenue in 2021.

5.3.2 Administrative expenses

Administrative expenses will be other expenses for the operation in Collumn.

Selling and Administrative Expenses	2016	2017	2018	2019	2020	2021
Marketing expenses	80,000	100,000	100,000	200,000	200,000	200,000
Administrative expenses	4,653	15,840	22,272	53,857	71,994	123,232
Total SG&A Expenses	84,653	115,840	122,272	253,857	271,994	323,232

Figure 5.3 Pro-forma selling and administrative expenses (Thai Baht)

5.4 Cash Flow

We have an investment as cash by 100,000 Baht in 2016. We do not have any policy of dividend payment in 5 years because we would like to use cash for paying server rental since 2019 to launch website.

Year	2016	2017	2018	2019	2020	2021
Cash flow from operating activities						
Net income	(1,603)	144,160	229,728	350,303	669,414	1,490,192
increase in working capital	11,450	(9,800)	(25,000)	4,500	9,000	(50,000)
Total cash from financing activity	9,847	134,360	204,728	354,803	678,414	1,440,192
Cash flow from financing activity						
Increase in common stock	100,000	-	-	-	-	-
Total cash from financing activity	100,000	-	-	-	-	-
Total net cash change	109,847	134,360	204,728	354,803	678,414	1,440,192
Beginning cash	-	109,847	244,207	448,935	803,738	1,482,152
Change in cash	109,847	134,360	204,728	354,803	678,414	1,440,192
Ending cash	109,847	244,207	448,935	803,738	1,482,152	2,922,344

Figure 5.4 Cash flow projection (Thai Baht)

5.5 Pro-forma Income Statements

We will reach revenue by Baht 2.40 million in 2021 as the several source of revenues. The revenue of commission from selling furniture and advertising will be occurred next year according to the feedback from furniture shop and well-known of website after we published. Although we will be net loss in the first year according to start the operation and fixed expenses about marketing expenses. We will not have any loan for the operation.

	2016	2017	2018	2019	2020	2021
Revenue						
Content						
- Paragraph	3,150	-	-	-	-	-
- 1 page of wordpress	97,500	288,000	374,400	628,992	817,690	1,144,765
Photograph	132,000	384,000	499,200	786,240	1,022,112	1,430,957
Advertising	-	100,000	200,000	300,000	400,000	500,000
Commission from selling furniture	-	20,000	40,000	80,000	160,000	192,000
Gold membership	-	-	-	-	-	840,000
Total Revenue	232,650	792,000	1,113,600	1,795,232	2,399,802	4,107,722
Cost of service						
Content						
- Paragraph	2,100	-	-	-	-	-
- Album	65,000	192,000	249,600	419,328	545,126	763,177
Photograph	82,500	240,000	312,000	471,744	613,267	858,574
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Gross Profit	83,050	260,000	352,000	604,160	941,408	2,185,971
Gross Profit (Percentage of Revenues)	36%	33%	32%	34%	39%	53%
Selling and Administrative Expenses						
Marketing expenses	80,000	100,000	100,000	200,000	200,000	200,000
Administrative expenses	4,653	15,840	22,272	53,857	71,994	123,232
Total SG&A Expenses	84,689	109,926	113,455	229,428	238,433	271,920
EBIT	(1,603)	144,160	229,728	350,303	669,414	1,862,740
Interest expenses	-	-	-	-	-	-
EBT	(1,603)	144,160	229,728	350,303	669,414	1,862,740
Tax expenses	-	-	-	-	-	372,548
Net Profit (Loss)	(1,603)	144,160	229,728	350,303	669,414	1,490,192

Figure 5.5 Pro-forma income statements (Thai Baht)

5.6 Pro-forma Statements of Financial Position

We will have only current assets, comprised of cash and account receivables. The outstanding balance of receivables will gradually increase since 2018 as increasing of revenues. Besides, we will have account payable regarding to editor and server rental expenses.

	2016	2017	2018	2019	2020	2021
ASSETS						
Cash	109,847	244,207	448,935	803,738	1,482,152	2,922,344
Account receivables	-	-	23,350	29,350	19,850	77,850
Total current assets	109,847	244,207	472,285	833,088	1,502,002	3,000,194
Total assets	109,847	244,207	472,285	833,088	1,502,002	3,000,194
LIABILITIES AND SHAREHOLDERS' EQUITY						
Account and other payable	11,450	1,650	-	10,500	10,000	18,000
Short-term loan	-	-	-	-	-	-
Total current liabilities	11,450	1,650	-	10,500	10,000	18,000
Long-term loan	-	-	-	-	-	-
Total liabilities	11,450	1,650	-	10,500	10,000	18,000
Shareholders' equity						
Common stock	100,000	100,000	100,000	100,000	100,000	100,000
Retain earnings	(1,603)	142,557	372,285	722,588	1,392,002	2,882,194
Total shareholders' equity	98,397	242,557	472,285	822,588	1,492,002	2,982,194
Total liabilities and shareholders' equity	109,847	244,207	472,285	833,088	1,502,002	3,000,194

Figure 5.6 Pro-forma statements of financial position (Thai Baht)

5.7 Key ratio

We have the policy by funding through equity and do not have any loan. Then, we do not apply debt to equity ratio (D/E ratio) because we do not have any loan in our financial plan. Also, inventory turnover which is not required for our business.

We will focus on receivable turnover and average collection period. Regarding to the operation, we will provide the credit term for repeated and reliable customers to be attractive to join with us. Especially, we have gold membership that effect to increase account receivable turnover as follows;

	2016	2017	2018	2019	2020	2021
Sales/AR	0	0	29	37	52	49
Average collection period	0	0	13	10	7	7
ROE	-2%	59%	49%	43%	45%	50%

Figure 5.7 Key ratio

The average return on equity (ROE) will be 41% although there is minus of ROE in the first year.

Our net profit margin will step up from -7% to 37% according to increase of revenues.

	2016	2017	2018	2019	2020	2021
Net Profit Margin	-1%	18%	21%	20%	28%	36%

Figure 5.8 Net profit margin ratio

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

From our observation, there are increasing of the renovation in Thailand, both online (shared through Facebook and pantip.com) and offline especially in the commercial building which are commonly used as accommodation and commercial office together. Together with the rising cost of land and real estate that leads to the hardship to purchase new office or house, instead renovate the existing real estate is the cheaper, more efficient and cost effective way for people to own a good house or office.

Moreover, almost of everyone we know are using the professionals related to house and decoration from who they already know or from friends and relative recommendation. Some of them found the problems of job abandonment and feel the inefficient of quality comparing to the expenses they paid.

Collumn create the opportunity for Thai people access to real beautiful quality professional portfolios for them to find ideas to create the dream home or office with the contact of the builder for them to contact directly. By having this community, all stakeholders would be granted value from each other.

The users will have variety of house and decoration styles for them to generate ideas and professional choices for them to choose.

The professionals will have another free channel to orderly collect their portfolios online and opportunity to create lead from their potential customers viewing their portfolios.

We received positive feedback from professional of the potential of benefits they would get by having us gathering their portfolios and publish online when we approach them in Architect'16 event. We are looking forward to hear from our users the value we created as well.

Because we believe that starting a business that based on solving people's problems as well as increase their joy would lead to successful and sustainable business.

From overall project, our next step plan would be to upload all projects information and portfolios we gathered and writing contents and tips to create awareness amongst the Thai people through Google adwords. We will contact our architect lists and ask them to join our website to create larger community and target to be in the middle of the housing and decoration industry.

In order to do that, we would need to partner more with photographers, hire content editors on monthly basis to create as much value to our customers as possible. Because the website traffic and the architect works we could generated are the key measurement of value we create by connecting users and architects.

By generating large website traffic, we will implement furniture selling, allowing house and decoration advertisement and website message between professionals and customers in our year 2017 plan.

After achieving mentioned plan, we will sell premium listing for professionals to become on the top architect list for the website user view before the free professional list.

Lastly, we will expand to become in the middle of Asean Economic Community which we would need local entrepreneurs to be our partner and cooperate with to create AEC housing and decoration community.

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BIOGRAPHY

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