

**ONLINE BUSINESS MODEL FOR SCARF**



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## ONLINE BUSINESS MODEL FOR SCARF

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### ABSTRACT

The purpose of this research were to focus on create an online scarves business model to serve as a framework for developing the entrepreneurial ability to enter scarves business. The research aim to study the factor of successful online scarf business. It can develop potential of business that is highly efficient and response to target customer's needs until brand loyalty. The sampling was selected 6 interviewees who is owner online scarf business. The research was conduct follow in-depth interview techniques in qualitative research. The result show that factors that affect online scarf business as follow:

**Products** should be unique, such as story or themes that can respond to the customer needs as Chinese people prefer butterfly and flower patterns.

**Innovation** can increased the value of scarf and attract the customer that is a selling point because it is different from other rivals. Innovation of fabric: the perfume in the fabric is encapsulated then it is broke slowly diffused from the capsule to give a freshness. Innovation in term of various usability.

**Promotion** is communicated with customer by uses various methods to reach customers interest. For example, buy 2 pieces get discount 10 % that has positively impacted the business and attracted more customers.

**KEY WORDS:** Scarf/ Canvas business model/ Marketing Mix/ online business

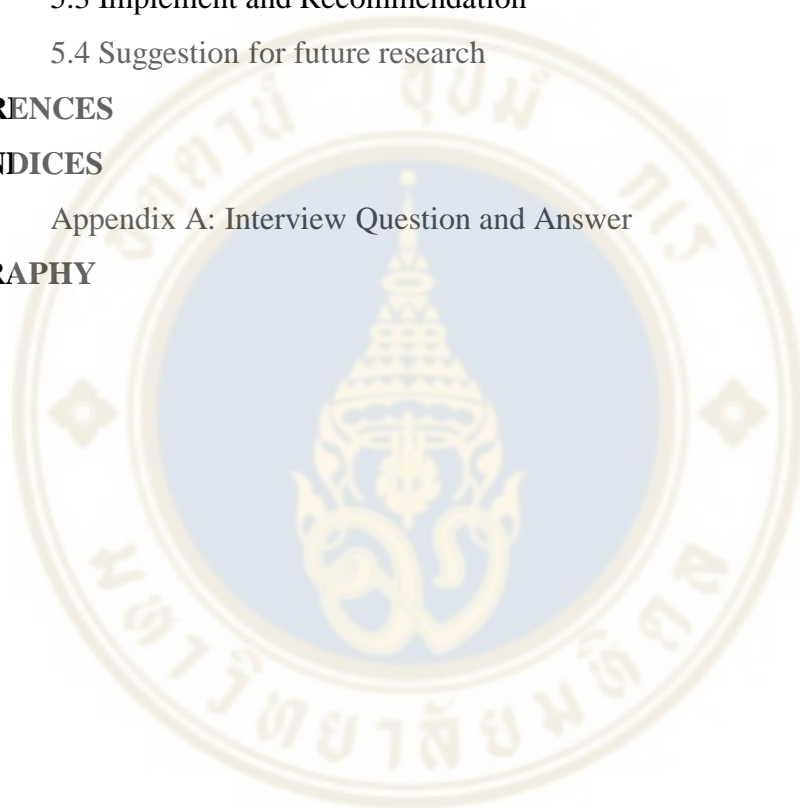
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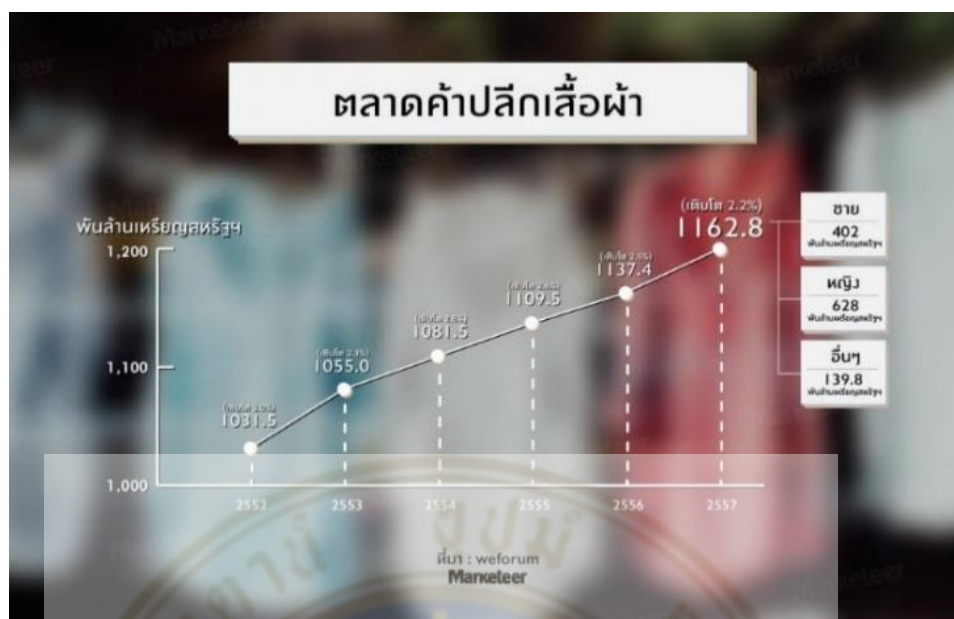
## **CHAPTER I**

### **INTRODUCTION**

This study is intended to analyze establish the scarves business model. It starts from the common point was a love and passion for the fashion industry. In the past, the scarves were very popular for protecting the body from cold weather, but nowadays it is changed to daily accessories that can be made daily fashion choices. It is outstanding modern and adaptable to many styles of clothing. This makes the scarf popular all season that is not limited to winter only. "Scarves" that we see in the general market, there are many fabrics and many designs. But if anyone interested in a unique design scarf. It can increase the value of scarf with fabric innovation that is making different from other competitors.

#### **1.1 Problem statement**

In Thailand, the fashion industry is accounts of approximately two percent of total GDP. There are more than 4000 companies and more than one million people employed within the industry that seem this industry grow rapidly every year. Furthermore, Thailand is one of the most popular tourist destination and also as much as fifty percent of the earning from Thailand's fashion houses comes from tourists, who have been surprised by the Thai fashion industry. The Thai's fashion demand keep increasing over 2 years because of the target market are more mostly in the stage of working which that have enough purchasing power and also because of a trend that Thai people starting to accept more of a Thai fashion brand. Thus fashion industry in Thailand has grown exponentially over the past few years. The statement mentioned above was the reasons why there are more and more small fashion retailers. Since the startup cost is not too high and the demand is still on the rise.



**Figure 1.1 Retailer market**

The trend of scarves will be more popular in the future with the adjustment of the product and the higher prices, but the products will be good quality and unique design in the current fashion style, and will make increased every year. However, the economy is affected grown of product so it is quickly looking for issue and changed it to opportunities. The influence factor to choose scarves are quality fabrics, design, price, and innovation. The innovation of scarves is attracted and interested from customers. Due to there have more choices than other brands in the market. Therefore, the brand should create the different style and uniqueness of scarves. Along with the affordable price compared to other brands, and easy to buy at many leading department stores. But the economic recession has reduced the purchase of scarves. However, with the new stripes as the needs of consumers. It also makes customer decide to buy this brand continuously. (วารสารดิจิทัล มหาวิทยาลัยรังสิต.)

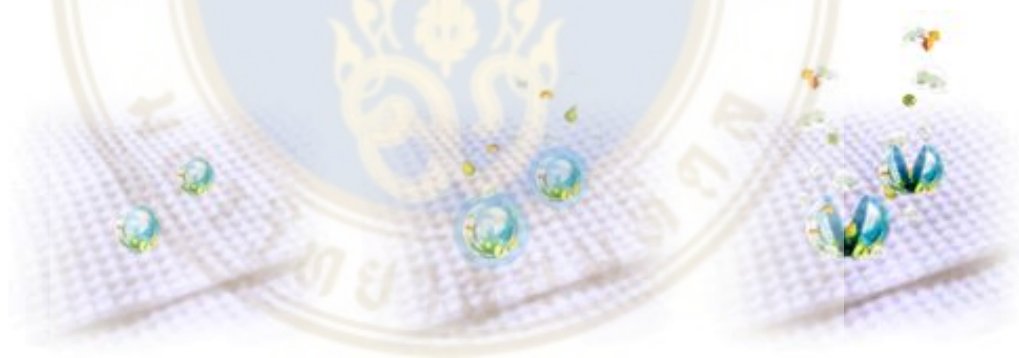
### **Innovation**

Fabric softeners are known to enrich our clothes and other fabrics with a lovely touch and fresh smell. The latest novelty in fabric softener is the microcapsule. With this invention our laundry emits a fresh scent '4 times as long' or even 'for weeks on end'. The perfume in the fabric softener is encapsulated in a coating of polymer material (polyvinyl alcohol, silicone), melamine, gelatin or fatty substances (lipids). The

microcapsules with perfume as dispersed in the fabric softener. It is larger than 40 microns that cannot see with naked eyes. (Surfachem, 2014)

In terms of storage, during the washing cycle the capsules adhere to the textile fibers; the diameter of the capsules is in the same order of magnitude as the fibers. After drying of the laundry the microcapsules stay behind on the fibers. By means of mechanical forces (wearing clothes, drying with towels, and making of beds, some of the capsules break and spread their perfume. The more capsules are present, and the more varied their coating thickness, the longer we will smell the scent during use. Until the next laundry washing again delivers a fresh dose on our textile. It is worked as follows:

- The capsules deposit onto fabrics and remain there even for very long storage periods.
- The perfume slowly diffused from the capsule to give a freshness for much longer than can be achieved with normal performs.
- When the fabric is handled the capsule rupture to release the remaining perfume for a boost of perfume freshness.



**Figure 1.2 Encapsulate Mechanism**

After getting the brand name. The entrepreneur started looking for channels to public relations and sales. In the era of social media, the internet has played a very important role in life and gaining popularity. The internet is the medium that makes it easier for people to access information, and to communicate with others around the world. Therefore, people are turning to online shopping as well. The online channel is growing faster during the recent years. While the offline channel is decreased interesting because it can be saving cost of rental and easy accessibility into our products. The

Internet is an innovation of communication that grows and is rapidly gaining popularity and capable of disseminating information in a multimedia way such as voicemail, pictures, and video clip. The internet is the largest aggregation of information and opinion from all over the world. Thus, the exchange of information between the various in society. The online shopping has also increased, especially in the fashion segment with women's groups. The main target group of E-Commerce business in Thailand has become more interested in this business such as Facebook, Instagram, Twitter, and YouTube that allows operators to communicate with customers easily. The key of social media is simple and easy to use, allowing buyers and sellers to use, including a secure payment system can monitor purchases. Online products are easier and faster, making online sales more popular. The business has to adopt and follow up the trend and situation. The online channel helps the customers make a decision towards buying the product. Therefore, retailers and brand-owners started to realize that the internet is the market place that is cheaper and much more globalize.



Figure 1.3 Thais are buying clothes through social media

## 1.2 Research Question

### 1.2.1. How to establish an online scarf business?



1.2.2. Market mix in terms of product, price, place, and promotion that is impacting on consumers' buying decisions?

1.2.3. What are the key factors that make a successful online scarf business?

### **1.3 Research Objective**

1.3.1. To create a scarves business model to serve as a framework for developing the entrepreneurial ability to enter online scarf business.

1.3.2. To propose key success factor of online scarf business. It can develop potential of business that is highly efficient and responding to target customer's needs. Moreover, we can satisfy our loyal customers in our brand.

### **1.4 Research Scope**

This study is an online scarf business model. The entrepreneur can use this business model to apply their business which is successful and perform effectively, including the ability to make a profit. The scope of the research is studying *Business Canvas Model and Market Mix*.

Timing scope: May 2017 to September 2017

### **1.5 Expected Benefit**

This study will provide the information about establishment online scarf business. The business can be using *Business Canvas Model* as a management tool. It is a conceptual framework for planning business operations to determine the direction of the business. At the conclusion of this research show the factor that affects online scarf business to success. This study might collect the information that will be a guideline for everyone who interested to do business. This study could provide benefits for me and other entrepreneurs to help developing their capabilities and increase the potential of business competitiveness to meet the goal in the future.

This research study online scarf business model that is not difference with the existing clothes business model. However, it has using fabric innovation to make unique products from competitors. Therefore, the business model differentiates from the existing business model. That is the reason why we have to create a new business model to match with the business.







## **CHAPTER II**

### **LITERATURE REVIEW**

In this chapter explain about the online scarf business model that focuses on how to setup the business model. We know the potential of clothes fashion market. Moreover, the factors that affect the setup of online scarf business. That all explain about the component of Canvas Business Model and Marketing Mix. This research studied the concept that is theory and research relevant to use of the framework and guidelines in the study as follows.

#### **2.1 Clothes fashion market**

The global fashion apparel industry, which is influenced the global brand's capabilities. Thailand's fashion industry adapt to both quantitative and qualitative changes as well as the price competition. The entrepreneur has begun to realize that the traditional fashion business are not sustainable so they have to look for a new dimension of fashion in terms of better quality and the design of creativity in the lower market, as well as the frequency of the release of goods or services due to the behavior of the consumer that are changing according to the age, which is currently response with accelerate and frequency of purchasing but decrease on amount of purchase. On the other hand, the customers pay more attention to shopping. Also, new generation consumers are turning their attention to creativity and innovation that mean consumers are looking for more than the original product. That is the reason why Thai fashion apparel industry operators cannot do the same business. This means the Thai fashion apparel industry has the potential prepared for changing in every situation. The changing will not happen in Thailand only, but it happens all over the world. (Pornpatsorn, 2556)

The fashion industry is competing with often unpredictable consumer demand. Additional, low barriers to entry because product are easy to imitate. We are entering the industry in the fashion world with innovation and technological development. As a result, many customers do not know much about it. This opportunity

gives us a significant early mover advantage. We plan to capture this opportunity by moving fast and building our brand quickly. Our initial business model relies on resource of technology. We will explore other sustainable product offering from existing products and services.

## 2.2 Business model

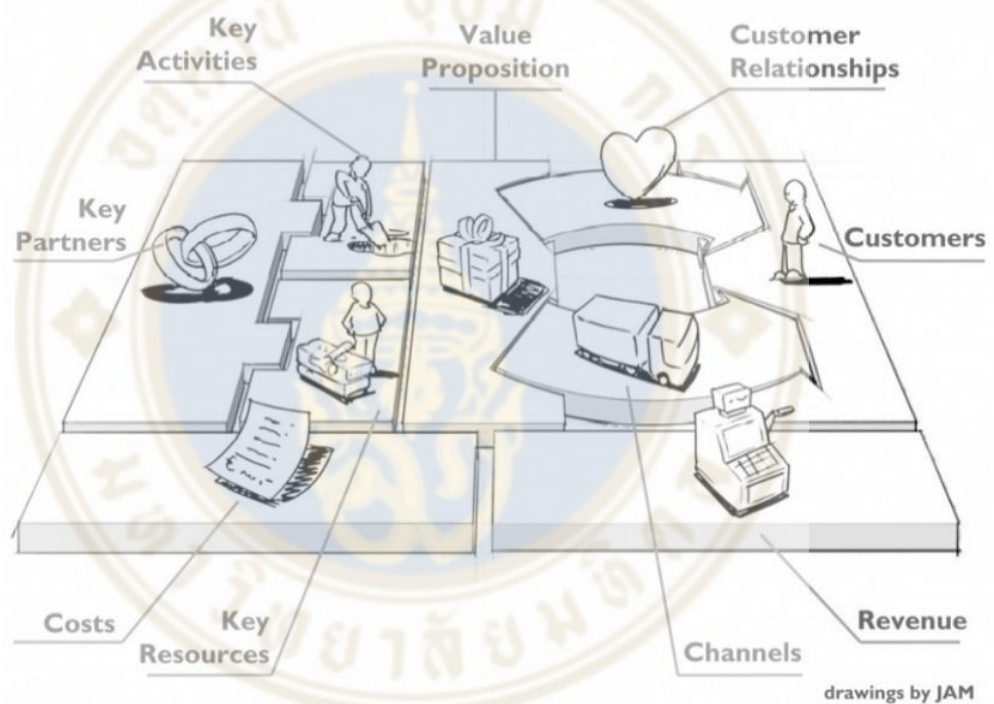
**Business Model Canvas** was developed by Alexander Osterwalder's Business Model Generation, and is used to analyze business models, directions, and concepts. Operators can create value propositions to meet the needs of their customers. Model, Structure of production, and Marketing gain the profit and stability of the business.

The details of *Business Model Canvas* are related to establishing business. The question is what to sell to anyone, and worth it or not, with the main elements. The composition of the analysis was as follows:

- 1) Customer Segments are a customer segment that analyzes customer needs, behavioral issues, and customer missteps. Good management.
- 2) Value Proposition is the value added to products or services. To offer to our customers, they are placed above the general merchants, which includes providing a good experience to our customers.
- 3) Customer Relationships affect sales in the future. Therefore, it is important to plan a relationship management strategy.
- 4) Channels are considered to be the product. A cost-effective way to increase your bottom line and lower your costs.
- 5) Revenue streams are the cash from the customers that the entrepreneur receives from many. Consideration of the income in each garden will help operators to determine the direction of creating and cutting down incomes.
- 6) Key Partners is a major player in the business. Selling inputs (Supplier) An entrepreneur that employs a product that produces results. Improve business efficiency. Operate and reduce business risk.
- 7) Key Activities are a trade association that promotes sales as a link. Put trades and Main business

8) Key Resource is the material used to make the product or service better, or the other vendor that sells it. The machinery used in the production. 9) Cost Structure (Cost Structure-CS) is the use of each of the steps in Section 1-8. The organization provides an overview of the costs involved. (Wiboon Chung, 2555)

From *Canvas Business Model* illustrates the strength and the weakness point of each transaction that they can overview of the business. It will be solving the issue to improve and develop. Therefore, entrepreneurs are confident and understanding how they can transform their businesses and grow stronger. It may lead us to the new idea of business method from existing ones.



**Figure 2.1 Component of Business Canvas Model**

**Marketing Mix** is a key element in marketing that is a controllable process. Entrepreneurs must create the right marketing mix. The marketing strategy consists of

**Product** is a representation of an entrepreneur ready to trade products and services. It creates an idea that responds to customer needs.

**Price** determine the right price for the product. Pricing strategy must be an acceptance from the target group and can fight against competitors.

**Place Distribution** is a place delivered products or services to the target customers. The entrepreneur must choose the most appropriate and cost-effective.

**Promotion** is a message to the target group how to communicate about selling our products or services to persuade customers to purchasing goods. There are 4 main types of tools called Mix Promotion.

- ✓ Personal Selling
- ✓ Advertising
- ✓ Sales Promotion
- ✓ Publicity and Public Relation

### 2.3 Relevant research

The research topic is a business plan for a fashion brand. The main objective has thoroughly searched the fashion market and to find an appropriate niche to satisfying an unfulfilled need of consumers, based on this consumers' need a feasible business idea is generated. A second objective is to complete a viable business plan based on the business idea, using the Hoffren business model, and collects indicative information to make a decision: whether or not to create a fashion brand designed in Finland, manufactured in China, marketed and sold globally. To answer this question, the authors studied six vital perspectives accordingly, which are highly relevant to the decision-making process: market need, image, product, target group, mode of operations and resources.

The results showed that scarves and similar products were brought to Finland at the rate of 185,210 pieces which is a quite low quantity considering the market potential of youngsters is about 670,000 consumers. 73 Scarfs are products that everyone needs at some point, especially in Finland as the winters are cold a scarf provides its user with excellent protection from wind and snow/rain. Yet this is not the only usage of a scarf as it can also be a statement piece of an outfit, hence consumers that are trendy and follow fashion are likely to purchase not just one but many scarves. With these things in mind, they found that the potential target group of the niche market would be fashion oriented consumers aged between 16-40 years. So they were calculated some preliminary figures for their financial plan. They would need to take



out a loan from Finnvera in the amount of 10,000 euros to start up their company. The estimated sales of business would be 59,280 euros, which means 6,000 products. This would make the contribution percentage 73.7%, which is quite high and found to be good. Even though the company's first year will lose. As they plan to produce their products in China and thus to some extent improves the employment in China. (VALKJÄRVI, 2012)

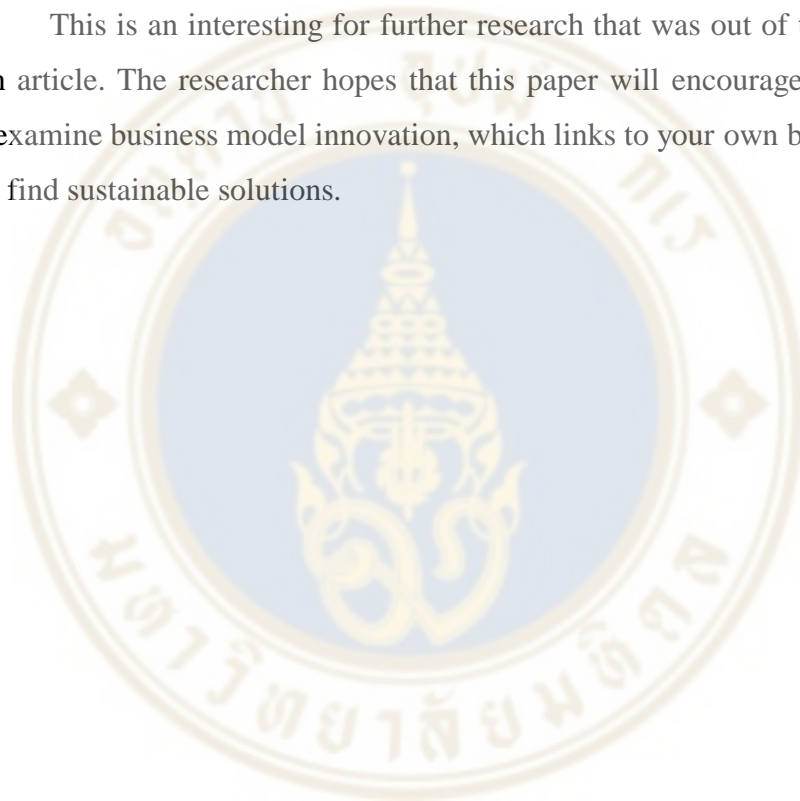
A Fashion Industry case: Business Model Innovation through second hand retailing that focus on innovation for sustainability is becoming increasingly relevant for fashion companies. The purpose of this paper investigates how the resell of a fashion brand's own product can facilitate business model adaptation towards sustainability. Based on a single revelatory case study the article highlights a premium fashion brand's endeavors in prolonging their products' life through resell activities and the main issues, challenges and opportunities the brand can encounter in integrating this strategy into its existing business model.

This article is a conceptual discussion based on empirical data gathered from a single revelatory case study (Yin, 2003) of the Scandinavian fashion brand, Filippa K. Often, fashion producers and brands are hesitant to allow in-depth study of their practices. Twelve in-depth, semi-structured interviews were the primary source of data, which were conducted over the course of 11 months in 2012–2013. The interview participants were selected from all major areas of the company, such as design, retail, merchandising, wholesale, logistics, finance and CSR, in order to understand the second hand retailing from all angles of the company's operations.

The result is the key issues and implications of integrating reuse and resell activities into the existing business model pillars. The discussion is organized Business Canvas Model. The study unfolded several issues that are relevant for the company to address when engaging with the post-retail phase of their products and integrating reselling activities into their current business model. A potential for fashion brands with premium quality products to integrate resell activities into their current business models and value propositions. Furthermore, the study demonstrates that resell activities bring additional value to the fashion company, as it allows it to build closer relationship with customers, attract additional customer groups and generate income with used products or collection samples. However, several prerequisites have to be in place, such as a

product's high quality, strong brand awareness and market maturity. The study also reveals that the main challenge with second hand retailing is related to reverse logistics and setting up a collection and redistribution system that is convenient, cost-effective and matches the needs of each market. While engaging with take-back and resell of used products is a novel activity for a fashion company, it raises a question of how much change in the existing business model does this activity actually require. Does it require radical changes or just incremental adjustments in some of the business model elements? (Kerli Kant Hvass, 2015)

This is an interesting for further research that was out of the scope of this research article. The researcher hopes that this paper will encourage entrepreneur to further examine business model innovation, which links to your own business issues in order to find sustainable solutions.







## **CHAPTER III**

### **METHODOLOGY**

Research on “the online scarf business model” to entrepreneurs who are aiming to create an online scarf business that offer any component to setup business. It is using Canvas Business Model and Marketing Mix to analyze business that has been successful that ability to develop potential the business by using innovation to develop their products and increase the value of products to attract the customers. It is unique and differentiate from the rivals. Moreover, it has to be the most effective, meet the target customer needs, and can satisfy the customer brand loyalty.

Overall, the methodology is qualitative research which collects information on the current situation in one to one in-depth interview of their practices. The result aims to determine the insight setup business that is value of products, plans, problem solving, and channels to distribute products. Basically, research objective will focus on questions represented by Canvas Business Model (key activities, value proposition, customer relationships, key partners, customers, cost, key resources, channels, and revenue), Marketing Mix (product, place, promotion, and price), and innovation to find out the in-depth information to determine the insight establish innovation of scarf business model. The result will be suggestions to understand the company’s operations and to plan to establish innovation of scarf business model.

A semi-structured interview guide was developed for all interviews to guide the interview questions. The aim of the guide was to aid the interview participants in describing the current company processes and in discussing their experiences, thoughts, expectations and concerns with implementing the scarves innovation that the opportunities it offers and what implications it might have on the existing business model.

### 3.1 Research Design

This interview will be separated into 2 subgroups:

1. Face to Face interviews : 3 respondents
2. Collect information from clip video : 3 respondents

Qualification; the owner scarf business

Sampling Size; 6 respondents

### 3.2 The question of interview

This part will be used to understand the entrepreneur to plan business model for their business.

Customer segment

Who are the main and second target customers? Why?

What is customer behavior?

Customer relationship

How do you retain relationships with customers? Why?

Values proposition

What is the value proposition for your business?

Do you have differentiate point with other rivals?

Key activities

Do you settle price strategy? Why?

How many channels do you distribute your products? Why?

Key partner

Who is your partner?

Cost

What cost do you have? How much?

What was a pain point and how did you solve it?

What is your strength and weakness?

What do you think about adding innovation into your products, for example; add perfume on fabric?

What is suggestion and key success factor of your business?

### **3.3 Data Collection and Research period**

All questions will collect by taking notes and recording. The interview would record the interview with permission to all interviewees. The proposing of recording is data collection. This study used a data collection period between May and August 2017. I would spend 30 – 60 minutes of interviews with each respondent.





## CHARTER IV

### RESEARCH FINDINGS

According to the methodology, the researcher interviewed 6 respondents who own an online scarf business. The questions are focused on Canvas Business Model and Marketing Mix. This chapter will explain and analyze each factor that will affect to establish an online scarf business. The researcher conducted a study on the factor of setup online scarf business model to be successful.

#### 4.1 Analysis of data from interviews with entrepreneurs

This conversation will show the respondent's perspective that setup the online scarf business model. We collected data that would analyze to understand establish a business. Therefore, we get the respondent's mentioned will be finding the key factors that affect establish an online scarf business. The interview result of a conversation between interviewer and respondents shown in below table. Those conversations will analyze to interpret the intention, meaning of respondents.

**Table 4.1 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	Customer segment: Who are the main and second target customers? Why?  What is customer behavior?
<b>Interviewee 1</b>	People prefer scarf and have purchasing power to buy our products. Purchasing a souvenir.
<b>Interviewee 2</b>	The target customer is Thai and foreigner. It is a ratio about 30:70. They have a purchasing power. Purchasing a souvenir.

**Table 4.1 Analysis and interpretation of data from interviews with entrepreneurs (cont.)**

Who	Conversation
<b>Interviewee 3</b>	Thai and foreigner customers. Purchasing a souvenir.
<b>Interviewee 4</b>	Thai and foreigner customers. Purchasing a souvenir.
<b>Interviewee 5</b>	Thai and foreigner customers. Purchasing a souvenir.
<b>Interviewee 6</b>	Most of client are ladies, teenager, and the officer who prefers in handmade and art.

Ref: candidate 2560

From Table 4-1, the analysis of data groups, researchers found primary and secondary customers are Thai and foreigner who have a purchasing power because owner set the price more than 1,000 Baht. Moreover, the location of storage and exhibition affect to target customers. For example, Terminal 21 is the center of the city and a landmark for tourist so their own business can reach to foreigner customers. They have behaved to buy scarf can be divided into 2 groups:

1. Souvenir or gift because it is a premium and made in Thailand
2. Use by themselves

**Table 4.2 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	Customer relationship: How do you retain relationships with customers? Why?
<b>Interviewee 1</b>	Reply the customers by herself every time and fast response.
<b>Interviewee 2</b>	Notification on Line as such as discount promotion 50% or buy 2 pieces decrease 10%
<b>Interviewee 3</b>	Reply the customers by herself every time and fast response. Provide how to clip video of scarf style.
<b>Interviewee 4</b>	Reply message to customers by herself every time and fast response. Make a customer as a friend and sell what they want.
<b>Interviewee 5</b>	Sincere customers. When products are damaged, it can change



**Table 4.2 Analysis and interpretation of data from interviews with entrepreneurs (cont.):**

Who	Conversation
<b>Interviewee 6</b>	Create a commitment to customer and talk to customers by ourselves. We will set promotion to attract customers.

Ref: candidate 2560

From Table 4-2, the analysis of data groups, researchers found the concept of retaining customer relationship focus on service and promotion to customers.

**Table 4.3 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	Values proposition: What is the value proposition for your business? Do you have differentiate point with other rivals?
<b>Interviewee 1</b>	The pattern is different from the rivals. It can be put in the frame as art while other brands it just a scarf. This brand has innovation, which is scent so it is different from other brands. Moreover, the operator has a catalog to show the products when he go to international exhibition. In term of packaging, he just used transparent plastic and it can retain scent that is quite well and reduce space.
<b>Interviewee 2</b>	There is a graphic artist who designed the pattern. But the owner will define the theme that you want, including layout. She expands the scarf to other line production. The pattern on the scarf to make gadget case and mobile phone case because people like striped scarves, but some customer did not use a scarf. They want to have something else but paint this striped. The operator makes many sizes for alternative to customers and expand the scarves to poncho and clothes
<b>Interviewee 3</b>	Create a theme of a scarf to have a story and detail of pattern. Provide clip video how to adjust the scarf in various styles.
<b>Interviewee 4</b>	Name printed and Corporate with acted as designer

**Table 4.3 Analysis and interpretation of data from interviews with entrepreneurs (cont.):**

Who	Conversation
<b>Interviewee 5</b>	The pattern is Thai number and Arabian style
<b>Interviewee 6</b>	The pattern of the scarf is cute pets and unique that is not like the others which are graphics. In addition, the sales price is not high.

Ref: candidate 2560

From Table 4-3, the analysis of data groups, researchers found the value proposition that focus on the unique design which is different from other brands. Moreover, each brand has different way to attract customers such as name printed, give clip video, and scent innovation.

**Table 4.4 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	Key activities: Do you have settle price strategy? Why? How many channels do you distribute your products? Why?
<b>Interviewee 1</b>	Offline: Exhibition booth Online: Facebook and IG
<b>Interviewee 2</b>	Export: China, Taiwan, and Hong Kong. Online: Facebook and IG Offline: Exhibition booth and Terminal 21
<b>Interviewee 3</b>	Pay attention to the quality of the photo Export: China, Taiwan, Vietnam, Australia, America, Russia, Japan, and Korea. Offline: Paragon and department store Online: Facebook and IG
<b>Interviewee 4</b>	Export: Indonesia, Lao, China, and Taiwan Offline: Terminal 21, Korat, and Camp (multi-brand store)Online: Facebook and IG



**Table 4.4 Analysis and interpretation of data from interviews with entrepreneurs (cont.):**

Who	Conversation
<b>Interviewee 5</b>	Export: Taiwan, America, and German Online: Facebook and IG
<b>Interviewee 6</b>	Online: Facebook and IG Offline: Exhibition booth

Ref: candidate 2560

From Table 4-4, the analysis of data groups, we found the channel of doing scarf business that is similar. The scarf business will start from online shop and then move to offline store because it is low investment.

**Table 4.5 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	Key partner: Who is your partner?
<b>Interviewee 1</b>	Fabric supplier and Packaging supplier
<b>Interviewee 2</b>	Fabric supplier, Packaging supplier, The mall, and Graphic designer
<b>Interviewee 3</b>	Fabric supplier, Packaging supplier, The mall, and Graphic designer
<b>Interviewee 4</b>	Fabric supplier, Packaging supplier, The mall, and Graphic designer
<b>Interviewee 5</b>	Fabric supplier, Packaging supplier, and Graphic designer
<b>Interviewee 6</b>	Fabric supplier, Packaging supplier, and JJ shop

Ref: candidate 2560

From Table 4-5, the analysis of data groups, researchers found the key partner of doing scarf business that is similar. The partner is fabric supplier, packaging supplier, the department store, and graphic designer.

**Table 4.6 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	Cost: What cost do you have? How much?
<b>Interviewee 1</b>	Cost for scent innovation increase about 20% of the cost of fabric. And cost of scarf production, fabric, and packaging.
<b>Interviewee 2</b>	Cost of scarf production, fabric, and packaging.

**Table 4.6 Analysis and interpretation of data from interviews with entrepreneurs (cont.):**

Who	Conversation
<b>Interviewee 3</b>	Start business with 30,000 Baht. And cost of scarf production, fabric, and packaging.
<b>Interviewee 4</b>	Cost of scarf production, fabric, and packaging.
<b>Interviewee 5</b>	There are ways to set prices based on cost price, fabric cost, printing scarves.
<b>Interviewee 6</b>	By hiring the designer about 8,500 – 10,000 Baht. And cost of scarf production, fabric, and packaging.

Ref: candidate 2560

From Table 4-6, the analysis of data groups, researchers found the cost of doing scarf business that is similar. The cost is scarf production, fabric, and packaging.

**Table 4.7 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
Interviewer	What was a pain point and How did you solve it?
Interviewee 1	Production process and on time of scarf manufacturing
Interviewee 2	Production process then operator buy printer to do themselves
Interviewee 3	The obstacle is a production process
Interviewee 4	Productivity and name printed. We have to make sure right and name and delivery on time. Preorder system is reducing stock left over.
Interviewee 5	-
Interviewee 6	-

Ref: candidate 2560

From Table 4-7, the analysis of data groups, researchers found the issue of doing scarf business that is similar. The issue is a production process.

**Table 4.8 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	What is your strength and weakness?
<b>Interviewee 1</b>	Graphic design and color which is different other brand

**Table 4.8 Analysis and interpretation of data from interviews with entrepreneurs(cont.):**

Who	Conversation
<b>Interviewee 2</b>	A theme which is different other brand
<b>Interviewee 3</b>	Innovation fabric
<b>Interviewee 4</b>	Name printed and pattern design is unique.
<b>Interviewee 5</b>	Thai number design is different from other rivals.
<b>Interviewee 6</b>	-

Ref: candidate 2560

From Table 4-8, the analysis of data groups, researchers found the strength of each brand which is a unique design and some brand has a fabric innovation.

**Table 4.9 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	What do you think about adding innovation into your products, for example; add perfume on fabric?
<b>Interviewee 1</b>	Scent innovation
<b>Interviewee 2</b>	-
<b>Interviewee 3</b>	4 innovation; mosquito repellent, reduce scent, adjust the temperature, and Swarovski,
<b>Interviewee 4</b>	Scent innovation has determined the development of our products.
<b>Interviewee 5</b>	-
<b>Interviewee 6</b>	-

Ref: candidate 2560

From Table 4-9, the analysis of data groups, researchers found some brand that uses fabric innovation to attract customers. And some brand use crystal Swarovski to increase the value into a scarf. It is a new innovation, which has less competitor nowadays.

**Table 4.10 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewer</b>	What is suggestion and key success factor of your business?

**Table 4.10 Analysis and interpretation of data from interviews with entrepreneurs:**

Who	Conversation
<b>Interviewee 1</b>	Learn from successful brand which is strength and match with us. Know the highlight in products and character that is clear
<b>Interviewee 2</b>	Find out scarf business information
<b>Interviewee 3</b>	Focus on consistency and clear goal. Then find out information
<b>Interviewee 4</b>	Create the value and different products from rivals. The key success is the design of the scarf and brand marketing.
<b>Interviewee 5</b>	Clear purpose and position of our brand. The entrepreneur has intention and dare to start a business. Then, people must understand target customer and market before start business.
<b>Interviewee 6</b>	Based on attitude and grateful to kindness of their customers

Ref: candidate 2560

From Table 4-10, the analysis of data groups, researchers found the success of a business, learn and find out information because it is preparing before enter to compete with existing rivals. Moreover, a new player has a clear goal. The key success is

1. Services is caring, patient, consistent, and gentleness
2. Products are quality of products
3. Communication promotion is the use of social media and product portfolios.

## 4.2 Business Canvas Model

From Figure 4.1 shows the model of the scarf business. The concept of Business Model Canvas can be explained as follows:

**Customer Segment:** Target customers are a difference in each operator and location that are reached customers. But in the overview of the data collection, the major consumer is Thai who is students, officers and foreigners who prefer scarf and have a purchasing power.

**Value Proposition:** The value of scarves and services make for increased customer acquisition. Therefore, entrepreneurs must focus on the good quality of products, and pattern which is unique. It must have a various functional to encourage customers to re-purchasing and create story to add value to the products. Fast delivery service operator. In each brand has different selling point. For example, Lapine scarf has the name printed on a scarf that is a unique selling point. Zoe scarf use innovation to develop products such as a mosquito repellent, adjust the temperature, and Swarovski.

**Channels:** Channels to communicate with customers. Of course, entrepreneurs choose the online because it is a lower investment than opening an offline store. The overall view of the data collected is websites and social media such as Facebook, Instagram, and line. After purchasing if consumer satisfied with product, they will review the product and tell others that is word of mouth. Moreover, offline store is still interested because it increases reliability in entrepreneur's brand. Because some customer want to touch the scarf before deciding to purchase.

**Customer Relationship:** The scarf business has a relationship with customers that is the service and communication. In terms of services, operators will provide fast service, care before and after the sales. In terms of communication, the operators will reply fast response.

**Revenue Streams:** The revenue of scarf business will get of money from sales scarves.

**Key Resource:** An important resource of scarf business is fabric that produces scarf, packaging, and finished scarf.

**Key Activity:** Key activity in the main event of scarf business is produced scarf, find fabric supplier, and delivery products. Moreover, advertising on online media to generate interest from customers and launch promotion to attract customers.

**Key Partner:** Partner is fabric suppliers, manufacturing supplier, packaging suppliers, and deposit supplier; King power

**Cost Structure:** The business of selling scarves is the cost of raw materials, production, packaging, and shipping costs



<p><b>Key Partner</b></p> <p>Fabric suppliers  Manufacturing supplier  Packaging suppliers  Deposit supplier; King power</p>	<p><b>Key Activities</b></p> <p>Promotion  Advertising  Delivery products  Find fabric and scarf manufacture</p> <hr/> <p><b>Key Resource</b></p> <p>A fabric which produces scarf  Packaging to pack products  Graphic designer</p>	<p><b>Value Proposition</b></p> <p>Unique design  Fabric innovation  Quality of products</p>	<p><b>Customer Relationship</b></p> <p>Care  Promotion  On time delivery</p> <hr/> <p><b>Channels</b></p> <p>Online; Facebook and IG  Offline; Terminal 21, King Power, and department store  Export to oversea</p>	<p><b>Customer Segment</b></p> <p>Thai Ladies who are teenager and officer  Foreigners  People prefer scarf  Have purchasing power</p>
<p><b>Cost Structure</b></p> <p>Cost of fabric  Cost of scarf production  Cost of packaging  Cost of delivery</p>		<p><b>Revenue Streams</b></p> <p>Revenue from sales scarves</p>		

**Figure 4.1 Canvas Business Model: Scarf business**



**Figure 4-2 Marketing Mix**

### 4.3 Marketing Mix

From figure 4-2 shows the Marketing Mix of scarf business. The concept can be described as follows:

1. Scarf business starts the business with the main activity - communication, postings products to social media to display the product and create awareness about products.
2. Products used to communicate and present to target customers must be products that capture the interests of customers and meet the customer needs. Therefore, the product must have a good quality and unique design. There is variety in terms of size, design, and price including packaging in the delivery should be beautiful.
3. Customers who buy scarf are students, working groups, and foreigners. This group of customers prefers scarf and have purchasing power. Because the product is premium and expensive.
4. When customers see the picture on online. Customers may be interested in the product then customers will ask for more details from the operator to make a purchase decision. Therefore, operators should respond fast.
5. In terms of customer service, when customers are interested in the product, the entrepreneur needs to be responsive to the customer with the care and prompt information to increase credibility to entrepreneurs and satisfy customers at the same time.
6. When customers receive goods from the operator, then if it has the problem or defect, operators will also need to take care of after-sales customers as well.





## **CHAPTER V**

### **DISCUSSION & CONCLUSION**

Research on online scarf business model. This research is qualitative research. The concept of Business Model Canvas is to study trends and factors involved in the business of selling scarves. The purpose of the study is as follows.

1. To create a business model of selling scarves. It uses as a directional framework to develop the capacity of entrepreneurs to enter the business of selling scarves.
2. To present the successful scarf business to maximize the potential of business operations and can meet the customer needs. The operator can satisfy our loyal customers with our brand loyalty.

The method of collecting data in the research study on the online scarf business model is In-depth interview by sample group is an owner's scarf business that have 6 respondents.

#### **5.1 Summary of research results**

In summary of the research on the online business model of scarf operator. The researcher conducted the research by collecting data using qualitative research that is methodology to study the pattern of doing a scarf business by collect the primary data sources which is in-depth interviews 6 businessmen who are selling scarves and then related information to the business model. Each combination is categorized into Business Model Canvas of the scarf business is as follows.

1. The values proposition are unique design, quality of the good product, and fabric innovation.
2. Customer groups are students, officers, and foreigners. People prefer to Buy scarf and have purchasing power.
3. Customer relationship is including customer care before and after the

sale. Good customer service care, attention, and promotion or premium distribution.

4. Resources include raw materials for scarves, packaging, graphic designer, and other goods used in sales promotion.

5. Key activity: Advertising products by making scarves images through websites or social media, launch promotion, scarf production, and delivery products

6. Partners are fabric suppliers, packaging suppliers, manufacturing suppliers, and Deposit supplier; King power

7. Costs include the cost of raw materials, cost of scarf production, cost Of packaging, and the cost of promotion or advertisement.

The relevant marketing mix factors and effects on online scarf business model include:

**Product:** The entrepreneurial must have a variety of goods in terms of design, color and size of product. The products should launch every season or festival because it is fashion so customers are willing to buy it as a gift. The quality of the product is good. The fabric innovation can attract customers and create the different from rivals. It is represented to develop the products. For example, add scent into fabric that can be mosquito repellent or reduce appetite. Scarf innovation can adjust the temperature. Moreover, the scarf can be decorated with Swarovski crystal that increases the values of products. Overall, it is exotic from rival because it still has fewer competitors.

**Price:** The operator must set the price of the product to suit the size and quality of the products. In terms of pricing, operators will include a promotion charge beyond the cost of products. But it depends on the method of each entrepreneur.

**Promotion:** The operators must communicate with customers by posting product images consistently and to describe the details of the product accurately and completely to provide information to consumers to make a purchase.

### **Factors make the successful scarf business**

1. Factors related to the customer. Entrepreneurs must build confidence in online store such as the presence of the offline store, fast delivery, and good quality of product. In terms of maintaining relationships with customers, such as after-sales customer care, providing additional information to customers promptly and timely.

2. Factors related to the entrepreneurs. Entrepreneurs will need to know the

best way to use social media online, and should use it all the way to reach out to their customers. Entrepreneurs must be attentive, diligent, patient and calm due to the sale of products online consumers cannot see or touch the product. Need to provide information and answer customer questions often.

## **5.2 Discuss the results of the research.**

The results of the research of the scarf business lead the researchers put the following key points to the discussion.

The value proposition of running scarf business must have unique pattern, color and innovative in term of variety function that can respond to customer needs in the season, festival and stream accurately and quickly including caring and good services. It must start from the beginning to the end of the trading process. Moreover, reasonable price of product, quality of product, and continued after sales care. The four marketing factors were not related to purchasing behaviors and services. Since it refers to marketing factors in the products, prices and promotion are the elements of consumer purchasing decision. The scarf market is still continuing growth due to the behavior and needs of consumers who buy scarves.

## **5.3. Implementation and Recommendations**

Research study the business model of a scarf is to study the business model and the factors that affect the success or failure of the scarf business.

To start a scarf business. The entrepreneur must consider the customer needs to buy scarves. The characteristics of the product must meet the customer needs such as unique design, quality of products, and innovation as well as customer services must be quick to meet consumer demand. Entrepreneurs need to build their own brands to differentiate from other brand by finding different and unique styles of products to present to customers, which is a presentation of exotic content and information such as how to use various types of scarves, layout of the product to be unique, and making a video clip. Organizing activities that allow customers to engage with stores will create interested for the entrepreneurial and well-known clientele. The main thing cannot be

missing from the scarf business is the service and sincerity that the entrepreneurs give to the customers, because if the entrepreneurs do not have good service and do not the sincerity with the customers is not possible for success in the business. Finally, the success and sustainability of business depend on the development of products to be unique and different from the other rivals including adapting to change current situation. It can use innovation to develop the products or production process. Moreover, the entrepreneur can start from the pain point which is occurring nowadays. It can stimuli to create a new thing such as a new innovation.

#### **5.4 Suggestions for future research**

1. Future research should study other factors, such as variable demand and consumer issues by using quantitative and qualitative research to assist in the study of factors including behavior, attitudes, satisfaction of consumers and entrepreneurs.
2. In-depth study of the needs and problems of consumers for development, improvement, and expand the business.

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**Table: Respondent 1**

Question	Answer
<b>Customer segment</b>	
<ul style="list-style-type: none"> <li>○ Who is the main and second target customers? Why?</li> </ul>	“Everyone like scarf and purchasing power to buy products.”
<ul style="list-style-type: none"> <li>○ What is customer behavior?</li> </ul>	“The customers like to buy for themselves and as souvenir.”
<b>Customer relationship</b>	
How do you retain relationship with customers? Why?	“Entrepreneurs reply all message from customers by entrepreneurs and fast response. Entrepreneurs will provide promotion to attract the customers.”
<b>Values proposition</b>	
What is the value proposition to your business?	“Entrepreneur did not do the clothes because the clothes can be disposal but some Chinese and Hong Kong bought scarf to put in frame as art. The Entrepreneur is the designer of the scarf, but it is repeated. Because it is what Entrepreneurs love and skill, so entrepreneur are sure it is in our styles then someday will be someone like entrepreneur’s styles. Entrepreneur surveyed the designs of scarves and believed that people liked a lot of colors. However, Entrepreneur is self-confident so, entrepreneur does not care others look at our products. Entrepreneur believes in yourself what entrepreneur are nothing more than
Do you have differentiate point with other rivals?	worrying about others view us. So entrepreneur just ask for feedback, but

**Table: Respondent 1 (cont.)**

Question	Answer
	<p>ultimately Entrepreneur believe in ourselves but if it is reasonable, it turns.”</p> <p>Entrepreneur make a book as category to represent entrepreneur’s product because the sometime he does not have sample to show the customers. In term of packaging, it is easy to see the products because it is transparent plastic and retain the scent. Including, it is convenience transportation because it is not bulky when compare with other rivals is a box. For example, King power like this packaging because it does not waste space in sorting the store as the scale of deposit.”</p>
<p><b>Key activities</b></p> <p>What activity do you do?</p>	<p>“Entrepreneur have the settle price strategy. He add all cost such as advertising, fabric, packaging and etc. to set the price because when you set the price already that you cannot adjust again. Therefore, we have to add many cost to calculate the settle price.”</p> <p>“Oversea and in country Fair and exhibition, deposit, king power, and online”</p>
<p><b>Key partner</b></p> <p>Who is your partner?</p>	<p>“Fabric supplier and Packaging supplier.”</p>
<p><b>Cost</b></p> <p>What cost do you have? How much?</p>	<p>“Entrepreneur invested the business with own money. Cost for scent innovation increase about 20% of the cost of fabric.”</p>

**Table: Respondent 1 (cont.)**

Question	Answer
<p>What was a pain point?, How did you solve it?</p>	<p>“Entrepreneur searched supplier from internet that is scarf manufacturing, packaging, and name card. Entrepreneur chose the cheapest supplier in first period after that, it had the problem about delivery because the supplier choose the work of people who pay first. So people pay back that will get the products late. It affected to deliver products to customers and decrease reliability of shop. Therefore, the store changed the supplier to deliver on time as ordered. Even if you have to pay an extra 100 baht in a piece, but in exchange for the trust our brand of the customer, it is worthwhile. Entrepreneur cannot put responsibility into the hands of the people we cannot control. It can sell all designs, but some people like it and some like it less. Entrepreneur know the target customers at the booth, some group like this type of fabric or not. For example, someone like the animal pattern or someone do not like animal designs.”</p>
<p>What is your strength and weakness?</p>	<p>“Strength: Entrepreneur chooses silk-velvet because it was softer than Satin. It has unique designs because the rivals have similar stripes. Entrepreneur uses innovation to create differentiate from the rival by put scent into fabric of scarf. It is gimmick in the sales.</p>

**Table: Respondent 1 (cont.)**

Question	Answer
<p>What do you think about add innovation into your products, for example; add perfume in fabric?</p>	<p>Weakness: Entrepreneur rarely have time to do business due to he have a routine work so entrepreneur focus many think that causes business to slow down.”</p> <p>“Entrepreneur increases the value of products by using innovation which add perfume into scarf. Because entrepreneur believe officer work in air condition room so they like to use the scarf. That is a reason why he add perform into scarf due to he think scarf is close with respiratory tract. After, entrepreneur chose the scent. Entrepreneur use the key message to promote their products by using benefit of scent to attract customer because promote the name of scent that is not impact to customers more than the benefit that they will get from scarf. For example, he invite some officer who has slim body to advertise scarf which has a scent to reduce appetite. The scarf cannot add the scent again. However, he set the price as same as with normal scarf because it has a smell only 5-6 months so he give the innovation as gimmick to attract customers. However, it is selling point because someone like this smell but someone do not like this scent or someone can be allergy from scent so we choose to create a neutral products. Now, he has only one scent but any design for</p>

**Table: Respondent 1 (cont.)**

Question	Answer
	<p>alternative to customers. On the other hand, add innovation into scarf cannot attract customers because the customers do not care the scent in scarf. Entrepreneur want to create perfume which can reduce appetite or stress for spray on scarf”</p>
<p>Suggestion, key success factor for successful</p>	<p>“Entrepreneur suggest who needs to join the scarf business. The new players should learn about the background to succeed of scarf business, how it is sales, many platform that they use to do the business, and promote in this era which brand is success because in each brand have different point successful. Then, we look at what kind of style that suits us. After that, we have to know when we will succeed. However, we have to find a spotlight if you are going to join into the scarf business that has highlight of the scarf is the pattern. Therefore, we have to know which is highlight the products and character must be clear. The business can be get the designer as actor to label the clothes home to promote your brand.”</p>

**Table: Respondent 2**

Question	Answer
<ul style="list-style-type: none"> <li>• <b>Customer segment</b></li> </ul> <p>Who is the main and second target customers? Why?</p>	<p>“In early stages, she launched on Facebook so the client is being a Thai but, after she have offline shop at Terminal 21 and King Power that are being turned into a tourist. The ratio of Thai and tourist customers about 30:70. Including, the people have purchasing power, and foreigner.</p>
<p>What is customer behavior?</p>	<p>The most customers buy scarf as souvenirs because it is made in Thailand so they is interested and like it. For example, Chinese customers often buy scarf as souvenirs about 5-10 pieces to leave their friends.</p>
<ul style="list-style-type: none"> <li>• <b>Customer relationship</b></li> </ul> <p>How do you retain relationship with customers? Why?</p>	<p>“Customers follow Facebook, IG and line ad, we will send the news about promotion such as discount promotion 50% in this month or buy 2 pieces 10% discount that is to update customers who do not forget us.”</p>
<ul style="list-style-type: none"> <li>• <b>Values proposition</b></li> </ul> <p>What is the value proposition to your business?</p> <p>Do you have differentiate point with other rivals?</p>	<p>“There is a graphic artist who designed the pattern. But the owner will define the theme that you want, including layout. Product like this fabric because it has a shine. Because the shiny scarf is more beautiful than the side. Entrepreneur expand the scarf to another. The pattern on the scarf to do gadget and mobile phone case because people like striped scarves, but he did not use a scarf. They wants to have something else as similar this striped. Entrepreneur make many size for alternative to customers and expand the scarves to poncho and clothes”</p>



**Table: Respondent 2 (cont.)**

Question	Answer
<ul style="list-style-type: none"> <li>• <b>Key activities</b></li> <li>• What activity do you do?</li> </ul> <p>How many channel do you distribute your products? Why?</p>	<p>“It was opened online store in Facebook that is good channel at the first because when you post anything on Facebook. Everyone can reach to them. But now you have to buy sponsor in advertising to reach more customers due to it changed from organic system to a commercial system. Moreover, it has fierce competition today.</p> <p>Facebook, IG, and line ad. Give customers to buy scarves add line to send information update promotion to customers.”</p>
<ul style="list-style-type: none"> <li>• <b>Key partner</b></li> </ul> <p>Who is your partner?</p>	<p>“Fabric supplier, Packaging supplier, The mall, and Graphic designer”</p>
<ul style="list-style-type: none"> <li>• <b>Cost</b></li> </ul> <p>What cost do you have? How much?</p>	<p>“Entrepreneur does not make a lot of products because she would like to check the feedback from customers that can save the cost if that product is not a good sales and reduce inventory.”</p>
<p>What was a pain point?, How did you solve it?</p>	<p>“In early stages, there was a lot of problems with the printing of scarves because it is damaged due to we have no experience. Therefore, the problem is often encountered problems in production process. Then we buy our printer machine to produce ourselves that can solve this problem because we can control everything that can reduce damaged.”</p>
<p>What is your strength and weakness?</p>	<p>“The scarf pattern has a lot of sales so people will have different designs. We have a theme that is a gift, such as chicken year for Happy New Year. We focus on theme / concept. Therefore, it is beautifully and can give as a gifts</p>

**Table: Respondent 2 (cont.)**

Question	Answer
	to recipients. This may be different from other brands. Because other brands may be cartoon style. In term weakness, we have to keep track of what our competitors do. Therefore, we have to know what is new.”
<p>What do you think about add innovation into your products</p> <p>Suggestion, key success factor for successful</p>	<p>Nowadays, there are many people making scarves for sale, so how do we survive in this business? Because people sell out a lot. But it has the pros and cons. The advantages are that the scarf market grows. Because before, people may not be unfamiliar but as the market grows, people become more familiar with the scarves. It is easy to use and people see it as an ornament. But the disadvantage is how do people like our brand. We need to consider product quality and patterns hit the buyer. We have a survey that customers like as Chinese people like the colorful is gradually adjusted, but how to maintain our brand. We have to gradually adapt to not change the style at all because it will spoil the brand.</p>

**Table: respondent 3**

Question	Answer
<ul style="list-style-type: none"> <li><b>Customer segment</b></li> </ul> <p>Who is the main and second target customers? Why? What is customer behavior?</p>	<p>The first time is Thai customers but after we went to international exhibition that gain tourist customers. Customers do not just buy using for themselves but customers like to buy it as gift to others.</p>
<ul style="list-style-type: none"> <li><b>Customer relationship</b></li> </ul> <p>How do you retain relationship with customers? Why?</p>	<p>Operator will reply all customer by ourselves and give the video clip to shown how to use scarf in each function.</p>
<ul style="list-style-type: none"> <li><b>Values proposition</b></li> </ul> <p>What is the value proposition to your business? Do you have differentiate point with other rivals?</p>	<p>“Entrepreneur have fabric innovation and design is difference from other rivals. The scarves in the market are mostly graphic designs so we want to create the scarf with the story and the detail of pattern. When we were searched, we see identify of each of the different brands. We think no brands that make this pattern and style. Operators choose premium grade products. We must teach the use of scarves to decorate in various ways. They will take it out on a daily. Because women usually buy a scarf with emotions, it is beautiful so they do not buy re-purchased. Therefore, we have a technical to catch the customer buy again that is reason why we have to put them out. Every time customers order on online, we will give a video how to scarf to the customers. The customer will tie it out and friends admits 3 times, they will not be able to repeat.”</p>

**Table: respondent 3 (cont.)**

<b>Question</b>	<b>Answer</b>
<ul style="list-style-type: none"> <li><b>Key activities</b></li> </ul> <p>What activity do you do? How many channel do you distribute your products? Why?</p>	<p>“Operator sell the scarves for 1 hours in every night. Operator promote to our friends at that time we think our friends subsidized us because we do the business, so it must help each other, but it appears that friends re-purchased. Every day we will take photos to keep the night post repeatedly, we will set the time to post. Then we went to the pack for customers who transfer money to us and we will sent the products in the morning to drop to the site. Because we sell products online. Customers will not see the actual product. So we have to pay much attention to the quality of the photos. The photos are released to sharpen the colors to freshen the customer to really reach the product.”</p> <p>“The online business started four years ago and we were shopping online. So we thought we started online business because it was the least time consuming and less capital intensive. The market that surpasses expectations is the gift market. Because we made a premium products that we intend to put in detail. Whether it is product quality and package. So it makes the market grow very fast.</p> <p>Exported to 8 countries around the world. China, Taiwan, Vietnam, Australia, America, Russia, Japan, Korea</p> <p>Online retail (Facebook and IG) 50%, Offline (modern trade) 30%, and Export 15%”</p>
<ul style="list-style-type: none"> <li><b>Key partner</b></li> </ul> <p>Who is your partner?</p>	<p>“Fabric supplier, Packaging supplier, The mall, and Graphic designer”</p>

**Table: respondent 3 (cont.)**

Question	Answer
<ul style="list-style-type: none"> <li>• <b>Cost</b> What cost do you have?</li> </ul>	<p>“Start a business with 30,000 baht First, we ordered a 30-piece scarf.”</p>
<p>What was a pain point?, How did you solve it?</p>	<p>“We found obstacles in the scarves production. We lost damaged the fabric and the factory said they was not resolves.”</p>
<p>What is your strength and weakness?</p>	<p>“We have innovation”</p>
<p>What do you think about add innovation into your products, for example; add perfume in fabric?</p>	<p>“We have an innovation which is mosquito repellent, control temperature, Swarovski, and reduce appetite by put innovation into the fabric. For example, Lavender can be Mosquito repellent. However, the scent can remain only 1 year or 10 time for washing. This innovation is to put the microcapsule into the cloth and the capsule will gradually dissolve. The innovation adjust the temperature to a different capsule with a mosquito repellent. Moreover, Thailand is a tropical city, but we were never in the heat area. We usually are in air-conditioned rooms so officer will carry it. Therefore, the scarf does not just a scarf, but it is accessories as fashion. Capsule of temperature is called thermal ball when we are in the air-conditioned room. This capsule absorbs cold from the skin and stores it in the capsule. But if we walk to the hot, the capsule will cool off. Then we sucked the heat from our skin and took it in the capsule instead.</p> <p style="text-align: center;">Lavender Mosquito repellent 7,000 and control temperature 3,000 piece”</p>
<ul style="list-style-type: none"> <li>•</li> </ul>	<p>“People's lives are not certain. If you do not act now, you would do not know how to do it so we decided to start the</p>

**Table: respondent 3 (cont.)**

<b>Question</b>	<b>Answer</b>
Suggestion, key success factor for successful	<p>“People's lives are not certain. If you do not act now, you would do not know how to do it so we decided to start the business. We must focus on consistency and clear goal. The first day we started the business of scarves. We think that there must be a brand on the mall because there are no scarf brands at the mall. Another thing that we think is key success that we develop products all the time by capturing innovation in the fabric. To make a difference other brands in the market. Many people think that doing business must be done when they are ready. But if you wait for everything that is ready, it is not ready at all, it must be done when it is not ready. So you will be ready. For anyone interested in doing business, you have a clear goal. If you think the success is far so we have to start today. Therefore, the first thing is to find out information such as factory, fabric from, and packaging. And the important thing is to do it. However, the Success is not seen based on our actions alone but it has many factors so we have to know what our strength.</p> <ul style="list-style-type: none"> <li>○ Various functional layers encourage customers to come back to buy more.</li> <li>○ Create a product story to add value to the product.</li> </ul> <p>When seeing the target Act now.”</p>



**Table: respondent 4:**

Question	Answer
<p><b>• Customer segment</b></p> <p>Who is the main and second target customers? Why?</p> <p>What is customer behavior?</p>	<p>“The main customer is Thai and expand to foreigners. When we went to international exhibition that increase opportunity to meet with major customers who can be order to produce scarves or export oversea which is resell. While retail customers are considered by products. For people like sweet scarf style and officers.”</p>
<p><b>• Customer relationship</b></p> <p>How do you retain relationship with customers? Why?</p>	<p>“Having a storefront is a long term business. We do not just look at a booth. But we have a storefront so customers can buy our every day. On online, we will reply online customer every time and fast response. We look their profile for learn and understand customer need, behavior, admit brand which they like, and where they like shopping. This is a study of customer behavior and we also receive feedback all the time. We have to make a customer who feel that we are friends, to sell what they wants.”</p>
<p><b>• Values proposition</b></p> <p>What is the value proposition to your business?</p> <p>Do you have differentiate point with other rivals?</p>	<p>“Scarf have name printed which is the selling point because customers will feel special when give as a gift. Go corporate with designer to brand The person who will come in is the one who came in because of the character of our brand. Therefore, we have to emphasize the position of our brand as a character, we must have a wider range of target customers. Must have a variety of colors which caught both Thai and foreign groups.”</p>

**Table: respondent 4 (cont.)**

Question	Answer
<ul style="list-style-type: none"> <li><b>Key activities</b></li> </ul>	
<p>What activity do you do? How many channel do you distribute your products? Why?</p>	<p>“At first, you do not offline shop because the store must have high investment and see the situation of market. We need to look at the market about scarf, fashion, and clothing. These things will go together because it is the same industry as a fashion item. People like to shop on online 2-3 years ago and now it is continue growing. Therefore, we have to pay attention the online market. In addition, pop up booth is popular. Therefore, we should go to on a target location and customers that can reach our products. But nowadays, people move to shopping at the Multi brand store. The final, we should have an offline store because the reliability of the brand. In term of location, we choose its match our customers. It increases a new opportunities, such as terminal 21, not just teenagers but there are quite a large number of foreigners and can be PR our products because foreigners see ours. Then, it exported to sell as well. We ordered a lot of foreign goods. Offline: Terminal 21, Korat, and Camp which is multi-brand store and Export: Indonesia, Lao, China, and Taiwan”</p>
<ul style="list-style-type: none"> <li><b>Key partner</b></li> </ul>	
<p>Who is your partner?</p>	<p>“Fabric supplier, Packaging supplier, The mall, and Graphic designer”</p>
<ul style="list-style-type: none"> <li><b>Cost</b></li> </ul>	
<p>What cost do you have? How much?</p>	<p>“Cost of fabric, production, and packaging.”</p>

**Table: respondent 4 (cont.)**

Question	Answer
<p>What was a pain point? How did you solve it?</p>	<p>“Scarf is a big market and people can be easier enter to join in this market. But the issue is how to survive longer because there are a lot of scarves in the past, but few of them still exist today. Our advantage, we have a factory. So we have lower costs, but everyone is not successful because we have a factory. Many brands are successful. The key success of branding that is need to understand first who our customers are. The name printed can be issue because we have to make sure the name is right and delivery on time. Therefore, we have compromise one to one. When we launch new scarf. We use preorder to check feedback to control inventory. We provide preorder about 100 pieces to order within 7-14 days and give special promotion as a small scarf.”</p>
<p>What do you think about add innovation into your products, for example; add perfume in fabric?</p>	<p>“Innovation makes scent scarves so customers know that we are developing our products. And there are bags made with a pair of scarves for customers to set up together. We do not sell just scarves. But our brand is gift when they think of giving someone gift. Let them think of ours.”</p>
<p>Suggestion, key success factor for successful</p>	<p>“The trend of wearing ascarf has a lot of boom. Therefore, many people want to join this industry so we have to create value and different from other brand and do not stop with branding. The key success is focus on the selling point which is design and brand marketing to get more people to know our products. In the online channel, whether it is advertise.</p>

**Table: respondent 5**

Question	Answer
<ul style="list-style-type: none"> <li><b>Customer segment</b></li> </ul> <p>Who is the main and second target customers?</p>	<p>“Foreigners who like to buy souvenirs and Thai people over 30 years.”</p>
<ul style="list-style-type: none"> <li><b>Customer relationship</b></li> </ul> <p>How do you retain relationship with customers? Why?</p>	<p>“There are ways to bundle the customer with sincere services and customers. When we have the issue about scarf, we will change it immediately so the quality of the product is important. It is represented owner brand who cares about the details of working. Therefore, customers are attracted and come back to buy again.”</p>
<ul style="list-style-type: none"> <li><b>Values proposition</b></li> </ul> <p>What is the value proposition to your business? Do you have differentiate point with other rivals?</p>	<p>“We have a highlights that are Thai patterns which is Thai number to the graphic. At the same time, the technique layout will use the Arabian style, such as stripes, rounded pattern, but bring new creations by entering the Thai number. This is become our strength. We is different from the others because no one make the pattern like ours. Therefore, the highlight of the ‘Zhowcase’ is design and pattern to Thailand. We will go to find inspiration at Wat pho that is ancient temple with Chinese-Thai mixed art. We have many line production that are scarves, bags, hats, and pillow. In the future, we will increase other line production, such as groceries. We use silk fabric that is less chine. We have both fresh color and solid color. In term packaging, it is fabric bag because it is easy to carry so the customers do not be afraid the scarf will damage with anything in the bag. Moreover, we have pine box that can be engraved the name on box as a gift.</p>

**Table: respondent 5 (cont.)**

Question	Answer
<ul style="list-style-type: none"> <li>• <b>Key activities</b></li> </ul>	
<p>How many channel do you distribute your products? Why?</p>	<p>“Export: Taiwan, America, and German, Offline: Suvarnabhumi Airport, Phuket airport, and Centara Hotels, Online: IG, Facebook, and website”</p>
<ul style="list-style-type: none"> <li>• <b>Key partner</b></li> </ul>	
<p>Who is your partner?</p>	<p>“Fabric supplier, Packaging supplier, The mall, and Graphic designer”</p>
<ul style="list-style-type: none"> <li>• <b>Cost</b></li> </ul>	
<p>What cost do you have? How much?</p>	<p>“There are ways to set prices based on cost price, fabric cost, printing scarves. The cost of shirt painting, but not design. Because the intention is to work as a creativity to return to Thailand.”</p>
<p>What was a pain point?, How did you solve it?</p>	<p>-</p>
<p>What is your strength and weakness?</p>	<p>“Thai number design is different from other rivals”</p>
<p>What do you think about add innovation into your products?</p>	<p>-</p>
<p>Suggestion, key success factor for successful</p>	<p>“Success in business comes from intention. We have to know the clear purpose and position of our brand. People must be dare to do and start to do even some failures but we are still a chance to start over. It is better than anyone else who does not know what to do. So if anyone doing business must have the courage and intention. Then, people must learn target customer</p>



**Table: respondent 6**

Question	Answer
<ul style="list-style-type: none"> <li><b>Customer segment</b></li> </ul> <p>Who is the main and second target customers? Why? What is customer behavior?</p>	<p>“Most of clients are ladies, teen, and officer who prefer in handmade and art.”</p>
<ul style="list-style-type: none"> <li><b>Customer relationship</b></li> </ul> <p>How do you retain relationship with customers? Why?</p>	<p>“Marketing in the sale of scarves will be based on online communities, including advertising clips to the YouTube to penetrate direct customers such as shawl lover and animal lovers that do not have to invest much. In order to create a commitment to customer care so operator will talk to customers ourselves and it will be a promotion to make the product more interested.</p>
<ul style="list-style-type: none"> <li><b>Values proposition</b></li> </ul> <p>What is the value proposition to your business? Do you have differentiate point with other rivals?</p>	<p>"HIPPO CHEEZE", the shawl will use the design pattern itself. The idea is a hallmark of the pattern of scarf that is the cute pet. Operator will have a unique pattern that is not like the market to use graphics. And it's a great young artist who has come out with many nice ones. The sale price is not too expensive. So many people are buying the same order.</p>
<ul style="list-style-type: none"> <li><b>Key activities</b></li> </ul> <p>How many channel do you distribute your products? Why?</p>	<p>“Facebook, IG, and exhibition”</p>
<ul style="list-style-type: none"> <li><b>Key partner</b></li> </ul> <p>Who is your partner?</p>	<p>“Fabric supplier, Packaging supplier, The mall, and Graphic designer”</p>



**Table: respondent 6 (cont.)**

Question	Answer
<ul style="list-style-type: none"> <li>• <b>Cost</b></li> </ul>	
<p>What cost do you have? How much?</p>	<p>“By hiring the drawer, it will pay about 8,500 - 10,000 baht each. After the pattern is taken to the production process. The fabric used is a "velvet silk" that is soft, shiny gloss and clear pattern. In each design is made out of only 50 piece that may be a rare item so customers who buy will feel like no one.”</p>
<p>What was a pain point?, - How did you solve it?</p>	
<p>What is your strength and weakness?</p>	
<p>What do you think about add innovation into your products, for example; add perfume in fabric?</p>	
<p>Suggestion, key success factor for successful</p>	<p>“The factors that make a business successful that are based on the attitude of the leader. If one is diligent, patient, and grateful, it will be able to succeed faster because operators believes good entrepreneurs are also grateful to the kindness of their customers.”</p>