



THE IDEA PROJECT
“SALES STRATEGY AND MARKETING STRATEGY”

BY

MS. PORNTIP SODTHIVANICH

**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
COPYRIGHT OF THAMMASAT UNIVERSITY**

THE IDEA PROJECT
“SALES STRATEGY AND MARKETING STRATEGY”

BY

MS. PORNTIP SODTHIVANICH

**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
COPYRIGHT OF THAMMASAT UNIVERSIT**



THAMMASAT UNIVERSITY
FACULTY OF COMMERCE AND ACCOUNTANCY

AN INDEPENDENT STUDY

BY

MS. PORNTIP SODTHIVANICH

ENTITLED

THE IDEA PROJECT

“SALES STRATEGY AND MARKETING STRATEGY”

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

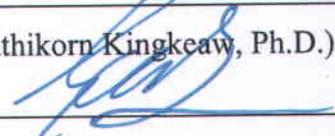
On August 19, 2016

Chairman



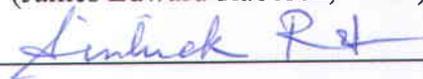
(Suthikorn Kingkeaw, Ph.D.)

Member and Advisor



(James Edward Rubesch, Ph.D.)

Dean



(Professor Siriluck Rotchanakitumnuai, Ph.D.)

An Independent Study Title	THE IDEA PROJECT: “SALES STRATEGY AND MARKETING STRATEGY”
Author	Ms. Pornthip Sodthivanich
Degree	Master of Business Administration (Global Entrepreneurship)
Major Field/Faculty/University	International Master in Business Administration Faculty of Commerce and Accountancy Thammasat University
Thesis Advisor	James Edward Rubesch, Ph.D.
Academic Years	2016

ABSTRACT

The idea project is a creative idea community which provides free online channel for creative people to share ideas. It helps designers to earn money from their own creative ideas by matching business owner’s demand and creative designer’s supply. The idea project provides job opportunity to designers and at the same time it aims to sell willingness-to-pay creative ideas to business owners. The idea project’s objective is to be a recognized creative community where many people want to share ideas, and to be idea provider that provides different values in order to attract customers to hire its designers.

The idea project’s process begins with customers filling in business owner requirement collection form. Once the project receives concept design, it will post job offer in the idea community. If there is any designer in the community interested in the job, he/she can directly contact the team. If there are many designers interested in the job, the project will send designers’ portfolio to the customer and let him choose his most favorite designer. After the team makes a deal between the customer and designer in terms of price, lead time, and format file, the team will send a concept design to the awarded designer. The design will be tested in the market before the final file is submitted to the customer.

Keywords: Creative idea community, Willingness-to-pay creative ideas, Creative idea provider

ACKNOWLEDGEMENTS

I take this opportunity to express deepest gratitude to my advisor, Dr. James Edward Rubesch for his aspiring guidance, for teaching me not only academic but also life lesson throughout IMBA course. The advice and lesson learn given by him is keep exploring all the time, do it, learn from failure and do it again. I would take his guidance along my career and my journey of life also.

I take this opportunity to express profound gratitude to all IMBA teachers, Committees and my mentors for valuable lesson to complete not only in IMBA course but also in my routine life.

I would like to thank to all classmates in IMBA Batch 11 for giving me advice and feedback. I would take helpful advice and feedback to improve and continuous develop the idea project.

I also thank to my co-founder, Miss Nutthapat Kidnithipapai who is always beside me, supporting me, contributing valuable ideas together, and sharing happiness along IMBA life.

Lastly, I would like to thank my parents, brothers, sisters, friends and colleagues for cheering me up and great support in every way. Their love and encouragement which account for everything I have achieve in education and life.

Ms. Porntip Sodthivanich

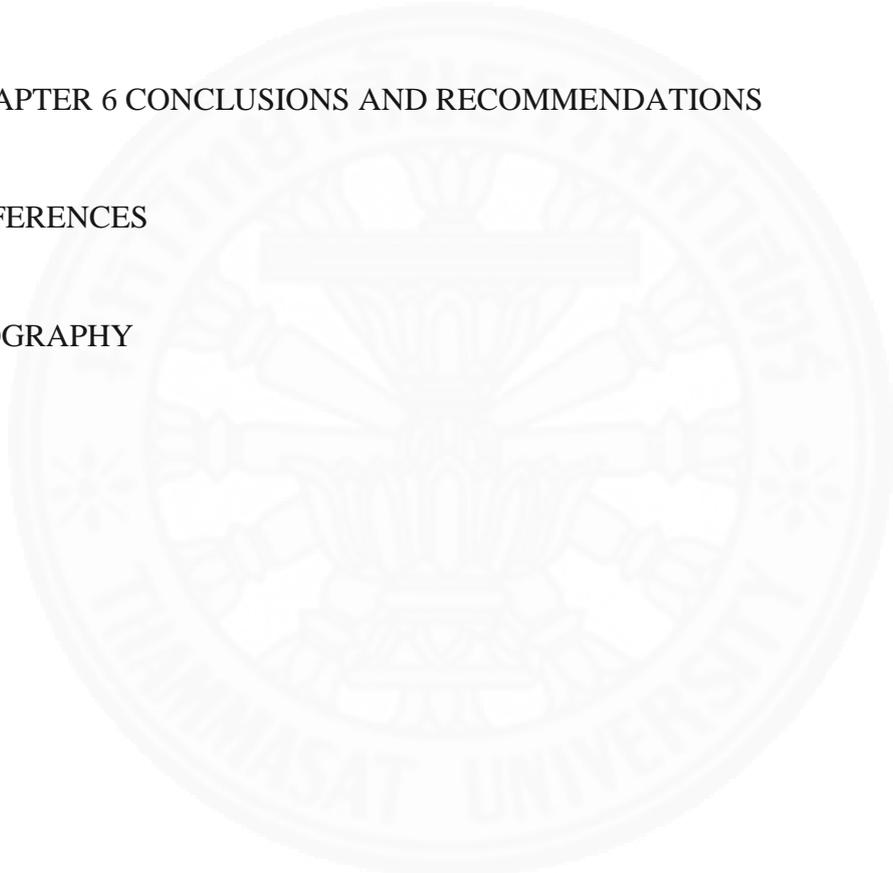
TABLE OF CONTENT

	Page
ABSTRACT	(1)
ACKNOWLEDGEMENTS	(2)
TABLE OF CONTENT	(3)
LIST OF FIGURE	(7)
CHAPTER 1 INTRODUCTION	1
1.1 Background and Industry Analysis	1
1.2 Vision, Missions and Goal	3
1.2.1 Vision	3
1.2.2 Missions	4
1.2.3 Goal	4
1.3 Current Status and Future Plan	4
1.4 Organization of The idea project	5
1.4.1 Sales and Marketing Department	5
1.4.2 Operating Department	5
1.4.3 Finance Department	5
1.5 Management Team	5
CHAPTER 2 MARKETING STRATEGY	7
2.1 Segment Analysis (Target Market)	7
2.1.1 Target Group of Suppliers	7

2.1.2 Target Group of Customers	8
2.2 Marketing Mix	9
2.2.1 Product / Service	9
2.2.2 Price	9
2.2.3 Place	9
2.2.4 Promotion	9
2.3 Competitive strategy	10
2.3.1 Threat of New Entrants	10
2.3.2 Threat of Substitute Product or Services	10
2.3.3 Bargaining Power of Customers	11
2.3.4 Bargaining Power of Suppliers	11
2.3.5 Intensity of Competitive Rivalry	11
2.4 Marketing Plan	12
2.4.1 The idea project Official Website	12
2.4.2 Facebook Post (time), Facebook Page	13
2.4.3 Designers' Facebook	14
2.4.4 Arts School / Thai university	14
2.4.5 Booth Activities	15
2.4.6 Package Promotion	15
2.4.7 Partnership	15
2.4.9 Successful Story	16
2.4.10 Upgrading levels of wage for designer	17
2.5 Brand Strategy	17
2.5.1 Brand Name	18
2.5.2 Brand Logo	19

CHAPTER 3 SALES STRATEGY	21
3.1 Sales Strategy	21
3.2 Channel Strategy	22
3.2.1 Online Channel	22
3.2.1. Offline Channel	24
3.3 Sales Policy and Process	25
3.3.1 Sale Process	25
3.3.2 Pricing	27
CHAPTER 4 OPERATION STRATEGY	28
4.1 Business owner strategy	28
4.1.1 Process to join The idea project	28
4.1.2 Process of Receiving Design Concept	30
4.1.3 Process of the idea project (Old)	31
4.2 Problems and Solutions	33
4.2.1 Problems	33
4.2.2 Solutions	32
4.3 The idea project's website	33
4.4 Result	38
4.4.1 Success Transaction	38
4.4.2 Work in process	38
4.4.2.1 First Transaction Case	39
4.4.3 Failure Case	40
CHAPTER 5 FINANCIAL PLAN	42
5.1 Revenue	42
5.2 Cost of Goods Sold	43

5.3 Selling and Administrative Expenses	43
5.3.1 Administrative Expenses	43
5.4 Pro-forma Income Statement	44
5.5 Pro-forma Statement of Financial Position	45
5.6 Cash for Projection	46
5.7 Financial ratio	46
5.8 The idea project's Net Present Value	47
CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS	48
REFERENCES	49
BIOGRAPHY	50



LIST OF FIGURES

Figure	Page
1.1 Infographic shows about freelance market (1-2)	1
1.2 Infographic shows about freelance market (3-4)	2
2.1 The idea Website	13
2.2 The idea Post Time	13
2.3 Designer's Facebook Page	14
2.4 Roadshow Activities	15
2.5 The idea's Partner	16
2.6 Upgrading levels of wages for designer	17
2.7 The idea's Facebook Page	19
2.8 The idea project's Logo	19
3.1 The idea's Facebook Page	23
3.2 The idea project at Startup Expo	25
3.3 Google Form for Designer	26
3.4 Google Form for Business Owner	27
4.1 Designer Form	29
4.2 Application Process	30
4.3 Business Owner Form	31
4.4 The idea project's Website	34
4.5 Home Page	34
4.6 Our Service Page	35
4.7 Find your Designer Page	35
4.8 Our Success Page	36
4.9 Our Partner Page	36
4.10 Contact us Page	37
4.11 Join us Page	38

4.12 Successful Transaction Lists	38
4.13 Work in Process Lists	39
4.14 Design Price and Condition	40
4.15 Facebook Advertisement	40
4.16 Price Comparison	40
5.1 Management Fee Revenue Model	42
5.2 Selling and Administrative Expenses	43
5.3 Projected Income Statement of the year ended 2016-2021	44
5.4 Projected Statement of Financial Position of 2016-2021	45
5.5 Projected Cash Flow for the Year 2017-2021	46
5.6 Financial Ratio	46
5.7 Net Present Value	47

CHAPTER 1

INTRODUCTION

1.1 Background and Industry Analysis

The idea is a small business started by one of the initiators who wanted to start online clothes shop. She wanted to have a channel to promote her business within limited budget; however, she could not realize her goal because cost of hiring freelance or artwork company was too expensive.

From this problem, the team came up with an idea to create idea community to collect designers who want to get a job. Then, the team started to explore the market. Freelancing has risen as a proper profession, churning out successful entrepreneurs and famous online influencers over the past few years. With the growing perception amongst the global workforce that corporate jobs bring in shackles on what we call having a life, the growth spurt in the number of freelancers has been staggering.

It is interesting to note that the surge has been the highest in the Asia-pacific region. This is remarkable as it is these people who constitute the world's major elite workforce. People from various professions like accounting, finance, management, art, design and content are increasingly taking a leap of faith and jumping into freelancing.

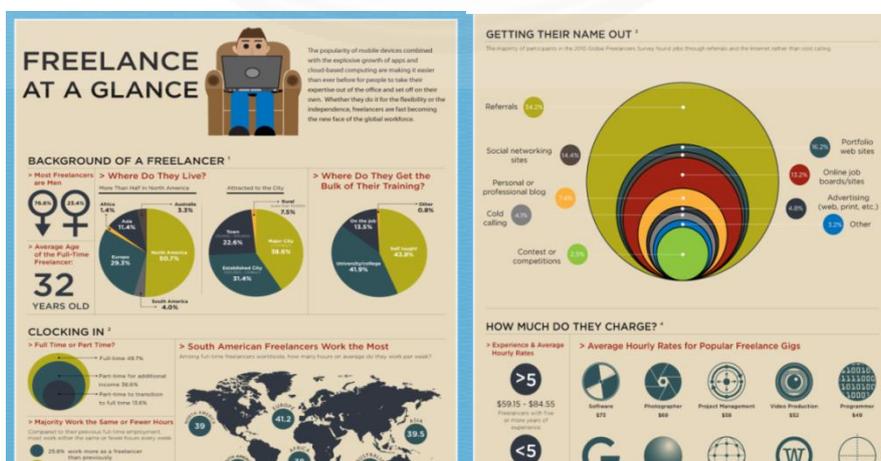


Figure 1.1 Infographic Showing Data about Freelance Market (1-2)

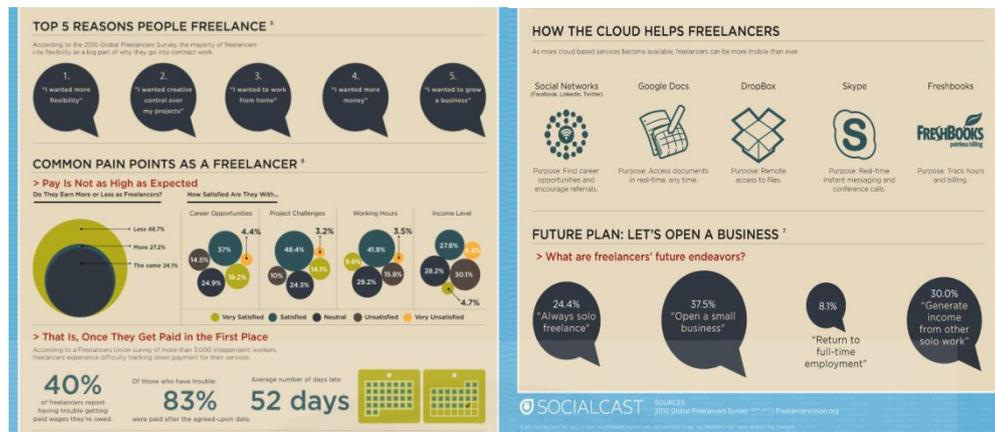


Figure 1.2 Infographic Showing Data about Freelance Market (3-4)

1. It can be clearly seen that there is worldwide surge in freelance activity. The global statistics are clear enough. More than half of the world's freelancers are still North American. But it is believed and the following stats show that there is a hidden catch. Most of these North American freelancers are the pioneers and their successors who ventured into online freelancing in the early days. The work volumes today are outsourced by them to subsequent freelancers who are new and willing to work as subsidized rates. These people are the freelancers from other parts of the world. As shown, the biggest chunk is provided by the Asia-pacific that is almost 15%.

2. This can be verified by the number of hours these freelancers work per week. Asia pacific freelancers work the most when there stats are accumulated together. This proves that increased freelance work volume is flowing towards them as they work an average 40 hours a week.

3. Another interesting fact is that 49.7% of these freelancers are full timers. This means that there is trademark shift in ideology. More and more people are attracted towards the idea of work from home which guarantees independence and higher quality of life. This is supported by the fact that people opt for freelancing even though almost 49 % agree that the reimbursement is less in the struggling phases. This means a greater focus on quality of work, satisfaction of life and mental peace.

4. Towards the end of the infographic, it can be seen that there is a passive entrepreneurial streak in these freelancers as most of them are inclined towards running their own sole or small firms. (Freelancerunion,2015).

In year 2016, Thailand Economic growth is 2.5-2.3% (average growth is 3%), Thai government continues injecting huge money in economics system in term of investment side, private sector side (including SMEs and startup business) and consumer side as follows:

- Government has invested in infrastructure investment that is called “Mega project” especially in transportation project. Logistic business, construction business and construction material business will gain benefit from this investment.
- Government has recently released government spending policy that amends the personal income tax deduction and allowances. Tax policy will stimulate economic growth since customers will purchase more products and service. Private sector will earn more money especially during long weekend (Songkran Festival).
- Recently commercial banks have decreased loan interest rate in order to stimulate business owners (SMEs and startups) to invest more in business and expand business (Kasikorn Research, 2015).
- Entrepreneurs will gain benefits from all of positive factors, so SMES and startups will register more new businesses in the year 2016. New business need to spend money on marketing activities in order to promote their businesses so The idea project’s service will take this opportunity.

1.2 Vision, Missions and Goal

1.2.1 Vision

The idea will be a community in which customers can buy willingness-to-pay creative ideas from designers who can get a job opportunity by using The idea project’s service to appropriately match demand and supply.

1.2.2 Missions

- Creative idea provider: The idea provides willingness-to-pay creative ideas for buyers.
- Community center: The idea is a center for everyone to exchange creativity and information with each other.
- Job opportunity: The idea provides job opportunity for designers who want to make money and promote their own works.
- Marketing tool: The idea provides business promotion materials via online and offline channels.
- Convenient place: The idea provides service as middleman to help the clients and suppliers.
- Reliable place: The idea uses professional company to do marketing research to support the design.

1.2.3 Goal

The idea's shared goal is to be a well-known and sustainable creative idea community in Thailand and South East Asia. To be specific, The idea's goal is to be number one recognized community platform for creative ideas where designers can make money from their skills and exchange creativity and information to one another. For business owners, the idea provides willingness-to-pay creative ideas in order to promote their own business.

1.3 Current Status and Future Plan

Using business owner model that provides willingness-to-pay creative ideas for business owner, the team has already completed 3 successful transactions. The designers got job awarding and the clients got willingness-to-pay creative ideas. Currently, there are 5 works in process. The clients have already filled in business owner Google form and are in the process of choosing their most favorite designers. At the same time, the team continues the marketing strategy for both designer and client's parts. For designers, the team has arranged roadshows at Thai universities and art schools and distributed The idea project's brochures. For clients, the team has

joined start up events and been to co-working spaces to distribute the brochures in order to promote the project.

The idea plans to find more customers and designers aiming to have more transactions in the idea community. Therefore, in customer part, The idea project keeps doing the marketing plans for both designers and customers. Both online and offline channels for customers, suppliers and visitors have been developed so that they know more about the project. Moreover, the team plans to create more standard business platform and present to investors.

1.4 Organization of The idea project

1.4.1 Sales and Marketing Department

This department has an important role to drive business. It analyzes internal and external factors and comes up with value that match customers' need to set marketing strategy in order to attract customers to buy designs and designers to join the project. It also has to set strategy to boost sales.

1.4.2 Operating Department

Operating Department's duty is gathering designers' and customers' information. It has to consider how to collect data and set up process of The idea and how The idea works. It sets strategy that makes information flow in process and creates more standard platform to decrease complexity of workflow.

1.4.3 Finance Department

This department is responsible for revenues, costs and expenses. It has to define strategy in order to minimize costs, increase profit margin and that the project's shareholders get return every year.

1.5. Management Team

The idea project team is consisted of 2 co-founders who have experiences and background in accounting, finance and economics. Both of the team members are interested in creative design and fashion. The team members are as follows:

1. Ms. Nutthapat Kidnithipapai, holding Bachelor Degree in Economics from Kasetsart University. She has experiences in finance and banking for 3 years and takes care of Accounting and Operating Departments of The idea project.
2. Ms. Porntip Sodthivanich, holding Bachelor Degree in Finance from Kasetsart University. She has experiences in finance for 4 years and takes care of Sales and Marketing Departments of The idea project.



CHAPTER 2

MARKETING STRATEGY

2.1 Segment Analysis (Target Market)

The idea is doing a creative idea service business by matching client's demand and creative designer's supply. Primary target markets are existing or new business owners of both startups and SMEs. The selected targets are these groups of people because they need to attract more customers and increase their sales by creating brand awareness from creative designs. Moreover, growth rate of starting new business is still increasing in Thailand and overseas. Actually, they have limited budget to buy creative designs.

Segment analysis of The idea project categorizes the target into two. Based on the project's operation, the target groups are divided as suppliers and customers.

2.1.1 Target Group of Suppliers

From the study and interview, some creative designers cannot get the job opportunity. The main reason is that they cannot reach the right target group of customers and the other reason is that there is high level of price competition. Some creative designers do not have bargaining power to negotiate with the customers who need a cheaper price design. There are 2 groups of suppliers as students and freelancers.

Firstly, the focused supplier group is "student designers". Having few experiences, most customers do not give a job to them even though they have their own style of creativity. Furthermore, student designers cannot reach the right target group of customers because they do not have marketing skills.

Secondly, the study focuses on "freelance designers". Due to high price competition, designers have to compete more tensely with design companies in order to get a job. In addition, business has recently invested in creative design with limited budget. So, the first condition to select designer is price. Actually, designers

do not try to negotiate on price because they think that their creativity is intellectual property and unique.

The business has been promoted to all these target groups of suppliers via online channels such as Facebook and The idea project website. The team has also tried offline channel by promoting and distributing brochures at school of arts such as Faculty of Fine and Applied Arts, Chulalongkorn University. The promotion activities would help designers know more about The idea project and attract them to the community.

2.1.2 Target Group of Customers

Target customers are business owners who accept and see value of creative ideas.

Firstly, the team focuses on “new business of both startups and SMEs”. Increasing growth rate of new business starter implies that there is higher level of business competition. They need to find something interesting to attract the customers. Promotion channels used have creative or attractive designs such as poster, brochure and etc. However, the business has limited budget on creative designs. They usually deal with designers who can offer them cheaper price.

Secondly, the team focuses on online business. There are new online businesses coming to the market every day. To do online marketing, business owners need to find interesting materials in order to reach more customers. Generally, online business has a little budget to buy creative designs. Most business owners try to save their budget by using in-house design service. However, this method cannot attract as many customers as they want.

Lastly, the team focuses on existing business. Recently, there have been many businesses which have a little sales growth rate because they do not know how to attract customers. One more factor besides product quality that business owner should be concerned is doing online marketing by using creative designs.

2.2 Marketing Mix

According to the market exploration by interviewing designers and business owners, the team sees the opportunity of creative ideas business as the value created can be transferred to the target groups of suppliers and customers.

2.2.1 Product / Service

The team provides job opportunity for creative designers from business owners who want to buy creative ideas with willingness-to-pay price. The team tries to appropriately match demand and supply and provide more options for the customers. The project's service is fast, easy to deal with and flexible without any conditions.

2.2.2 Price

The team prices the service by marking up from the designer fee to cover the operating cost. The price is compared with current designer's fee in the market in order to ensure that it is fair and it is not too high. The team bears in mind that the target customers would compare the price with the creative designs they will get.

2.2.3 Place

The team aims to make the service available on online channel as on The idea project website, Facebook Fan page and Line official as e-commerce business. They are the easiest ways to access and have the highest traffic e-commerce channel in Thailand. Moreover, the team aims to set up The idea project's booth in universities and business events to create brand awareness.

2.2.4 Promotion

The service has been promoted on The idea project website, Facebook Fan page, creative designers' Facebook and other creative idea communities related to Facebook group. Together with online channel, the brochures have been distributed in business events and Thai art schools. The team communicates with the target groups to make them know about The idea project's activities which provide job opportunity for designers, sell willingness-to-pay creative idea to business owners

and aim to make student designers know that they can earn money from their creative skill. Also, the team wants to instill responsibility in them before the students graduate.

2.3 Competitive strategy

The team analyzed the competitiveness in the freelance industry by using Porter's Five Forces Analysis to strengthen the business model in the current market condition.

2.3.1 Threat of New Entrants

The threat of new entrants for The idea project is quite high. It is operated as an online community of creative ideas. It is a low operating cost business which allows everyone to get in. There are online channels such as website, Facebook, Instagram and other applications which are free of charge so everyone can start online business easily. This includes creative designers who are able to directly get a job from customers or business owners.

For this matter, the team plans to decrease the threat of new entrants by providing more alternatives for customers and suppliers. The idea project will be creative idea center for both target groups. Customers will get extra designs as alternatives for their job from one or two designers. For suppliers, they can get more jobs at the same time.

2.3.2 Threat of Substitute Product or Services

The substitute service is freelance market website. Customers can easily select a designer and give him a job without agency. However, customers can select a designer without negotiating on price. Its condition is not quite flexible, for example, if a customer does not give designer sufficiently detailed information, he will not be responsible for anything wrong and will not edit the work as requested by the customer. Moreover, the clients do everything on website so they cannot inform special details whenever they want. The idea project is different from other freelance market websites since it provides an opportunity for customers to inform special

details and they can negotiate for a lower price. Customers can talk with The idea project directly for clearer information on the job.

2.3.3 Bargaining Power of Customers

As The idea project aims to sell willingness-to-pay creative ideas to business owners, bargaining power of customers depends on the complexity of information and given deadline. High complexity of information and close deadline decreases their bargaining power. Moreover, the project offers good service of providing creative idea with willingness-to-pay price that should affect them by having high switching cost to other freelance markets. There are not many official online creative idea providers with marketing research available for the customers. So we gain the competitive advantage of being unique service.

2.3.4 Bargaining Power of Suppliers

We have bargaining power of suppliers which depends on their experience and education. If designers have a lot of experiences or good education background, they usually ask for more money for each job or select the job that they want to do. However, the team controls this bargaining power by negotiating and making them know about the benefits of working with the project. They will feel free to work with the team and get paid on time.

2.3.5 Intensity of Competitive Rivalry

The idea project's competitors are the freelance markets which provide commercial websites for customers to select designers for their jobs. The project is different from them since it provides;

1. More alternatives: the project provides customers with more designs than usual. Customers will have more options to select the best one for their work.
2. Marketing research: besides designers' work, the project provides marketing research service for customer's job. There will be creative ideas with business reference.
3. Flexibility: the project provides flexibility for customers to add or improve any details for one more time with no extra charge before the first draft's due date.

4. Reliability: the project is the official middleman to provide creative ideas in opposite to those who individually provide on Facebook.

5. Social responsibility: the project is encouraging student designers to earn money with their creative skills and practice to have work responsibility before entering the real working life.

6. Price negotiation: the project gives opportunity for customers to negotiate on the price. They can inform the team how much they are willing to pay.

2.4 Marketing Plan

Marketing plan is about plan, schedule, method, activities and tools used for making other people know about The idea project, increase purchasing and selling transactions and also other activities provided by the project.

2.4.1 The idea project Official Website

The team creates The idea project's official website for customers and designers who would like to join. On the website, the interesting website contents are designers' portfolios. The team collects their designs and shows them on the website. The customers or visitors are able to see every designer's portfolio without any condition. It can help customers make a decision to choose the right designers for the job. The project's website also informs both prospective designers and customers how to join the project. It uses this channel to create brand awareness because it is more official than Facebook and more effective in creating awareness.

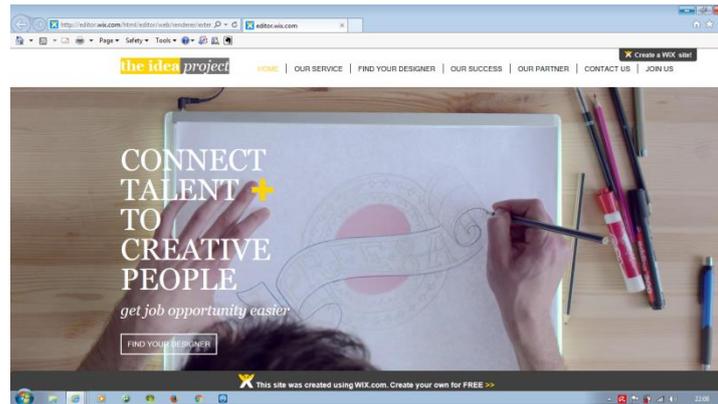


Figure 2.1 The idea Website

2.4.2 Facebook Post (time), Facebook Page

Recently, there have been many designers posting their own creative ideas on the project's Facebook page. The team, therefore, keeps reposting them whether they are creative drawings or illustrations or some interesting events about creative ideas every day. The team announces job opportunity on the page. The team schedules the post according to the time the team has updated contents for audience and the other period of time as to keep the timeline updating. Moreover, the team members set the official post to clarify who they are and what they are doing as to keep visitors know about them.



Figure 2.2 The idea Post Time

2.4.3 Designers' Facebook

The team keeps inviting as many designers to the project as possible. Having more designers means that customers will have more alternatives or more options for their own work. The team realizes that posting artwork to invite designers to the project is not effective way but directly approaching their Facebook pages or other social media channels gives better result.



Figure 2.3 Designer's Facebook Page

2.4.4 Arts School / Thai university

The project team got permission from some schools of arts to distribute the project's brochures such as Faculty of Fine and Applied Arts, Chulalongkorn University, Silpakorn University and Viridian Academy of Arts. The project team aims to get more permission from arts school in order to attract more target group of suppliers.



Figure 2.4 Roadshow Activities

2.4.5 Booth Activities

Currently, the team plans to have booth activity where there is business event. The goals of this are to meet the target groups, to communicate about what the project is selling by distributing brochures and offering the service. The team also aims to get feedbacks and opinions from business owners on the operations and business. Moreover, the team presents the project in community areas where it is believed to get closer to the target clients.

The plan is to continue setting up a booth in other kinds of business events such as consumer product fair.

2.4.6 Package Promotion

The team plans to create interesting package to increase numbers of buying transactions. The plan is offering a package which is consisted of different kinds of creative ideas whether it is logo, brochure, poster, Facebook cover and Facebook frame. The customer can get a selective package in cheaper price than buying only one material.

2.4.7 Partnership

Currently, the team is dealing with DB4Business.com which is online marketing solution provider for SMEs. DB4Business.com provides service of doing business and marketing research for business. It can help business to analyze the current and future market by creating a survey in many languages (if the target groups of customers are international markets). Moreover, DB4Business.com will survey in the real area and report the feedback and possibility of each area.



Figure 2.5 The idea's Partner

The team is interested in this company as The idea project outsources it to do marketing research. It can make The idea project's work more reliable and interesting since the customers can see that the design they pay for will be marketable in the real situation.

The team is also dealing with Viridian Academy of Arts which is located on Dinsor Road, Bangkok. This art school is an educational institution with a primary focus on the visual arts, especially illustration, painting, photography, sculpture and graphic design. The idea project approached the school and gave the project's presentation. The school is interested in the project's business value and operation. They would like to be the partner by promoting this business to designers in the school and providing their profiles to the project. So The idea project has another channel to find more creative designers.

2.4.9 Successful Story

The idea project aims to create "Brand Trust" to both designers and customers. We believe that when both target groups have trust on us, they would think of us for their needs.

In order to keep existing designers and attract new one, The idea project plans to present a successful story of designer who gets a job from us in the public channels. The contents of the story start from the designer join us till he gets a

job and gains money. The story will tell the audience about the benefits for designers when they work with us and also make this strategy to create designer recognition to people.

For customers, The idea project plans to create an impressive story of customer who decides to use our service. The story aims to point out the convenience, flexibility, punctuality and affordability for customers.

The idea project plans to use this strategy to communicate with audience that besides money, we concern more about the other factors affecting to their satisfaction and relationship.

2.4.10 Upgrading levels of wage for designer

The idea project plans to create an interesting platform to keep designers' loyalty. From our exploration, we found that designers need job opportunity whenever they ask for and surely more wages for their live. We plan to create "Upgrading level of wage for designer platform". For example, a designer gets the first job from The idea project, he actually gains 100% of design price. Until, designer got 5 jobs, they will gain 105% of design price for the next job.

Job	Design price	Designer wage	Percentage
1 st job	500	500	100%
2 nd job	800	800	100%
3 rd job	1,000	1,000	100%
4 th job	1,200	1,200	100%
5 th job	1,500	1,500	100%
6th job	2,000	2,100	105%

Figure 2.6 Upgrading levels of wage for designer

2.5 Brand Strategy

The team aims to communicate the brand to all targets to be aware of the project's positioning. The idea project is a center of creative ideas which tries to

appropriately match buyers and sellers and also a sharing community for drawing techniques or any information about creative ideas. The project would also like to be a learning community for everyone. The team is pleased to provide beyond expectation service to all targets at any time.

Currently, The idea project is the only place for student designers and freelance designers who want to make money from their creative ideas and also designers who want to accumulate more references of work in the portfolio.

The team has created brand name and logo to help building strong brand and to be signature of the business.

2.5.1 Brand Name

The word “The idea” was selected to show uniqueness and creative idea the team wants to communicate with designers and other prospective suppliers to understand about the business. “The idea” is used to clarify that idea should be only one, unique and show individual designer’s style.

The team did some interviews and asked about the name “The idea” to test whether everyone understood the concept or not. The team tried to find other names such as “Creative idea community” and “The sharing idea” to compare with the current one, however, these names were not as good, short and easy to remember or say as the original one.

For the Facebook page, it is not easy to convince people to visit it if it is not the agenda they are interested in. So, the team decided to add more wordings to the Facebook page name as **“The IDEA แหล่งรวมไอเดียวาดรูป-แหล่งพบปะของนักออกแบบ-รับออกแบบโลโก้&Artwork”**



Figure 2.7 The idea's Facebook Page

2.5.2 Brand Logo

As the business is providing job opportunity for designers and selling creative ideas to business owners, the team desires to have a clear logo which can clearly communicate.



Figure 2.8 The idea project's Logo

The idea project's logo having the phrase "The idea project" in the center can clearly communicate. Casual handwriting style is used to show freedom. Moreover, a light purple circle around the name shows modesty. The team desires that the logo is easy to remember so the logo does not have too many details inside.

The idea project wants to communicate freedom of ideas and people's creativity which is unlimited. Everyone can make money from his or her

own creativity. There should be transmission of creativity from one to another. So the team creates this creative idea community as world of business and education.



CHAPTER 3

SALES STRATEGY

3.1 Sales Strategy

The team came up with an idea to be a community center of designers (suppliers) to sell and business owners (customers) to buy willingness-to-pay creative ideas. The team wants them to think of the project whenever designers want to make money from their own ideas and business owners want fresh and creative materials to promote their own business with willingness-to-pay price. Both target groups need not to spend too much time to accomplish their goals but they can use the project's service to make them more convenient.

The idea project provides flexibility for suppliers and customers. When suppliers ask for more or specific jobs, the project will provide suitable ones for them suddenly. For customer side, when they ask for adding more details for their works, the project gives them one more time with no extra charge before the first draft due date. It is additional service provided for the customers. Moreover, there is special option for customers to have marketing research for design. The project offers basic marketing research to complicated work which is analyzed by professional outsourced marketing analyst. So, the clients will be able to do business with more confidence.

Price negotiation is one of the most important attractions for the service. The team gives permission to both target groups to have this bargaining power. The project will be a middleman to find the most suitable price for suppliers and customers because it knows that there are many factors affecting the price whether it is complexity of works, duration of works, and experience of designers and file type.

The team has participated in business events to observe the industrial trend and customers' demand to find the best way and method to buy and sell creative ideas in the market and try to find the way to make the business reliable and sustainable in the future. The team needs to create impact on this market and makes the target customers understand the value of the project's service.

The team has to make them believe that creative idea does not have to be expensive so that the project can reach more target customers and offer them the service.

The team has explored and experimented many strategies to expand the market and increase sales service volume.

3.2 Channel Strategy

The team started business by choosing the cheapest way to be the first platform. Online channel is the main platform according to industry analysis. E-commerce trend has high potential to reach the right target groups of suppliers and customers but in the initial state. The team also looked for the cheapest offline channel to set a roadshow, booth and business event to promote The idea project and be the way to let people know more about it and go to the main platform. These methods enable the team to create the idea community to be more interesting and make any transaction faster.

3.2.1 Online Channel

Facebook is the first platform of The idea project and has been used since January 2016. In the first three months, the Facebook page was so popular. Every day, there were new visitors and designers sharing their own drawings or graphic designs. The team could promote the project to the visitors and many interest people. The success was counted by number of “Like”. Moreover, the team has tried to post information about interesting campaigns and other news about art exhibitions on the page. The team also posted about the services and contact details to contact the project on Line official and Facebook inbox and wall.

The team plans not to use Facebook advertisement service for a year to test the power of contents and to improve the team’s marketing skills.

Learning from this online channel by visiting designers’ Facebook pages or individual Facebook page, the team found the designers have tried to share

their own drawings or creative ideas via public channels. They have also posted about their services for anyone who wanted their creative ideas in various ways.

Website is the second platform that the team has used and it has become the main one of The idea project and is more official than the Facebook page. When the team has presentation to the partners and customers, the websites will be displayed to them. The idea project creates simple yet interesting contents for the visitors. The team has collected every designer's portfolio and showed them on the website for the customers to see and choose.

Using this online channel, the team has learned that it is more convenient for the customers to see every designer's portfolio when compared with one-way communication that the team sent all information by e-mail in the past since it had limited capacity. Moreover, the team informs all the visitors of contact details. There is also a message box for them to leave any comments or text to the team members directly. The idea project aims to keep developing the website to have more creative and interesting contents.

From the marketing strategy, the team has tried to repost the designers' drawings and promote the official website everyday between 5pm-10 pm. which can attract new visitors to reach the page and click "Like" to follow it.



Figure 3.1 The idea's Facebook Page

Line official and Facebook inbox are the easiest ways to communicate with the customers and suppliers. All designers can add The idea project's Line official (@theideaproject) to receive information and job announcement provided for them. For the customers, they can add Line official or Facebook inbox to order creative designs.

The team also leaves comments in individual designers' Facebook page and links them to the project's page so they can easily access it and share their own designs on the project's page which can attract new visitors to The idea project's Facebook page as well. The team has learned that doing marketing via online channel is so important for current startups and SMEs because they can reach target groups of customers or suppliers more easily. Online channel is free and gains much awareness from visitors.

3.2.1. Offline Channel

The team looked for business events in other kinds of industry relating to the creative idea business such as consumer products to promote The idea project and reach more customers. The team desired to get free entry to business events because in the first phase, there was limited budget for setting up booth at events. The team believes that every kind of business needs creative materials to attract more customers and increase sales, so it is a good opportunity for the project to make money from it. Both offline and online channels can help build brand awareness and trust.

The first business event the team joined was "Startup Thailand 2016" in Bangkok. The team went to this event and tried to approach business owners by distributing brochures and talking to them. Using this method, the team could get more customers and complete transactions. There have been more business owners and visitors knowing about the project and starting to contact the team for more information.



Figure 3.2 The idea project at Startup Expo

From the initial plan not to invest in business event entrance fee or setting up the booth, the team has changed it. The idea project is now willing to pay for the business event that has potential to attract more visitors. However, the team is still promoting the business by distributing brochures to business owners in free-entry events.

3.3 Sales Policy and Process

The idea provides four ways to communicate with suppliers and customers; The idea project's website, Facebook inbox, Line official and Google form. When both target groups want to use the project's service, they all have to fill in the Google form provided. There are 2 types of the forms for different target groups. The first one is for customers; they have to inform what they want, deadline, special requirements and other conditions. The other is for suppliers. They have to introduce themselves and art creativity they are good at which is like an application form.

3.3.1 Sale Process

- The customer sends confirmation via Line official or Google Form.
- The team posts job details to designers via Line official.

- The team clarifies the details and deadline to designers who wants to get the job. (In case no one is interested in the job, the team will directly approach them and try to find two or three designers for the job).
- The customer needs to pay 50% of design price in advance before starting the job. The idea project will transfer money to the designer suddenly.
- The idea project sends the first draft to the customer.
- The customer gives comments and gets feedbacks to improve the first draft.
- The idea project contacts the designer to improve the design according to customers' feedbacks.
- The designer sends the second draft to the team.
- The idea project sends the second draft to the customer. If the customer accepts this, he needs to pay the rest of 50% and the team will transfer money to the designer.

Noted The job's condition is to allow 2 revisions of work per order.

The screenshot shows a Google Form titled 'The IDEA แหล่งรวมไอเดีย' (The IDEA Idea Hub). The form is in Thai and contains the following sections:

- ประสบการณ์ทางด้าน การออกแบบ** (Design Experience)
- มีประสบการณ์ในการ ออกแบบมาแล้ว (ปี) *** (Have you had design experience (years) *). Below this is a text input field labeled 'คำตอบของคุณ' (Your answer).
- ความถนัดในการออกแบบ *** (Design specialties *). Below this is a text input field labeled 'คำตอบของคุณ' (Your answer).
- ผลงานที่ผ่านมา *** (Previous works *). Below this is a text input field labeled 'คำตอบของคุณ' (Your answer).

The form also includes a header with the title 'The IDEA แหล่งรวมไอเดีย' and a search icon. There is a section for 'โอกาสดีๆ มาถึงแล้ว' (Great opportunities are here) and a list of instructions for designers to join the project.

Figure 3.3 Google Form for Designer

The screenshot shows three browser tabs for 'THE IDEA PROJECT' on Google Docs. The first tab displays the form's title and a requirement form for business owners. The second tab contains three questions: 'แนวคิดธุรกิจ :: Business concept *', 'แนวคิดสินค้าที่ต้องการออกแบบ :: Product concept *', and 'หน้าที่ใช้สอยหลัก :: Main product function *'. The third tab contains three questions: 'วิธีการส่งผลงาน :: Contact method *', 'Price / Sharing profit for designer' (with a note about a 5-15% fee), and 'Special requirement :: รายละเอียดเพิ่มเติม *'. Each question has a 'Your answer' input field.

Figure 3.4 Google Form for Business Owner

3.3.2 Pricing

Service price is set to cover all costs and profit margin. Costs are from The idea project's operating cost, designers' wages and marking up of 5-15% from total costs. Normally, the team charges service fee at 10% but it depends on negotiation among The idea project, the customers and the suppliers.

CHAPTER 4

OPERATING STRATEGY

4.1 Business owner strategy

Based on the experiment, it is found that business owner strategy or agency model is working well. Designers receive more income in a tangible way compared to other methods.

The idea project's advantages

- For designers, The idea project lets them set design price and design condition and charges management fee of 5%-10% from design price. If the client is not satisfied with the design price, he/she can negotiate in order to find equilibrium design price.
- For customers, after they inform about design details via Google form, the team will send designers' portfolio that match their requirement. They are free to choose his/her favorite design to do the job. In addition, "market research" option is provided to do marketing test before it is submitted to the clients which is the project's advantage.

4.1.1 Process to join The idea project

Required designers' details are their background, competence, capability and portfolio so the team prepared designer form (application form) in order to gather information as designer's data base.

THE IDEA PROJECT
:)
ยินดีต้อนรับดีไซน์เนอร์รุ่นใหม่ทุกท่านค่ะ
*จำเป็น

ข้อมูลทั่วไป

ชื่อ - นามสกุล *

คำตอบของคุณ

วัน / เดือน / ปี เกิด *

วันที่

การศึกษา *

กำลังศึกษาอยู่

Figure 4.1 Designer Form

The designer form is composed of three parts. The first part is general information; name, education background, and contact information. The second part is designing experience; designer's experience, skills and period. The last part is design price. The price is grouped based on design type as logo and Facebook Advertisement design price. Benefit of designer database is having information on design period and design price, so the team can estimate preliminary price when business owners ask for design price.

After filling the Google form, the team will brief on application process on the Facebook page as follows;

- Adding official line @theideaproject
- Filling designer form (application form)
- Sharing design on The idea Facebook page



Figure 4.2 Application Process

After receiving primary information, the team will directly contact the designers via e-mail or Line to ask for their portfolio. The idea plans to create website to show designer's portfolio to collect as many portfolios as possible. When the team receives them, the team will categorize them based on design skills in order to match the designers' profiles and customers' requirement right away.

4.1.2 Process of Receiving Design Concept

Before forwarding design concept, the team needs to know preliminary business owner's information such as design type, design concept, design budget and timing so the team prepared business owner form to build business owner database.

Figure 4.3 Business Owner Form

The business owner form contains information on business type, business concept, product concept, main product function, target customers, appointment date and submission method. In addition, the team allows the client to arrange priority of function, price, creativity, safety and material. After getting the primary information, the idea will consider it. And if more information is needed, the team will call them.

4.1.3 Process of the idea project (Old)

- The idea got customers from startup event, co-working space to create contact database.
- The idea sent Google form to customers and lets them fill to get primary information and called back if more design details were needed.
- The team posted job in the idea's Line official. If there was any designer interested in the job, he/she could directly contact us. If there

were 4 people interested in the job, the team would send portfolio of the 4 designers to the client.

Portfolio sending method

1. The idea sent each designer's portfolio via e-mail (old method).

Pros:

The idea could send designers' portfolio immediately after receiving it from the designer.

Cons:

If portfolio size was more than 25 MB, it could not be sent to the customer. Moreover, it took a long time to download and upload each portfolio.

2. The idea collected designers' portfolio as Microsoft PowerPoint format and sent files to customers via e-mail.

Pros:

Customers received one file and did not need to download each portfolio file.

Cons:

If the portfolio was too large and more than 25 MB, it could not be sent to the customer.

3. The idea created the idea designer portfolio folder in Google drive. This folder contains designer portfolio and the drive will be shared to the customers. So, they can login email and see designer's portfolio. (current method)

Pros:

The team can upload designers' portfolio as much as needed because the portfolio size does not matter on Google drive. In addition, the customer can login and choose their favorite designers based on his/her style.

Cons:

Stable internet connection is needed to upload the portfolio. If there is bad internet connection, it cannot be seen on the Google drive.

- Customer chooses his favorite designer and the team will directly contact him/her for him.
- The team makes a deal between customer and designer about price, time, design format e.g. jpeg file, ai file and submission method.
- After agreement, the customer pays 50% of the design price in advance.
- Designer starts the design process; sending design draft and editing it as agreed.
- If customer does not need the designer to edit the design, the designer can send the final file to the customer who will pay the remaining 50%.

4.2 Problems and Solutions

4.2.1 Problems

Operation activities such downloading portfolio, uploading portfolio and sending many emails to customer takes time because portfolio size is larger than 25 MB.

4.2.2 Solutions

A platform takes place to create system and save time for operation. This platform could access both designers and customers so the team created the idea project's website.

4.3 The idea project's website

The team created the website having 6 pages as follows:

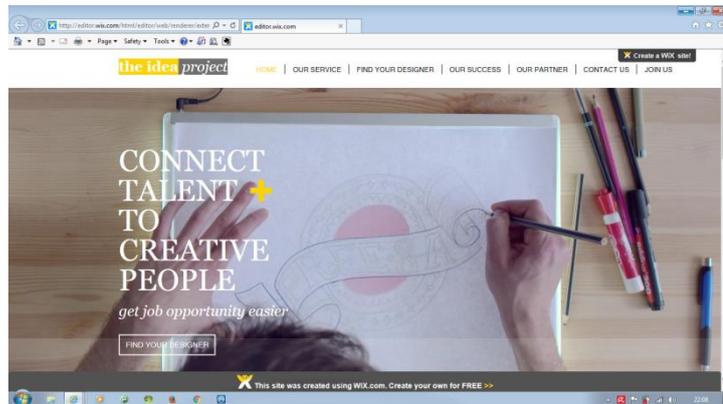


Figure 4.4 The idea project's Website

Page 1: Home Page

This page tells story and background about The idea project; what The idea project is and how The idea project comes from.



Figure 4.5 Home Page

Page 2: Our Service Page

This page tells about what The idea project does and how services are divided for designers and customers. In addition, advantages of The idea project and how The idea project is different from others are explained.

For Designer เราจัดหางานให้ดีไซน์เนอร์ที่ต้องการออกแบบเพื่อส่งเสริมให้ดีไซน์เนอร์มีรายได้ระหว่างเรียนและเพื่อเพิ่มงานลงใน portfolio

For Customers เรารับออกแบบสื่อและให้คำปรึกษาเพื่อโปรโมทธุรกิจทุกรูปแบบ ไม่ว่าจะเป็น Logo, Poster, Brochure, Graphic, FB Cover, Product Design ในราคาที่สมเหตุสมผล

ข้อได้เปรียบของ The idea

- สำหรับดีไซน์เนอร์ ทุกครั้งเวลาดีไซน์เนอร์รับงานจาก the idea. The idea จะเปิดโอกาสให้ดีไซน์เนอร์เสนอราคา ค่าออกแบบ ตามความเหมาะสมของเนื้อหา
- สำหรับธุรกิจ หลังจากที่ถูกค่าแจ้งรายละเอียดงานออกแบบใน google form แล้ว the idea จะส่ง portfolio ของดีไซน์เนอร์ที่ตรงกับงานออกแบบ ในครั้งนี้ให้กับลูกค้า โดยลูกค้าสามารถเลือกดีไซน์เนอร์ที่ถูกใจให้มาออกแบบให้กับลูกค้าได้

Want to work with the best?
We can't wait to help
you get started.

APPLY NOW

Figure 4.6 Our Service Page

Page 3: Find your Designer Page

This page is the idea project’s highlight page because it solves problem on sending the portfolio. The idea tends to show online designers’ portfolio in its community. Customers visit the page and choose their favorite designers.

Let know more your
designers here is
designer'portfolio



Figure 4.7 Find your Designer Page

Page 4: Our Success

This page shows designers' portfolio comprising jobs from The idea project.

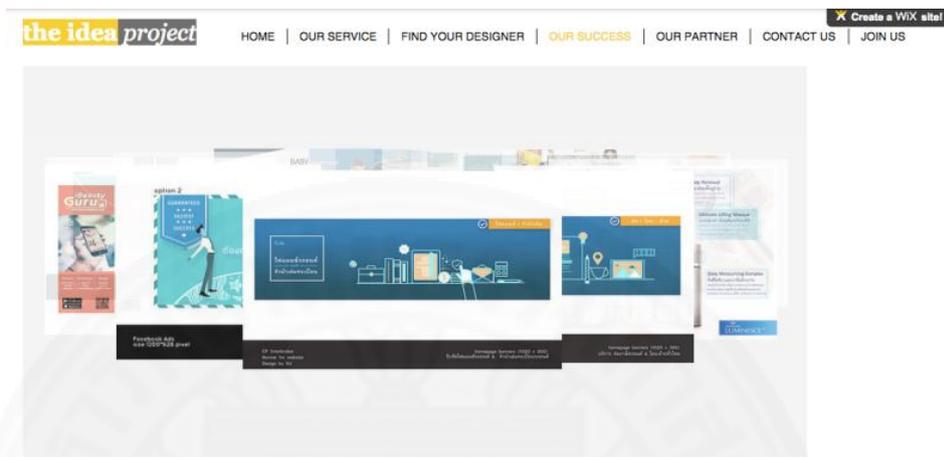


Figure 4.8 Our Success Page

Page 5: Our Partners

This page shows list of partners. The idea plans to increase number of designers in the community so it coordinates with universities and art schools. For now, the project is partnering with Chulalongkorn University, Silpakorn University and Viridian Academy of Art

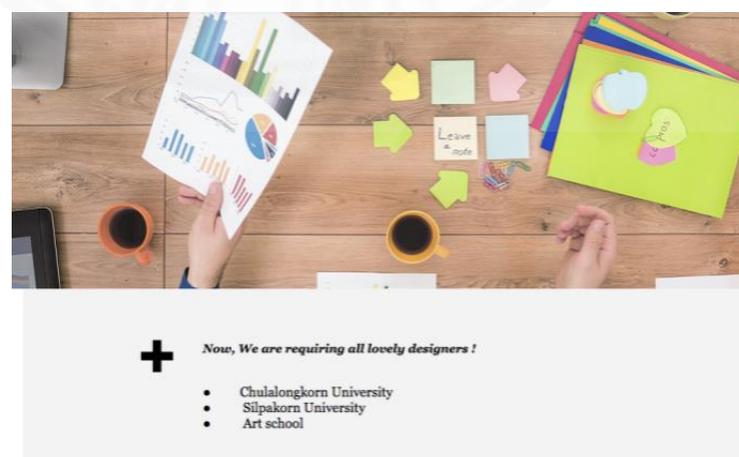


Figure 4.9 Our PartnerPage

Page 6: Contact us Page

The team leaves contact information just in case the designers and customers need to directly contact the project such as Line official, Email and phone number.



Official page: <https://www.facebook.com/theideaaproject/>
Line official : @theideaaproject
E-mail : sp11enjoy@gmail.com
Tel: 0946941787 (JOY)
0859000773 (GET)

Figure 4.10 Contact us Page

Page 7: Join us Page

Membership application process is explained.

For designers

- Filling designer Google form.
- Sharing idea on Facebook page.
- Adding Line official.
- Sending portfolio to the project.

For customers

- Filling business owner Google form and sending more design concepts via e-mail.

For designers

วิธีการเข้าร่วมเป็นสมาชิกของ the idea project

- ดีไซน์เนอร์สามารถลงทะเบียนใน google form ที่ชื่อว่า

The idea project for designer

<https://goo.gl/forms/nvH5udcmV1EKiof32>

- แชร์ผลงานได้ใน The idea project Facebook Page
<https://www.facebook.com/theideaaproject/?fref=ts>
- แอดไลน์ The idea official line >> @theideaaproject
- ส่ง portfolio ได้ที่ spritentjoy@gmail.com

สำหรับลูกค้าธุรกิจ หรือลูกค้าบุคคลธรรมดา

- ลูกค้าสามารถกรอกรายละเอียดงานออกแบบ ได้ใน google form ที่ชื่อว่า

The idea project for customer

<https://goo.gl/forms/NCoSai6scHxqnEKu2>

- สามารถส่งรายละเอียดงานออกแบบเพิ่มเติมได้ที่ The idea line official @theideaaproject หรือ spritentjoy@gmail.com

Figure 4.11 Join us Page

4.4 Result

- There are 50 designers who join The idea project and the team has collected 11 designer's portfolio in the database.
- There are three successful transactions. Designers got jobs and customers received designs.
- There are five customers who are interested in the project. The team received customer data via Google form and Line official.

4.4.1 Success Transaction

Customer name	Design categories	Design price	Options	Editing
Career Visa	Cover banner for FB	2,500 baht	2 options	2 improvements
CP interbroker	Banner set and icon for website	20,000 baht	-	3 improvements
BASV Intergroup	Logo and Trademark banner	11,000 baht	3 options	3 improvements

Figure 4.12 Successful Transaction Lists

4.4.2 Work in Process

4.4.2.1 First Transaction Case

Customer part

Visa Career was the first paid training program marketing directly to students. The past services provided to the students were free of charge. Founder of Career Visa wanted to hire a designer to design Facebook Advertisement for her. She filled in business owner form. After receiving the design concept, the team posted the job in the idea's Line official. There was one designer interested in the job because she gave short notice with limited budget.

Customer name	Business Concept	What do they want
Beacon App.	Application to provide online space for people to share their own adventure, journeys and find friends with the same lifestyle.	Interior design for new office.
IRIS	IRIS provide effective channel to help organization instantly express news update to employees and also measurable.	Multimedia video to present their service to customer or organization.
Cupcode	E-commerce website for fast moving consumer goods.	Website design to clearly demonstrate their service to visitors.
IDC Research Thailand	Marketing reseach	Infographic
Rang	Bakery & Coffee shop	Poster

Figure 4.13 Work in Process Lists

Designer part

This time, the team did not collect any management fee because the customer had limited budget and the designer claimed that she had short lead time. However, the client liked the delivered work.

	Designer 1
Pricing	1,500 baht
Payment Method	Advance payment 750 baht First draft 750 baht
Options	2 options
Editing	3 times
Timing	5 days
Experience	3 years

Figure 4.14 Design Price and Condition



Figure 4.15 Facebook Advertisement

4.4.3 Failure Case

Customer part

Founder of Little Toy wanted to hire a designer to do product design (growing kits). He filled in the business owner form. After receiving the design concept, the team posted job in the idea Line official and there were two designers interested in the job.

	Designer team 1	Designer team 2
Pricing	13,000 baht	4,000 baht
Payment Method	Advance payment 3,000 baht First draft 4,500 baht Modeling 1,000 baht Final draft 4,500 baht	Advance payment 2,000 baht First draft 2,000 baht
Options	3 options	3 options
Editing	3 times	3 times
Timing	1 month	1 week
Experience	2 years	2 years

Figure 4.16 Price Comparison

Designer part

The team sent design concept to the two designer teams. After that, they quoted the price so the team compared between the two teams'. Therefore, the team chose Team Two because of their portfolio and price.

The project team quoted a price of 4,200 Baht (4,000 Baht for Team Two and 200 Baht for the idea) for growing kits. However, the client said that the price was too high for product design and he could find someone else with lower price in the freelance market.

The team searched for base rate in the market and found that the average price was between 2,000-6,000 Baht so we thought that 4,200 Baht was appropriate. The client also asked about the project's value and uniqueness.

The client misunderstood that the project's service was to create corporate identity and be responsible for marketing and operation activities. In fact, the project provides service on project base. It does not provide the whole marketing activities. The KPIs are number of project and job transactions.

Result: The client did not buy in the proposal and the designer did not get the job since the deal did not happen because of misunderstanding. After this failure case, the team added market research activity.

CHAPTER 5

FINANCIAL PLAN

5.1 Revenue

Based on experiment, the team thinks that agency model is working well so main revenue comes from management fee; transaction fee between business owners and designers.

Assumption	2016	2017	2018	2019	2020	2021
Average growth		10%	20%	20%	25%	25%
Management fee	250	275	330	396	495	619
Number of transaction	100	200	260	338	439	527
Revenue	25,000	55,000	85,800	133,848	217,503	326,255

Figure 5.1 Managment Fee Revenue Model

As mentioned earlier, the main source of revenue is management fee. The team lets designers set design price for each job and charges service fee of 5-10% based on the design price before quoting to the client, for example, if the product design fee is 5,000 Baht and the team charges the management fee of 5%, the management fee will be 250 Baht and total product design price will be 5,250 Baht. It is assumed that the management fee of 250 Baht is average fee per transaction. Management fee growth would be 10% in 2017, 20% in 2018-2019 and 25% in 2020-2021. And it is assumed that number of transaction will continuously increase to 200, 260, 338, 439 and 527 transactions in the next five years.

5.2 Cost of Goods Sold

There is cost of goods sold in business owner model or agency model because the team collects full amount of design price from customers and deducts design price before paying to designers. The main source of expenses comes from investment in platform /software and marketing part.

5.3 Selling and Administrative Expenses

- Administrative expenses include marketing expenses, software /platform expenses, administrator salary and other administrative expenses.

Marketing expenses	as % of total sales	50%	20%	15%	15%	10%	10%
website expense	THB	30,000	20,000	20,000	20,000	20,000	20,000
Administrative expenses	as % of total sales	20%	20%	20%	20%	20%	20%
Amortization expense	straight-line basis 10 years	2,500	10,000	10,000	10,000	10,000	10,000
Software liscence	straight-line basis 10 years	100,000					

Figure 5.2 Selling and Administrative Expenses

5.3.1 Administrative Expenses

As the project is creative idea community, it needs to spend money in order to promote the business via both online and offline channels such as recruiting new designers, promoting the idea community via Facebook Advertisement and Google advertisement in addition to cost of designing and printing brochures. Especially, at first the team created platform (the idea's website) to scale up the business so the marketing expense was calculated as 50% of total revenue in 2016. In 2017, it will be 20%, in 2018-2019, it will be 15% and in 2020 -2021, it will be 10% of the total revenue.

In 2016, the team plans to create website as platform which is composed of designers' biography and portfolio. So in the first year, the team invested 30,000 Baht for website and 20,000 Baht per year for the next five years to

maintain and develop it. Other administration expenses will be 20% of the total revenue through the next five years.

The team plans to buy software license that costs 100,000 Baht. Amortization expense based on straight –line basis 10 years will be 10,000 Baht per year.

5.4 Pro-forma Income Statement

	2016	2017	2018	2019	2020	2021
Management fee	25,000	55,000	85,800	133,848	217,503	326,255
Total Revenue	25,000	55,000	85,800	133,848	217,503	326,255
Cost of goods sold	-	-	-	-	-	-
Gross profit margin	25,000	55,000	85,800	133,848	217,503	326,255
Marketing expense	12,500	11,000	12,870	20,077	21,750	32,625
Website expense	30,000	20,000	20,000	20,000	20,000	20,000
Other administrative expenses	5,000	11,000	17,160	26,770	43,501	65,251
Amortization expense	2,500	10,000	10,000	10,000	10,000	10,000
Total SG&A	50,000	52,000	60,030	76,847	95,251	127,876
Operating profit margin	- 25,000	3,000	25,770	57,001	122,252	198,378
EBIT	- 25,000	3,000	25,770	57,001	122,252	198,378
Interest expenses	-	-	-	-	-	-
EBT	- 25,000	3,000	25,770	57,001	122,252	198,378
Tax expenses	-	-	-	-	-	-
Net Profit	- 25,000	3,000	25,770	57,001	122,252	198,378

Figure 5.3 Projected Income Statement of the year ended 2016-2021

In the first year, the idea's revenue is 25,000 Baht and the idea will reach 326,555 Baht in the sixth year. The idea has profit left after deducting SG&A expenses. The idea makes loss in the first year because in the first year the idea has high marketing and administrative expenses. However, the idea should make profit in the next five years. Net profit margin in the second year will be 5% and continuously

increase in the next five projections. This table shows that the idea has capability to generate revenue and profit in all of six-year projections.

5.5 Pro-forma Statement of Financial Position

	2016	2017	2018	2019	2020	2021
Cash	27,500	40,500	76,270	143,271	275,523	483,901
Inventoy	-	-	-	-	-	-
Account receivables	-	-	-	-	-	-
Total current assests	27,500	40,500	76,270	143,271	275,523	483,901
Software license	97,500	87,500	77,500	67,500	57,500	47,500
Total assets	125,000	128,000	153,770	210,771	333,023	531,401
Overdraft	-	-	-	-	-	-
Account payables	-	-	-	-	-	-
Accrued expenses	-	-	-	-	-	-
Total current liabilities	-	-	-	-	-	-
Long-term loan	-	-	-	-	-	-
Total liabilities	-	-	-	-	-	-
Common Stock	150,000	150,000	150,000	150,000	150,000	150,000
Retained earnings	- 25,000	- 22,000	3,770	60,771	183,023	381,401
Total shareholders' equity	125,000	128,000	153,770	210,771	333,023	531,401
Total Liabilities and shareholders' equity	125,000	128,000	153,770	210,771	333,023	531,401

Figure 5.4 Projected Statement of Financial Position of 2016-2021

The idea collects management fee in cash only so it has no account receivables or account payables and it offers service to customers so it has no inventory or stock. The idea plans to invest in software license as long term asset in the first year and it does not have loan policy because the team does not want to raise interest expenses.

5.6 Cash for Projection

	2016	2017	2018	2019	2020	2021
Net income	- 25,000	3,000	25,770	57,001	122,252	198,378
Amortization expense	2,500	10,000	10,000	10,000	10,000	10,000
Increase in operating working capital	-	-	-	-	-	-
Total cash from operating	- 22,500	13,000	35,770	67,001	132,252	208,378
Cash Flow from investing						
Software lisenche	- 100,000	-	-	-	-	-
Total cah from investing	- 100,000	-	-	-	-	-
Cash Flow from financing						
increase in common stock	150,000	-	-	-	-	-
Dividend paid	-	-	-	-	-	-
Total cash from financing	150,000	-	-	-	-	-
Total net cash change	27,500	13,000	35,770	67,001	132,252	208,378
beginning cash	-	27,500	40,500	76,270	143,271	275,523
Change in cash	27,500	13,000	35,770	67,001	132,252	208,378
Ending cash	27,500	40,500	76,270	143,271	275,523	483,901

Figure 5.5 Projected Cash Flow forthe Year 2017-2021

In first year, the team needs cash of 150,000 Baht for shareholder's equity as initial investment and to make sure that initial investment would generate enough cash for operating business and for software license. Initial investment is composed of 50,000 Baht from management team and 100,000 Baht from investors.

5.7 Financial ratio

Financial Ratio	2016	2017	2018	2019	2020	2021
Operating income to sales		5%	30%	43%	56%	61%
Net profit margin		5%	30%	43%	56%	61%
ROE		2%	17%	27%	37%	37%

Figure 5.6 Financial Ratio

This table shows that operating income to sales and net profit margin tend to increase every year and the return on equity in the first year is 2% and will continue to increase in the second year and so on.

5.8 The idea project's Net Present Value

	2016	2017	2018	2019	2020	2021
Free cash flow	- 150,000	3,000	25,770	57,001	122,252	198,378
NPV	฿183,860					
IRR	41.71%					
Payback period	3 years 1 month					
cost of capital	9.01%					

Figure 5.7 Net Present Value

From Figure 5.7, the idea's NPV is 183,860 Baht with IRR equal to 41.71% and cost of capital or WACC equal to 9.01%. Payback period is 3 years and 1 month.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

The idea project is online graphic design community which connects talented freelance designers with creative people and helps designers get job opportunity more easily. At the same time, it helps entrepreneurs get their designs done on time and within available budget. The team believes that the customers and suppliers will get more benefits and value from the services.

The idea project is one-stop service for customers. We aim to serve all services which are creative design supply chains whether it be design, printing and researching. The idea project pays a lot of attention on what customer wants. We try to understand them in order to serve the right service.

The project provides special service which is marketing research by professional company. At present, the team is dealing with DB4BUSINESS.com to be the partner for market research since DB4BUSINESS.com is well-known for marketing research. It can make business owners promote their business more confidently among the right target groups. Moreover, the project has Viridian Academy School of Arts as another source of creative designers.

The idea project provides job opportunity for both student designers and freelance designers. They will get a job more easily in the condition where there are a lot of threats such as price and complexity of job's details. The project has tried to set up negotiation process to eliminate the threats.

Lastly, the team keeps developing both online and offline channels for the customers, suppliers and visitors to know about The idea project. The team is trying to create more standard business platform and present to the investors. Recently, we have The idea project's website to achieve this goal and make it as the world of creative design that no one has done before. The team believes the business has an opportunity to grow in short and long terms.

REFERENCES

1. Blog.freelancersunion. (Kate Shea,2015). Freelance Market. Retrieved from freelancers union website: <https://www.freelancersunion.org/>
2. DB4BUSINESS. (2016). วิจัยตลาด Marketing Research. Retrieved from DB4BUSINESS website: http://db4business.com/marketing_research.htm
3. Fastwork. (2016). ออกแบบฉลากและบรรจุภัณฑ์ .Retrieved from Fastwork website: [website:https://fastwork.co/category/illustration-design/packaging](https://fastwork.co/category/illustration-design/packaging)
4. Kasikornbank. (2016). โอกาสทำเงิน SMES ไทย รับเมกะโปรเจกต์ ปี .2559 Retrieved from Kasikornbank website: <http://www.kasikornbank.com/TH/SME/KSMEKnowledge/KSMEAnalysis/Documents/SME-Mega-Project-.2016pdf>
5. Kasikornbank. (2016). แนวโน้มเศรษฐกิจและธุรกิจของไทยปี .2559 Retrieved from Kasikornbank website: <http://www.kasikornbank.com/TH/SME/KSMEKnowledge/KSMEAnalysis/Documents/TopDownBusiness.pdf>

BIOGRAPHY

Name	Ms.Porntip Sodthivanich
Date of Birth	April 21, 1989
Educational Attainment	Year 2007: Bachelor degree of Business Administration, Finance, Kasetsart University
Work Position	Relationship officer, Commercial Business, Bangkok Bank
Scholarship	Year 2014: Bangkok Bank scholarship for Master Degree
Work Experiences	Year 2011 – present Relationship officer Bangkok Bank

