THE INFLUENTIAL FACTORS OF CHOOSING
CO-WORKING SPACE AMONG
BANGKOK CUSTOMERS

BY

MISS PIYANUCH PATHOMSIRI

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF SCIENCE PROGRAM IN MARKETING
(INTERNATIONAL PROGRAM)
FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2016
COPYRIGHT OF THAMMASAT UNIVERSITY

THE INFLUENTIAL FACTORS OF CHOOSING
CO-WORKING SPACE AMONG
BANGKOK CUSTOMERS

BY

MISS PIYANUCH PATHOMSIRI

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER OF SCIENCE PROGRAM IN MARKETING
(INTERNATIONAL PROGRAM)
FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2016
COPYRIGHT OF THAMMASAT UNIVERSITY

THAMMASAT UNIVERSITY

FACULTY OF COMMERCE AND ACCOUNTANCY

INDEPENDENT STUDY

BY

MISS PIYANUCH PATHOMSIRI

ENTITLED

THE INFLUENTIAL FACTORS OF CHOOSING CO-WORKING SPACE

AMONG BANGKOK CUSTOMERS

was approved as partial fulfillment of the requirements for

the degree of Master of Science Program in Marketing (International Program)

on................................... 8 MAY 2017

Chairman _____

(Professor Kenneth E. Miller, Ph.D.)

Member and Advisor _____

(Professor Malcolm C. Smith, Ph.D.)

Dean _____

(Associate Professor Pipop Udorn, Ph.D.)

Independent Study Title	THE INFLUENTIAL FACTORS OF CHOOSING CO-WORKING SPACE AMONG BANGKOK CUSTOMERS
Author	Miss Piyanuch Pathomsiri
Degree	Master of Science Program in Marketing (International Program)
Major Field/Faculty/University	Faculty of Commerce and Accountancy Thammasat University
Independent Study Advisor	Professor Malcolm C. Smith, Ph.D.
Academic Year	2016

ABSTRACT

Throughout the course of business history, innovation in adapting to changing lifestyles has always been a driving factor, industry-wide. Most recently, this innovative role has taken the form of co-working spaces. A co-working space is a new style of business with a fast expansion rate in many countries and has become widely popular in the last three years, such that yearly customer growth averages 36% globally. Although it sounds simple to run, and this kind of business answers a vast demand from customers, there are some difficulties and challenges, which hinder the success of such a business and largely attributed to the required fixed cost and difficulty to predict revenue. With limited abilities to make profitably and therefore to run an efficient business, co-working space operators are forced to prioritize and emphasize only those factor that really effect the customer's decision.

Hence, this research aims to identify such influential factors that ought to be considered before making decisions, in furthermore exploring the different behaviors and needs of each customer segment by focusing on customers located in Bangkok. Ultimately, this is done in attempts to put forth a guideline in developing marketing strategies to serve a different kind of customer. The research methodology is conducted by beginning with observation of 8 co-working spaces in Bangkok, to foster a deeper understanding of the situation. Following this, an in-depth interview

with 28 respondents was conducted to gain real customer insight and this was then verified in conducting a survey with 170 respondents to reaffirm the insight which were gained in qualitative study.

Based on research findings, sufficient evidence was collected to support the division of respondents into two distinct groups using usage frequency as means of categorization, i.e. heavy users and light users. The heavy users are valuable patrons for co-working space businesses because not only do they generate more profit because of higher frequent visit, but they also are satisfied, loyal and invite friends to join them. Providing Wi-Fi and electrical sockets is a critical influential factor in attracting and obtaining heavy users to select co-working spaces as they purposely visit co-working spaces for working and meetings. A promotion of free of charge drinks is highly recommended to switch heavy user's behavior from sitting in free cafe zones to paying for a 1-day access ticket.

Keywords: Co-working space, Third place, Sharing Space, Influential factors in choosing co-working space

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1

INTRODUCTION

1.1 Overview

Co-working spaces have come to be recognized as the fastest growing business. With regards to co-working spaces, Forbes Magazine posits that co-working spaces are "one of the largest startup segments, hiding in plain sight" and goes on to draw parallels between co-working and popular startup booms like Fintech, virtual reality and drones. (Hersowitz, 2016)

One may find it surprising that this industry, which started a little over eleven years ago, has already amassed over 11,000 spaces internationally and is expected to grow to over 26,000 international locations by 2020, and to top it all off, this, with over 3.8 million co-working members. Such momentum in growth is attributed "to the way individuals, especially millennials, work and view traditional office space." (Hersowitz, 2016) Understandably, since its recognition as a profitable and quickly growing business option, research has provided interesting trends and developments within the industry. (Hersowitz, 2016)

This is consistent with the results from Cisco Connected World Technology Research, which states that the development of technology made people free from routine working. Their research indicates that 47% of Gen X and 52% of Gen Y want to break routine rule, i.e. 9 A.M. - 5 P.M. jobs. (Cisco, 2014) These trends holds true for millennials, as more than 60% of millennials around Asia Pacific want the flexibility of working outside their office. (Prachachatturakit, 2015)

Many businesses are aware of the changes of this trend and more actively adapted the third place concept in their businesses, which has seen overwhelming application in community malls, book shops, coffee shops, etc. as they create relaxing zones which allow their customer a longer stay. (Wattanasupachok, 2007)

With regards to co-working spaces specific to Thailand, during the last three years, co-working space has become a new, fast-growing and trendy business, with more than forty co-working spaces located in Bangkok, and in other major cities, such as Chiang Mai and Phuket, alone. This kind of business has seen successful

outcomes, resulting in a 36% growth rate in 2015 and jumping up to 100% in 2016. (Konggeaw,2016) This is partially due to its flexibility and atmosphere, which are appreciated by the younger generations, whereby, the price is also an option more than with other businesses, e.g. the average price for joining a co-working space in Bangkok is approximately 220-350 baht per day. (Money & Wealth, 2016)

Despite the buzz and generally positive forecasts, the majority of Thai co-working space is unable to generate sufficient revenue to maintain their business, because of constant fluctuation in predicting revenue. Many places fix these problems by creating supplementary businesses to aid in revenue generation. Such supplementary businesses are well exemplified by Hubba Thailand, a company which focuses on creating a community of similar industries in co-working spaces, and thusly focuses on seminars and workshops as an alternative to usual office affairs. While Growth, another company offshoot, which facilitates co-working spaces, chose to utilize their place effectively by allowing TV programs to rent their shop outside of its normal hours of operation. Despite these small successes, the most critical problem of Thai co-working space operators remains to be a lack of deeper understanding of customer insight and a subsequent lack in ability to serve the needs of customer.

1.2 Statement of Problems

To date, existing research concerning co-working spaces posit general marketing views of the co-working business, overall stochastic trends, possibilities, current problems, and the factors that effect the customer's satisfaction, but do not identify and prioritize the factors which are considered in the purchasing decision process—a critical and improvable point. The results of such analysis not only allows co-working space operators the opportunity to attract more customers, but also allows them to cut the unnecessary cost hosting such a space.

Recognizing the incompleteness of research results and topics, this research aims at finding the influential factors that drive the customer's decision making including their priorities and in doing so to differentiate needs and behaviors of each customer segment. This proposal is a study of a contemporary topic in applied marketing, on the subject area of society. This will allow the co-working space

operators to develop a marketing strategy more effectively and directly touch on the need of customer, especially in Bangkok.

1.3 Objectives

The purpose of this research is to explore the psychological insights of Bangkok customers in order to identify influential factors that drive customer decisions in choosing co-working spaces through the following objectives:

1. To identify characteristics of the customers of co-working spaces.

1.1 identifying the demographic of co-working spaces' customers

1.2 identifying the usage behavior of co-working spaces' customers

2. To identify the loyalty level of co-working spaces' customer, by:

2.1 defining the top-of-mind awareness for customers of the co-working space;

2.2 identifying the repeat purchase level of co-working spaces' customers;

2.3 identifying the purchasing intention of co-working spaces' customers.

3. To identify the differentiation of each segment in various dimensions, by:

3.1 identifying the factors related to the decision making process in choosing a co-working space;

3.2 identifying the relevant level to which factors may influence customers in choosing a co-working space.

1.4 Research Structure

The successive part of this study consists in the clarification of the research introduction, followed by a literature review, and an explanation of the research methodology Consequently, the reader can find an outline on how the findings will be analyzed and reported in this study and, eventually, it will be indicated recommendations, a list of references and several appendices in the back.

CHAPTER 2
REVIEW OF LITERATURE

The following section is a sequence of sections presenting the basic notions and meanings of the terms necessary to inspect the topic, such as the definition of a co-working space, the historical and current situation, and the critical theories which will be used in the data interpretation section. The purpose of this chapter is to enlighten the reader and foster a deeper understanding as to what a co-working space is. Certainly, this basic information represents the fundamental knowledge necessary for people who want to start this business

2.1 Definition of Co-working Space

Several definitions from various sources will provide differing outlooks, overviews and understandings of this term, its purpose and the requirements of such a space and are can be defined as follows:

In Terms of Lifestyle: "It is a newly alternative office for people who have a modern lifestyle, or startup and SMEs business people…more formal than home but less serious than an office." (TMB, 2016)

In Terms of Society: "It is a source of new ideas, a place where same types of people can gather to create the thing that we call community." (JobThai, 2016)

In Terms of the Physical Space: "The temporary rental places, always used for working, meeting, mini-seminar or tutoring purpose. The co-working space owner will provide the necessary equipment, such as table, chairs, meeting rooms. Some have projectors, printers, including free water and snacks for the customer." (Boonchoke, 2015)

From the above definitions, we can see that a co-working space incurs different meanings based on the conceptual view of the designer, be it as a physical space, a lifestyle, or a social environment. To sum, a working space is an amalgamate of the aforementioned definitions, whereby it is possible to say that a co-working space is a place for anyone who, not only wants a space to work, sharing facilities

together with other users, but also to share and create new ideas. It can develop into a community, a place for congregation between different people who have the same interests, and are willing to explore new working experiences.

2.2 History of the Co-working Spaces

Thailand is currently considered a developing country. Its economy is driven by the small- and medium- enterprises (SMEs) led by young generation entrepreneurs, who became big players, replacing the older generation. Those young entrepreneurs enjoy being independent and self-employed, and furthermore, most of them prefer to start their own business, rather than having a routine, stable occupation like their parents. (Kraidakorn, 2015)

The word "Co-working space" actually derives from "the third place" concept, which became popular in Thailand approximately five years ago. "The third place" has many definitions, but can be summarized as a place of rest and relaxation, which is not home, nor a work place or a natural site, but instead a "cool" coffee shop with a little comfy corner, a book store, or the restaurant where you can sit as long as you want, with no hurry and it is this concept, which is adapted to the changing lifestyles of the new generations. It has been observed that, generally, home is not the best place to relax, and an office is not the best place to work. At this point, it become necessary to find a different place—a third place—that can completely answer the call of these insights.

In other words, the third place is considered a public place to which everyone has access and can be occupied as a place to facilitate many different activities. It is comparable to other forms of clubs, like golf clubs, snooker clubs or coffee clubs (sa-pa-ka-fae) in Thailand, but feelings, environment, and meanings in terms of culture might be different. (Wongruijrawanij, 2012)

As of now, many people already apply and incorporate the concept of the third place in their business. In book stores this concept is manifested through comfy corners, or coffee shops, which allow their customers a longer stay—even department stores created some relaxing zones for their customers. Thus, when a coffee shop is combined with the third place concept, a co-working space has emerged. (Wattanasupachok, 2015)

2.3 The Significance of the 7Ps for Co-working Space Customer Satisfaction

The research findings of a team of researchers, Kotler & Armstrong, recently propose a model know as the 7Ps marketing concept, which can be used in analyzing critically important and influential aspects of business which affect customer satisfaction. This concept holds that satisfaction is derived from usage of 7P's, namely: Product, Price, Place, Promotion, People, Process and Physical Evidence. Each of these represents several processes and indicators of a functioning business, which can influence customer's perception of a business. (Kotler & Armstrong, 2010) From previous research concerning influential factors from the 7P model specific to co-working spaces, it was found that some P's of this model demonstrate a greater effect on customers living in Bangkok, and these are: Promotion, Physical evidence, Process, Product and People respectively. (Soodpanya, 2016)

2.4 Concepts and Theories

2.4.1 The Marketing Mix (7Ps)

A co-working space is a service-oriented business. Managing such a space requires taking care of many factors, compared to a product-oriented business. According to the marketing mix theory, it is composed of four main components, which are product, price, place, and promotion (4Ps). (Kotler & Armstrong, 2010) Here, as it is more service-oriented, one must take into consideration extra components, as opposed to considerations of product businesses, namely, people, process and physical environment. This theory will be used as a guideline for a complete and logical analysis of this study.

2.4.2 SERVQUAL: 10 Service Qualities Dimension

Aside from the elements of business's services, it is essential to understand what important quality factors affect the perception of customers. A well-known theory is applicable, at this point, namely, the "SERVQUAL" model, which is structured on ten major characteristics: tangibility, reliability, responsiveness,

communication, credibility, security, competence, courtesy, understanding and accessibility. This theory will be used as a guideline to create a better understanding of the characteristics of this business. Moreover, it will help the readers, who have their own co-working spaces, in identifying a sequential priority of the factors matching their business. (Zeithaml et al, 1993)

These two theories assist in analyzing the factors affecting Thai customers in choosing co-working space services, completely and logically. In addition to this, and as a point of departure for future research, it will be beneficial to compare these findings with the results of other service industries.

This research will focus on three main assumptions, as follows: (1) Many co-working space are forced to close down, unexpectedly, due to a lack of business knowledge and understanding of their customers; (2) Marketing Mix and SERVQUAL Theory can help to explain customers' needs; (3) The research on co-working space in Thailand is quite limited. The existing information about co-working spaces is accessible in reviews, in top lists of co-working spaces around Bangkok, or in publications abroad. Yet, specific research on customers' characteristics, particularly within users in Bangkok, and on influential factors in using co-working spaces in Thailand, are generally lacking or not readily available. The aim of this study is thusly, to provide some insights to those who are interested, or who are working already in this business.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Project Scope

This study is focused on customers of co-working spaces in Bangkok which have used a co-working space within the last 6 months, i.e. those people living in the city, aged between 15-45 years old. They were asked about their demographic information, about their usage behavior in a co-working space, their loyalty level - including the factors that influence their purchasing decision. The scope of this research can be divided into the following:

3.1.1 To Identify Characteristics and Behavior of the Customers of co-working spaces by collecting general information from secondary research to identify the group of customers in a more broad perspective. This is accomplished in engaging in the following three steps.

Observe the co-working space customers of eight different locations to identify the overall characteristic and behavior of a Bangkok-specific customers, as well as, the difference of co-working space environments, facilities and services which might affect decision making of customer.

Conduct in-depth interviews for more precise understanding of consumer insight.

Survey to quantify and identify the overall characteristic of co-working customers in Bangkok, i.e. sex, age, income as well as consideration of behavior of use, e.g. duration or preferences in use.

3.1.2 To Identify the Loyalty Level of Co-working Spaces' Customers. This is accomplished by engaging in the following areas:Secondary data is studied to explore the satisfaction level of current customers.

Conduct customer satisfaction interviews in comparing their current experience with previous experiences and the likelihood to recommend this to other people. This can then be used a loyalty metric of customers in Bangkok.

Conduct a survey to understand the loyalty level of customers in each segment providing a glimpse into consumer insight of co-working spaces and encouraging the development of further marketing strategies to increase customer loyalty levels.

3.1.3 To Identify the Relevant Factors in Choosing a Co-working Space. This requires further review of survey, literature and interview data as follows:

Explore the factors which influence the customer satisfaction or the decision of the customer in choosing a co-working space.

Conduct interviews to determine the critical factors which lead to co-working space selection.

Conduct a survey to quantify, rank and reconfirm the results from the previous stage.

3.1.4 To Identify the Differentiation Between each Segment which are further divided into levels of use through various dimensions, by:

Conducting interviews to explore the differentiation of needs and behavior of co-working space customers in each segment.

Conducting survey research, which identifies the portion and critical ordering of the co-working space's decision-related factor and influences.

3.2 Methodology

3.2.1 Research Design

There were several stages conducted in this research. Starting with exploratory research, secondary research data were collected from various sources including websites, forums, magazines and previous research articles. This was then used in forming qualitative research which included observation of customer behavior and in-depth interviews to understand the co-working space's current situation, before continuing on to quantitative research. This process is visually represented in the below *Figure 3.2.1*.
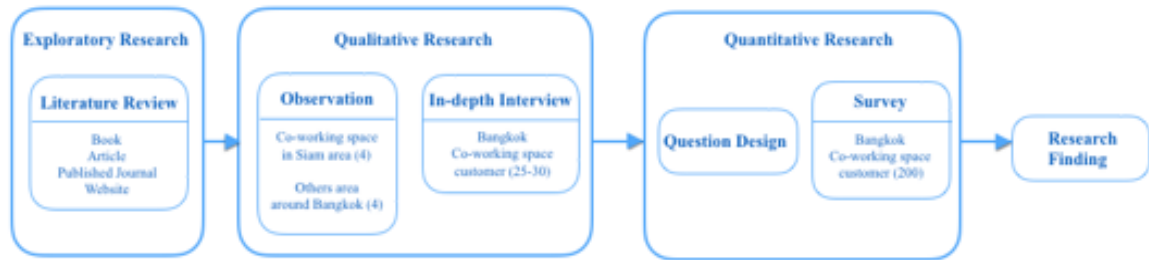
Figure 3.2.1: Research Methodology & Process

3.2.1.1 Exploratory Research

Secondary research was conducted to find general information relating to the number of co-working spaces in Bangkok and Thailand to explore the market size and opportunity of this business sector. This then allowed for the collection of opinions of co-working space owners and to gather expertise from those, who are familiar with this business, about running Thai co-working spaces, thus providing an overview of the current situation. This, furthermore allowed, for the identification of and ability to explore the group of current customers in terms of occupation and lifestyle.

3.2.1.2 Qualitative Research

In qualitative research, observation and in-depth interviews were conducted.

The observation phase of this research was carried out in two areas, inside and outside of Siam area of Bangkok (hf. Siam), totaling eight locations and allowed the researcher to gather initial understandings concerning the characteristics and behaviors of co-working space's customer and also understand the differentiation of environmental factors, facilities and services, which effect to the decision of the customer.

Following this, in-depth interviews were conducted with 28 Bangkok co-working space customers. The respondents are divided into four groups by using the criteria of age (15-30 and 31-45 years old) and frequency of usage (higher or lower than once a month). The number of respondents is described in the below *Table 1* The in-depth interviews provided the researcher with insight concerning the reason why customers use co-working space and aided in identifying the influential factors, which

effect their decision in selecting co-working spaces. Finally, the result from these were used to develop the set of questions in the later interview stage.

Table 3.2.1.2: Number of the In-Depth Interview Respondents

	Age 15-30	Age 31-45
Heavy user (> 1 time per month)	7	7
Light user (< 1 time per month)	7	7

3.2.1.3 Quantitative Research

The questionnaire survey was designed based on gathered insights from secondary research, observation and in-depth interviews. The purpose of questionnaire survey was to understand patron's insights and to quantify the significance of the gathered information.

The questionnaire with three screening questions were pilot-tested on 10 sample respondents to recheck the logical sequence of the questionnaire and to avoid omission, ambiguity and loaded questions. Online surveys were distributed as per the convenience sampling method, collecting samples through both online and offline channels. Online channels included social media, emails and other possible online channels; whereas, with regards to offline channels, the questionnaires were distributed at co-working spaces in Bangkok. The target number of respondents for this research was set to no fewer than 150 respondents from both online and offline channels.

3.2.2 Data Collection

Data collection of this research was collected by the following method:

3.2.2.1 Observation

To completely observe and collect the environment, emotional surroundings of a co-working space, short notes and photo shoots were utilized. The four co-working spaces selected for this study were located in Bangkok, in the Siam area, and included: 1) Growth, 2) Sit In, 3) Too Fast to Sleep and 4) Discovery HUBBA. The other four places around Bangkok (Joint Cafe', Draftboard, About work and

Storyline). The places located in Siam area were observed on December 12th, 2016.

3.2.2.2 In-Depth Interview

All of 28 respondents for in-depth interviews were recruited from 4 groups, as mentioned in section 3.2.1.2, were recruited by convenience sampling method and random interview. The 28 respondents were interviewed at co-working spaces, which were observed in Bangkok, as indicated in 3.2.2.1. The duration of each in-depth interview was approximately one hour.

3.2.2.3 Survey

Questionnaire surveys were distributed via Survey Monkey, a popular online survey platform, between the 24th of January and the 24th of March, 2017. All of 170 respondents passed screening questions before answering, in order to collect data from the right target group. The questionnaire was distributed through friends, family and workmates of the researcher, and via Facebook, and Line applications as well.

3.2.3 Data Analysis

The data analysis of this research was organized into two parts. The first of which is qualitative, an observation and an in-depth interview, and the second, quantitative, in the form of a survey, as displayed in detail below.

3.2.3.1 Qualitative Research

(1) Observation: The information from observation was analyzed to find the similarities and differences in the two main areas, Siam area and outside Siam area, as previously mentioned.

(2) In-Depth Interview: The result was transcribed into written form. Then, trends evident in the responses of the answers will be summarized and analyzed by descriptive analysis.

3.2.3.2 Quantitative Research

　　(1) Questionnaire Surveys: Data was analyzed by using the Statistical Package for the Social Science Program (SPSS) and other statistical descriptive tools, such as frequency, mean, mode, t-test etc.

CHAPTER 4
RESULTS AND DISCUSSION

4.1 Result from Secondary Research

4.1.1 Co-working Spaces Business Model

Akekarat Suntanatanon Property Consultant maintains that "the main income of co-working spaces is derived from rental fees for various facilities, for example, private working rooms, meeting rooms, event space etc. Some creative co-working space enjoy more revenue from the additional services, e.g. consultancy services or messenger services. Moreover, co-working space operator also gain additional income from utilizing their own space as a working environment. Workshops, seminars or event counter services could be another way to build money for the co-working space operator and increase the convenience of to customer as well."

On the other hand, major costs of co-working spaces are found in: rental space, which accounts for 65%, employees accounting for 15%, electric fees for 10% and miscellaneous costs at 10%. (Katesiri, G. & Pantong, N., 2016).

4.1.2 Requirement for Open Co-working Space in Bangkok

To open one co-working space in Bangkok, current players indicate that at least 400-800 m^2 of open functional space is required. A minimum starting budget of around 30,000 Thai Baht per square meter is also required. In addition to this, experts indicate that to make it a worthwhile investment, the co-working owner should break even within 3 years as almost of all the co-working spaces maintain rented facilities, which may coincide with contract renewal and up-times. Hence, a co-working space owner should emphasize promoting their brand in the first two years, as in the event of an unforeseen move, the customers will follow your brand. (Techsauce Team, 2016).

4.1.3 Target Customers of Co-working Spaces

According to Forfur (2016), the target customers of Thai co-working spaces comprise five groups of people, classified by the following occupations;

1. Startups: This is a suitable space for the startuppers and entrepreneurial newcomers. Indeed, developing a community of co-working spaces can help them in building possible teams of creative people with same interests.

2. Entrepreneurs: Entrepreneurs always seek places that enhance their work potential. Therefore, co-working spaces are becoming popular, as they can provide many useful services and facilities.

3. Freelance Worker: Freelance workers are the most common users of co-working spaces, as they enjoy the luxury of choosing their own work environment. It is only intuitive, that people are wont to avoid spending their time in potentially boring, expensive or unconducive places. Thus, a co-working space is a perfect match for their needs.

4. Creative Designer: A relaxing atmosphere and an inspiring environment are very important for this group. They represent the main reason behind co-working spaces' existence, because they need areas and facilities in order to plan events and do some workshops to improve their professionalism.

5. General Office Workers: The office workers who want to change work environments can be users of this kind of business as well, since the daily rental promotion is affordable and worth a temporary stay in a new place. Additionally, relaxing atmosphere and opportunities to make new acquaintances with people sharing the same interest could significantly improve their productivity.

As previously mentioned, this study seeks to enlighten readers on the meaning and origins of co-working space business, including the overall business situation in Thailand. To this avail, such information could help in developing a fundament of primary knowledge, allowing one to clearly understand the critical variables which customers and users of co-working spaces find important.

Although there seems to be enormous opportunities and potential in this business, those who own co-working spaces in Bangkok, at the same time, as previously mentioned posit that, to develop a successful business, space requirements, financial investment and time are necessary. The challenges in the business model of co-working spaces are manifold and hybrid: the necessity to manage huge areas, to allocate rental offices, and to run coffee shops, where products and services are sold to customers. Unfortunately, since some entrepreneurs lack a basic knowledge and a true

understanding in business, many Thai co-working spaces have to be closed down. (Design Something, 2016)

4.1.4 Co-working Space Customer's Satisfaction

Carsten Foertsch (2011) illustrates the results from the first global co-working space. A total of 661 people from 24 countries took part in the survey, which found that:

A large majority of coworkers are very satisfied with their co-working space. Seventy percent of all coworkers said they were very happy with their desk in their co-working space. A quarter found their co-working space to be okay, while only 8% of respondents were disappointed by their community based office.

4.2 Results from Observation

With the findings of secondary data having been summarized in the literature review section, it is now necessary to shift attention to the observation sessions conducted on December 12th, 2016, within four places in Siam area. The results of these observations can be described in three major topics, decoration and layout design, target customer and price as follows:

4.2.1 Decoration and Layout Design:

From the results of the observation, it was found that each place emphasized style and physical environment. Most of co-working spaces are loft style, using cement walls and exposing the architectural structure of the building. Of the locations, which were observed, Growth, Draft Board, Storyline, every place created a relaxing zone, which mimics the feelings of a coffee shop which suite a long working day.

Nearly all of the co-working spaces in Siam showcased a more modern and young-feeling design and aesthetic when compared with others area, by using brighter light and tones of furniture fabric and material. This contrasts with other zones in the

Sukhumvit, Silom, and surrounding areas, chose more mature aesthetic and provide more privately zoned areas, when compared to Siam.

4.2.2 Target Customer:

The customers in the Siam area were found to have much more variety in age range, but house the largest portion of students, 15-25 years old, who consistently arrive at co-working spaces in groups of 4-5 people. Other zones, comparatively, were seen to have much larger proportions of working aged adults who arrived individually or a few group of friends.

4.2.3 Price:

The pricing of both target areas differs substantially. The Siam area charges approximately 250 Thai Baht per day, while Aree area charges 280 Thai Baht per day. Lastly, Silom, and Sukhumvit charge 350 Thai Baht per day. Not only daily but also weekly and monthly pricing promotions are offered for a variety of needs of the customers.

4.3 Result from In-Depth Research

The objective of qualitative research is to understand the current situation of co-working space in Bangkok in terms of customers and also include the environment of service operators in Bangkok. This research considers 4 major areas of concern, namely, demographic, influential factors in selecting a co-working space, co-working space loyalty levels, and behavior of use. The key findings of customer insight are described as follows:

4.3.1 There are several purposes in visiting a co-working space such as working with partners, studying with friends, meeting with clients, or even hanging out with colleagues. It is interesting that heavy users are likely to visit co-working spaces for more serious work-related assignments or tasks, as they need to focus to accomplish the assignment. Two heavy users reported that they feel that they belong to a part of the

co-working space. On the other hand, light user report to enjoy visiting co-working spaces, because they want to change meeting locations for friends, for taking beautiful photos of co-working spaces, creating "cool" and creative content on social media, or simply gossiping.

4.3.2 As per the purposes of visiting co-working space, these were found to impact brand loyalty. Heavy users demonstrate an affinity to visit places that they can predict the environment and facilities of such locations, i.e. high-speed Wi-Fi, quiet environment, and nice operators. With such facilities, that remain predictable and reliable, high usage frequenters are more likely to remain loyal to the same brand. Nevertheless, light users more readily change locations seeking to find new experiences and take new photos of the scenery. They are more likely to be brand switchers, and do not exhibit loyalty to any brand.

4.3.3 As of now, startup companies are booming. The founders, predominantly male, use co-working space as early-stage office by taking advantage of monthly or quarterly packages. This may play an important role as to why heavy users are likely to be male rather than female, that is, the fact that initially more male customers appear to use co-working spaces seems to be closely linked with the number of startup entrepreneurs, who are predominantly male.

4.3.4 Of the plethora of influential factors in choosing a co-working space such as price, facilities, parking lot, packages, etc. the top three factors were found to be space, environment, and Wi-Fi, as such can be labelled as facilities. Price, surprisingly, is not the top-leading factor for customers to choose co-working spaces, while facilities is the most important factor to select one fit for them. One frequent complaint, and trend observed in the responses of the participants, is that customers desire co-working space to provide longer hours of operation, as they would like to work longer.

4.3.5 Transportation is the one of main concerns for heavy users in selecting co-working facilities as half of heavy users said that they ignored some co-working

spaces under consideration as these locations do not provide parking. Conversely, light users prefer to use public transportation when visiting co-working spaces and therefore do not require parking.

4.3.6 Younger users aged 15-30 are likely to be price-conservative and visit co-working space for relaxation and meeting with friends. This impacts how they select the location of co-working spaces they visit, as they prefer to visit co-working spaces around Siam such as Sit In and Too Fast to Sleep. On the other hand, the older users prefer to visit co-working spaces that are prone to provide silent environments.

4.4 Result from Quantitative Research

A total of 172 responses were collected by using convenience sampling methodology through both online and offline channels. Three screening questions included age, city, recognition and previous usage of co-working space were used to identify qualified respondents. From these responses, respondents were divided into two groups as inspired by previously mentioned distinctions: heavy users and light users, by adopting frequency as a criterion and inspiration of this distinction. The findings are described as follows:

Table 4.4.1: Type of Users by Frequency of Usage

Type of Users	less than once a month	1-2 times a month	3-5 times a month	more than 5 times a month	Total
Heavy user ($\geq$ 1 time a month)	-	41 (23.8%)	26 (15.1%)	13 (7.6%)	80 (46.5%)
Light user ($<$ 1 time a month)	92 (52.5%)	-	-	-	92 (52.5%)
Total	92 (52.5%)	41 (23.8%)	26 (15.1%)	13 (7.6%)	172 (100%)

Here, heavy users are those persons who visit co-working spaces regularly or more than 1 time per month; whereas, light users do not exhibit regular or monthly attendance. It was found that of the total responses, more than half of customers are light users, who accounted for 52.5% of total respondents.

To calculate the minimum average usage of heavy users, one must calculate the product of the minimum number of visits in each category and the ratio of respondents. For example, if the respondent selects 3-5 time a month, the minimum average usage of this respondent is 3 time a month. Therefore, the minimum average usage of heavy user is [5 x (13/80) + 3 (26/80) + 1 x (41/80)] = **2.3 times** a month. Intuitively, and by definition, **1 time** a month is the maximum usage of light users as they respond that they use less once than a month.

Table 4.4.2: Type of Users by Age

Type of Users	18-24	25-30	31-35	35-40	40-45	Total
Heavy user	3 (1.7%)	70 (40.7%)	6 (3.5%)	1 (0.6%)	-	80 (46.5%)
Light user	7 (4.1%)	72(41.9%)	9 (5.2%)	4 (2.3%)	-	92 (52.5%)
Total	10 (5.8%)	142 (82.6%)	15 (8.7%)	5 (2.9%)	-	172 (100%)

Responses were obtained predominantly by users aged 25-30 years, and accounted for 83% of total sample population as can be seen in Table 4.4.2.

Table 2.4.3: Type of Users by Gender

Type of Users	Male	Female	Total
Heavy user	43 (25%)	37 (21.5%)	80 (46.5%)
Light user	47 (27.3%)	45 (26.2%)	92 (52.5%)
Total	90 (52.3%)	82 (47.7%)	172 (100%)

Male respondents are slightly higher than female respondents by 4.6% as can be seen in Table 4.4.3.

Table 4.4.4: Type of Users by Personal Income

Type of Users	less than 10k	10k-20k	20k-40k	40k-60k	60k-80k	more than 80k	Total
Heavy user	4 (5%)	11 (13.75%)	30 (37.5%)	22 (27.5%)	4 (5%)	9 (11.25%)	80 (46.5%)
Light user	1 (1.1%)	14 (15.2%)	42 (45.7%)	22 (23.9%)	7 (7.6%)	6 (6.5%)	92 (52.5%)
Total	5 (2.9%)	25 (14.5%)	72 (41.9%)	44 (25.6%)	11 (6.4%)	15 (8.7%)	172 (100%)

57.5% of co-working space users have a range of income between 20,000 - 60,000 Thai Baht per month as can be seen in Table 4.4.4.

Table 4.4.5: Type of Users by Occupation

Type of Users	Student	Academic Tutor	Officer worker	Designer	Business Owner	Speaker	Other	Total
Heavy user	32 (40.0%)	0 (0%)	24 (30%)	2 (2.5%)	14 (17.5%)	0 (0%)	10 (12.5%)	80 (46.5%)
Light user	16 (17.4%)	2 (2.2%)	43 (46.7%)	7 (7.6%)	7 (7.6%)	2 (2.2%)	13 (14.1%)	92 (52.5%)
Total	48 (27.9%)	2 (1.1%)	67 (39.0%)	9 (5.2%)	21 (12.2%)	2 (1.1%)	23 (13.4%)	172 (100%)

The majority of co-working space users are officer workers and students, who accounted for 39% and 28% respectively as can be seen in Table 4.4.5.

Table 4.4.6: The Highest Affordable Price for One Day Visit

Highest Affordable Price	N	Mean	Std. Deviation	Std. Error Mean
Heavy user	80	249.15	86.323	9.651
Light user	92	275.58	98.274	10.246

There is a minor difference of highest affordable price for 1-day ticket between heavy and light user. While the heavy users are willing to pay a maximum of approximately 250 THB per day, the light users are willing to pay up to 275 THB per day as can be seen in Table 4.4.6.

Table 4.4.7: The Brand Loyalty Toward Top Co-working Spaces in Bangkok

Co-working Space Which be Awarded	Like to use a new place	Like to use the same place	Total
	N=36	N=136	
About work	1 (16.6%)	5(83.3%)	6
Growth Cafe	2 (6.0%)	31 (93.9%)	33
Hubba	3 (30%)	7 (70%)	10
Sit in	1 (14.3%)	6 (85.7%)	7
Too Fast to Sleep	8 (13.3%)	52 (91.7%)	60

The respondents rank five of sixteen famous co-working spaces including Too Fast to Sleep, Growth Café, Hubba, Sit-in, and About work respectively. Given respondents' indication, the responses could then be divided into two groups: persons likely to change co-working space from time to time, and persons who likely to remain loyal to their current co-working space supplier.

Although the top 3 ranks in customer experience are Too Fast to Sleep, Growth Café, and Hubba respectively, the above findings indicate that Growth Café demonstrates markedly high customer retention, at 93.9%. Too Fast to Sleep is ranked second in terms of customer loyalty, with 91.75% while Sit In comes in third, with 85.7%. Interestingly, Hubba demonstrates the lowest percentage of customer retention and loyalty of the top 5 brand considered in this analysis as can be seen in Table 4.4.7.

Table 4.4.8: Satisfaction

Co-working Space Which be Awarded	Dissatisfied group	Non-dissatisfied group	Total
	N=15	N=157	
About Work	0 (0%)	5 (100%)	5
Growth Café	1 (3.0%)	32 (97%)	33
Hubba	0 (0%)	10 (100%)	10
Sit In	1 (14.3%)	6 (85.7%)	7
Too Fast To Sleep	5 (8.3%)	55 (91.7%)	60

With regards to satisfaction, respondents can again be separated into two groups: dissatisfied and non-dissatisfied groups. Yet, this breaks with the trend for highest ranked establishments, as the sequences of highest rank are incongruent with the above indicated responses—none of the respondents are dissatisfied with Hubba and About work; as a result, both are ranked No.1 as highest satisfactory co-working spaces. Growth Café remains in the highest ranked three establishments as only one of 33 respondents report being dissatisfied with the service from Growth Café as can be seen in Table 4.4.8.

Table 4.4.9: Intention to Purchase

Co-working Spaces	Low likelihood to repurchase	High likelihood to repurchase	Total
	N=14	N=158	
About work	0 (0%)	5 (100%)	5
Growth café	1 (3.0%)	32 (97%)	33
Hubba	0 (0%)	10(100%)	10
Sit in	0 (0%)	7 (100%)	7
Too Fast to Sleep	3 (5%)	57 (95%)	60

Again, a binary choice presented in the survey material allows for respondent separation into two groups: low and high likelihood to repurchase groups. About Work, Hubba, and Sit In again demonstrate consistently higher ranks as per the above table, which indicates consistent 100% likelihood of repurchase rates as can be seen in Table 4.4.9.

Table 4.4.10: Ranking Summary

Ranking	Brand Loyalty	Satisfaction	Intention to Repurchase
1	Growth Café	About work (No.1)	About work (No.1)
2	Too Fast	Hubba (No.1)	Hubba (No.1)
3	Sit in	Growth Cafe	Sit-in (No.1)

As most users are likely to select only three co-working spaces in their consideration set, it was found that the top 3 important criteria comprise brand loyalty, satisfaction, and intention to repurchase. There is a gap in services, facilities or other aforementioned qualities, which serve as a call to enhance their service to be a top-leading brand as per customer/respondent indications as can be seen in Table 4.4.10.

Table 4.4.11: Factors Influencing Selection of Co-working Space.

Overall Influential Factors to Select Co-working Space		N	Mean	Std. Deviation	Std. Error Mean
Transportation	Heavy user	80	4.23	.779	.087
	Light user	92	4.39	.710	.074
Service Time	Heavy user	80	4.39	.703	.079
	Light user	92	4.14	.806	.084
Facilities	Heavy user	80	4.70	.537	.060
	Light user	92	4.67	.516	.054
Novelty	Heavy user	80	2.20	.933	.104
	Light user	92	2.43	.929	.097

Overall, the top three of nine influential factors in choosing co-working spaces for both groups of users are 'facilities', 'service time' and 'traffic', while 'experiencing new places' is not in the main factors of consideration. There is a statistically significant difference of overall influential factors between the heavy users (Mean $_{heavy\ user}$ = 4.39) and light users (Mean $_{light\ user}$ = 4.14) (t = 2.119, p = 0.036) with respect to their perception toward 'service time' as can be seen in Table 4.4.11.

Table 4.4.12: Location and Transportation Factors Influencing Co-working Space Selection

Location and Transportation Factors		N	Mean	Std. Deviation	Std. Error Mean
Close To BTS	Heavy user	80	3.55	.810	.091
	Light user	92	3.88	.850	.089
Good Traffic	Heavy user	80	3.90	.773	.086
	Light user	92	3.99	.777	.081
Parking	Heavy user	80	4.41	.774	.087
	Light user	92	4.17	.885	.092
Convenient for your Friends	Heavy user	80	4.23	.656	.073
	Light user	92	4.20	.699	.073
Route Familiarity	Heavy user	80	3.56	.809	.090
	Light user	92	3.83	.779	.081

The customers were asked seven rating questions to derive what great co-working spaces should be. The top three co-working spaces should take into consideration the convenience for their friends to commute, have less traffic problems, and provide sufficient parking. Furthermore, the findings show that the light users significantly not only prefer co-working space closing to BTS (Mean $_{light\ user}$ = 3.88) above heavy users (Mean $_{heavy\ user}$ = 3.55) (t = 2.6, p = 0.01) but also prefer co-working that they are familiar with when travelling (Mean $_{light\ user}$ = 3.83) more readily than heavy users (Mean $_{heavy\ user}$ = 3.56) (t = 2.174, p = 0.031) as can be seen in Table 4.4.12.

Table 4.4.13: The Additional Service Influencing Co-working Space Selection

The Additional Service Influencing Co-Working Space Selection.		N	Mean	Std. Deviation	Std. Error Mean
Free drink and snack	Heavy user	80	3.79	.774	.087
	Light user	92	3.82	.783	.082
Wi-Fi and electrical socket	Heavy user	80	4.83	.414	.046
	Light user	92	4.65	.601	.063
Print and Photocopy service	Heavy user	80	3.78	.842	.094
	Light user	92	4.04	.863	.090

Five questions about additional services that serve to add value to the co-working space business were asked to understand what could influence users to choose a particular co-working space. It is evident from the above that the most attractive additional service is Wi-Fi and electrical sockets, printing and photocopying, and free drinks and snacks. A significant difference was observed with regards to additional services between the heavy users (Mean $_{heavy\ user}$ = 4.83) and light users (Mean $_{light\ user}$ = 4.65) (t = 2.218, p = 0.028). Moreover, the light users (Mean $_{light\ user}$ = 4.04) significantly consider printing and photocopying to be important additional services as opposed to heavy users (Mean $_{heavy\ user}$ = 3.78) (t = 2.058 p = 0.041) as can be seen in Table 4.4.13.

Table 4.4.14: The Purpose of Using Co-working Space

The Purpose Of Using Co-Working Space		N	Mean	Std. Deviation	Std. Error Mean
Reading/Tutoring	Heavy user	80	3.45	1.018	.114
	Light user	92	3.17	1.237	.129
Meeting	Heavy user	80	3.23	1.113	.124
	Light user	92	2.40	1.276	.133
Working	Heavy user	80	3.83	1.065	.119
	Light user	92	2.75	1.281	.134

The Top three reasons for visiting a co-working space are reading/tutoring, meetings, and working. There are two main significant differences with regards to the purpose of visiting co-working space between heavy users and light users. First, the heavy user (Mean $_{heavy\ user}$ = 3.23) visits co-working spaces for meetings significantly more than and light users (Mean $_{light\ user}$ = 2.40) (t = 4.516, p = 0.00). Second, the heavy user (Mean $_{heavy\ user}$ = 3.83) visits co-working space to work significantly more than light users (Mean $_{light\ user}$ = 2.75) (t = 6.01, p = 0.00) as can be seen in Table 4.4.14.

Table 4.4.15: The Co-working Space Promotions Preference of Heavy User and Light User

The Co-Working Space Promotions Preference Of Heavy User And Light User.		N	Mean	Std. Deviation	Std. Error Mean
Hourly Package	Heavy user	80	2.43	1.100	.123
	Light user	92	2.15	1.222	.127
Daily Package	Heavy user	80	2.85	1.485	.166
	Light user	92	1.98	1.204	.126
Free of charge (using cafe' zone)	Heavy user	80	3.54	1.018	.114
	Light user	92	3.55	1.304	.136

Currently, 6 varieties of entrance fees are available for customers to choose from; however, the majority of respondents prefer to sit in the free café zone. It should be noted that there is a statistically significant difference between heavy users (Mean $_{heavy\ user}$ = 2.85) and light users (Mean $_{light\ user}$ = 1.98) (t = 4.188, p = 0.00), who indicate an affinity toward a daily package for entrance & access as can be seen in Table 4.4.15.

Table 4.4.16: The Co-working Space Promotions Preference of Heavy Users and Light Users

The Co-working Space Promotions Preference of Heavy User and Light User		N	Mean	Std. Deviation	Std. Error Mean
I always go the same co-working space	Heavy user	80	3.80	.863	.096
	Light user	92	2.96	1.068	.111
I didn't try to find a new co-working space	Heavy user	80	3.39	.974	.109
	Light user	92	3.11	1.010	.105
I recommended using co-working space to my friends	Heavy user	80	3.00	.955	.107
	Light user	92	2.41	1.039	.108
I am satisfied with using co- working space service	Heavy user	80	3.80	.644	.072
	Light user	92	3.20	.929	.097
There would be some chance that I will need to use co-working space again	Heavy user	80	3.98	.729	.081
	Light user	92	3.36	1.023	.107

All mean values of heavy users are higher than those of light users in each of the five perception questions. Four out of five question shows that there is a significant difference in several perceptions between heavy users and light users. Heavy users (Mean $_{heavy\ user}$ = 3.80) consistently prefer to select the same co-working space more than light users do (Mean $_{light\ user}$ = 2.96) (t = 5.725, p = 0.00). Moreover, heavy users (Mean $_{heavy\ user}$ = 3.00) more readily recommend use of co-working spaces to their colleagues as compared with light users (Mean $_{light\ user}$ =2.41) (t = 3.859, p = 0.00). Also, there is a significant difference of customer satisfaction between heavy users (Mean $_{heavy\ user}$ = 3.80) and light users (Mean $_{light\ user}$ =3.20) (t = 5.008, p = 0.00). Lastly, there is a statistically significant difference in the likelihood to repurchase between heavy users (Mean $_{heavy\ user}$ = 3.98) and light users (Mean $_{light\ user}$ =3.36) (t = 4.593, p = 0.00) as can be seen in Table 4.4.16.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

It appears to be a chicken-and-egg type question for co-working space business, that is whether co-working space business should firstly capture heavy users to build a strong networking community and then influence light users to be a part of community or grab light users to build a critical mass of customers and then attract heavy users to be a user of the pool—a question which more heavily leans toward heavy use customer acquisition in either scenario. From the results of this research it is evident that there are two main supporting reasons why co-working space should capture heavy users as the primary targeted customers.

5.1.1 Heavy Users Generates More Money for Business.

While the heavy users are willing to pay up to a maximum at 250 THB per day, the light users are willing to pay higher amounts, up to 275 THB per day. It is easy to be lured into capturing light users as they can afford a 25 THB higher usage fee, i.e. a 10% higher entry fee, yet, although heavy users are likely to pay less than light users, the frequency of visitations and usage of co-working spaces of heavy users is at least 2.3 times greater than that of light users. As a result, the lowest average maximum spending of heavy user is 575 THB per month; whereas, the highest average maximum spending of light user is only 275 THB per month. In terms of the number of co-working space populations, the ratio of heavy users to light users is relatively equal at 53.5:46.5 = 1.15. To maximize profit, heavy users ought to be the main targeted customer due to their ability to generate approximately 81% more cash than light users as can be seen in Figure 2 below.

Revenue = Average number of visit (time) * Maximum Affordable price (baht/time) * ratio of population (%)

Revenue of heavy user = 2.3 times/month * 250 baht/time * 46.5% = 267.38 baht

Revenue of light user = 1 time/month * 275 baht/time * 53.5% = 147.66 baht

Figure 2: The Formula Used for Calculating Revenue

5.1.2 Heavy Users are More Satisfied and Social People.

Heavy users are gems for co-working space business that owners should recruit and retain as the heavy users are not only more satisfied and loyal to co-working spaces that they frequent, but also go out of their way to invite others to participate in co-working space activities.

In addition to this, one of the most frequently occurring questions presented by owners of co-working spaces retrieved from qualitative research section of this analysis is how to effectively increase satisfaction of paying customers. The findings from the quantitative research aspects of this analysis demonstrate that simple additional service facilities can more readily attract heavy users, and these are: internet, Wi-Fi and electrical sockets, as most co-working spaces are used as a place of work as well as for meetings. On the other hand, light users, demographically dominated by young students, prefer to visit co-working space located near the BTS or along heavily trafficked areas because they visit co-working space for meeting up and doing homework with friends. It is reasonable to understand that light users need printing and photocopy machines to print out documents such as exam papers or lecture notes as compared with heavy users, who do not indicate requiring such services.

Owners of these establishments indicated interest as to what kind of marketing strategy co-working space should employ in obtaining customers at critical mass. The research shows that customers preferred using cafe zones because they are free of charge and, correspondingly, that heavy users are more willing to pay for daily packages. To convert behavior from using free of charge zones to paying daily packages, businesses might need to launch promotions to attract heavy users for a certain period. In considering and seeking to alleviate these business pain points, the most promising promotion is a onetime voucher for one free beverage. This is a well-adapted strategy as heavy users, as indicated, currently are willing to pay for a cup of coffee to use free zones. Put simply, the business is giving them one free cup and gaining service payment instead. This acts as a catalyzing incentive to form new heavy users and maintains current heavy users.

In relating the information, data, and calculations obtained through both the qualitative and quantitative portions of this analysis, one notes that the aforementioned 7Ps concept does provide effective robustness in identifying areas of concern. Here the data indicate that three such Ps are of significant interest to customers. When viewed from the perspective of heavy users, one sees that both Product and Physical Evidence arise as statistically significant categories, as heavy users prefer certain facilities being made available, which in this instance qualifies them as products. Similarly, the environment is also of crucial importance, thus of Physical Evidence, and indicates that this category is statistically significant. Looking now to light users, a categorical overlap is observed as both groups place heavy importance on the Physical evidence, or environment of these facilities. For the light user an additional and different P, Place, is also apparent, as the location of such facilities is a major determining factor in the light user's decision.

When these three Ps are further applied to the SERVQUAL concept, one sees overlap in the implications of either theory. Here, under the topic of Accessibility, one sees light users adopting the aforementioned Place factor to be of great importance in terms of accessibility, as they require good locations, with transportation options, or that are located in heavily travelled districts; conversely, heavy users place greater importance in the Product category in terms of accessibility, as they require various facilities to complete their tasks with ease. One further category from the SERVQUAL concept was immediately apparent in the data, namely, that of Tangibility. Here, light users, use Physical Evidence as a guiding factor in the decision making process, as the environment, aesthetic and feeling of the facility more readily affects their choice of co-working space.

5.2 Recommendation

The purpose of this research is to help co-working space business owners to understand customer insight and realize execution strategies to maximize the profit of business.

It is firstly recommended that business owners identify heavy users. As previously stated, they are gems of the business, and could greatly benefit from the

implementation of categorized systems for personal identification, as it would seamlessly allow for the identification of heavy and light users, in a more streamlines fashion.

The second suggestion involves enhancing customer satisfaction for heavy users and can be achieved by increasing Wi-Fi speed and electrical socket availability. Most co-working spaces currently limit the length of internet usage, which is intentionally done by owners, as they seek to increase the turnover of customers, but greatly discourages continued patronage of high usage customers. This misunderstood customer insight has led to incorrect implementation of Wi-Fi usage policies, further resulting in dissatisfaction directly impacting heavy users, as they will not select establishments that provide poor facilities. To add to this conundrum, given that heavy users, as indicated in the results of this analysis, are likely to recommend establishments which satisfy their needs, it is assumed that negative word-of-mouth concerning lacking facilities is sure to effect the business.

Lastly, marketing execution is to be viewed as a crucial matter. Currently, as customers prefer to order drinks and sit in the free of charge zone, a barrier for owners to retrain behavior of patrons to an entry fee based model is erected and appears difficult to deconstruct. However, given that heavy users are likely to pay more for this fee, the use of strategically launched promotions, e.g. the aforementioned one free drink per day-ticket, are highly encouraged. This will alleviate the difficulties incurred in training heavy users to become more frequent paying customers as they do not perceive that any extra or undue charge has been incurred in changing from the old to new styles of admission.

5.2   Limitations of the Study

5.3.1 Respondents were collected using the convenience sampling method. This may impact the accuracy of result discussed within this analysis as samples may not represent the entire population of co-working space users, but rather a subset, or inadequate sampling thereof.

        5.3.2 Time imposes limitations as it places a boundary on the sample size
of both quantitative and qualitative research which may impact to the accuracy of these
findings

REFERENCES

Books and Book Articles

Cisco Connected World Technology Research. (2014) *2014 Connected World Technology Final Report*. Cisco Connected World Technology Research Report, 52

Kotler, P. & Armstrong, G. (2010) *Principles of Marketing.* 13th (Global) ed. Boston: Pearson Education, Inc.

Soodpanya, (2016), *Satisfaction of Co-working Spaceuser in Bangkok.* Faculty of Administration and Management King Mongkut's Institute of Technology Ladkrabang.

Articles

Zeithaml, V. A., Berry, L.L., and Parasuraman, A. (1993). The nature and determinants of customer expectations of service. Journal of the Academy of Marketing Science, 21(1), 1-12.

Electronic Media

Boonchoke. (2015). *BANGKOK: Muchroom Co-working space สถานที่ทำงานสำหรับพวก freelance.* Retrieved December 6, 2016, from http://9choke.com/2015/11/18/bangkok-muchroom-co-working-space

Design Something. (2016, February 12). *Coworking space พลิกโฉมพื้นที่ทำงานของคนยุค ใหม่.* Retrieved December 6, 2016, from http://bit.ly/2hioMvz

Foertsch. (2011). *Why Coworkers like their Coworking Spaces.* Retrieved December 28, 2016, from http://www.deskmag.com/en/why-coworkers-like-their-coworking-spaces-162

Forfur. (2006). *Co-Working space เทรนด์ใหม่เปลี่ยนชีวิตการทำงาน.* Retrieved December 6,

    2016, from http://bit.ly/1cCXp9f

Hersowitz. (2016). *Trends in Coworking as Seen by LExC Members.* Retrieved March 25,

    2017, https://www.globalworkspace.org/2016-coworking-trends/

JobThai. (2016). *Four recommended Co-working space community of startup*. Retrieved

    December 6, 2016, from http://www.jobthai.com/reach/lifestyle

Katesiri, G. & Pantong, N.(2016), *แหล่งเงินทุนสำหรับ SMEs ไทย...หัวใจนักสู้.* Article of

    Bank of Thailand. Retrieved December 6, 2016, from

    https://www.bot.or.th/Thai/ResearchAndPublications/DocLib_/Article27_10_59.pdf

Konggeaw. (2016). *"Co-Working Space" ธุรกิจ "เซ็กซี่"? ยุค Startup ฟีเวอร์.* Retrieved

    March 25, 2017, http://www.bangkokbiznews.com/news/detail/713507

Entrepreneur ,(2015) .Kraidakorn *ไลฟ์สไตล์นายตัวเอง เป็นแล้วมันรู้สึกยังไง รู้แล้วจะอยาก*

    เป็นอีกไหม !Retrieved March 25, 2017, http://www.theceoblogger.com/ceo-1504001/

Money & Wealth. (2016). *ธุรกิจ Co-Working space ไม่ยากแต่ไม่ "หมู."* Retrieved December

    6, 2016, from http://www.moneychannel.co.th/news_detail/11169

Prachachatturakit, (2015). *เทคโนโลยีเปลี่ยน "คน-องค์กร" "Gen Y-X" ไม่ยึดติด "เวลา-*

    สถานที่". Retrieved March 25, 2017,

    http://www.prachachat.net/news_detail.php?newsid=1430823398

TechsauceTeam. (2016). *อยากทำงานแล้วไปไหน? มาดู 13 Coworking Space ที่พร้อมเพิ่มพลัง*

    ให้กับคนรักงาน! Retrieved December 6, 2016, from www.techsauce.com:

    http://techsauce.co/startup-tools/13-coworking-space-in-thailand/

TMB. (2016). Co-Working space: *ทางเลือกดีๆ ของคนทำงานในยุค digital* Retrieved

    December 6, 2016, from https://www.mebytmb.com/blog/view/co-working-space-

    digital-age.html

Wattanasupachok, T. (2007). Third Place **ธุรกิจ-ชีวิตอินเทรนด์** Retrieved December 6, 2016,

    from http://www.manager.co.th/Daily/ViewNews.aspx?NewsID=9490000061731

Wongrujirawanij, S. (2012). *TCDC: เจาะลึกเทรนด์ Coworking space ตอนที่ 1: ทำไมฟรี

แลนซ์ถึงติดใจห้องทำงานรูปแบบใหม่นี้.* Retrieved December 6, 2016, from

http://www.tcdc.or.th/articles/others/18005

APPENDICES

APPENDIX A

T-TEST TABLE OF CO-WORKING USER PERCEPTION TOWARD:

Appendix A1: T-test table showing significant difference mean of overall influential factors in choosing co-working space.

Overall influential factors to select co-working space		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. 2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Service time	Equal variances assumed	.115	.735	2.119	170	.036	.246	.116	.017	.475
	Equal variances not assumed			2.140	169.999	.034	.246	.115	.019	.473

Appendix A2: T-test table showing significant difference mean of location and transportation factor in choosing co-working space.

Location and transportation factors to select co-working space		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Close to BTS	Equal variances assumed	.014	.905	-2.600	170	.010	-.330	.127	-.581	-.080
	Equal variances not assumed			-2.609	168.553	.010	-.330	.127	-.580	-.080
Route familiarity	Equal variances assumed	.448	.504	-2.174	170	.031	-.264	.121	-.503	-.024
	Equal variances not assumed			-2.169	164.769	.032	-.264	.122	-.504	-.024

Appendix A3: T-test table showing significant difference mean of addition service influencing in choosing co-working space.

The additional service influencing co-working space selection.		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
Wi-Fi and electrical socket	Equal variances assumed	16.525	.000	2.164	170	.032	.173	.080	.015	.331	
	Equal variances not assumed			2.218	161.908	.028	.173	.078	.019	.327	
Print and Photocopy	Equal variances assumed	.002	.965	-2.058	170	.041	-.268	.130	-.526	-.011	
	Equal variances not assumed			-2.062	167.774	.041	-.268	.130	-.526	-.011	

Appendix A4: T-test table showing significant difference mean of purpose of visiting co-working space.

The purpose of using co-working space.		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Meeting	Equal variances assumed	6.885	.009	4.474	170	.000	.823	.184	.460	1.186
	Equal variances not assumed			4.516	169.997	.000	.823	.182	.463	1.182
Working	Equal variances assumed	6.465	.012	5.933	170	.000	1.075	.181	.717	1.433
	Equal variances not assumed			6.010	169.674	.000	1.075	.179	.722	1.428

Appendix A5: T-test table showing significant difference mean of price packages of co-working space.

The co-working space promotions preference of heavy user and light user.		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Daily package	Equal variances assumed	8.233	.005	4.249	170	.000	.872	.205	.467	1.277
	Equal variances not assumed			4.188	152.026	.000	.872	.208	.461	1.283

Appendix A6: T-test table showing significant difference mean of customer perception toward co-working space.

The co-working space promotions preference of heavy user and light user		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
I always go to the same co-working space	Equal variances assumed	5.261	.023	5.641	170	.000	.843	.150	.548	1.139	
	Equal variances not assumed			5.725	169.116	.000	.843	.147	.553	1.134	
I recommended using co-working spaces to my friends	Equal variances assumed	7.970	.005	3.836	170	.000	.587	.153	.285	.889	
	Equal variances not assumed			3.859	169.476	.000	.587	.152	.287	.887	
I am satisfied with using co-working space	Equal variances assumed	6.692	.011	4.886	170	.000	.604	.124	.360	.848	
	Equal variances not assumed			5.008	162.338	.000	.604	.121	.366	.843	
There would be some chance which I need to use a co-working space again	Equal variances assumed	12.918	.000	4.489	170	.000	.616	.137	.345	.887	
	Equal variances not assumed			4.593	163.922	.000	.616	.134	.351	.881	

APPEDIX B
LIST OF QUESTION:

Appendix B1: List of in-depth interview question

The set of questions is divided into two groups: the screening questions and questions for in-depth interviews, as presented in the details below.

Screening Question (only co-working space customer)

2. What is your age…?

    A. 18-30 years old   B. 31-45 years old   C. Less than 18 or more than 45

3. Have you ever used a co-working space within the last 2 months?

    A. Yes   B. No

	Question	Objective
	Part 1: Respondent's Demographic Information	**1.1**
1.	What is your age?	
2.	What is your monthly income?	
3.	What is your occupation?	1.1
4.	What is your level of education?	
5.	Do you have any hobbies?	
	Part 2: Co-working Space Using Behavior	**1.2**

6.	How frequently do you use co-working spaces?	
7.	On which day, do you go to a co-working space?	
8.	What time do you usually go to a co-working space?	
9.	In which co-working space do you always go?	
10.	What type of service do you always use in a co-working space? (Meeting room, Shared space, etc.) Why?	1.2
11.	What is your purpose in using a co-working space?	
12.	How long do you stay in, each time?	
13.	Please explain the activities that you always do, since the beginning to the end of your stay in a co-working space.	
14.	How many people come with you when you go to a co-working space?	
	Part 3 : Co-working Space Loyalty Level	**2**
15.	Please, can you give the name of the co-working spaces you know, with a little introduction?	2.1
16.	How many times have you been to each place?	2.2
17.	Is there has any chance which you need to use co-working space again?	2.3
18.	Have you ever given your friend some recommendations about a co-working space? if yes, what place? Why?	2.1,2.3
20.	What is your top-of-mind co-working space? Why?	2.1
	Part 4 : Influential Factors in Choosing Co-working Space	**3**
21.	Please describe, according to you, the good characteristics of a co-working space, in terms of the 7Ps: Product, Price, Place, Promotion, People, Physical Evidence, Process	3.1

22.	Which factors are, to you, the main reason in choosing a co-working space? Please clarify.	3.1, 3.2
23.	Which factors affect you the most? The 2nd? The 3rd?	3.2
24.	Which factors affect you the least? The 2nd? The 3rd?	3.2
25.	What is the acceptable price range, if you have to use the space for one time only?	3.2
26.	If you can create your own co-working space, how it is going to look like?	3.1
27.	Who will be your target customers? What kind of promotion are you going to use? Why?	3.1, 3.2
28.	If your co-working space is facing a tough situation, what attribute will you cut out? Why?	3.2
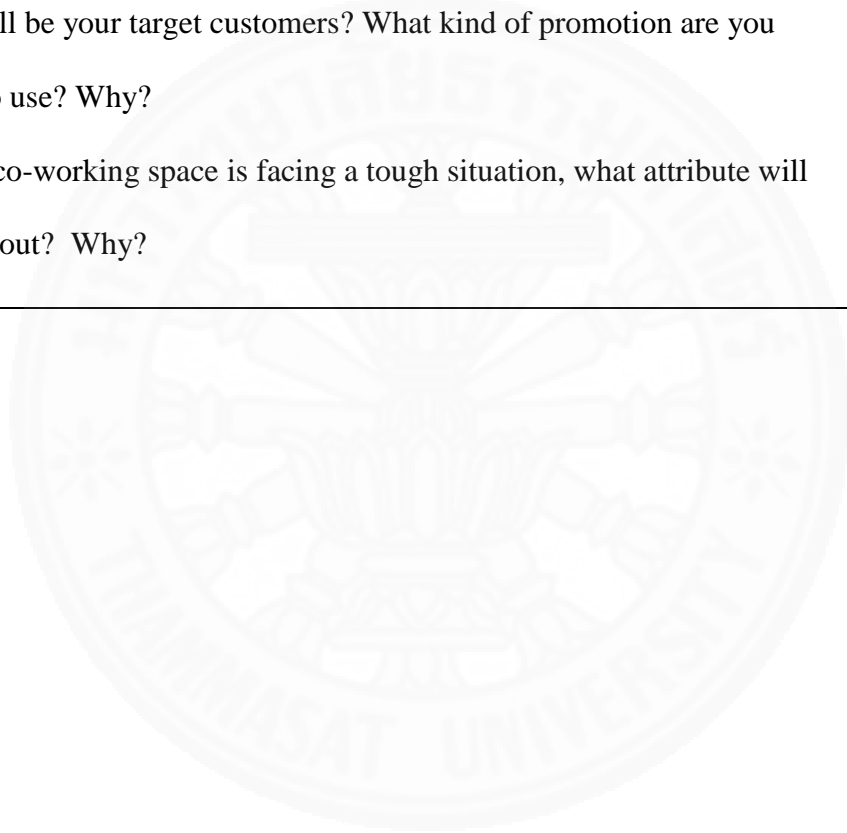
Appendix B2: Survey Questionnaire

This questionnaire is a part of independent study which is conducted by a student in Master's Degree Program in Marketing at Thammasat University. The purpose of this questionnaire is to study the influence factors of choosing a co-working space in Bangkok. Please answer the questions as honestly as possible and be assured that any information provided will be treated with the most confidentiality. It will be used for the purpose of academic research only. This questionnaire will take around 10 minutes to complete. Your kind co-operation is greatly appreciated. If you have any question about this questionnaire, please contact Piyanuch Pathomsiri at n0rn4t@gmail.com or call 086-346-6403

This questionnaire is composed of seven part.

Part 1: Screening questions Part 2: Quota Question

Part 3: Influential Factors on Choosing Co-working Spaces

Part 4: Co-working Space Using Behavior

Part 5: Media Consumption

Part 6: Co-working Space Loyalty Level

Part 7: Demographic

Part 1: Screening Question

1.   Please select your age? *(1.1)*

     O 18-24   O 25-30

     O 31-35   O 35-40

     O 40-45   O <18, > 45 *(Rejected)*

2. Which one is the area you are live in?*(1.1)*

     O Bangkok   O Suburb

     O Other provinces *(Rejected)*

     O Abroad *(Rejected)*

3. Do you know what a co-working space is? *(1.1)*

     O I don't know *(Rejected)*

     O Yes I do, but I'm not a customer

  (Rejected)

     O Yes I do, I'm a customer

Part 2: Quota Question

4. How often do you use co-working space *(1.2)*

    O More than 5 times per month?

    O 3-4 times per month

    O 1-2 times per month

    O Less than 1 time per month

    (Above the mean = Heavy User)

    (Below the mean = Light User)

Part 3: Influential Factors on Choosing Co-working Spaces

5. Please rate the following factors that influence you to select co-working space. (1 = "not at all important" to 5 = "extremely important") *(3.1, 3.2)*

	1	2	3	4	5
Transportation					
Location					
Car Park					
Decoration & Environment					
Price					
Service Time					
Taste of Food & Beverage					
Varieties of zoning					
Characteristic of co-working space community					
This is a new place where I haven't try					

6. The highest cost that you're willing to pay for co-working space's facilities and other providences (i.e. food and beverage) per a visit? (Drag the bottom to the number that you would like to mention) *(3.1, 3.2)*

—O———————————————————— 0 baht   600 baht

7. Please rate the following factors that have been your consideration to select co-working space. (1 =

"not at all important" to 5 = "extremely important") *(3.1, 3.2)*

	1	2	3	4	5
Close with BTS					
Good traffic					
Car park space					
Close to your home or office					
Close to community mall					
Coveniece to your friend					
Familiar with the route					

8. Please rate the following promotion that influence you to choose co-working space.(1 = "not at all important" to 5 = "extremely important")*(3.1, 3.2)*

	1	2	3	4	5
3 pay 2 promotion					
Free a glass of beverage per using once					
Free one food set included in meeting room rental					
Collect point: Free beverage per every twice or free meeting room every 10 times use					
15% discount when every buying beverage with the co-working space glass (650B. per glass)					

9. Please rate the additional service that influence you to choose co-working space. (1 = "not at all

important" to 5 = "extremely important") *(3.1, 3.2)*

	1	2	3	4	5
Free drink and snack					
Internet wifi and plug					
Projector and connected TV					
Meeting room					
Print and Xerox service					

It's almost done, fighting!

Part 4: Co-working Space Using Behaviour

& Loyalty Level

10. How long do you stay at co-working space in average? *(1.2)*

    O Less than 2 hours

    O 2-4 hours

    O 4-6 hours

    O More than 6 hours

11. When do you always use co-working space? *(1.2)*

    O Weekday   O Weekend

    O Uncertainly   O Everyday

12. On weekday, what time would you like to go? *(1.2)*

    O 0.01-3.00   O 3.01-6.00

    O 6.01-9.00   O 9.01-12.00

    O12.01-15.00   O15.01-18.00

    O 18.01-21.00   O 21.01-0.00

13. On weekend, what time would you like to go? *(1.2)*

    O 0.01-3.00   O 3.01-6.00

    O 6.01-9.00   O 9.01-12.00

    O12.01-15.00   O15.01-18.00

    O 18.01-21.00   O 21.01-0.00

14. Please rate your purpose of using in a co-working space. (1 = "not at all important" to 5 =

"extremely important") *(1.2)*

	1	2	3	4	5
Reading/Tutoring					
Meeting					
Woring					
Business talk					
Chill out, wait for someone					
Hangout with friend					

15. Please rate the package you always use in a co-working space. (1 = "not at all important" to 5 = "extremely important")*(1.2)*

	1	2	3	4	5
Hourly Package					
Daily Package					
Weekly Package					
Monthly Package					
Group booking with unlimited hour					
Free of charge (using cafe' zone)					

Part 5: Media Consumption

16. What channel do you searching for Co-working space information (Can select more than 1) *(1.2)*

  O Search Engine ie, Google Yahoo

  O Official Website

  O Facebook Fanpage

  O Review Page; Pantip, blog

  O At front of co-working space

17. Which channel is the most influential on choosing co-working space *(1.2)*

  O Search Engine ie, Google Yahoo

O Official Website

O Facebook Fanpage

O Review Page; Pantip, blog

O At front of co-working space

Part 6: Co-working Space Loyalty Level

18. What is your favourite co-working space (Ranking 1-3) *(2.1)*

O Hubba   O Joint Cafe'

O Growth Cafe'   O Sit-in

O Draftboard   O Launchpad

O Ease Cafe'   O Too fast too sleep

O Phyn   O Mushroom

O Casa lapin'   O About work

O Storyline   O Glowfish

O Ma:D

O The Space Bangkok

O Pencave Co-Working Space

O Colab on Convent

19. How these below explain your co-working space using. (1 = "not at all important" to 5 = "extremely important") *(2.2, 2.3)*

	1	2	3	4	5
I always go the same co-working space					
I didn't try to find the new co-working space					
I recommended my friend to use co-working space					
In overall i satisfy with using co-working space service					
I am sure that there would be some chance which I need to use co-working space again					

Finally! you are in the last part Yeahhh!!

Part 7: Demographic

20.Sex? *(1.1)*

    O Male   O Female

21.Income? *(1.1)*

    O Lower than 10,000 baht

    O 10,000-20,000 baht

    O 20,001-40,000 baht

    O 40,001-60,000 baht

    O 60,001-80,000 baht

    O More than 80,000 baht

22.Occupation? (Can select more than 1) *(1.1)*

    O High school student

    O Bachelor's Degree student

    O Master's-Ph.D Degree student

    O Creative/Designer

    O Business man/entrepreneur

    O Freelance   O Tutor/Teacher

    O Speaker   O Office worker

    O Others please specify

23.Educational level? *(1.1)*

    O Lower than Bachelor Degree

    O Bachelor's Degree

    O Master's Degree

    O Ph.D

24.Hobbies? (Can select more than 1) *(1.1)*

    O Play sport   O Reading

    O Movies   O Play game

    O Handicraft   O Cooking

    O Photographing O Collecting

    O Others please specify

Done!!! and thanks for your kind help!! <3

BIOGRAPHY

Name   Miss Piyanuch Pathomsiri

Date of Birth   March26, 1990

Educational Attainment   2012: Bachelor Degree of Journalism and Mass

                                  Communication

Work Position   Brand Analyst

                                  Bank of Thailand

Work Experiences   2015-Present Brand Analyst

                                  Bank of Thailand

                                  2013-2014 Brand Ambassador

                                  Advance Info Service co. ltd

                                  2012-2013 Acount Executive

                                  JWT Thailand