

BUSINESS PLAN
KIDS SCIENCE CLUB



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Executive Summary

Kids Science Club is a USA franchised, activity-based STEM (science, technology, engineering, math) afterschool enrichment program in Bangkok for children aged 4-14 years. Thai education system does lack hands on learning experiences especially in STEM subjects. English education is a failure. The mission is to enhance creativity and problem-solving skills in children through fun, STEM-based activities. The target markets are parents of children aged 4-14 with family income of at least 75,000 Baht per month, children aged 4-14 themselves and toddlers.

There are currently 2 main competitors – Bricks for Kidz and Keaes tutor school. They do not have many branches so there is still a lot of room for this business. Moreover, starting up a new business requires many government regulations and is expensive. Therefore, new entrants in this industry will not be many.

The main activities and sources of revenue would come from classes at Kids Science Club center and camps during the school holidays. The main communication strategies would be informing and persuading the target market to buy the courses through social media advertisements, events and promotional discounts and coupons.

The total initial startup cost is 3,460,000 Baht. The projected breakeven point is 9 months.

Lastly, I would like to thank Dr. Mark Rendon for giving valuable advice since the inception of the project towards the end of completion of IS. I would like to thank my parents, my family, especially my husband and daughter for being encouraging and patient throughout the course of my study.

Priya Jagota

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CHAPTER 1

BUSINESS DESCRIPTION

Company Description

Kids Science Club (KSC) is a USA franchised fun-based science education program for children age 4-14 years old. The company uses activity-based learning of STEM subjects – Science, Technology, Engineering and Math. This approach makes the learning fun and enjoyable.

The learning area at the center will be turned into a play area for toddlers during school hours. The child will have to be accompanied by an adult. This will help cover rent costs.

Objectives of the program:

- Kids learn problem-solving skills through activities and group work.
- Kids learn how to apply STEM subjects in real life.
- Discover how things work.
- Enhance creativity.
- Kids get to learn English through play and science.
- Kids get to explore STEM professions early on.
- Kids get a head start in their professional careers.

Mission: To enhance creativity and problem-solving skills in children through fun, STEM-based activities.

Vision: To be the number one private, fun, STEM-based activity center in Thailand and neighboring countries.

Target Market

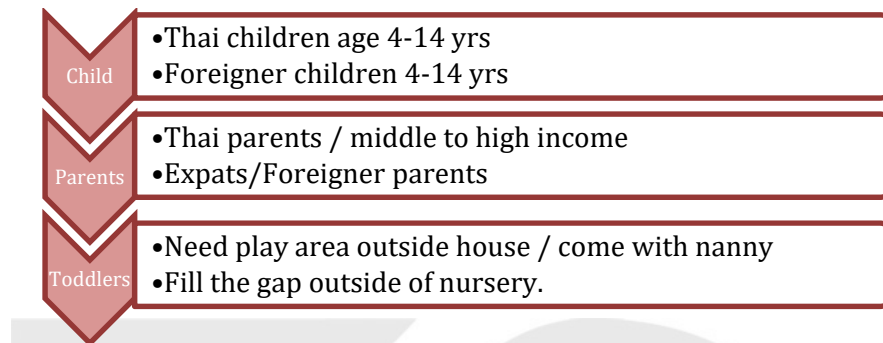


Figure 1.1 Target market

Business objectives :

1. To make people aware of KSC
2. To capture market share
3. To be able to make profit at least within the second year

Addressing the Problem

- Schools in Thailand do not provide enough sources of learning. Currently there are limited options for children's science-based learning programs in Bangkok and in Thailand as a whole. Those that do exist do not stretch children's abilities in the aspects of problem solving and creativity. In today's increasingly demanding professional world, many parents want to find ways to give their children a head start in their professional careers. Our proposed learning program provides parents with this opportunity. It will also bring out the natural curiosity in children.

- Parents are concerned their children spend too much time focusing on gaming rather than education. Our program aims to entice children back towards education through interactive and fun learning methods. This will be a place where kids go after school or during holidays, especially when both the parents are working.

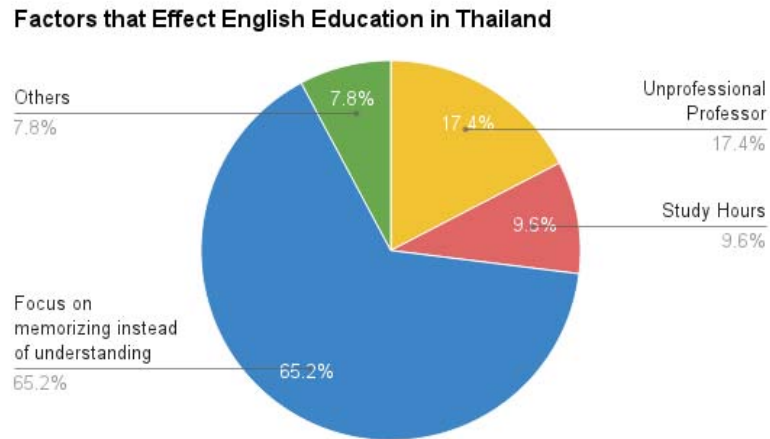


Figure 1.2 Factors affecting English education in Thailand (Source: Education Group, 2014)

Service Line

STEM based activities for children aged 4-14 in English and Thai languages.

The classes will be divided into 3 groups as follows:

1. Junior scientists – pre-kindergarten to 2nd grade
2. Apprentice scientist – 3rd to 5th grade
3. Master scientists – 6th to 8th grade

Each group is composed of various courses in engineering, robotics and game design)figure 3.3 .(Each course consists of 6-8 weekly 1 hour classes .

Classes:

- Classes at EFK center
- 5 days engineering camps during school holidays
- Birthday parties
- Workshops

Toddlers play area:

- The learning area at the center will be turned into a play area for toddlers during school hours.
- The child will have to be accompanied by an adult.
- Development promoting toys will be provided in the play area.
- This will help cover rent costs when the main target groups are in school studying.



Figure 1.3 Courses offered at Kids Science Club

Business Model

The business model is summarized in table 1.1.

Table 1.1 Business model of Kids Science Club

Core Strategy	Strategic Resources	Partnership Network	Customer Interface
<p>Business Mission:</p> <ul style="list-style-type: none"> • Bring “Kids Science Club” franchise to Thailand. • Generate income by providing KSC classes based on franchise content. 	<p>Core Competencies:</p> <ul style="list-style-type: none"> • Native Thai business owners with international education exposure. • Owners are businessmen and a neurologist. • Classroom facilities and teaching materials. 	<p>Suppliers:</p> <ul style="list-style-type: none"> • Course content provided by franchisor. • Teaching consumables and project materials sourced locally or by mail-order. 	<p>Target Customer:</p> <ul style="list-style-type: none"> • Expat families living in Thailand. • Middle and high-income Thai families.
<p>Product/Market Scope:</p> <ul style="list-style-type: none"> • Provide STEM based education classes to children age 4-14 in Bangkok (& Thailand) 	<p>Strategic Assets:</p> <ul style="list-style-type: none"> • Countrywide exclusive franchise license • KSC course materials 	<p>Other Key Relationships:</p> <ul style="list-style-type: none"> • Good partnerships with parental and educational organizations. 	<p>Fulfillment and Support:</p> <ul style="list-style-type: none"> • Business Website • Marketing and advertising to reach target market • Social Media marketing.
<p>Basis for Differentiation:</p> <ul style="list-style-type: none"> • English & Thai Languages • U.S Based program • Not limited to LEGO 			<p>Pricing Structure:</p> <ul style="list-style-type: none"> • Premium product – a little higher than most competitors, B1,250 per class.

- Includes programming element

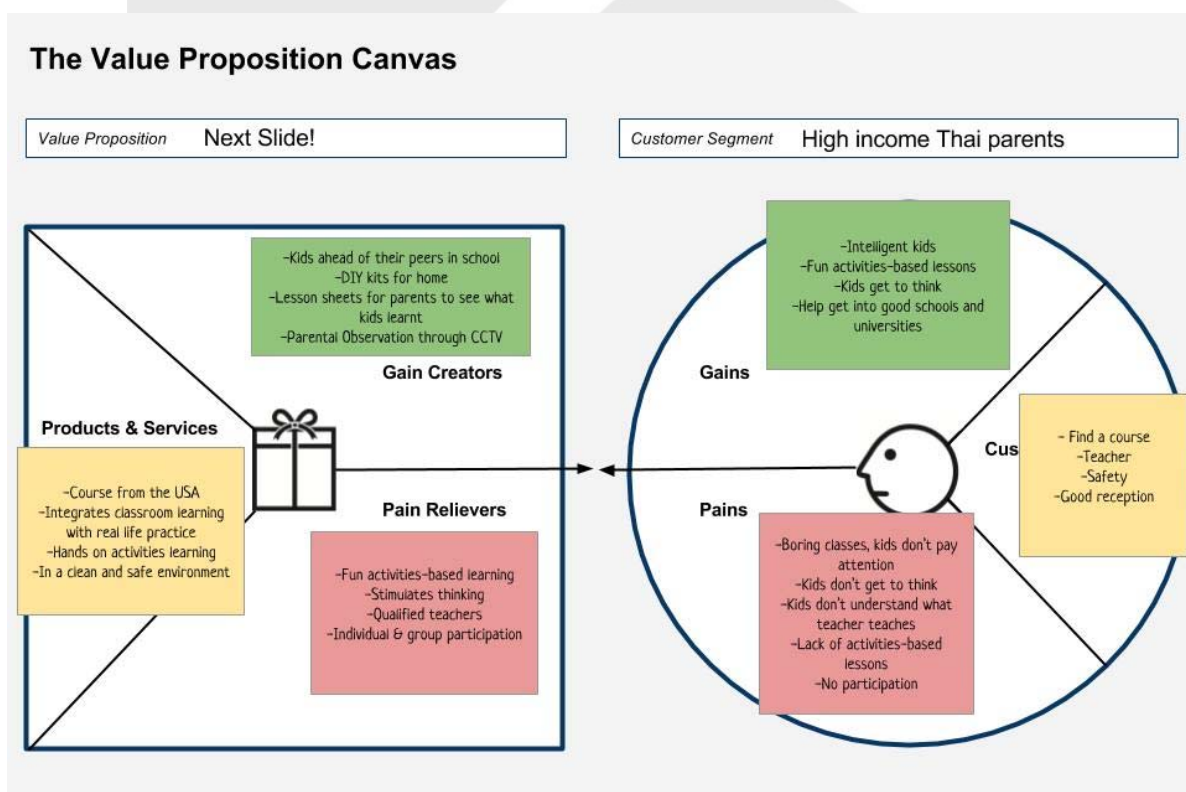


Figure 1.4 Value Proposition Canvas

ad-lib
VALUE
PROPOSITION
TEMPLATE

Our Kids Science Club
Product and Service

help(s) Parents
Customer Segment

who want to
Have smart kids
Jobs to be done

by Providing fun activities-based classes
verb (e.g., reducing, avoiding) and a customer pain

and Unlocking intelligent creative thinking
verb (e.g., increasing, enabling) and a customer gain

(unlike Typical school classes **)**
competing value proposition

Strategyzer.com/vpd

Figure 1.5 The ad-lib value proposition

CHAPTER 2

INDUSTRY ANALYSIS

Industry Analysis

- Thai Ministry of Education

- Currently, Thai education system is undergoing reform.
- The Ministry has recently introduced STEM-based education in Thailand.
- Teachers all over the country are being provided STEM-based teaching training opportunities.
- Government spending on STEM – 5 years budget of 21,214 million Baht.
- The vision is to change Thai society from being users and buyers to makers, creators and innovators through STEM education system.

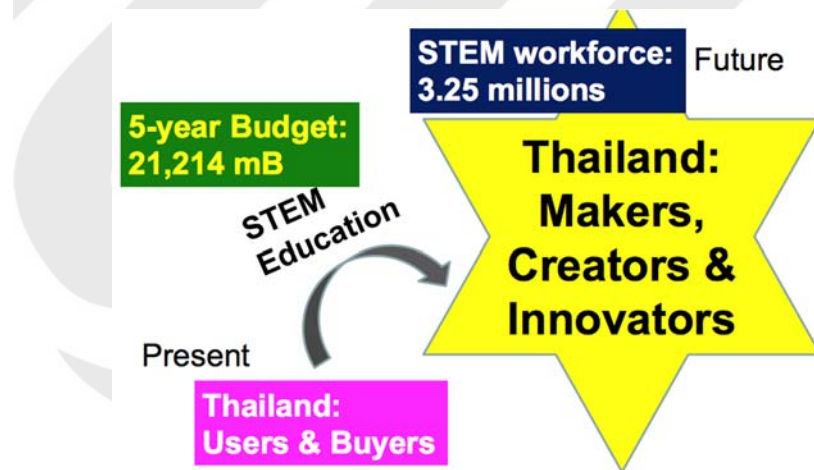


Figure 2.1 Ministry of Education's vision of STEM studies (source: Chulavatnatol, M 2015)

PESTEL Analysis



Figure 2.2 PESTEL Analysis

Political

- Politics in Thailand has been quite stable for a few years and it seems to remain so.
- STEM education is currently being promoted by the Thai Ministry of Education who is trying to prepare students for STEM workforce with 21st century skills.
- STEM education started in Thailand in 2015. The government, have kept aside a budget of 21,000 million Baht just for this. The government's vision is to change Thai society from being users and buyers to makers, creators and innovators through STEM education system.
- The government expects to build a STEM workforce to be of 3.25 million people in the near future.

Economic

- Thailand's GDP was at 0.8% in 2011 but surprisingly rose up to 7.2% in 2012.
- Unfortunately, Thailand's GDP has been dramatically decreased to 2.7% in 2013 and continuously slight down to 0.8% in 2014.
- In 2015, Thailand's GDP has increase by 2% from last year and expected to be continuously increasing in the next year and on.
- As Thailand's economy continues to grow modernized Thai people and expats living in Thailand are able to invest more resources into their children's education.

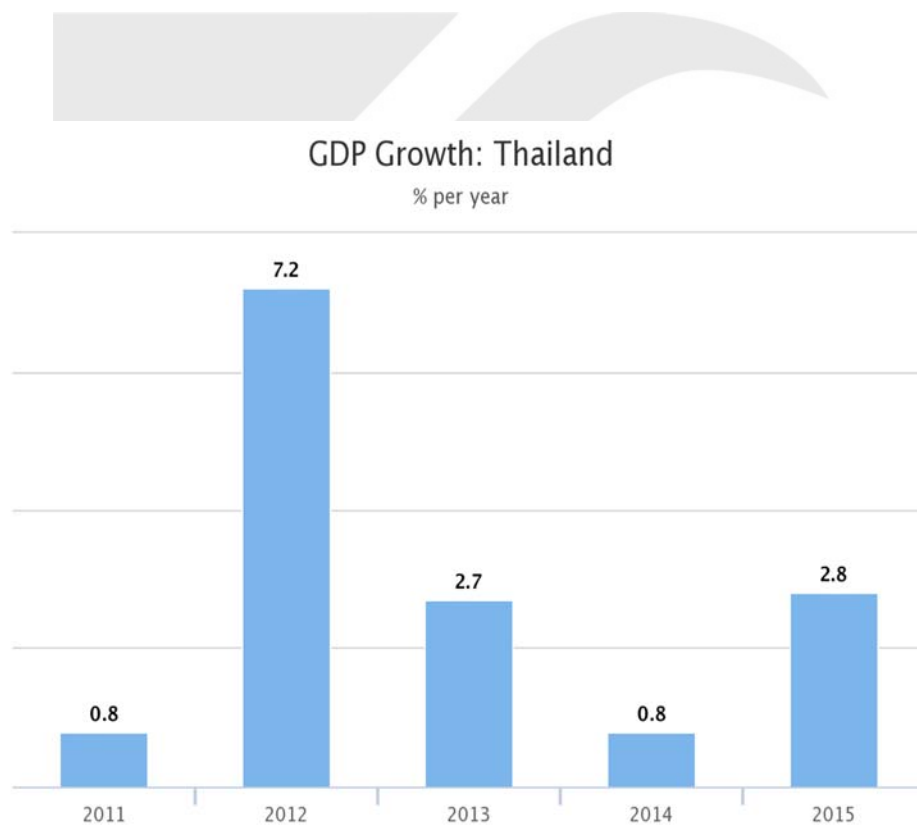


Figure 2.3 Thailand's GDP growth % per year (Asian Development Bank, 2017)

Social

- Thai society are seeing more middle and upper class people now as almost everyone is starting their own business or making smart investments.
- As for Thai's social value, most of the parents like to enroll their children in tutoring schools or extra curricular activities after school.
- The older children the more likely to be enrolled in tutoring schools.

Technology

Technology has been rapidly evolving globally and Thailand is quick at adapting and using new technologies. For example, Thai people have been using Industry 4.0. Technology also allows alternative ways to teach children instead of using just textbooks.

Environment

Environment is a small factor on KSC as it is an enrichment program for kids. So, the environmental factor does not really have an impact on the company.

Legal

As with every other business in Thailand there are many government regulations, taxes and legal procedures that KSC needs to go through. Curriculum has to be approved by the Ministry of Education and the government regulations for non-formal schools have to be followed, both of which are not too difficult. Detailed legal analysis is given in Appendix A.

Porter's 5 Forces

Supplier Power (High)

With just very few suppliers of good quality raw materials for the lessons, the bargaining power of supplier is high.

Buyer Power (Moderate)

There are many development institutions for kids for parents to choose. But, there are only a few institutions that offer this kind of activities and development. Also, these activities are optional. Therefore, the bargaining power of buyers is moderate.

Competitive Rivalry (Moderate)

Currently there are only 2 other non-formal schools in Thailand that integrate STEM in their activities, which are Bricks for Kidz and Keaes Tutor School. They still do not have many branches, do not cover as many different subjects, programming or extra activities as KSC. Out of the two, Bricks for Kidz is the only one that has an international franchise.

Threat of Substitution (Low)

With today's technology it is possible for anyone to self-learn and then teach anything just by watching Youtube. The fact of the matter is however that even Youtube cannot help build social skills or team building skills. One of the key points that parent's invest in their children's education isn't just about learning but also building a social circle with other people the same age is just as important. Online courses are not as good as face-to-face; no group and teacher-student interaction.

Potential Entrances (Low)

While this market has a big opening with only two major competitors it is still difficult to get into as there are many government procedures that one must go through. There is also the matter about the high cost of starting a project such as this.

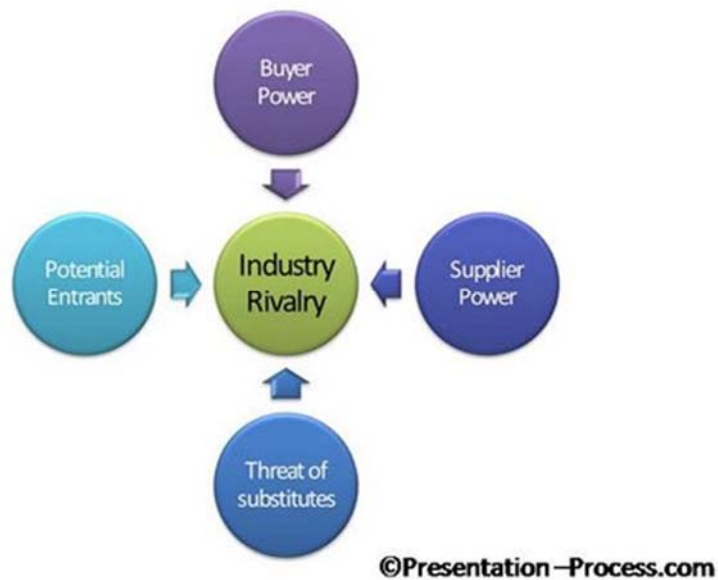


Figure 2.4 Porter's 5 Forces

Market Size

Fifty two percentage (52%) of Thai parents spend money for their children’s education through non-formal education, i.e., classes that are provided out of school through private companies (figure 2.5).

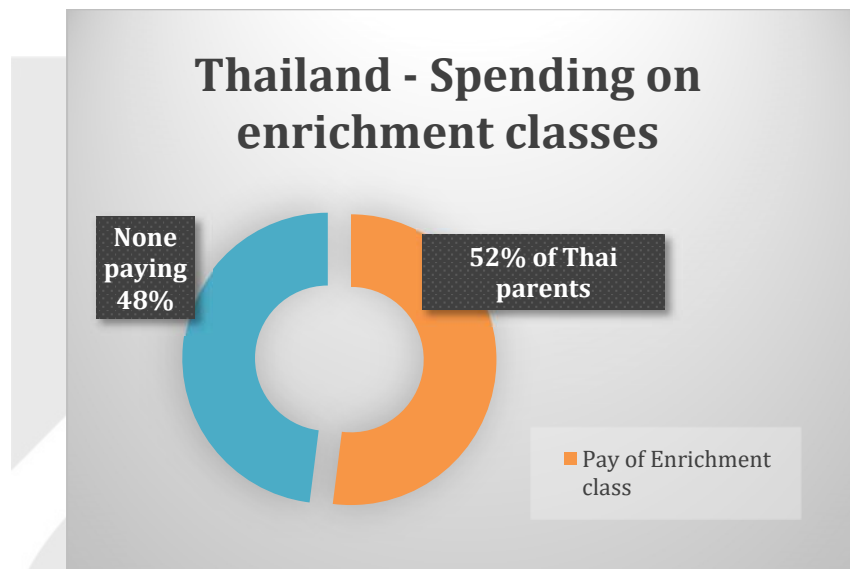


Figure 2.5 Percentage of Thai parents spending on non-formal education (source: adapted from Mastercard, 2013).

Market Research – Finding the Need for this Kind of Education

An online questionnaire, English and Thai versions, was developed (see Appendices B and C). From the 102 respondents 96 of them had at least one child)94 (%which is our main target for providing Kids Science Club services. Below are the insights from the result. For detailed result please refer to Appendix D-Detailed Result of Marketing Research.

There are 76 %of the parents that enroll their child/children in at least one extracurricular activity (figure 2.6) .Fifty percent of the children were enrolled in sports, 31 %in music, while tutoring was 15 %(figure 2.7). Some parents enrolled their child in more than one activity .

From the result we can see that there is a high demand for extracurricular educational programs in Thai market .

Upto 92 %of the parents were interested in an extracurricular curriculum from abroad that uses activities to show their child how science, technology and math are used in real life, stimulating critical thinking and problem solving skills in the process (figure 2.8).

Table 2.1 shows key insights of the parents who would enroll their child in Kids Science Club-like activities. They are parents with average monthly income of at least 75,000 Baht per month. More than 50% of them spend at least 4,000 Baht per month for their child's extracurricular activities. *Hence, our primary target market is parents who earn at least 75,000 Baht per month.*

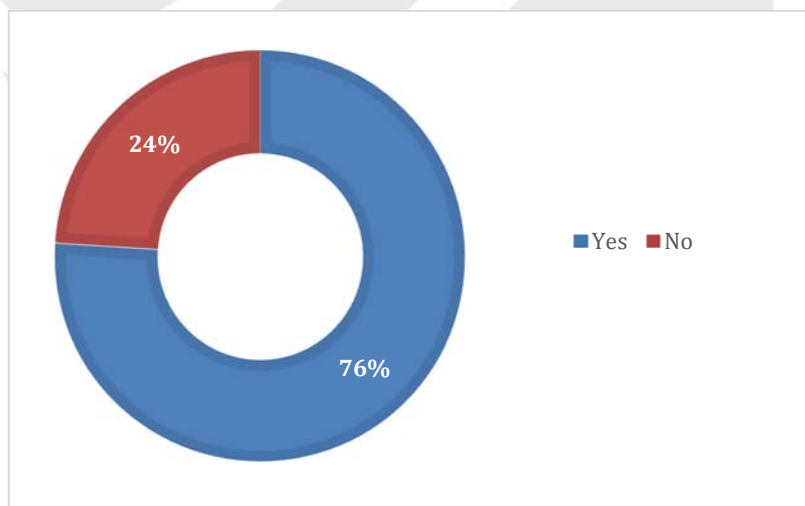


Figure 2.6 Marketing research result “do you enroll your child in extracurricular activities?”

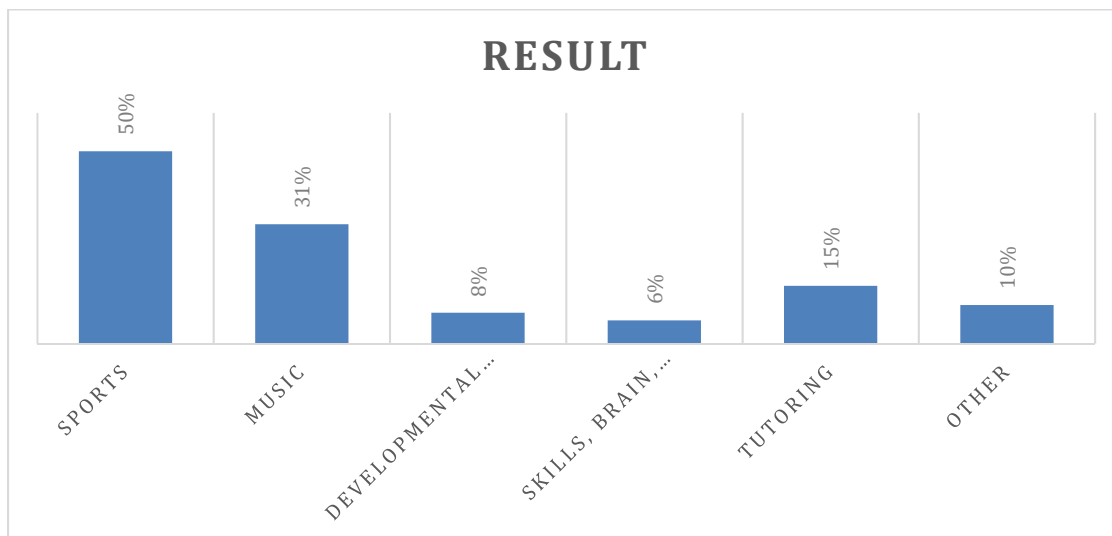


Figure 2.7 Types of extracurricular activities parents enrolled their kids

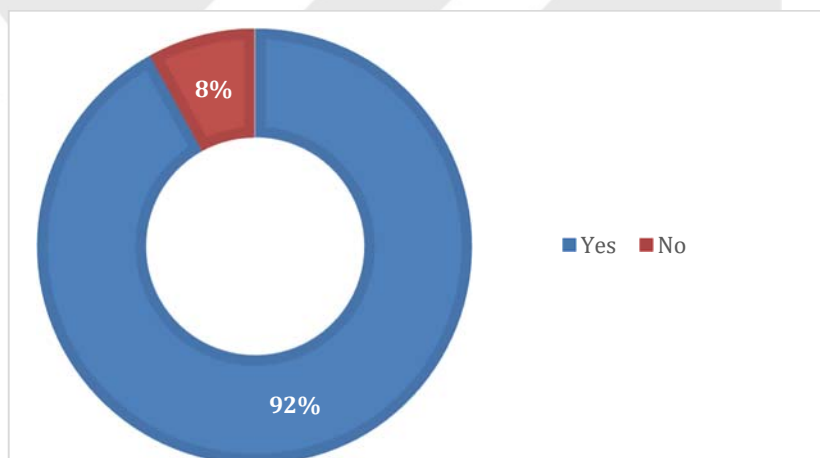


Figure 2.8 Result of parents who are interested in enrolling their child in science, technology and math that are used in real life program

Table 2.1 Questionnaire insights of parents who would enroll their child in Kids Science Club-like activities

Age (Years)	36-40	15 people from 30 people
Education	Bachelor's Degree	19 people from 30 people
Ethnicity	Thai	16 people from 30 people
Average income	75,001-100,000 Over 150,000 100,001-150,000	9 people from 30 people 6 people 4 people
How much for spending on these activities per month?	4,001-7,000 7,001-10,000 2,000-4,000	9 people from 30 people 5 people 5 people
Media	Word of mouth Parents & Kids Fair	4 people from 30 people 3 people
Location	Near home (Sukhumvit) Department Store	5 people from 30 people 4 people

Market Opportunities

Currently there are only 2 other non-formal schools in Thailand that integrate STEM in their activities – Bricks for Kidz and Keaes tutor school.

Competitors

Our *main competitors* are Bricks for Kids and Keaes School. Our competitive advantages are shown in table 2.2. For in-depth analysis please see Appendix E.

Table 2.2 Competitive advantages (for in-depth competitor analysis see Appendix E)

	Kids Science Club	Bricks for Kidz	Keaes School	Babies Genius	Gymboree	Heguru	Brain School	Shichida
STEM Focus	x	x	x					
Problem Solving Skills	x	x	x					
Origin Country	USA	USA	Thailand	UK	USA	Japan	Korea	Japan
English	x	x	x	x	x	x		
LEGO Projects	x	x						
Non-LEGO Projects	x		x					
Programming	x							
Price per class (THB)	1,000	1,000	900	1,400	850	1,650	1,000	1,000

The competitive advantage can be summarized as below:

- It is the **MOST COMPLETE** program!!!
- The **ONLY** program to offer real life related activities!!!
- The **ONLY** program that focuses completely on **ENGINEERING** concepts
- There are more than 400 active curriculums (see figure 2.9)

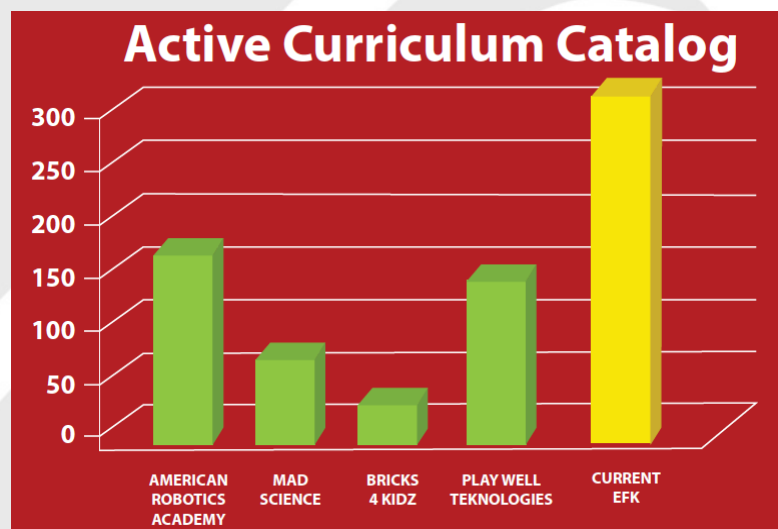


Figure 2.9 Active curriculum catalog information from websites, as of september 2016.

CHAPTER 3

MANAGEMENT PLAN

Organization and Management

The Company will be led by Chief Executive Officer (CEO). The organization chart is shown in figure 3.1.

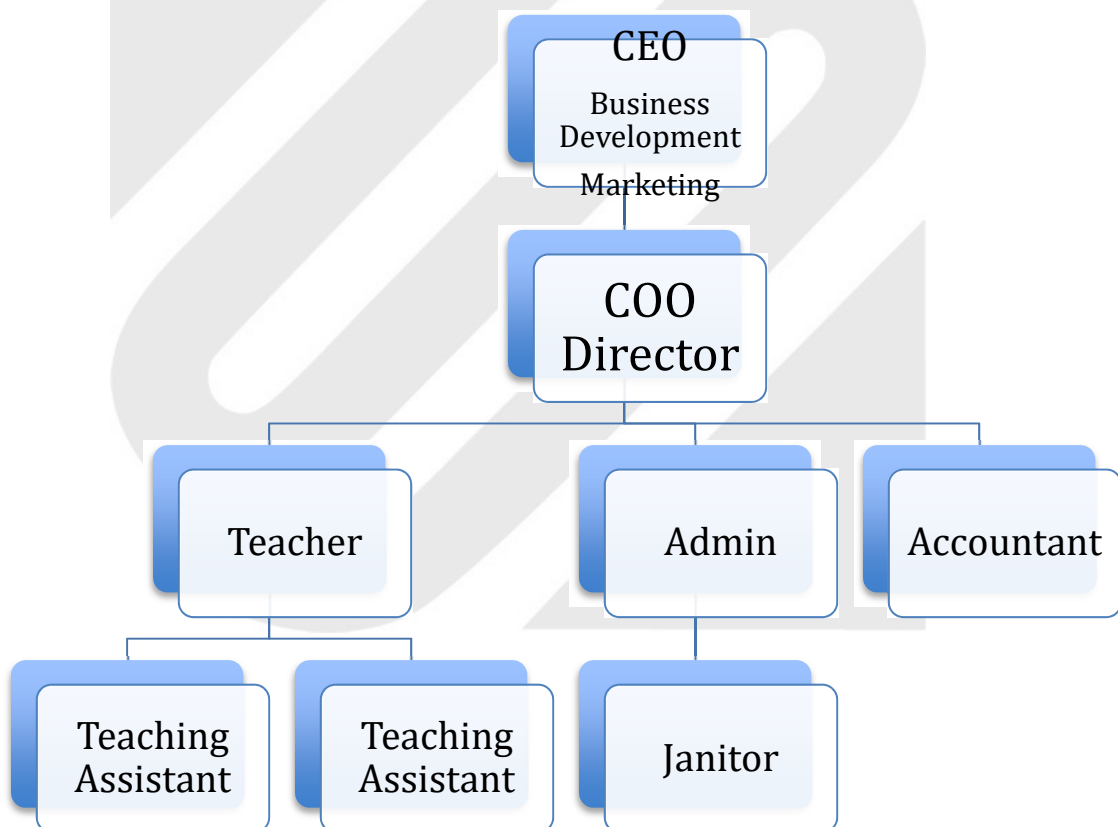


Figure 3.1 Kids Science Club organizational structure

- CEO will be responsible for business expansion and marketing.

- COO will be responsible for the operations of business units (initially, CEO will take the role of COO as well till business expansion).
- Teachers will be Thai and native or fluent English speakers with a Bachelors degree in any field, preferable education or engineering. They will be trained for STEM and KSC program activities.
- Teaching assistants will be Thai teachers with English speaking skills.
- Administrator will run the day-to-day activities within the center, such as, talking to customers, giving information about the courses, checking supplies, etc.
- Part-time janitor and accountant will be hired from respective companies (outsourced).

Team

CEO/COO:

- Degree in Doctor of Medicine, Diplomate Thai Board of Neurology, Certificate in Movement Disorders and MSc in Internal Medicine
- Current position - Consultant Neurologist in Movement Disorders at King Chulalongkorn Memorial Hospital
- Have been involved with value-based education for kids for more than 10 years
- Currently pursuing MBA

COO/Teacher:

- B.A., English Mass Communication
- More than 10 years experience working in online gaming companies being projects manager

Business partner:

- B.A., Information Technology
- Currently running his company in food solutions

CHAPTER 4

MARKETING AND SALES PLAN

Marketing Objectives

Our company is in the introductory stage. Our main marketing objectives are to *inform* our target customers, making them aware of the Kids Science Club program. Then we will *persuade* them to enroll their child in the course.

Marketing Budget

The franchise requires that the franchisee spend at least US\$3,000 in the first year and then 3% of gross sales in the subsequent years.

Marketing Research

Target Market

Firstly, we need to understand our customer in order to be able to choose and optimize our strategy .Who are they? Why should they buy our product? The objective of this point is to identify our target customer .

Considering that the services that our company provides are meant for children, but the buyers are the parents, we have segmented our audience target market by three principal segmentations:

- Demographic Segmentation
- Psychographic Segmentation
- Geographic Segmentation

The who?: Demographic Segmentation

Who needs our service? We have demographically segmented our target market into two principal groups – primary market and secondary market as in figure 4.1



Figure 4.1 Target market

The why?: Psychographic Segmentation

For the primary market that we are focusing on)the parents(, our product can provide one of the highest value needs that the parents desire :developing the intelligence of their children! Helping their child to be a successful grown up!

On the other hand, how can we encourage our secondary target market) the children(to be a part of the program? The answer is easy: creating competition .Competition between the students .Most of the children have the need to satisfy their parents, and the most intelligent children like to be the best .

The where?: Geographic Segmentation

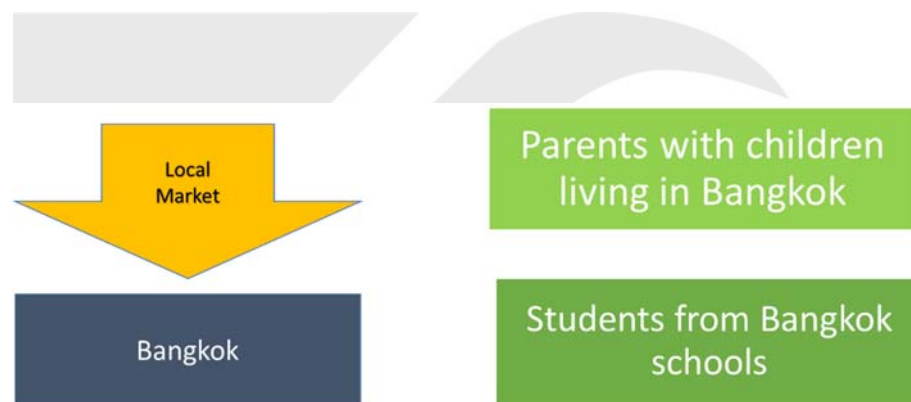


Figure 4.2 Geographic segmentation

Our Institutes will be located in the local market, specifically in Bangkok, where the demographic and psychographic segmentation target markets overlap) families with medium and high incomes, and desire to have high-achieving children .(

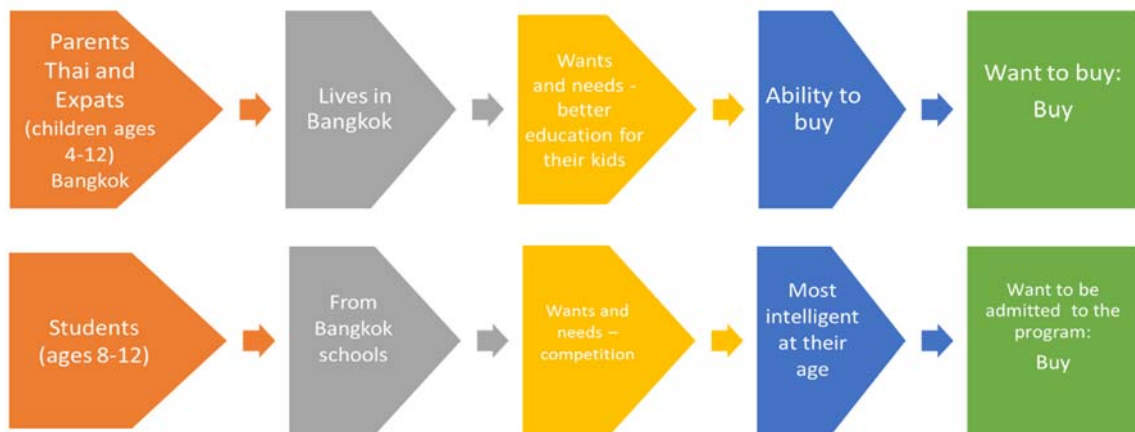


Figure 4.3 Audience - marketing target

Positioning

Basically, this point is to differentiate ourself from the competitors in the customer's mind .Positioning will also be a tool while building the marketing strategy and pricing policies .

“Kids Science Club” develops a concept that is highly valued by parents :children's intelligence .There are similar products in the Thai Market, such as “Keaes Tutoring School” and “Bricks for Kids”, but they are not exactly the same. We are introducing to Thailand the highest premium quality product in this area .

Although the quality of the product is very high, the price will be medium to high, matching the segmentation target market of high and medium income families .

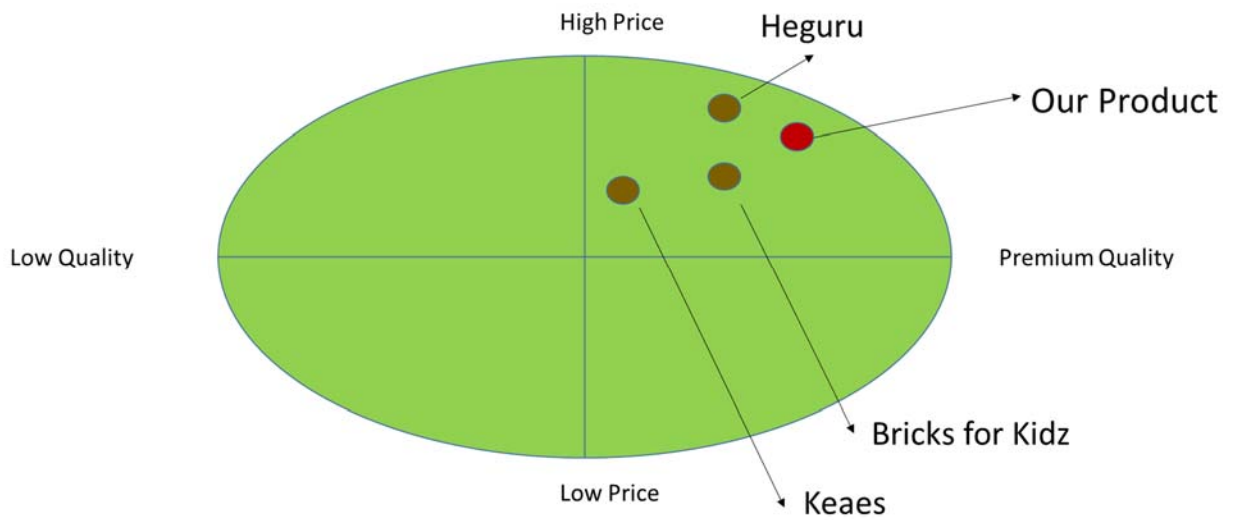


Figure 4.4 Market positioning

Distribution

Distribution will be done directly by the institution to parents and children.

Selling directly to customers:



Figure 4.5 Selling directly to customers

The level of the distribution will be selective .Once the price of the courses are medium to high, it defines the distribution level.

As a result of the Market Research that was done, with the intention of opening the first “Kids Science Club” institution in Asoke/Sukhumvit area, the preferred locations for the Institutions are:

- Near home
- Anywhere there is something for me to do nearby while my child is in class
- Easy to travel to
- Have a parking space

Pricing

Using the pricing of our competitors (table 4.1), the average price to attend one class is 1,114 THB.

Table 4.1 Pricing competitiveness

	Bricks for Kidz	Keaes School	Babies Genius	Gymboree	Heguru	Brain School	Shichida
Price per class (THB)	1,000	900	1,400	850	1,650	1,000	1,000

From our market research result on the question “How much do you spend on these activities per child per month?”, 50% of the parents are spending above 4,000 THB per month (figure 4.6).

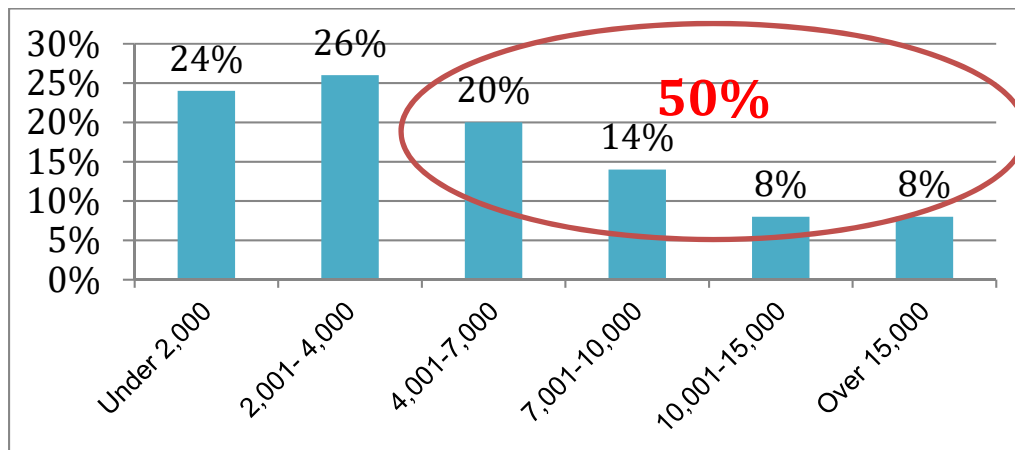


Figure 4.6 How much do you spend on these activities per child per month?

We also have another question “Each section consists of 6 – 8 hourly classes taught weekly. Each section costs around 8,000-10,000 THB (approximately 1,250 THB per class, or 5,000 THB per month. Will you enroll your child?” 45% from our sample data are willing to pay at this cost. Though 55% think it is too expensive.

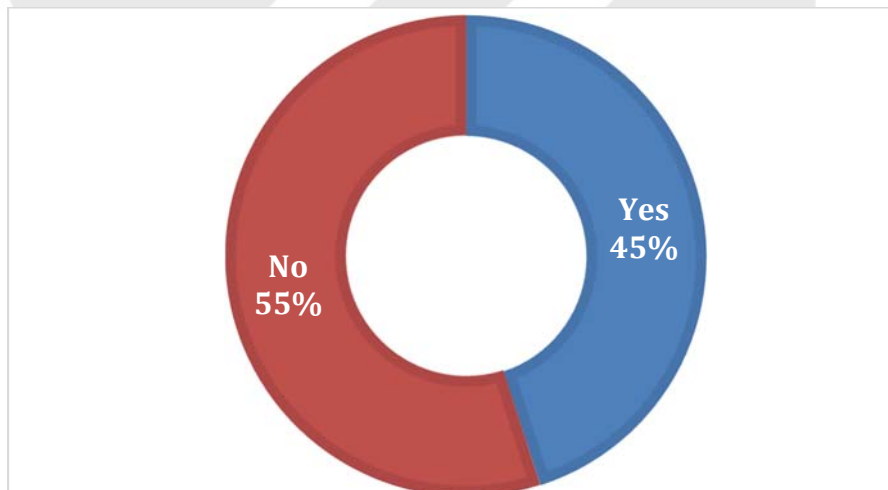


Figure 4.7 Are parents willing to spend 5,000 THB per month?

Pricing Strategy

We would like to remain our position and maintain the levels of competitors with the current price range. But, we will use the bundle price strategy (revenue strategy) to increase interest from customers (Status Quo). Also we would like to show quality of the institution, therefore, we will use even pricing.

Table 4.2 Pricing table

Pricing table
1,400 THB per class (1 Hour)
Pay per course 8,000THB (6 hours) normal price 8,400 THB
Pay per course 10,000THB (8 hours) normal price 11,200 THB

Communication and Promotion

An important part of getting purchase decision from a customer is communication. All the marketing tools will convey the same message using the slogan "*Unlocking the GENIUS in your child through real-life activities*". The word "GENIUS" will stimulate parents to feel the need to improve their children. It will also make the institute memorable.

To achieve the target of the marketing plan, the 3 marketing tools – traditional, promotional and web/social medias, will be used – integrated marketing communication (IMC). The 2 integrated marketing tools – promotional and web/social medias are cheaper and can reach the target audience better than the expensive traditional tools like TV, magazine advertising. For traditional tools we will use only the simple and cheaper ones like brochures, flyers.

For the promotion, we will use the market research result as shown in figure 4.8. The most preferred promotion was discount (30%) followed by free goods after purchase (20%).

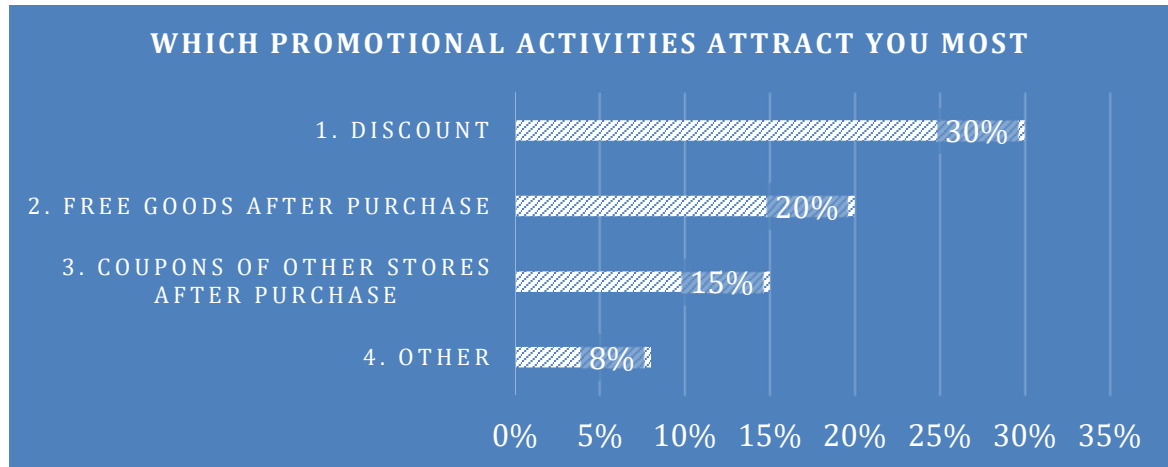


Figure 4.8 Which promotional activities attract parents

The Objectives of Integrated Marketing Communication (IMC)

Every tools work cooperatively to achieve the objectives and goals of this marketing plan which are:

1. Introduce product
2. Build brand awareness
3. Attract customers to be interested in the product
4. Create new customers and word of mouth
5. Increase sales
6. Building customer relationship

Integrated marketing communication

Sales Promotion

This marketing plan use discount strategy in the first period of selling the product)Introduction phase .(From the survey, the best sale promotion that will help customers

decide to purchase easier is discount, free goods) Giveaways (and Gift-voucher) coupons(, respectively.

For the discount, the institute will use the following:

- The Bundle Discount

This strategy works like a wholesale package of the product that will help to increase sales and create long-term customers as follows:

- get discount 10 %when buying 3 courses
- get discount 15 %when buying 5 courses

- Point of Purchase Discount

This strategy will be used to make the potential customers decide rapidly when having an event such as an “Open House” where kids come for trial activities and parents can get more information about Kids Science Club. The advantages of this activity are increased sales and creating good experiences for the target market .For expansion, this kind of activity can be done at events or fairs about kids or education, which will help reach a wider audience.

- Friend bring Friend Discount)WOM(

This strategy can create word of mouth (WOM) and increase the sale including creating customer loyalty by giving 10 %discount to a customer who is applying for the course for more than one child or invite friends to apply at least one course .

For free goods)Giveaways(, the institute will use the following strategies:

- Strategic Alliance

For strategic alliance it will give 10 %discount coupon by cooperating with other business that have same target market such as schools or academics for kids, especially the academics nearby with the same target market, such as, dance school, music school and kids clothing store .These can increase brand awareness and introduce brand directly to target

market .

- Customer Relationship Strategies

"WE CARE "strategy is the concept to make a long term relation with customers by making them feel special because the impact of special feeling is an advantage. Therefore, for personal occasions like birthdays, it is a good opportunity to get loyalty .The details of relationship and loyalty strategies are as follows:

- Sing birthday song for the child who has birthday in that month .
- Remembering the customers including the parents)name, habit (
- Report and update parents about the children's progress regularly.

For Gift-vouchers)coupons(, the institute will do as follows:

- Customer Loyalty Programs

For the Customer Loyalty Programs, we will launch loyalty program to the customer who continuously enroll with us for 4 courses .For example, 10 %discount for the course, have privilege in choosing the class schedule, and 10 %discount on DIY products and other goods .For this promotion, the purpose is to maintain an existing customer base and hope to persuade others to apply.

Online medias combined with some traditional tools.

Communication channel - this will be a publicity channel for information or promotion of the institution .We will mainly focus on digital channel like website, Facebook, Instagram, Email, but also together with traditional marketing such as brochures and events)Parent and Kids fair, Education fair .(In the future, we plan to host a contest in which the general public (children) can participate whether they have been enrolled with us or not .

Conclusion

Kids Science Club is a new extracurricular institution with a new concept and teaching method in Thailand. To market, it must reach the right customers – parents and children age 4-12 who are in the middle to high income levels category. The main communication strategies would be informing and persuading the target market to buy the courses through social media advertisements, events and promotional discounts and coupons.

CHAPTER 5 OPERATIONAL PLAN

Operational Plan

Kids Science Club's operational plan is shown in figure 5.

Table 5.1 Kids Science Club's operational plan.

Month Task	1	2	3	4	5	6	7	...
1. Buy Franchise & go for training								
2. Find location								

3. Center renovation									
4. Hire & train teachers/staff									
5. Open center									
6. Open house event									
7. Begin courses									

CHAPTER 6 FINANCIAL PLAN

Financial Projections

Expenses

- Startup costs
- Fixed monthly costs
- Other monthly costs

Revenue

- 27 classes per week (non-taxed)
 - o 3 classes (1 for each group) on weekdays (total 15 classes)
 - o 6 classes (2 for each group) on weekends (total 12 classes)
- Toddlers play area

- 3,000 Baht per month
- 200 Baht per visit
- Camps
 - During school holidays – twice per year
 - 5 days camp
 - 7,000 Baht per camp
- Birthday parties
 - Depending on the no. of children and activities items
 - At least 10,000 Baht per event
- Parents night out
 - Depending on the no. of children and activities items
 - At least 5,000 Baht per event

Figures below show the financial projections for the first three years. For in-depth analysis please see appendix F.

Breakeven point: 9 months

Second branch is expected to open after about 18 months of the 1st branch's operation.

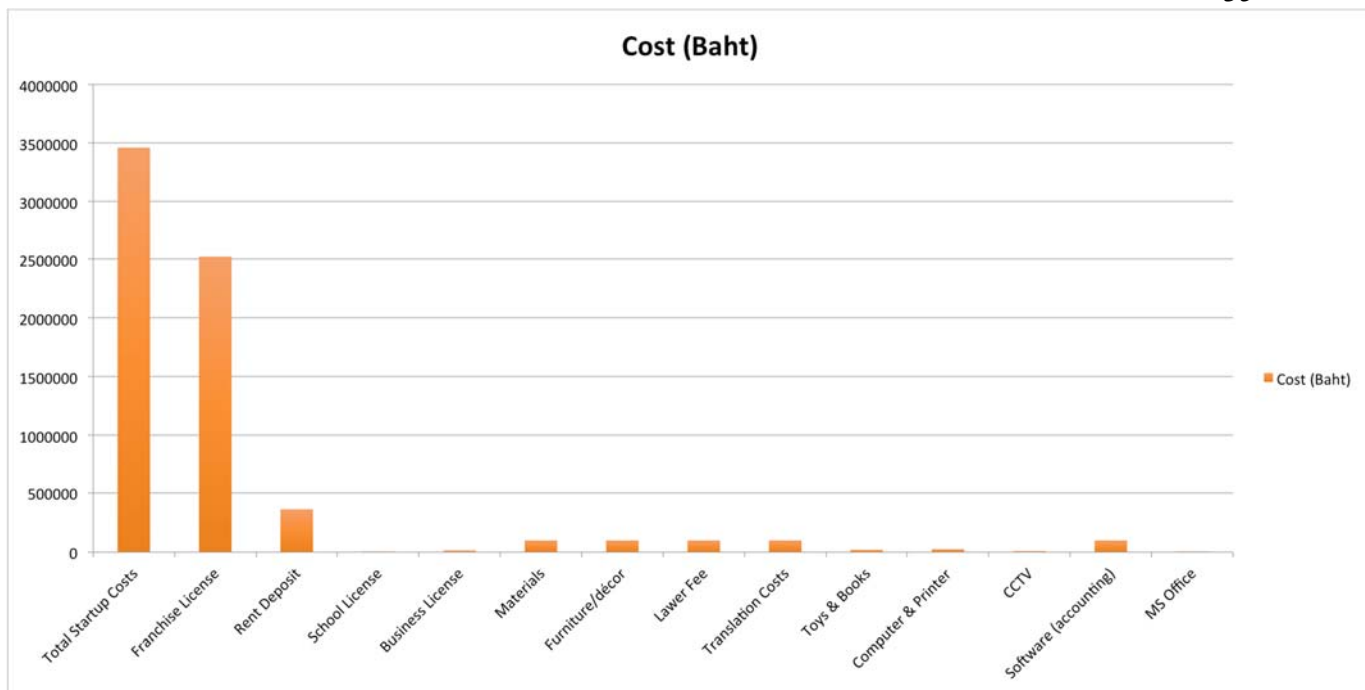


Figure 6.1. Initial startup costs

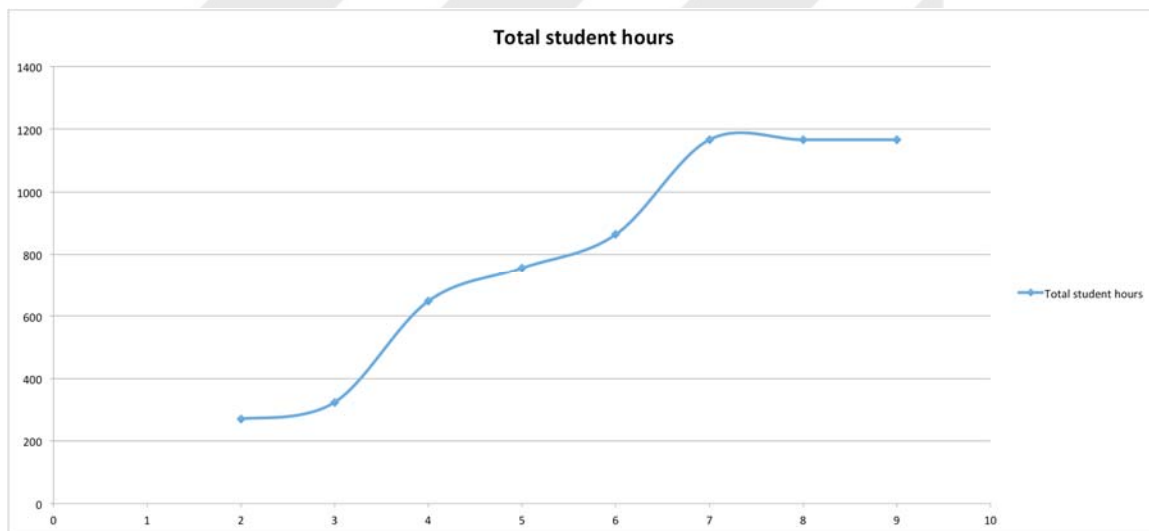


Figure 6.2. Year 1 student hours projection

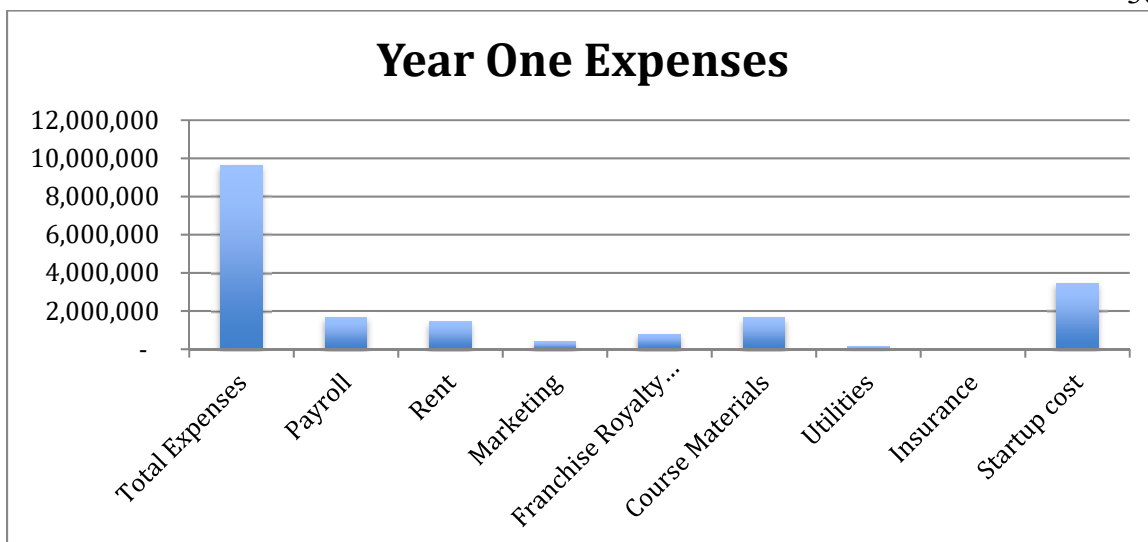


Figure 6.3 Year 1 expenses

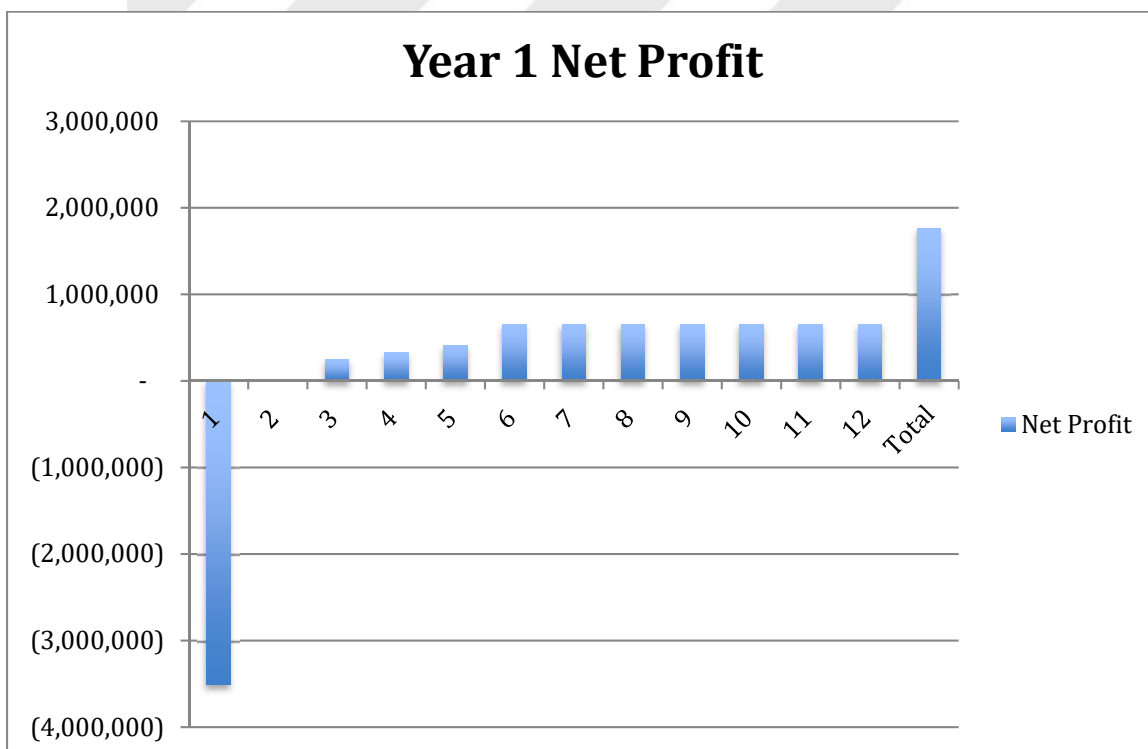


Figure 6.4 Year 1 net profit

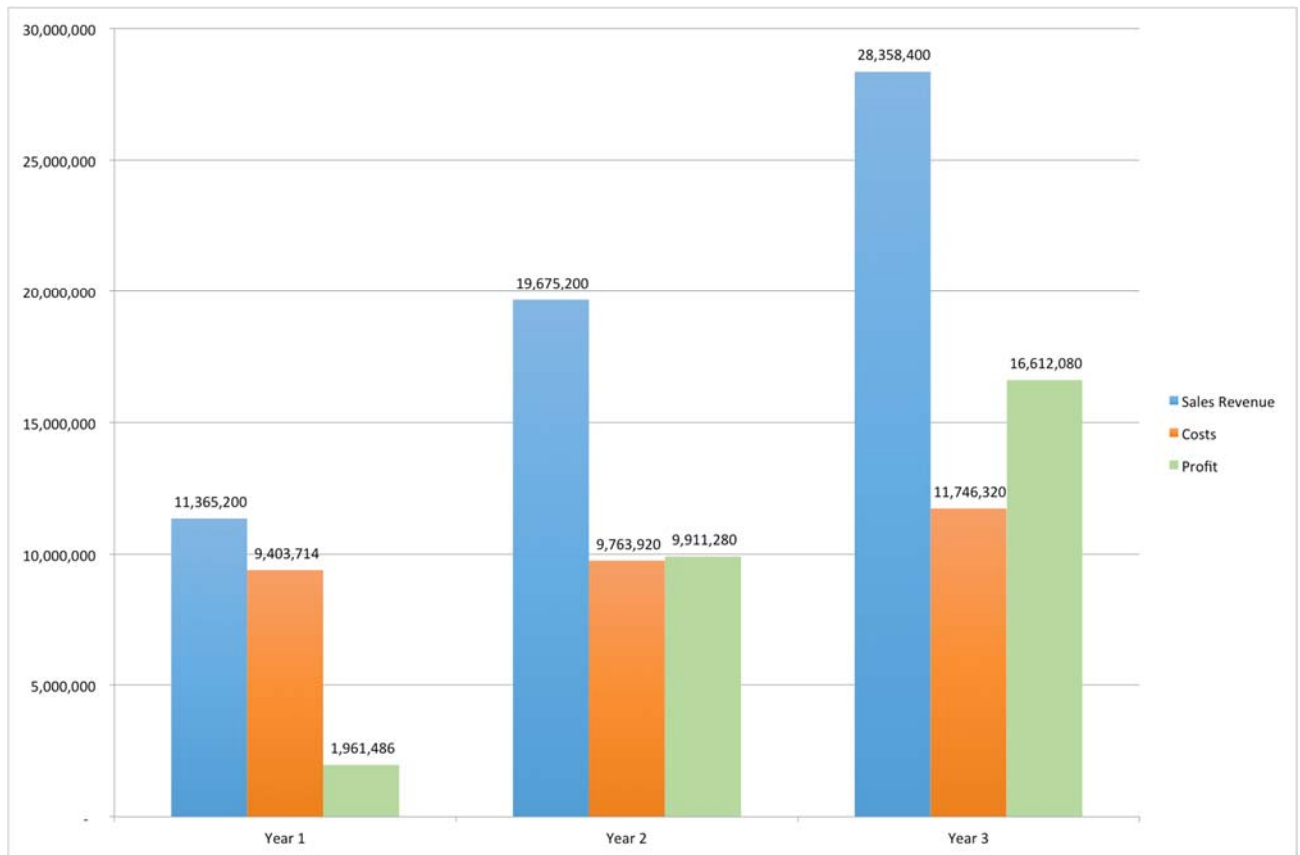


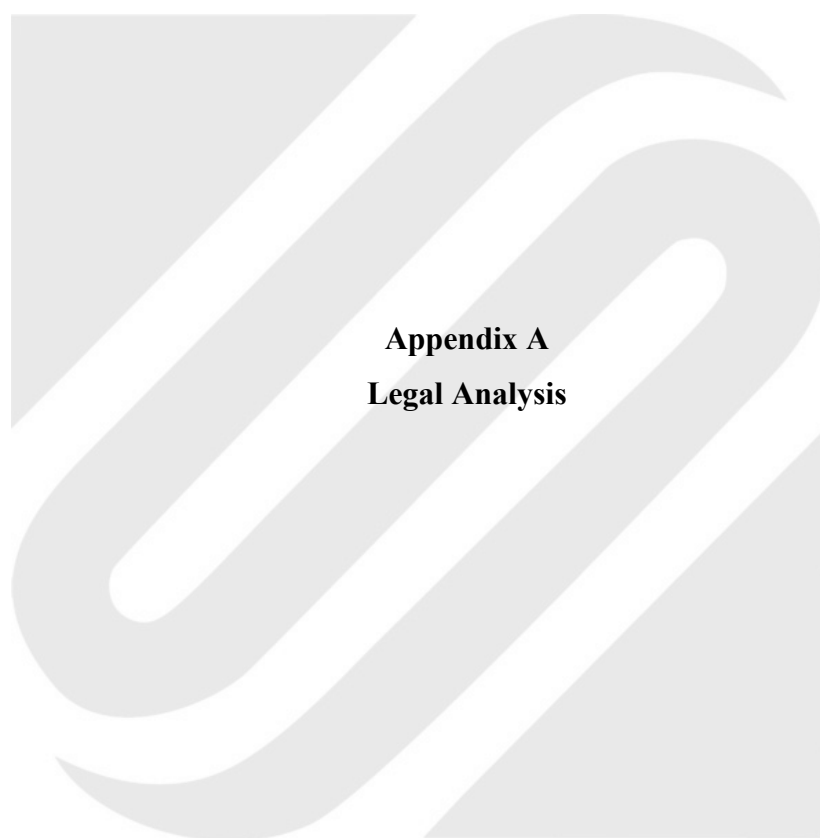
Figure 6.5 Financial performance for years 1-3

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Appendix A
Legal Analysis

- Franchisor aspects:
 - Sign the franchise agreement
 - Payment of master franchise fees, royalty fees – valid for 10 years
 - Develop a development schedule for 10 years
 - Comply with the franchisor’s standard insurance requirements
 - Protection of intellectual property

- Intellectual Property, Trademark, Patents:
 - It is a franchise so these come with the franchise fee.
 - Will need to protect other people/teachers from using our materials on their own – have a non-disclosure agreement for employees before they start working.

- Business License:
 - Can register as a company or partnership limited.
 - At 51% of the shares should belong a Thai citizen for registering as a Thai-based company.

- Government Regulations:
 - Will have to register as a non-formal school under the category school for life skills development.
 - The majority of the *number* of shareholders should be Thai citizens.
 - **According to Section 121 of the Private School Act BE 2550 (updated BE 2559):** An application for and issuance of a license shall be in accordance with the rules, procedures and conditions set forth in the ministerial regulations which, in this connection, the applicant for permission shall attach to the application the details relating to such Non-formal School’s business, and shall have at least the following particulars:
 1. *Name, category and nature of the Non- formal School*
 - Name: Kids Science Club
 - Category: School for life skills development
 - Nature: Activities for children ages 4-14 incorporating STEM into the activities

2. *Location and layout showing the compound and building(s) of the Non- formal School*

- The school can have its own building or be a part of a building which has been approved by the government for education purposes. The building has to have measures for fire prevention and control.
- The building has to be owned by the licensee or be rented by the licensee for the school purpose for at least 3 years.
- School area should be as follows:
 - Course \leq 6 months or \leq 600 hours – area not less than 100 sq. m
 - Course $>$ 6 months but \leq 1 year and \leq 1,200 hours – area not less than 200 sq. m (except for tutor schools – 100 sq. m)
- Classroom size calculation:
 - Theoretical classes – at least 1 sq. m per student
 - Practical classes – at least 1.5 sq. m per student
- Other classrooms – such as, teachers’ rooms, students rest area etc. There has to be separate restrooms for males and females.

3. *Curricula, learning and teaching methods and educational measurement and evaluation*

- The curricula has to be submitted in Thai in the format provided by the Non-formal Education Unit.
- The curricula that are from departments other than the Ministry of education or from abroad or set up by the licensee has to be approved by the Ministry of Education (takes around 90 days AND each page of the curricula has to be stamped and signed by the authorities before use).
- For learning and teaching methods – for theoretical classes students should not exceed 45 per class.

4. *Rules for calculation of tuition fees and other fees including rules for increase in such fees.*

5. *The school’s trademark*

6. *Maximum number of students per class*

7. *Size of the area for use*

8. *Number of classrooms with specification of size, other rooms and student capacity for each class*

The Licensee, having been granted permission, shall not change the particulars under paragraph one unless permitted by the Licensor.

9. *The director/administrator of the school has to have the following qualities:*

- Be a Thai citizen
- At least 20 years old
- Can work full time for the school
- Holds at least a Bachelor's degree
- Has experience in teaching or working related to organizing the course work in the field of the school for at least 1 year

- Taxation:

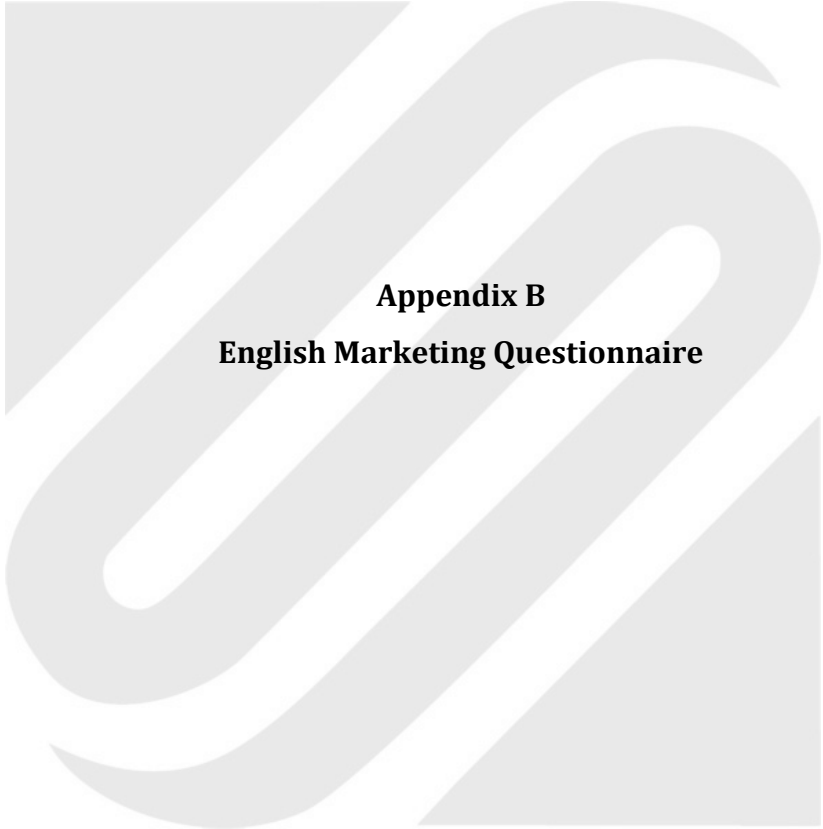
- If registered as a school, registration fees for the courses will be exempted from tax but sales from other items, such as, snacks, t-shirts etc. will be taxable.

- Product safety and liability:

- Most of the products for the activities are household goods and safe. There will be some chemicals used for some activities like hydrogen peroxide. These chemicals would be handled by adults only and stored appropriately, safely, taking possible chemical reactions with other agents into consideration.
- Teachers will be someone who is enthusiastic about teaching children, able to adapt and learn.

- Ethical Issues:

Instructors inappropriate conducts – do background check of instructors, get a reference if possible, keep a copy of their legal documents like passport, work permit, ID card, house registration papers etc. All employees will need a police check before being employed.



Appendix B
English Marketing Questionnaire



This questionnaire is created by Master's Degree students of Stamford International University .The purpose of this questionnaire is to study about your child/children's extracurricular activities .Please answer the questions below .Your responses are completely anonymous .

Do you have a child/children of your own? YES NO

NOTE :If NO then please skip doing the questionnaire

- 1 .Gender** Male Female
- 2 .Age(year)** 20-25 26-30 31-35
 36-40 Over 40
- 3 .Ethnicity** Thai
 Thai-Chinese
 Thai national but other ethnicity, please specify
- Expat, please specify home country
- Others
- 4 .Education** High School Diploma Bachelor's Degree
 Master's Degree PhD Other
- 5 .Occupation/Work place**
- Doctor Engineer Teacher
 State Enterprises Private Company Business Owner
 Government Officer Housewife Unemployed
 Other
- 6 .Average family income per month)THB (**
- Under 15,000 15,001-30,000 30,001-50,000
 50,001-75,000 75,001-100,000 100,001-150,000
 150,001-200,000 Over 200,000
- 7 .How many children do you have?** 1 2 3 ≤ 4
- 1st child Male Female Ageyears
- 2nd child Male Female Ageyears
- 3rd child Male Female Ageyears
- 8 .Marital Status** Single Married Divorced Separated Widow

9 .Do you enroll your child/children in extracurricular activities?

- Yes No)Go to Q.13(

10 .If yes to Q .9, what kind of activities do you enroll your child/children in?

- Sports *please specify institute's name*
- Music *please specify institute's name*
- Developmental programs for infants and toddlers \geq 3 years old (
please specify institute's name
- Skills, brain, critical thinking development programs for kids \leq 4 years old (
please specify institute's name
- Tutoring *please specify institute's name*
- Other

11 .If yes to Q .9, how much do you spend on these activities per child per month) THB (

- Under 2,000 2,001-4,000 4,001-7,000
 7,001-10,000 10,001-15,000 Over 15,000

12 .If yes to Q .9, how do you/did you get information about your child/children's extracurricular activities institutions from?)1=most often, 7=least often(

- Word of mouth
- Website
- Facebook
- Instagram
- Parents and Kids fairs, please specify which one
- Parents and Kids magazine, please specify which one
- Other

13 .For you, what is the most important factor in choosing an extracurricular activities institution?)1=most important, 9=least important(

- Content of the curriculum
- Curriculum is from abroad)preferred country(.....
- Location
- Price
- Quality of teachers
- Promotion
- Good reviews
- Someone I know have enrolled their child there
- Other

14 .Where do you prefer your child/children's extracurricular activities institutions to be in?)1=most preferred, 7=least preferred(

- Department store

- Anywhere where there is something for me to do nearby while my child is in class
- Near home
- Have a parking space
- Have a restaurant nearby
- Easy to travel to
- Other

15 .If there is an extracurricular curriculum from abroad that uses activities to show your child how science, technology and math are used in real life, stimulating critical thinking and problem solving skills in the process, will you enroll your child/children to such a course?

- Yes No

16 .The above-mentioned curriculum consists of various sections .Each section consists of 6 – 8 hourly classes taught weekly .Each section costs around 8,000-10,000 THB)approximately 1,250 THB per class, or 5,000 THB per month .(Will you enroll your child?

- Yes No

17 .Can you suggest a location?

.....

18 .Which promotional activities attract you most?)1=most attracted, 4=least attracted (

-Discount
-Free goods after purchase
-Coupons of other stores after purchase
-Other

19 .If your child is 4 -6 years old, which day and time do you prefer to have the class?

DAY/ TIME	14.00 – 15.00	14.30 – 15.30	15.00 – 16.00	15.30 – 16.30	16.00 – 17.00	16.30 – 17.30	17.00 – 18.00	17.30 – 18.30
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
	9.00 – 10.00	10.00 – 11.00	11.00 – 12.00	13.00 – 14.00	14.00 – 15.00	15.00 – 16.00	/	
Saturday							/	
Sunday							/	
	March	April	May	June	July	August	September	October
Summer camps								

20 .If your child is 7 -9 years old, which day and time do you prefer to have the class?

DAY/ TIME	14.00 – 15.00	14.30 – 15.30	15.00 – 16.00	15.30 – 16.30	16.00 – 17.00	16.30 – 17.30	17.00 – 18.00	17.30 – 18.30
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
	9.00 – 10.00	10.00 – 11.00	11.00 – 12.00	13.00 – 14.00	14.00 – 15.00	15.00 – 16.00		
Saturday								
Sunday								
	March	April	May	June	July	August	September	October
Summer camps								

21 .If your child is **10 -12 years old**, which day and time do you prefer to have the class?

DAY/ TIME	14.00 – 15.00	14.30 – 15.30	15.00 – 16.00	15.30 – 16.30	16.00 – 17.00	16.30 – 17.30	17.00 – 18.00	17.30 – 18.30
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
	9.00 – 10.00	10.00 – 11.00	11.00 – 12.00	13.00 – 14.00	14.00 – 15.00	15.00 – 16.00		
Saturday								
Sunday								
	March	April	May	June	July	August	September	October
Summer camps								

22 .If you have any suggestions/comments please fill in below.

.....

.....

.....



Appendix C
Thai Marketing Questionnaire

แบบสอบถามฉบับนี้ จัดทำขึ้นโดยนักศึกษาปริญญาโท มหาวิทยาลัย
นานาชาติแสตมฟอร์ด มีวัตถุประสงค์ เพื่อใช้ในการศึกษาและเป็น
เครื่องมือในการเก็บรวบรวมข้อมูล เกี่ยวกับการเรียนรู้กิจกรรมเสริมนอก
หลักสูตรของบุตรของท่าน ข้อมูลทั้งหมดของท่านจะถูกเก็บเป็นความลับ
และไม่ถูกนำไปเผยแพร่ต่อสาธารณะชนอย่างเด็ดขาด
ท่านมีบุตรหรือไม่

มี

ไม่มี (สิ้นสุดการทำแบบทดสอบ)

1. เพศ ชาย หญิง
2. อายุ (ปี) 20-25 26-30 31-35
3. เชื้อชาติ 36-40 มากกว่า 40
 ไทย ไทยเชื้อสายจีน
 สัญชาติไทยแต่เชื้อชาติอื่นๆ โปรด
 ระบุ.....
 มาจากประเทศอื่นแต่อาศัยอยู่ในประเทศไทย
 โปรดระบุ.....
 อื่นๆ
4. การศึกษา มัธยมปลาย ปว.ปวส/.
 ปริญญาตรี ปริญญาโท ปริญญาเอก
 อื่นๆ.....
5. อาชีพ แพทย์ วิศวกร ครู
 รัฐวิสาหกิจ บริษัทเอกชน
 ธุรกิจส่วนตัว รับราชการ แม่บ้าน
 วางงาน
 อื่นๆ.....
6. รายได้เฉลี่ย ของครอบครัวต่อเดือน (บาท)
- น้อยกว่า 15,000 15,001 -30,000
- 30,001 -50,000 50,001 -75,000
- 75,001 -100,000 100,001 -150,000
- 150,001 -200,000 มากกว่า 200,000

7. จำนวนบุตรของท่าน

1 คน 2 คน 3 คน

มากกว่าหรือเท่ากับ 4 คน

บุตรคนที่ 1 ชาย หญิง

อายุปี.....

บุตรคนที่ 2 ชาย หญิง

อายุ ปี.....

บุตรคนที่ 3 ชาย หญิง

อายุ ปี.....

8. สถานภาพสมรส

โสด สมรส หย่า แยกกัน

อยู่ ม่าย

9. ท่านให้บุตรของท่านเรียนหรือทำกิจกรรมเสริมนอกหลักสูตรหรือไม่

ใช่ ไม่ใช่ ไปข้อ)13 (

10. จากข้อที่ 9 ท่านให้บุตรของท่านเรียนหรือทำกิจกรรมเสริมอะไรบ้าง

กีฬา (.....ไปรระดับ)

ดนตรี (.....ไปรระดับ)

โปรแกรมส่งเสริมพัฒนาเด็กเล็ก สำหรับเด็กที่อายุน้อยกว่าหรือเท่ากับ 3 ปี (ไปรระดับชื่อ)

(.....สถาบัน

โปรแกรมส่งเสริมการพัฒนาทางด้านสมอง ทักษะต่างๆ และการคิดวิเคราะห์

สำหรับเด็กที่อายุมากกว่าหรือเท่ากับ 4 ปี (ไปรระดับชื่อ)

(.....สถาบัน

โรงเรียนกวดวิชา (ไปรระดับชื่อ)

(.....สถาบัน

อื่นๆ

11. จากข้อที่ 9 ท่านจ่ายค่ากิจกรรมเหล่านี้ เฉลี่ยต่อเดือน เดือนละ (ต่อบุตร) เท่าไหร่ 1 คน(

น้อยกว่า 2,000 บาท 2,001 -4,000

บาท

4,001 -7,000 บาท 7,001 -10,000

บาท

10,001 -15,000 บาท
บาท

มากกว่า 15,000

12. จากข้อ 9 ท่านได้รับข่าวสารข้อมูล เกี่ยวกับสถาบันสอน
กิจกรรมเสริมนอกหลักสูตรได้อย่างไร
)1 มากที่สุด =, 7 (น้อยที่สุด =
การบอกต่อกันแบบปากต่อปาก เว็บไซต์
) เฟสบุ๊คFacebook(อินستاแกรม
)Instagram(
โปรดระบุชื่อ) งานแม่และเด็ก
(.....งาน
นิตยสารแม่และเด็ก โปรดระบุ)
(.....ชื่อ
(..... โปรดระบุ) อื่นๆ.....
13. สำหรับท่าน อะไรคือปัจจัยหลักในการเลือกสถาบันการสอน
กิจกรรมเสริมนอกหลักสูตร ให้แก่บุตรของท่าน)1 สำคัญมาก =
ที่สุด, 9 =สำคัญน้อยที่สุด(
เนื้อหาของหลักสูตร
โปรดระบุ) หลักสูตรนำเข้าจากต่างประเทศ
(.....ประเทศ
สถานที่
ราคา
คุณภาพของคุณครูผู้สอน
โปรแกรมชั้นต่างๆ
มีบทวิจารณ์ที่ดีต่อสถาบัน
มีคนรู้จักส่งบุตรเรียนอยู่และนำมาแนะนำต่อ
..... อื่นๆ
14. ท่านอยากให้สถาบันสอนกิจกรรมเสริมนอกหลักสูตรของบุตร
ของท่าน อยู่ที่ใด

)1 อยากรมากที่สุด =, 7 (อยากรน้อยที่สุด =

.....ห้างสรรพสินค้า

ที่ได้ก็ได้ ที่มีสถานที่หรือกิจกรรมให้ผู้ปกครองได้ทำ

ในขณะที่นั่งรอบตรกำลังเรียนอยู่

สถานที่ที่ใกล้บ้าน

สถานที่ ที่มีที่จอดรถให้

สถานที่ ที่มีร้านอาหารอยู่ใกล้ๆ

สถานที่ ที่เดินทางสะดวก

..... อื่นๆ

15. ถ้ามีหลักสูตรของกิจกรรมเสริมที่นำเข้ามาจากต่างประเทศ โดยที่กิจกรรมนั้นจะช่วยกระตุ้นการคิดวิเคราะห์ และทักษะการแก้ปัญหาของบุตรของท่าน รวมถึงหลักสูตรนี้ยังนำวิทยาศาสตร์ เทคโนโลยี และคณิตศาสตร์มาประยุกต์ใช้ได้ในชีวิตประจำวัน ท่านจะส่งเสริมให้บุตรของท่านเรียนหรือไม่
- ใช่ ไม่ใช่

16. จากข้อที่ 15 ถ้าหลักสูตรดังกล่าว ประกอบด้วยหลายคอร์ส ในแต่ละคอร์สจะมีเวลาเรียนประมาณ 6-8 สัปดาห์ โดยเรียนสัปดาห์ละ 1 ครั้ง ครั้งละ 1 ชั่วโมง ราคา 8,000 -10,000 บาท ราคาเฉลี่ยประมาณ 1,250 บาทต่อครั้ง หรือ 5,000 บาทต่อเดือนท่าน (จะส่งบุตรของท่านเรียนหรือไม่
- ใช่ ไม่ใช่

17. โปรดแนะนำสถานที่ที่เหมาะสม ในการเปิดสถาบันการเรียนเสริมนอกหลักสูตร
-

18. โปรดโมชันใด ที่ดึงดูดความสนใจท่านได้มากที่สุด)1 มาก =
- ที่สด, 4 (น้อยที่สุด =
- ส่วนลดราคา ของสมนาคุณหลังการ

ข้อเสนอ

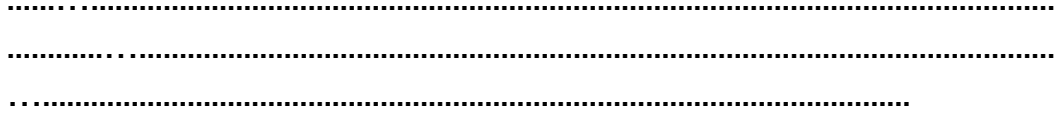
.....คูปองของร้านที่ร่วมรายการ

อื่นๆ.....

21. ถ้าบุตรของท่าน อายุ 10-12 ปี ท่านต้องการที่จะให้บุตรของท่านเรียนกิจกรรมเสริมเวลาใด

วัน/เวลา	14:00-15:00	14:30-15:30	15:00-16:00	15:30-16:30	16:00-17:00	16:30-17:30	17:00-18:00	17:30-18:30
วันจันทร์								
วันอังคาร								
วันพุธ								
วันพฤหัสบดี								
วันศุกร์								
	9:00-10:00	10:00-11:00	11:00-12:00	13:00-14:00	14:00-15:00	15:00-16:00		
วันเสาร์								
วันอาทิตย์								
	มีนาคม	เมษายน	พฤษภาคม	มิถุนายน	กรกฎาคม	สิงหาคม	กันยายน	ตุลาคม
ค่ายฤดูร้อน								

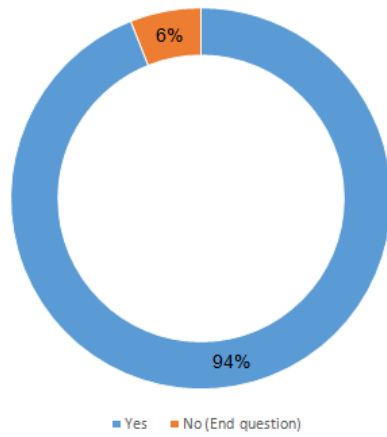
22. ข้อเสนอแนะ



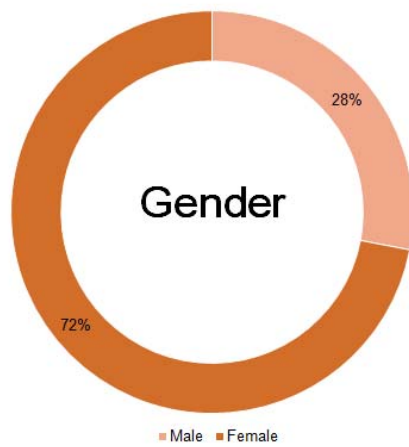
Appendix D

Detailed Result of Marketing Research

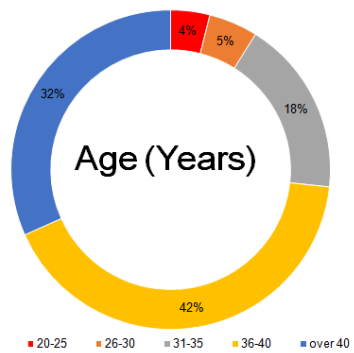
1. Do you have a child of your own?



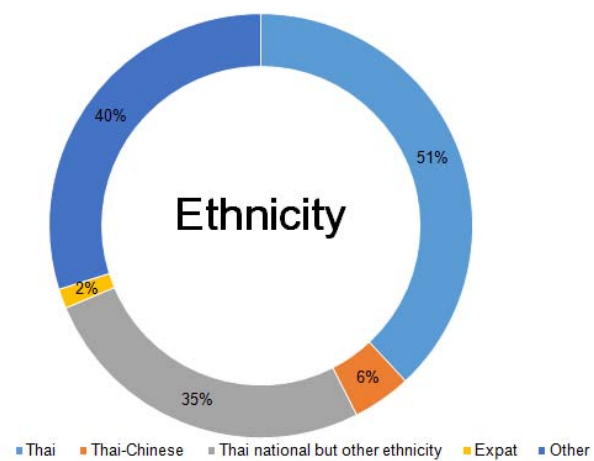
2. Gender



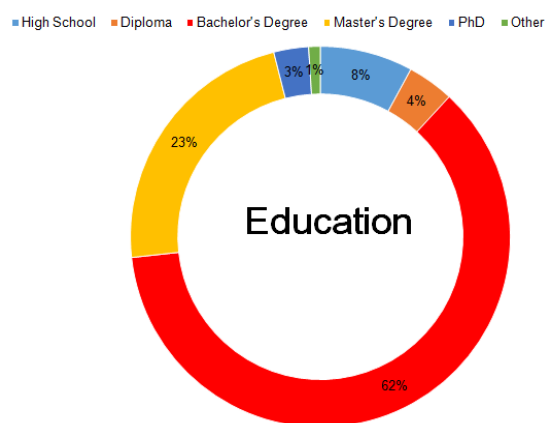
3. Age)Years(



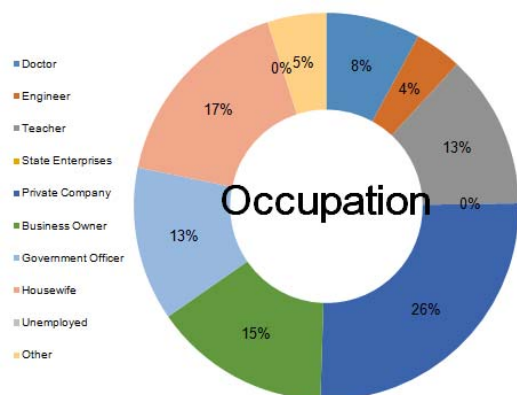
4. Ethnicity



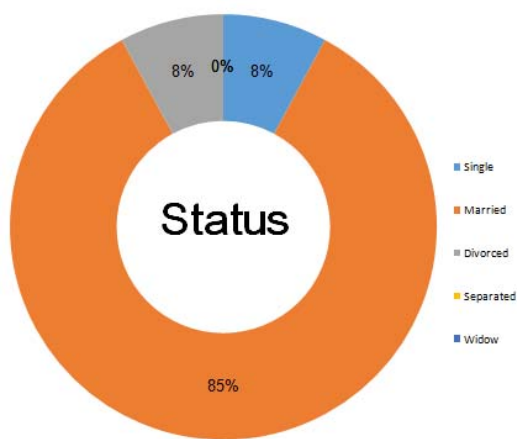
5. Education



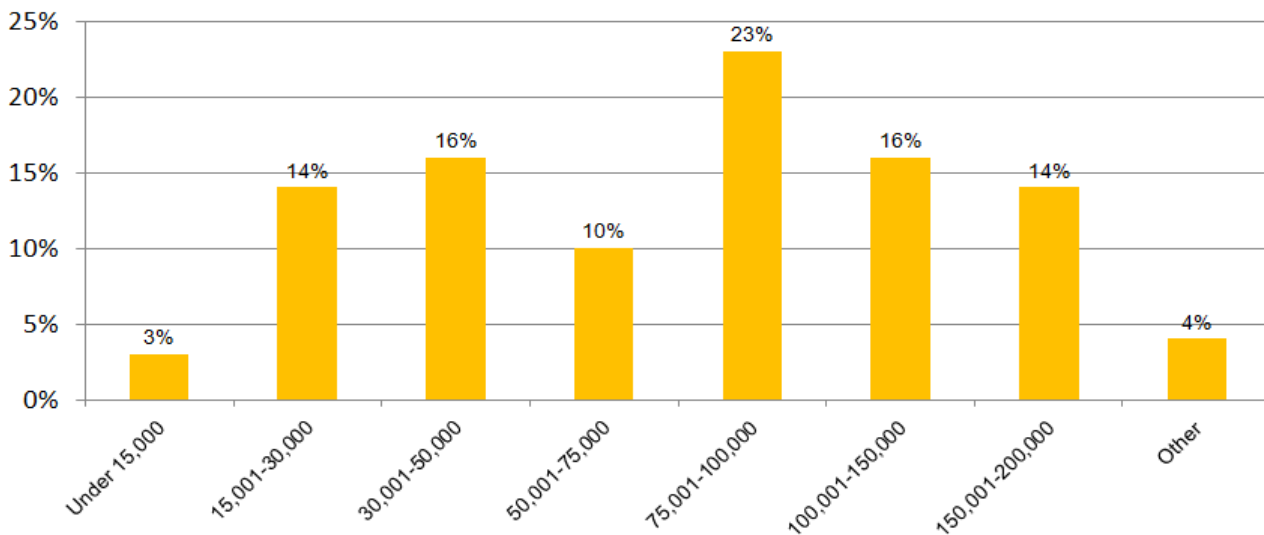
6. Occupation



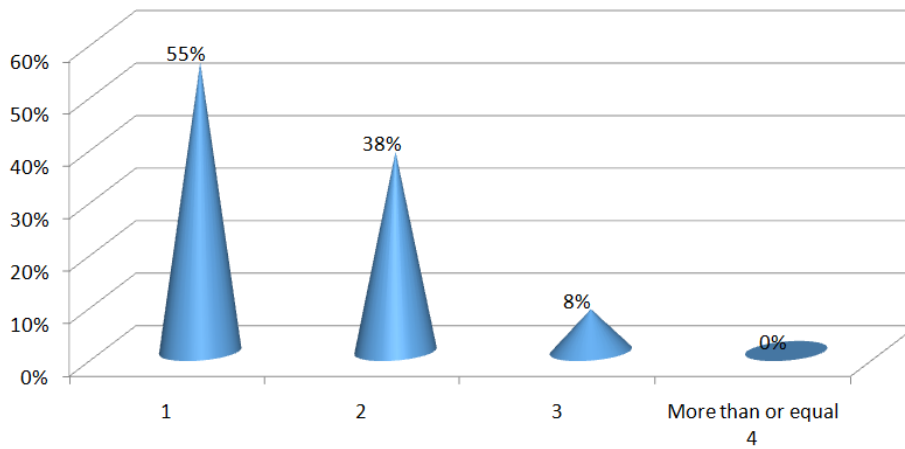
7. Status



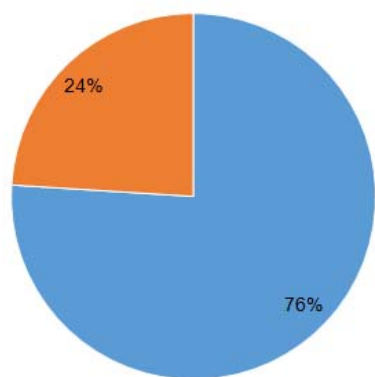
8. Average family income per month)THB(



9. How many children do you have?

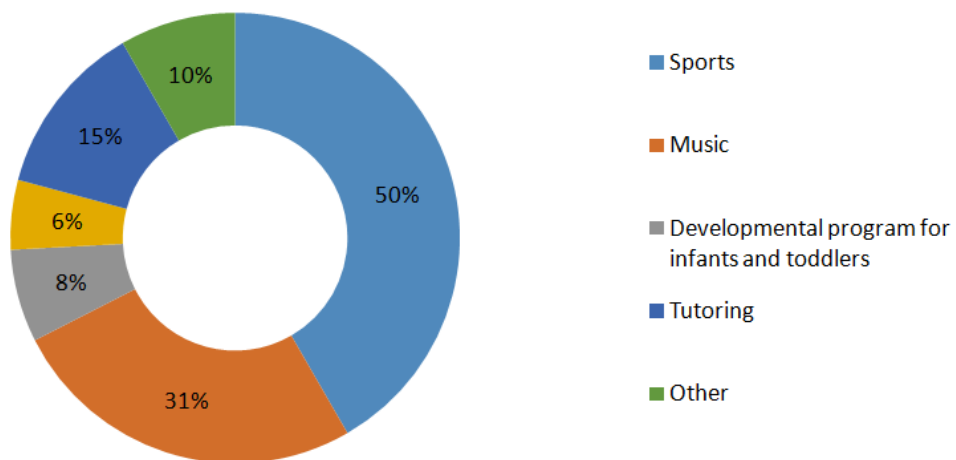


10. Do you enroll your child in extracurricular activities?

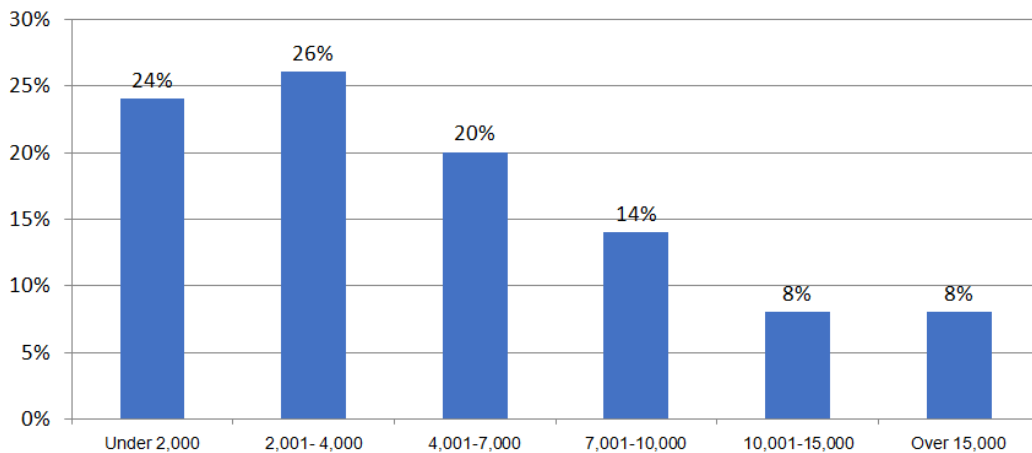


■ Yes ■ No

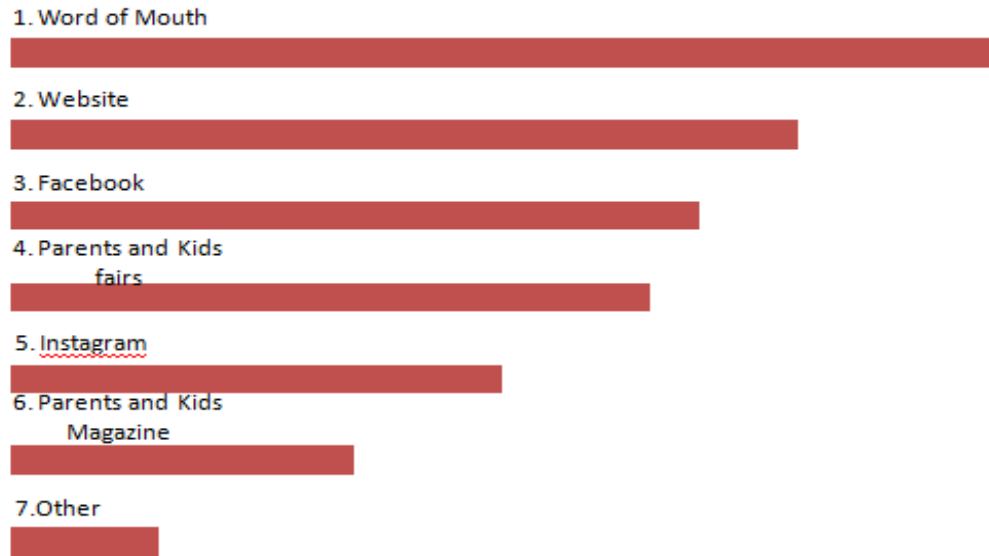
11. What kind of activities do you enroll your child in?



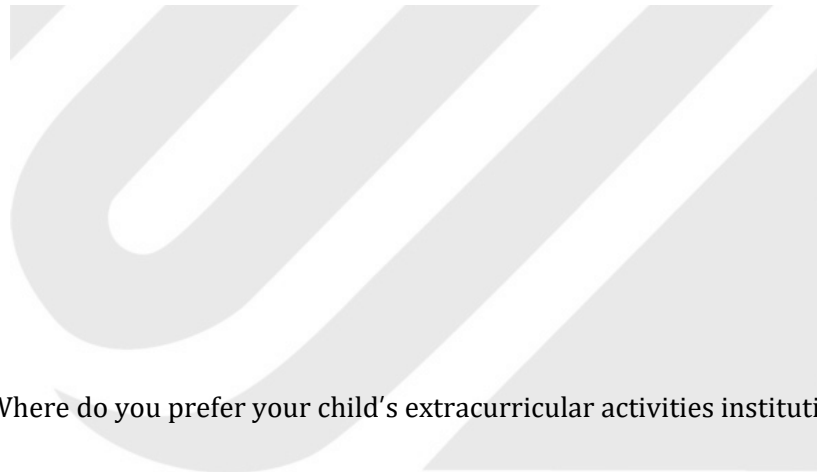
12. How much do you spend on these activities per child per month?)THB(

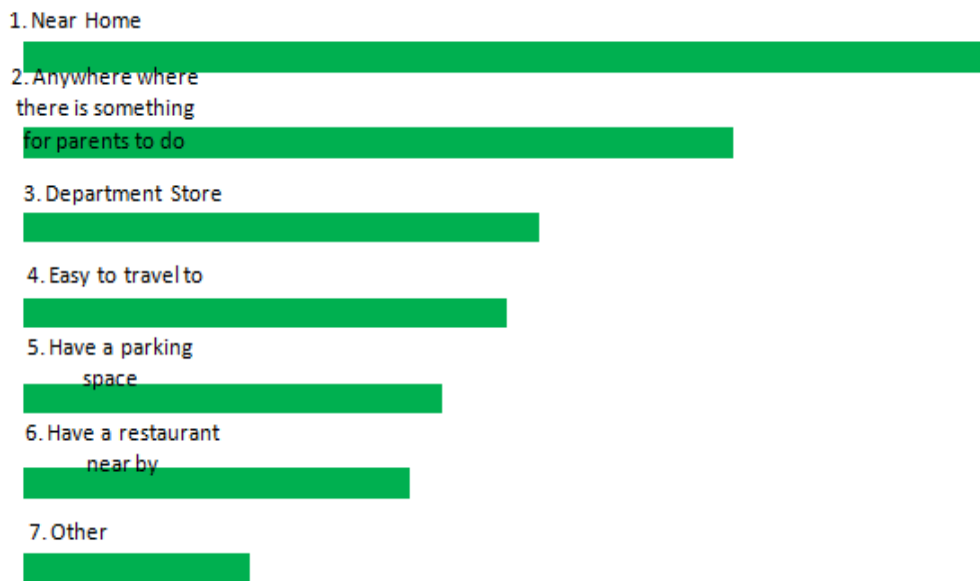


13. How did you get information about your child's extracurricular activities institutions from?

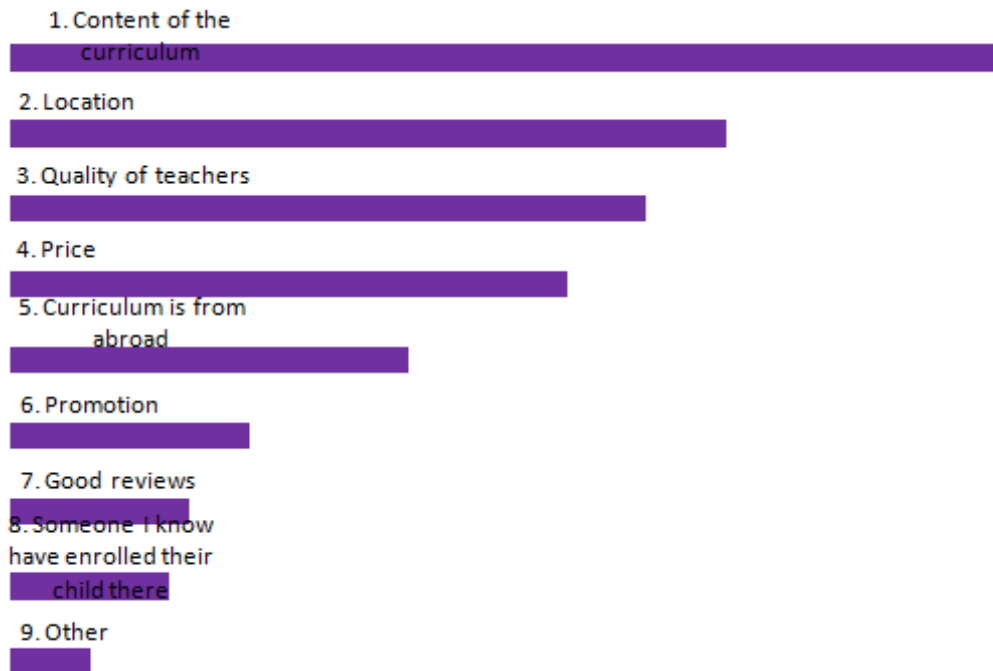


14. Where do you prefer your child's extracurricular activities institutions to be in?

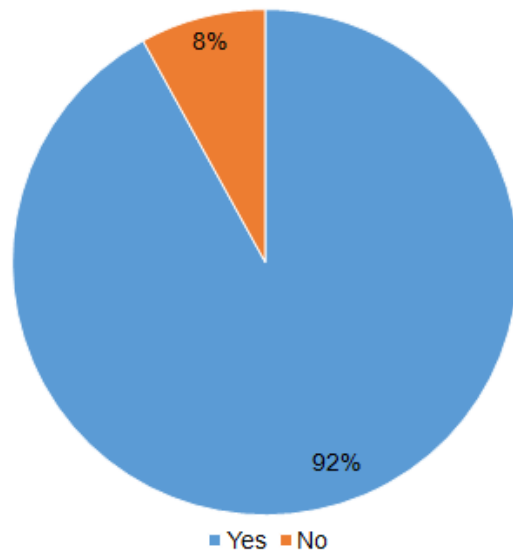




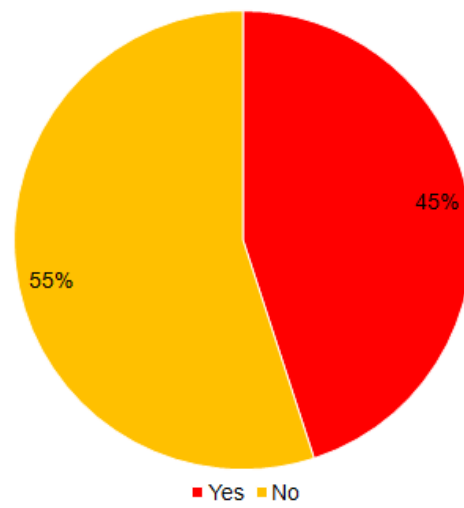
15. What is the most important factor in choosing an extracurricular activities institution?



16. Is there is an extracurricular curriculum from abroad that uses activities to show your child how science, technology and math are used in real life, stimulating critical thinking and problem solving skills in the process, will you enroll your child to such a course?



17. If each section costs around 8,000-10,000 THB but each section consists of 6-8 hourly classes taught weekly, will you enroll your child?



18. Which promotional activities attract you most?

1. Discount



2. Free goods after purchase



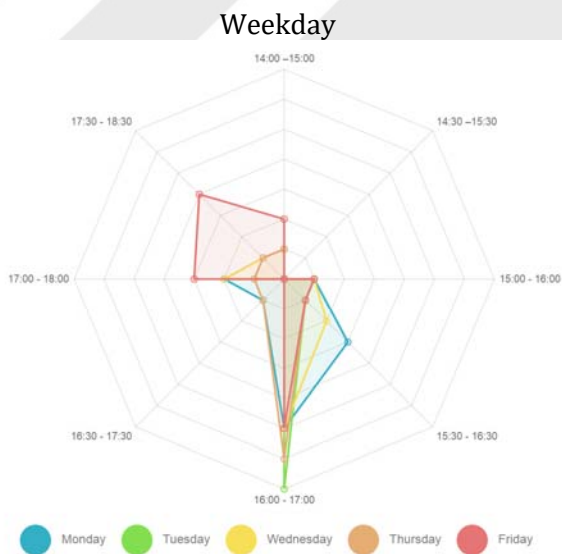
3. Coupons of other stores



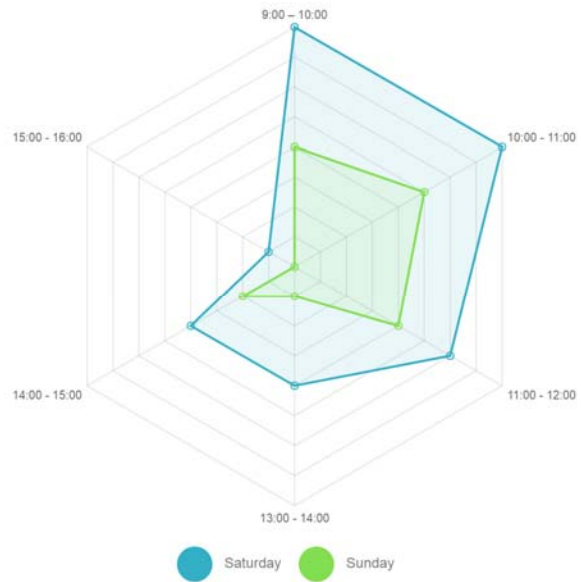
4. Other



19. If your child is 4 -6 years old, which day and time do you prefer to have the class?



Weekend

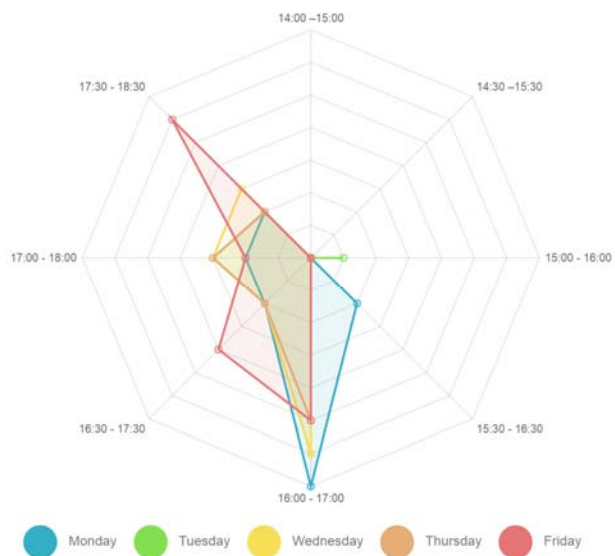


Summer

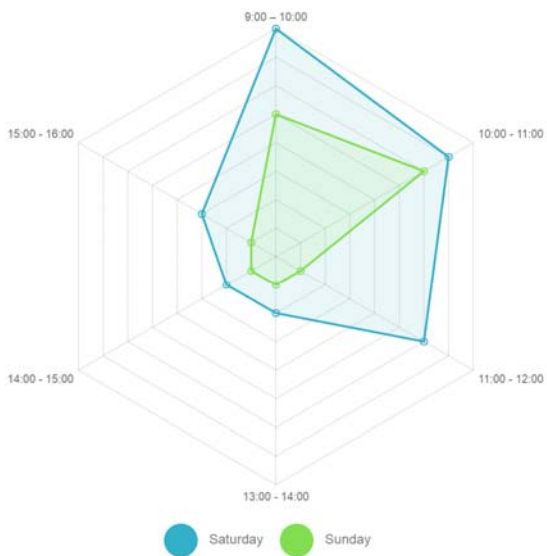


20. If your child is 7 -9 years old, which day and time do you prefer to have the class?

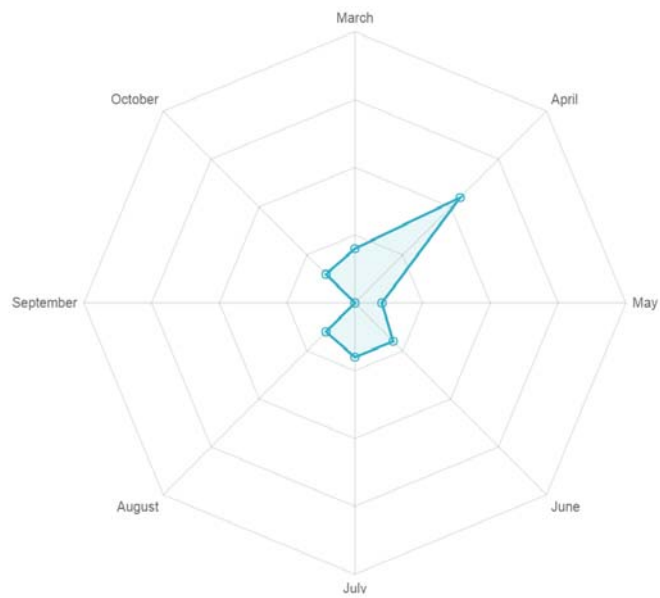
Weekdays



Weekend

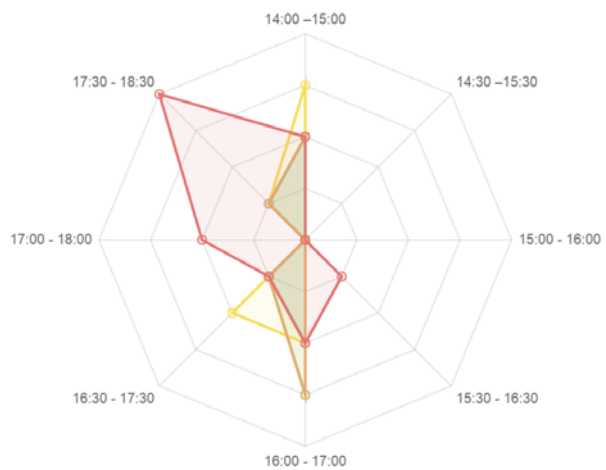


Summer



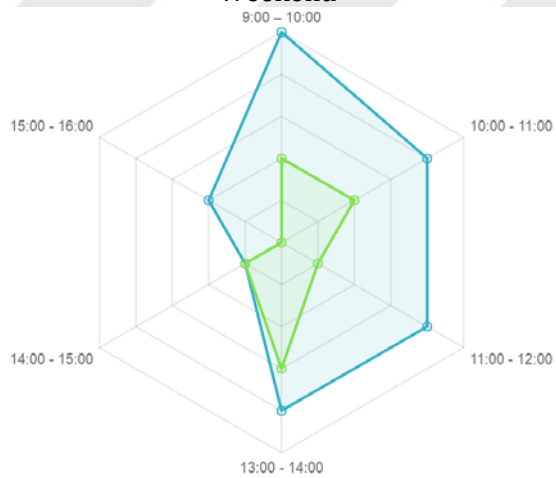
21. If your child 10-12 years old, which day and time do you prefer to have the class?

Weekday



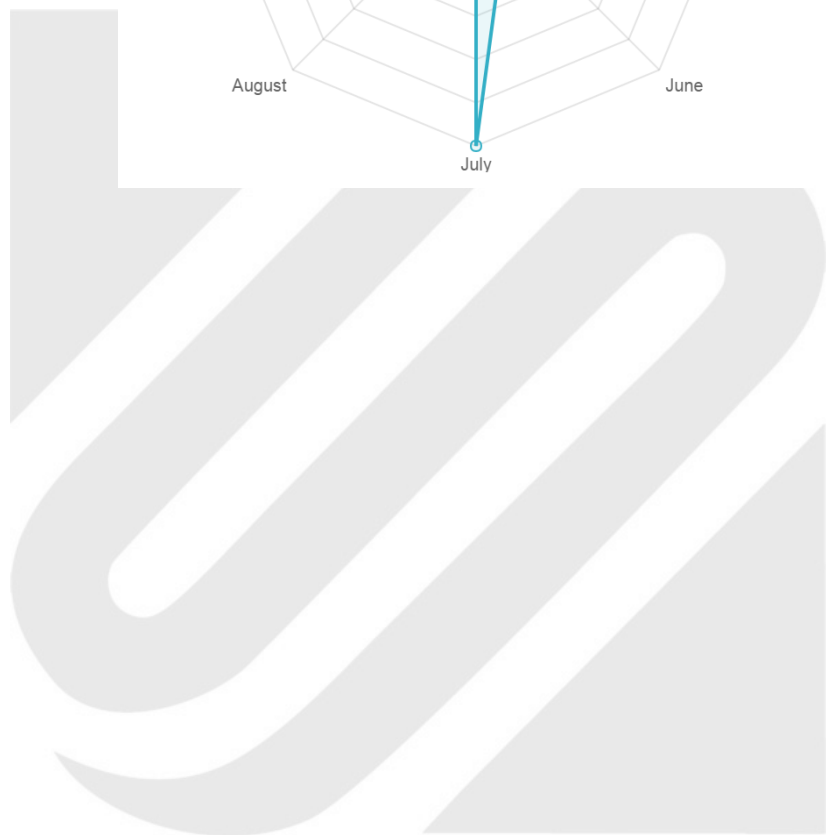
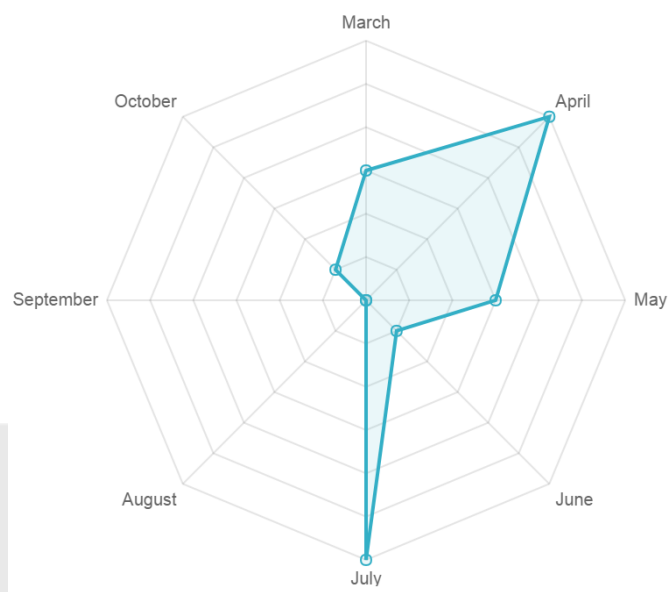
Monday Tuesday Wednesday Thursday Friday

Weekend



Saturday Sunday

Summer



A large, light gray watermark logo is centered on the page. It consists of a stylized, thick, curved line that forms a shape resembling a lowercase 's' or a similar abstract symbol. The logo is set against a background of two gray triangles, one in the top-left and one in the bottom-right, meeting at the center.

Appendix E
In-Depth Competitor Analysis

Competitor Description

Kids Science Club - Brings STEM to kids ages 4 to 14 in a fun and challenging way through classes, camps, clubs, and parties. We inspire children to build on their natural curiosity by teaching engineering concepts through hands-on learning.

Bricks for Kidz – Classes are designed to teach the fundamentals of STEM through learning and playing with LEGO® Bricks.

Keaes School - Keaes Academics is an academic tutorial school established in 1996. The school provides a wide range of internationally recognized courses in Thai, British and American curriculums. It teaches hands on science experiments in English and Thai, academic classes and language classes.

Baby Genius - Babies Genius is a playgroup program from the U.K. teaching through edutainment for children aged 6 months to 6 years. This structured program aim to provide children with a fun and educational introduction to alphabets, phonics, words, shapes, colours, numbers and movements through nursery rhymes, sing-along-action songs, classical music, story telling, soundtracks, role plays, story telling using puppets, physical plays, arts & crafts, games, etc.

Gymboree - Gymboree Play & Music is one of the franchiser which known as Number 1 Development Children Center. Gymboree has more than 690 branches all over the world. It provides age-appropriate activities help develop the cognitive, physical and social skills of children as they play.

Heguru – The program focuses on the development potential of the two sides of the brain over the appropriate age. We believe in the creative approach to teaching.

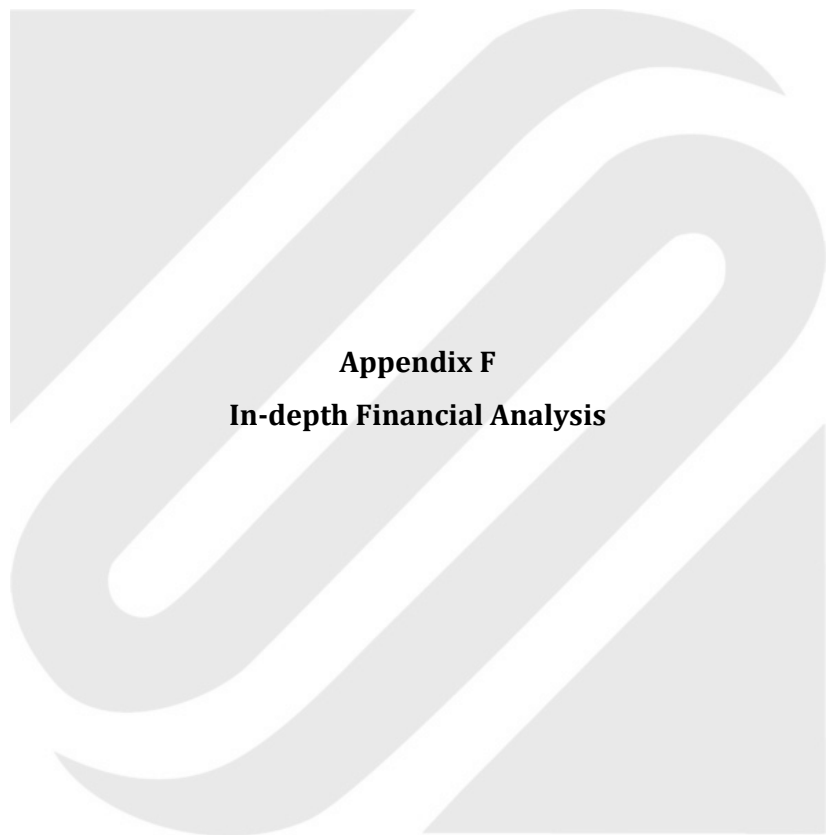
Brain School - Brainschool promotes logical thinking skills (Critical Thinking) and Creative Thinking (Creative Thinking) for children aged 1-8 years, aimed at advancing the development of children in all areas, including math, science, English and social science.

Schichida - The goal of the study is not to focus on education and skills. The main features of the genre's Uchida is a study using brain as a whole (Whole Brain Education), which creates a great dream of the children in their dedication to the masses a reality.

Table E. Competitor matrix

Marketing Comparison	Kids Science Club	Bricks for Kidz	Keaes School	Babies Genius	Gymboree	Heguru	Brain School	Shichida
website		th.bricks4kidz.com	www.keaes.com	www.babiesgenius.com	www.gymboree.co.th	www.heguruschool.com	www.brainschoolthailand.com	www.shichida.co.th
Point-to-Point								
No. of branches in Thailand	Grow from 1 branch to many branches.	6	2 + classes at various schools	23	10 Branches within BKK	3 + 1 (Jan 2017)	15	9
Course Structure	1 hour per class	12 class packages 1 hour per class	1.5 hrs per class	2-4 yrs - 2.5hrs Toddlers - 1hr	33 or 47 hour packages. No fixed program, content varies each week. 1 hour per class	42 week programs 70 mins per class (pre-school & 4-5yrs) 90 mins per class (5-6 & 7-12 yr old)	12 class package 1 hour per class	1 hour per class
Subjects being taught	STEM	Lego based STEM education	Math, Science, English, Thai, STEM for science club	Brain developing - Language, logic, math, music, dance, EQ	Play, music and art	Non-specific brain development activities	Math, Science, English and Social science	L&R brain development, maths, science, vocabulary, Thai language
Teaching style	Hands-on learning and experiments	Supervised LEGO based projects	Academic tutorial school	Brain activation and general life skills	Through play, music and art	Right brain activation through games, flash cards, play, dance.	Hansol teaching method. Interaction between teachers and students, exchanging ideas, learning together	Games
Price	Membership fee: None B7,500-10,000 (6-8 classes) B1250 per class	Membership fee - B2,500 B7,200 - B12,600 (12 classes) B600 - B1,050 per class	B900 per class	Membership fee - B5,500 Toddlers - Unlimited - 5 mo B29900 or 10 mo B39900 - Pay-per-visit: 15 @ B9,750, 30 @ B18,300. 2-4yrs (pre-school) - Unlimited - 3 mo B42,000, 6 mo 72,000 - Pay-per-visit 10 @ B14,000, 20 @ B26,500, 30 @ B37,500. 2-4 yrs B1,250 -	Membership fee - B4,000 B26,648 for 33 hours, B37,900 for 44 hours B808 - B861 per class	Membership fee - B2,000 B6,600 - B8,100 (4 classes) B1,650 - B2,025 per class	Membership fee - B3,500 (B7,500 nursery) B10,000 - B12,000 (12 classes) B834 - B1,000 per class	Membership B2,000 yr or B3,500 life B780 - B1,000 per class

				B1,400 per class Toddlers B610 - B650 per class				
Target Age Group	4-14 yrs	1-13+ yrs	5-15 yrs	6 mo - 6 yrs	3 mo - 6 yrs	6 mo - 12 yrs	1-8 yrs	6 mo - 6 yrs
Business Type (i.e. franchise, private)	Franchise	Franchise	Private Business	Franchise	Franchise	Franchise	Franchise	Franchise
Country of origin	USA	USA	Thailand	UK	USA	Japan	Korea	Japan
Languages	English and Thai	English	English, Thai	English, Thai	English, Thai	English, Thai, Japanese	Thai	Thai
Expected outcome for students	Advancement in STEM subjects in alignment with US and Thai national curriculum.	Not Specified	developing and improving learning skills in young child through Sciences : For Sc	Brain Development and other skills, EQ	Learn and develop their play	Right brain development	Develop thinking skills for living	L&R brain development
Qualification of teachers	Bachelors degree or engineering students.	Unknown	Highly qualified in their respective subjects	Phillipino - Early childhood teachers Thai - bachelors degree Training from franchiser	Bachelors degree any field = Training for 1 month from qualified instructor	Minimum bachelors degree 2 wks training in Japan	Teachers receive training in Hansol teaching method	Minimum Bachelors degree Qualified at Uchida academy, Japan
Class size (per class)	6-10	4-6	8	Toddlers: 7-10 pre-school: 8-10	10-12 for play class (inc' 1 parent) 8 for art class	10	4-6	4-6
Teacher/student ratio	1 to 5	1 to 3	1 to 4	1 to 3	1 to 5	1 to 5	1 to 3	1 to 4
Year of origin	2009	2008	1996	2002	1976/ 2007 in BKK	2009	2004	2010 in BKK
Summer camps	yes	yes	yes	no	no	no	no	no
Birthday parties	yes	yes	yes	no	yes	no	no	no
Course length	6-8 weeks	12 weeks	according to package	according to package	according to package	4 weeks	12 weeks	according to package



Appendix F
In-depth Financial Analysis

Table F1. Startup costs

Total Initial Startup Costs	3460000
Franchise License	2520000
Rent Deposit	360000
School License	5000
Business License	15000
Materials	100000
Furniture/décor	100000
Lawer Fee	100000
Translation Costs	100000
Toys & Books	20000
Computer & Printer	25000
CCTV	10000
Software (accounting)	100000
MS Office	5000
Startup cost for second location	625000
Rent Deposit	360000
Materials	100000
Furniture/décor	100000
Lawer Fee	10000
Toys & Books	20000
Computer & Printer	25000
CCTV	10000

Table F3. Year 2 income statement

	Year 2												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Classes													
Classes per week	27	27	27	27	27	27	54	54	54	54	54	54	486
Class size limit	12	12	12	12	12	12	12	12	12	12	12	12	
Occupancy (%)	90	90	90	90	90	90	70	80	90	90	90	90	88
Total student hours	1166	1166	1166	1166	1166	1166	1814	2074	2333	2333	2333	2333	20218
Price per student per class	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Toddlers Play area													
Monthly members	10	10	10	10	10	10	10	10	10	10	10	10	120
Price/month	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000
Revenue/month	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	360000
Pay-per-visit customers	40	40	40	40	40	40	40	40	40	40	40	40	480
Price/visit	200	200	200	200	200	200	200	200	200	200	200	200	200
Revenue/Month	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	8000	96000
Total toddler income after tax (20%)	30400	30400	30400	30400	30400	30400	30400	30400	30400	30400	30400	30400	364800
Total Revenue Retail	1196800	1196800	1196800	1196800	1196800	1196800	1844800	2104000	2363200	2363200	2363200	2363200	20582400
Expenses													
Payroll	143000	143000	143000	143000	143000	143000	236000	201000	201000	201000	201000	201000	2064000
Rent	120000	120000	120000	120000	120000	120000	240000	240000	240000	240000	240000	240000	2160000
Marketing	35904	35904	35904	35904	35904	35904	55344	63120	70896	70896	70896	70896	1132032
Franchise Royalty fee (7%)	83776	83776	83776	83776	83776	83776	129136	147280	165424	165424	165424	165424	1440768
Course Materials	174960	174960	174960	174960	174960	174960	272160	311040	349920	349920	349920	349920	3032640
Utilities	12000	12000	12000	12000	12000	12000	24000	24000	24000	24000	24000	24000	216000
Insurance	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	42000
New shop cost	-	-	-	-	-	-	625000	-	-	-	-	-	625000
Total Expenses	573140	573140	573140	573140	573140	573140	1585140	989940	1054740	1054740	1054740	1054740	10712440
Net Profit/(Loss) before Income Tax	623660	623660	623660	623660	623660	623660	259660	1114060	1308460	1308460	1308460	1308460	9869960

