

**SOCIAL COMMERCE: LINE@ IN RETAIL AND FOOD
BUSINESS IN THAILAND**



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entitled
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on
September 9, 2018



.....
Miss Prangthip Xuto
Candidate

.....
Asst. Prof. Randall Shannon,
Ph.D.,
Advisor

.....
Assoc. Prof. Astrid Kainzbauer,
Ph.D.
Chairperson

.....
Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

.....
Ronald Surachai Thesenvitz,
Ph.D.
Committee member

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Prangthip Xuto

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PRANGTHIP XUTO 5949129

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. RANDALL SHANNON, Ph.D., ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., RONALD SURACHAI THESENVITZ, Ph.D.

ABSTRACT

The purpose of this study is to analyze and explore the current usage of LINE@ in Retail and Food business in Thailand. Then, purpose the Social Commerce LINE@ business model framework in Retail and Food business that would enhance their businesses.

The research framework were collected from the in depth data interview with current ten LINE@ businesses from Retail and Food industry in Thailand. The result was that found the Retail needed logistics network support to expand market target while Food industry needed delivery to satisfy customer's current demand.

Recommendations apart from preparing back of houses are training and consultancy regarding to operate or utilize LINE@ more effective and efficiency.

KEY WORDS: Social Commerce/ LINE@/ SC Business Model

59 pages

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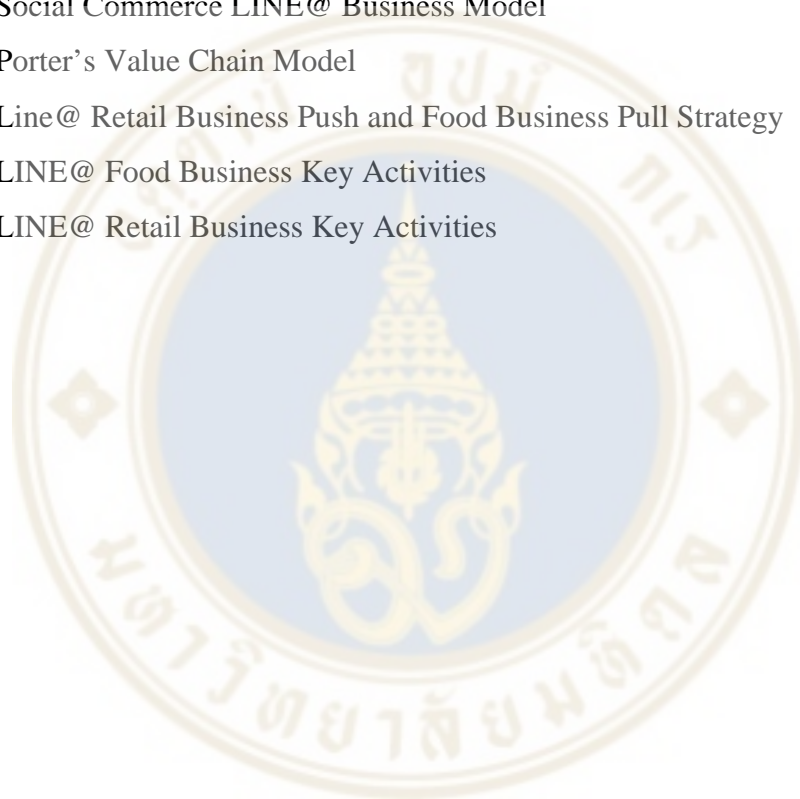
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CHAPTER I

INTRODUCTION

“Only 10% of the more than 3 million businesses in Thailand are operating online.” said Mr. Ariya Banomyong, managing director of LINE Thailand (Phoosuphanusorn, 2017). There are no doubt that the future of SMEs in Thailand would turn in to online platform due to the market demand. Nurses in far reach hospital in the Northern or Southern part of Thailand, could get their uniform white shoes without travelling to Bangkok or Major cities. It would save time and money for them by just contacting sellers through social applications or E-commerce sites and then delivery to their needed area.

While there are few major player in E-commerce in Thailand such as Lazada and Shopee, the social applications such as Facebook, Instagram and LINE instant messaging are being utilize as mediator between buyers and sellers. This terms called “Social Commerce”. Social Commerce is known as social business which is a combination of commercial and social activities (Huang & Benyoucef, 2013). Most of the time, buyers will contact directly to sellers and ask for what their specific need and want through conversation which lead to sales, payment and delivery process. Social media platforms have been popular to SMEs, a Social Commerce platform performed as online solutions for SMEs due to its saving cost and able to reach target market.

Moreover, “the penetration rates of mobile, social media and Internet in Thailand are amongst the highest in Southeast Asia” and over the half of the population are presented through LINE and Facebook (Ho, 2016, p. 6). Today, there are 83% of total Thai population represent as active LINE instant messaging users in Thailand which is second significant biggest market after Japan (LINE Corporate Announcement, 2017). Thailand positions as one of the most attractive markets in Southeast Asia for E-commerce with its population about 68 million. Major Internet service providers namely TRUE, DTAC and AIS had launched full phase of 3G in 2013 following by 4G in 2016. Thailand’s Internet coverage extended to all areas including rural.

However, the Internet coverage is not the only biggest obstacle for SMEs to go online. The unprecedented challenges in Thailand underlined to its poor urban planning which leads to traffic congestion and far reaching residential community. In other words, the roads and small roads are too complicated and unstructured. This is meant the accessibility of transportation is limited. Public transport is not yet developed and cover in all areas. Nonetheless, the traffic jam is not fascinating fact, the average time driver spent in congestion during peak hour in Bangkok is 64.1 hours ranking number 11th in the INRIX Global Traffic Scorecard of the world (Inrix, 2017). The logistics and transportation system are the key support to E-commerce as well as Social Commerce.

According to its LINE instant messaging popularity, Japanese LINE Corporation has introduced to the new vision of LINE ecosystem that fit to Thai's lifestyle. LINE Thailand, established since 2014, manages local sales and marketing strategies as well as develops new businesses and services. The introduction of LINE Man, delivery services which includes Food, parcel, convenience goods and postal services able to list more than 20,000 restaurants to LINE services. Rabbit LINE Pay has more than 2 million users. It is the online payment system that are being introduced to inner Bangkok for optional payment system.

Furthermore, In 2015 LINE Corporation defined the unique separation between open and closed relationships used in different situation for LINE instant messaging, which is own by individual account such as relatives, friends and loved one. Thus, LINE@ is the new open communication channel that brands and businesses can connect with their clients, customers and fans. People prefer to have clear separation between personal life and work (Russell, 2015).

Not only LINE@ has become the new online business platform where allowing customers to become followers by their own choices including receive private chat, update news and promotion, but LINE@ also is the friendly way that consumers could connect to their favourite brands and businesses. There are more than 1 million active LINE@ account which is represent SMEs in Thailand. Official LINE@ account which has the most followers namely PPT, TRUE, AIS and DTAC (LINE Corporate Announcement, 2017)

Moreover, LINE@ is the powerful solutions that can allow the business reach target customers to all LINE active users which helps to strengthen and grow all kind

of business industries both products and services including Online to Offline (O2O) (LINE Corp, 2018). The O2O Commerce Model is now being adopted by major ecommerce companies such as Amazon. It is a business strategy designed to bring online customers to brick and mortar locations as well as create a seamless digital experience before, during, and after (Orendorff, 2018). This model can enhance especially for Retail & Food business which are the biggest categories in LINE@ following by travel agency, spa and beauty.

Regardless of the bright side for SMEs, the fact that Thailand is collectivist country where people tend to follow what majority people engage. For example, you can see many gas stations in only one road or two 7/11 convenient stores opposite side the road. Many SMEs in Thailand decided to jump into LINE@ without hesitation. Since mobile commerce are accessible 24/7 and aims for high volume and mass market. There are a lot of successful stories but not to mention failure stories. How can we know that our LINE@ business no matter in Food or Retail industry will be included in another successful stories?

Thus, how Retail and Food business use LINE@ to enhance their business is the research question for this thematic paper. The objective of this thematic paper is to analyze LINE@ in Retail and Food business operation and its application through proposal Social Commerce business model framework where derived the primary activities from the Michael Porter's value chain model and examine on how to use LINE@ to increase values along the Michael Porter's value chain model. The model suggested value creation and value creation to the business through the LINE@ utilization between two industries.

Furthermore, based on qualitative research methodology collected from 15 minutes in-depth interviews with 10 LINE@ SMEs in Retail and Food industry, the study would analyze LINE@ benefits and drawbacks to its current LINE@ active users. Does LINE@ help to generate faster sales conversion, manage Customer Relation management (CRM), and cost saving to the business owner? In what extent business needed to prepare in terms of operation, logistics and inventory management for LINE@ platform?

In conclusion, this thematic paper aim to give recommendations to entrepreneurs, start-ups, SMEs and large corporations to determine whether their brands and businesses fit to LINE@ social commerce platform. Not only marketing strategy but also the integration between marketing logistics concepts. This is because LINE@ platform is still on early development stage for both developers and users, businesses should prepare people

focusing on training and development on how to operate and manage LINE@ to increase customer loyalty and satisfaction.

Due to time and scope limitation, there can be develop Line@ Social Commerce business model framework and analysis. There can be further discussion and research due to the fast development of technology. This is because the market demand and supply sided has been changed. It is turned into customer to business model where business must tailored their products and services to customers. Retail business rely more on logistics network while Food business can be survive with delivery.



CHAPTER II

LITERATURE REVIEW

“The difference between new and old economy is the Internet” (Haag, 2002)

2.1 Previous study of E-Business Model

The previous sentence explained well how we get here. The rise of E-commerce or electronic commerce has been alerted to both public and private sectors around the world over the past decades through the advancement of Information Technology. E-commerce is the activity of buying and selling both online and offline product or services over the Internet. It connects buyers and sellers to complete business transactions faster than the past (Laudon & Traver, 2014).

The development of E-commerce now have been shaped into what we called “M-commerce” or Mobile commerce, the subset of E-commerce of using wireless mobile devices. With the increasing numbers of people using the smart phones and the expansion of 4G network coverage, the mobile applications and others Internet platform has been developed and takes place to our regular basis. As a result, businesses who foresee the business opportunity and adjust their strategy fast enough such as providing mobile friendly commerce version are the survivors.

Today’s technology lies in our palm, the used of smartphones has become crucial in every day’s life. Not only to connect friends and family but also to connect businesses and brands with consumer. The introduction of Location-based Services (LBS) advancement and big data analytical had make our lives change like never been before. Location-based services is a real time geographic data from mobile phone to provide information, entertainments or security data (Junglas & Watson, 2008). It allows people to check in to their favourite restaurants, coffee shops and places.

Furthermore, many businesses leveraged the LBS via mobile applications such as order taxi, Food and et cetera. Nonetheless, big data era help us to understand

consumer's behaviour, pattern of purchases and point of purchases. For example, Netflix, a streaming movies and TV shows online provider, could offer recommended entertainment programs that is based on customer's preferences. As well as JOOX, an online music application uses the similar analysis to forecast customer's playlist. Shopee or Lazada, another major online shopping platform recommended goods based on customer search history.

One of the latest buzzwords in the Internet and electronic business model world is "Business model". There are many attempts to classify the business model in order to understand how e-companies are able to make money. There are a study a theoretical e-business model for doing business in the Internet era. The previous study on E-business model design help a firm to become more efficient, more flexible and responsive to customer demand and stay competitive (Dubosson-Torbay, Osterwalder, & Pigneur, 2002, p. 2). Establishing model helps firms develop business visions and strategies, identify and assess business opportunities, redesign and align business operations, share knowledge about the business and its vision and ensure the acceptance of business decisions through committing stakeholders to the decisions made (Persson & Stirna, 2001).

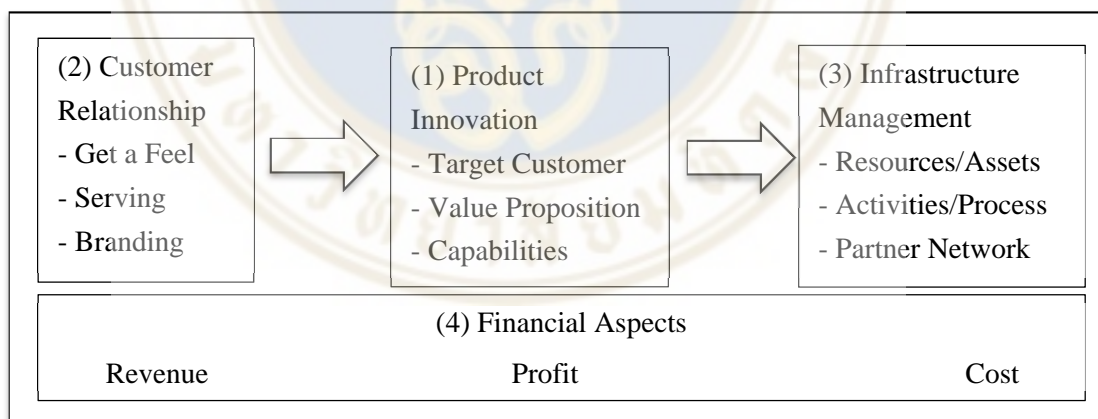


Figure 2.1 E-business model framework

The e-Business Model framework is divided into four principal components. (1) The products and services a firm offers, represents value proposition to target customer. (2) The relationship capital the firm creates and maintains with the customer in order to generate sustainable revenues. (3) The creation of value in maintaining a good customer relationship by the infrastructure and the network of partners. And (4) the financial aspects

that can be found throughout the three former components, such as cost and revenue structures (Dubosson-Torbay, Osterwalder, & Pigneur, 2002, p. 3).

2.2 Customer to Business (C2B) Business Model

There can be categorized m-commerce business models into two popular models which are “Business to Business” and “Business to Consumer.” Business to Business (B2B) refers to companies whose customers are primarily other businesses while Business to Consumer (B2C) is the term used for companies whose customers are primarily individuals (Haag, 2002). The e-commerce market in Thailand is growing fast. According to the Value of E-Commerce Survey in Thailand 2016, it showed that the Business to Consumer (B2C) segment growing by 33.5% per annum in the past three years, when compared to the growth of in-store sales of 6%.

Moreover, Thailand ranks third after Singapore and Malaysia in terms of the value of e-commerce per capita in Southeast Asia. (Electronic Transactions Development Agency, 2017). However, B2B and B2C are outdated business model in 2018 and. Today the demand pull is stronger than supply push. Recently study showed that C2C, “Consumer to Consumer” where this business model use an online platform as an agent for commercial purposes which is so called Social Commerce. These new online businesses are trending in Southeast Asia especially in Thailand where the C2C-SC market size is notable.

In the previous research study of C2C-SC in Southeast Asia had investigated the patterns of purchasing processes and business models being used in Thailand. The data was from direct observations and an online survey. The findings resulted that the typical purchasing process of this channel consists of five basic steps: advertising, searching, negotiation and ordering, payment, and delivery. The business models can be categorized into five models: S-Retailing, S-specific market, S-preorder, S-auction and S-reverse auction and explained in the following box below.

Table 2.1 Business model found in C2C-SC in Thailand

- Business Model	- Explanation
- S-Retailing	- Individuals or small independent Retailers set up storefronts on social networking features such as FB profile, FB pages and IG to advertise and sell products among social networking users.
- S-specific Market	- Social networking users create specific groups of members. This group interaction is called a community. As FB groups is a feature that is available for people to share their common interests, it can be applied for selling products among users who are interested in the same type of products such as cosmetic, children's clothes, etc.
- S-reorder	- Sellers can sell products without even having the products in stock. They can exploit social networking features such as FB pages or FB groups to post advertisements and lists of products. Then buyers use FB messenger and Line chat as a communication channel for ordering products.
- S-auction	- Social networking users can apply FB pages and groups as an online auction marketplace. Buyers can post their bids for wanted products under the product posts during specified periods. After the end of the auction, the sellers will announce the list of successful bidders. Then they contact the buyers through FB messenger for the details of payment and delivery method.
- S-reverse auction	- This business model is the other type of auction in which the roles of buyer and seller are reversed. Buyers can post details of needed items to virtual communities such as FB groups. Then they wait for other members (sellers) inside the group to offer the product's price and other information under their post. After that the buyer will contact the seller who bids the lowest price via FB messenger to ask about the details of payment and delivery method.

The results can be promoted Social commerce activities and value creation for the local business community. The findings help to identify transaction process effectiveness and promote more satisfactory services to their customers (Leeraphong & Papasratorn, 2017). Thus, C2C business model is marketplace for exchanges product or services through social media channel such as sell the concert ticket or hotel vouchers.

However, Trendy topic for Thai Business in digital era in 2018 is the Customer to Business (C2B) business model. C2B provides products or services that are based on customer driven concept (Economic Intelligence Center, 2018). According to the Figure 2.2 show the flow of activity under C2B model where individual consumer connects to C2B business then business contact supplier.

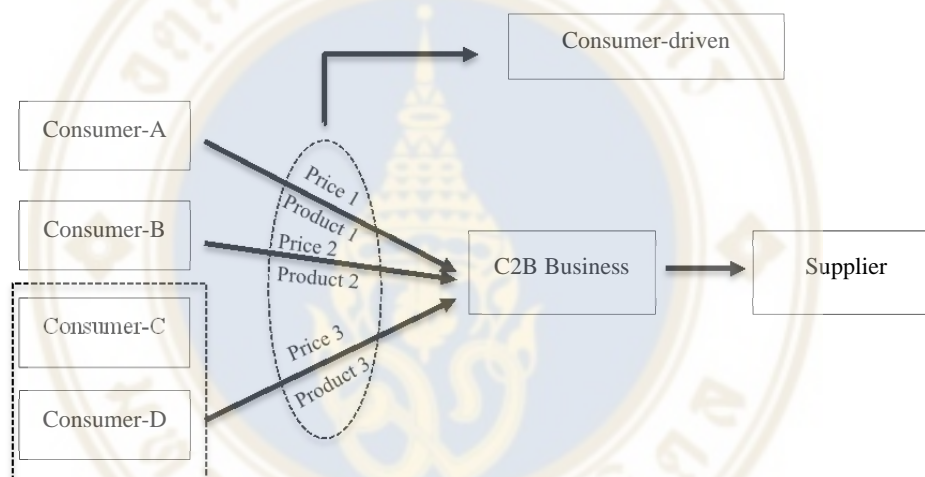


Figure 2.2 Flow of activity under C2B Model

The C2B business model includes group buying, personalization and customization strategy. Each strategy can improve product turnover, better cost control, lower production risks, and get direct interaction with consumers. The C2B model tailors products and services toward customers' needs, putting customers first where customers get fast response from supplier in lower price and diversified products. Selective business model would be reviewed throughout this thematic paper to help us understand the LINE@ business model and how it operates.

2.3 New Social Commerce LINE@ Business Model Framework

To rival Lazada or Shopee application, a new e-commerce trend is social commerce where mostly operated on top two mobile social media applications which are Facebook and Instagram. They own application functions and features for business as well as LINE@. These are handy tools for social media users and business operators to enter to the social media platforms.

Facebook Business under Facebook Inc., the most popular American social networking in the world. Facebook is known for social media marketing including advertising and allow business to have their product or service page called “Facebook Page”, where interactions with B2C and B2B can easily takes place. C2C or market place has been introduced earlier in 2018. Since 2012, Facebook Inc., acquired Instagram and developed Instagram business such as sales and advertising channels.

According to the statistics, there were 49 million Facebook users in Thailand in 2017, growth of 4% year-on-year while Instagram had 13.6 million users, growth of 24% (Leesa-nguansuk, 2018). While LINE@ under the LINE Corporation, a Japanese leading instant messaging application have an active of 170 million active users worldwide. They had launched the newest business platform for businesses in 2016 (Russell, 2015). The LINE@ provides functions and features to promote new information or direct message to clients and other business contacts.

However, there is no empirical research on Line@ effectiveness when comparing to the others two social media platform which are Facebook Page and Instagram Business. Social commerce business model framework related to LINE@ is a new topic that there are few theoretical study or framework, therefore in this thematic paper would like to propose the social commerce LINE@ business model as in Figure 2.3 to explore LINE@ applicable to each of the Retail and Food industry.

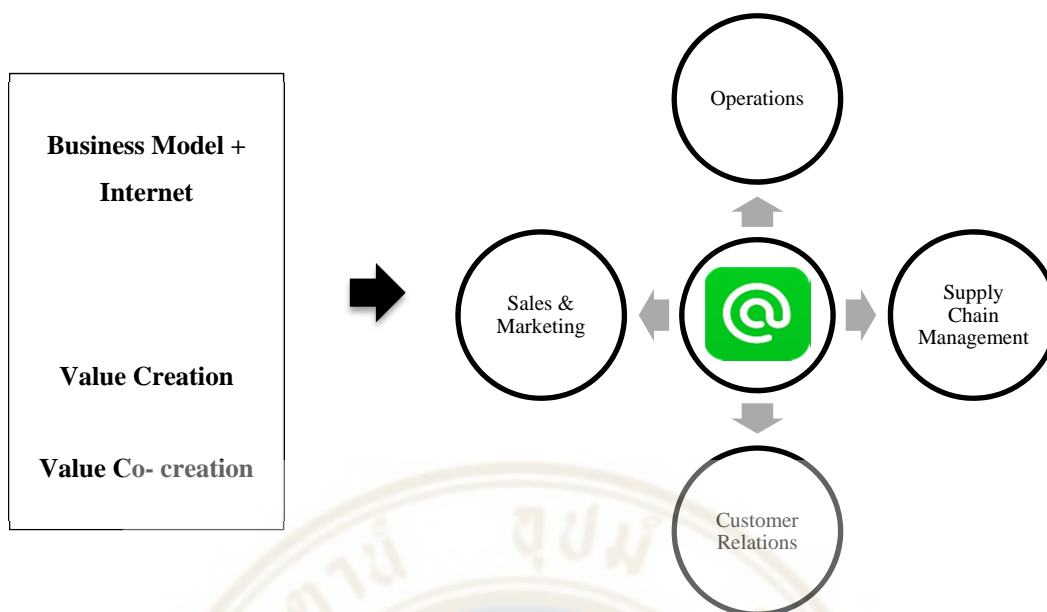


Figure 2.3 Social Commerce LINE@ Business Model

In general, businesses should select the business model that is match to their business objective whether B2C, B2B, C2C or C2B and operate business through Internet. Business model includes value creation and value co-creation. Value creation in today's business represent intangible drivers such as innovation, people, ideas and brands (Value Based Management, 2016).

In other's word, value creation is the firm aim to add value to product or services. In contrast, value co-creation is the integration of creating value between customer and business and allowing customers to construct suitable service experiences (Prahalad & Ramaswame, 2004). In e-business value creation goes beyond the value that can be realized through the configuration of the value chain (Porter & Millar, 1985). However, Social Commerce LINE@ Business Model suggested primary activities of Michel Porter's Value Chain Model.

The main business objective is the creation of value that customers are willing to pay. This value is the result of a configuration of inside and outside activities and processes. To define the value creation process in a business model, we use the extension of the value chain framework (Porter & Millar, 1985). By implementing LINE@ at your companies or brand could help to create value in along the value chain model focusing on primary activities. For Example, in online clothing Retail business LINE@ could be operate as an online point of sales service in operations.

Furthermore, LINE@ could be use as marketing and sales channel. And lastly, it could be after sales service as providing one on one chat with customers.

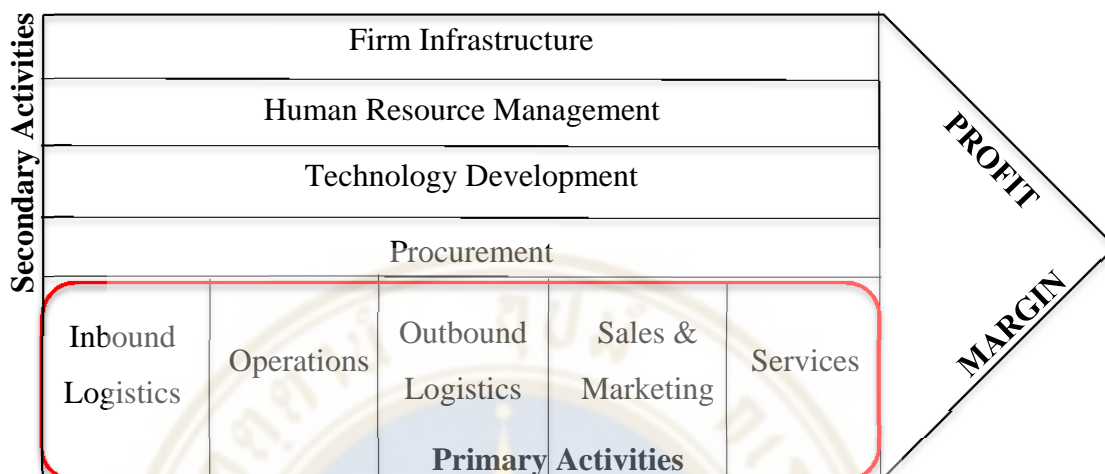


Figure 2.4 Porter's Value Chain Model

In this thematic paper, we will explore primary activities of Porter's Value Chain Model to Social Commerce LINE@ business model and see what extent business are being used to leverage their business performance by reviewing each functions through selective in-depth interviews in the data analysis section and exploring between Food and Retail industry to its application on how SMEs in Thailand use LINE@ to increase value proposition through value chain model.

2.4 The O2O Commerce Model start with LINE@

Many SMEs in Thailand decided to start business with social commerce platform. Some of SMEs also uses the marketplace to expand their point of sales such as Lazada, Shopee and 11Street to gain more traffic. The reason why businesses decided to start the business from Social Commerce because it is cost-saving and able to reach their target customer. However, when the market online is well expansion and recognized, businesses jumped into an open battlefield which is an Online to Offline (O2O) commerce.

It is a business strategy designed to bring online customers to brick and mortar locations as well as create a seamless digital experience before, during, and

after. The objectives of O2O are allowing in-store pickup of products purchased online, online purchase of products while at a physical store, allowing online purchases to be returned to physical locations. It is enable people to gain shopping experiences in many channels. The approach is a Retail-specific application of two broader strategies, ‘the Omni channel Commerce’ and Multichannel Marketing (Orendorff, 2018).

Thus, O2O is proposing to fulfil fragmented time such as ride to work or waiting at the airport in between online world and offline world. Mostly E-business will send out discount coupon online where can be redeem at physical stores and enable customers to interact with representative at outlets to get to know more product and services later (Ma, 2017, p. 133). For example, Pomelo, an online Fashion clothing is the first O2O business model opening the physical shop at the heart of Bangkok where customers can order online to try on at store, ship to home or order online to try on at store.



CHAPTER III

RESEARCH METHODOLOGY

The topic of this thematic paper is aim to explore and examine LINE@ business model during in SMEs active LINE@ users as a guideline for entrepreneurs, start-up businesses, SMEs and large corporations to know how to operate LINE@ in the more effective and efficiently by going through others business experiences. It would emphasize its LINE@ valuable features, benefits and drawbacks, and lastly, to determine whether their brands and businesses should leverage LINE@.

3.1 Primary Data Collection Method

Interviews resemble everyday conversations, although they are focused on the researcher's needs for data. They also differ from everyday conversation because we are concerned to ensure reliability and validity. This means that both the researchers and the users of the findings can be as confident as possible that the findings reflect what the research set out to answer. Thus, the aim to collect primary data is that the data could be reproducible, systematic, credible and transparent. (Brikci, 2007). This thematic paper collected the data by conducting fifteen minutes in-depth interviews with ten LINE@ business accounts in Thailand. For the collection data process, the researcher selected sampling from 10 LINE@ business accounts which are 5 Retail businesses and 5 Food businesses.

Due to the newness of the topic, a qualitative research methodology by in-depth interviewing process will be applied to this thematic paper. It is primarily exploratory research and it is used to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research (Sofaer, 2002).

3.2 Interview Method

There are different types of interviews used in qualitative methods that range from semi-structured through to less structured and very detailed which is in-depth interviews which this thematic paper is applied. This type of interviews are used to explore in detail the respondent's own perceptions and accounts. This method is used on the topic for which little is known and where it is important to gain an in-depth understanding. They might start with very open questions or open ended questions to let the interviewee discuss about related topics.

3.2.1 Sample Selection

In the present day, LINE@ categorized industry as follows; Food and beverage business, Retail business, travel and leisure business and beauty and spa business. This thematic paper had chosen the top two industries which are Retail and Food business because they are reachable and easy to engage. The researcher selected Food and Retail business that are active daily LINE@ experiences for at least 3 months to 3 years. For Retail SMEs represents for clothing, shoes, cosmetics and bags. The other five LINE@ business accounts are the Food business industry such as bakery, catering, restaurant or café and ready to eat product.

The interview process with LINE@ administrators or entrepreneurs had been chosen for this thematic paper because the researcher would like to collect primary data and some information are disclosure to public and some are confidential due to company's policy. Thus, the referring system in the data analysis section will use the English alphabet letter to represent the company by ranking A to J and or refer to the Food or Retail industry as the whole picture.

3.2.2 Develop open-ended questions

Due to time limitations, the researcher created set of open-ended interview questions for guiding the interviews as founded in Appendix A: Interview Questions. The researcher has gathered the interview records and script down in the Appendix B for Retail business and Appendix C for Food business. Furthermore, the researcher also collected secondary data through relevant and reliable sources that help to support the primary data information and literature review section as well.

3.2.3 Develop Probing techniques

The researcher will use probing techniques to collect data if needed. The probing techniques in the interview will ask the participant to clarify their answers during the interview. This is because the qualitative data is needed as well as qualitative interviews. To end the interviews approach shall be structure with the open-ended interviews with the set of open-ended questions (Berry, 1999).

3.2.4 Conduct the interview

The in-depth interviewing can be divided into three approaches which start from the informal conversational interview to explore the interest or ongoing observation on their fieldwork, the guided interview will help the researcher and participant to elicit information about specific topics. The interview conducted in the private one on one environment through telephone and face to face communication. The researcher may have follow up questions later to clarify the answers.

3.3 Research Framework

The research framework identify the key variables and relationship in the research question. After the researcher collecting and grouping the primary for each Retail and Food business which referring to the literature review figure 2.4 Social Commerce LINE@ Business model. Then analyze what extent business functions need to complete the model. The research framework defied each function of current Social Commerce LINE@ business model which are Operations, Sales and Marketing, Supply Chain Management and Customer Relations that are related to LINE@ in Retail and Food business. The SC-business model with Internet could lead to create values to brand and co-values creation from the customers.

CHAPTER IV

DATA ANALYSIS

According to the literature review section, Social commerce LINE@ business model framework is derived from E-commerce business model framework (Dubosson-Torbay, Osterwalder, & Pigneur, 2002), only that it is focus on the social media platform where Social Commerce specific market play role. Therefore, in this thematic paper would like to analyze the Social Commerce LINE@ business model as in Figure 4 for LINE@ Retail and Food business in Thailand. The aim to utilize LINE@ between Retail and Food business are different.

According to the LINE@ for Food business interviews mentioned that LINE@ is just another social media marketing tool where it can be use anywhere and anytime to reach target market. It is effective because it is a part of integration of marketing communication where customers can connect to business and business can send direct promotion communication to the customer individually through mobile instant messaging application.

While for LINE@ Retail business is being used not only to communicate with customers, but also a channel where customer tend to decide to make a purchase. Thus, the aim for LINE@ for Food business such as restaurant or café' applying LINE@ for push marketing purpose while for Retail business, it is actually pull marketing.

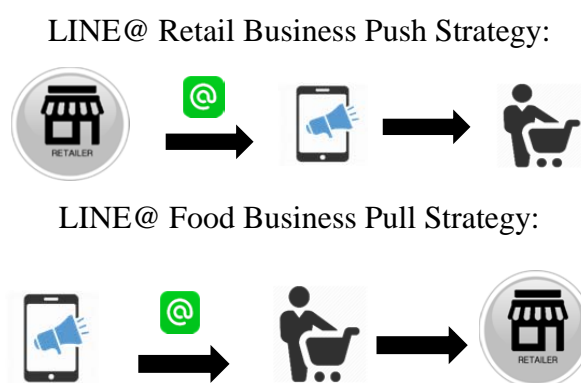


Figure 4.1 Line@ Retail Business Push and Food Business Pull Strategy

This is because only customers able to follow LINE@ business account through their action by adding LINE@ ID account and click to follow brands, products, restaurants and café'. And only customers who are interested in the brand can greet to LINE@ business account, business are unable to do it first, except sending the broadcast message, a bubble chat where 400 characters are limited and able to send at a time to all followers. Regular broadcast message can resulted in block rate, where the business can review after push message is being sent out. However, there are a limitation in LINE@ in push message promotion strategy. This is because LINE@ are designed for thousands or ten thousands followers where LINE Official account can be send to followers in millions.

4.1 Social Commerce LINE@ Food Business Model

For LINE@ Food business, customers will contact if they have personal inquiries for price and promotion information, store front location information, point collection system on LINE@ reward card or complaint to the service. Some Food business open LINE@ for customers who want to order made to order or customization their order. This is a part where the value creation and value co creation is created between business and customers.

According the interviews, one of the Food businesses said that they want to be in every social media platform to get a sense of professionalism and give an option social media channel for customers apart from phone call or e-mail. LINE instant messaging is more convenient and friendly way to connect. Thus, Food business are aim to utilize LINE@ as social customer service purpose where it can promote customer loyalty and customer satisfaction. The business models in LINE@ Food business are mostly B2C or B2B.

In the Social commerce LINE@ business model, in the latter framework showed about primary activities which are LINE@ operation, LINE@ sales and marketing, LINE@ customer relationship management and LINE@ supply chain management includes inbound and outbound logistics. For LINE@ Food business operation, most of the administrators are shop staff, marketing team or owners who able to connect

with customer requests and able to respond just in time. It will operate at the time shop open and close.

The main business operation is still with offline activity where LINE@ is use for advertising through social media and attract traffic to the stores. LINE@ instant messaging is a friendly way for business and customer to interact. The customers feel that business is not hard to reach. The LINE@ sales and marketing is able to launch e-coupon and promotion. For customer relationship management with LINE@, it can help to retain the customer with LINE@ Reward card and able to do lucky draw activity with the customers.

According to the interviews, Food business that use LINE@ reward point can increase the repetition of store visit and tier to collect point are way more fun than the paper based. Moreover, there are poll and survey for business to check customer satisfaction level or any feedbacks. All of the primary activities above help to increase value and social customer service level.

For Food business in LINE@, it is a great opportunity to reach LINE instant messaging users in the area with the Location based services (LBS). It helps to identify LINE@ nearby and see estimation distance. However, some of the interviews sampling in Food business LINE@ did not have the delivery services. Food can be separated in fresh made or able to store hours or days. For LINE@ Food business are prefer to use fresh made or cooked Food delivery via other Food delivery application service such as Food Panda, Grab Food or LINE Man. Food delivery in Bangkok is very popular due to heavy congestion and poor road network. Busy office workers are prefer to use Food delivery service. It is fast, reliable and convenient.

According to Online to Offline (O2O) strategy for Food business interviews, they utilized LINE@ in a way to interact with customers such as offering coupon online and can be use at store front or customers can place an order and pick up at the appoint date and time. They can make a purchase at store or use internet banking to transfer the money and send the transfer receipt via LINE@ for payment confirmation. This will help to lead the customers to the physical stores and make a purchase easier.

Moreover, marketing will play an important role for LINE@ Food business to create attractive promotion that would draw in customers. Furthermore, Food business decided to invest in social media because it is help to expand the target customers and

convenient for Food business to organize internal workflow (where it can have many administrators in different devices).

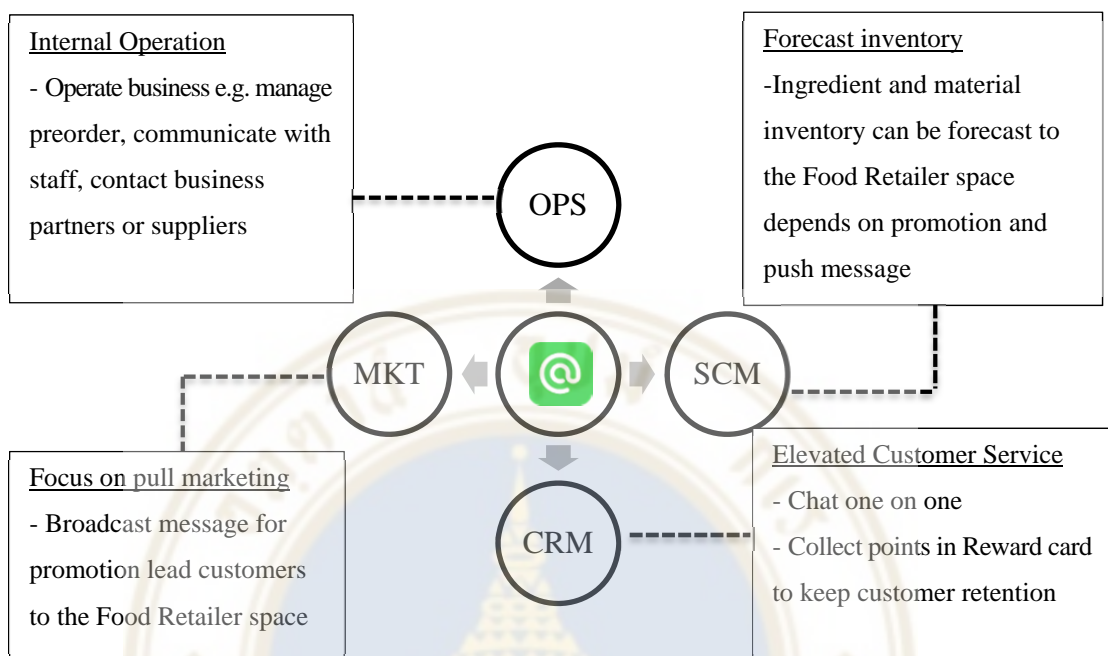


Figure 4.2 LINE@ Food Business Key Activities

4.2 Social Commerce LINE@ Retail Business Model

According to the in-depth interview data with respective Retail business that currently use LINE@ for business in Thailand, S-Retailing is being applied and accounted for 60-70% conversion rate resulted from LINE@ instant messaging. Due to the increasing rental and gross profit fee in Retail market, most of the interviews are started from online Retail. The best and cheapest way to invest or start up business in Retail market is to utilize every social media platforms such as Instagram or Facebook.

The Retail business is highlight for the good visual or photograph. These two platforms help to reach target market in the mass level. Some utilize marketplace or shopping online platforms such as Lazada or Shopee to reach their target. However, it is hard to distinguish from the others. This is because Lazada has tremendous categories with at least 2.3 million cell phone cases, 340,000 men's sneakers and 270,000 women's blouses (Economic Intelligence Center, 2018, p. 64).

LINE@ in Retail business utilized the interaction which started from the customers first. Only customers can hail to LINE@ business account. They would ask for available products and price, way of shipment, purchasing process and business who have stock or have stock with supplier will check stock and get back to customers not more than 15 minutes. LINE@ has become the point of sales services. This is a way Customer to Business (C2B) business model is being implemented. C2B Business model is a key success to create a platform that matches supply and demand for all parties (customers, business and supplier) with the help of technology.

LINE@ help business to have direct interaction with customers and this would create the value added to its brands or products. The customers who hail from LINE@ would feel exclusive and being get personal attention where this would lead to value co-creation from the customer side. They feel that they get faster response from supplier and expect the lower price with tailored products or services.

According to Social Commerce LINE@ business model, LINE@ is play role as online store where shopping experiences are being made through Internet. LINE@ in operation for Retail sector is complicated than Food business. This is because the amount of administrators can add from 7-8 to 100 people depends on the business scales. Some businesses hire full time and part time administrators to help answer customer inquiry and request. The operating hours depends on how the Retail business would like to make. The example from LINE@ Retail business interview is from the early morning 8-9 AM until 1-2 AM in the morning.

Some businesses provide administrators working shift for LINE@ and including operation during weekends. Online store is like 7/11 convenient store where it open 24 hours 7 days a week all year round. This is because online channel can cover all area in Thailand or other's area where Internet is available. Not only fast operation in LINE@ will enhance business, but also help to cost control in operating expenses. This is because LINE@ business operators can work anywhere and anytime, no office or space rental are needed.

In terms of supply chain management, there are three important flows which are product flow, information flow and finance flow (Christopher M., 2011). With the LINE@ usage, the inventory management becomes easier because orders are known beforehand. The LINE@ Retail business use delivery by either public or private delivery

services such as Thai Post, Lala Move and Kerry Express depends on how fast the customers want. The delivery fee for online shopping mostly paid by customers. Most of the customers who use LINE@ or another shipping online platform are lived in provinces where it is more convenient for them. This will help to balance the demand and supply and decrease inventory carry over cost.

LINE@ sales and marketing are also the important part as well especially Retail business who operates on LINE@, push message or broadcast message are the most effective features where brands or products can communicate promotion information with their direct target customers or followers. One of the interviews said that the algorithm in other social media platform could not reach their target market while the message being sent via LINE@ will notify the followers. Not only promotion is being executed via LINE@ but also any online campaigns activities to increase conversion to LINE@.

For customer relations management, LINE@ reward program is not supported for big data such as customer's data or sales history. But It would increase the value in terms of customer service or after sales service where administrators able to respond promptly. From the interviews, LINE@ Retail business would recommend to use other customer relation management program such as CHOCO CRM where this third party will help to record customer profile and purchase data. For example, sales history and phone number record links to create further promotion activities.

However, LINE@ Retail business must be prepared for the increasing number of people to add LINE@ and frequently hail, it can cause disaster if the Retail business unable to respond to the customers just in time, customers might get complaints. LINE@ Retail business requires to train LINE@ admin staff to be able to sell products and including service mind. A hundred of administrators who operate in different time and place are difficult to watch over.

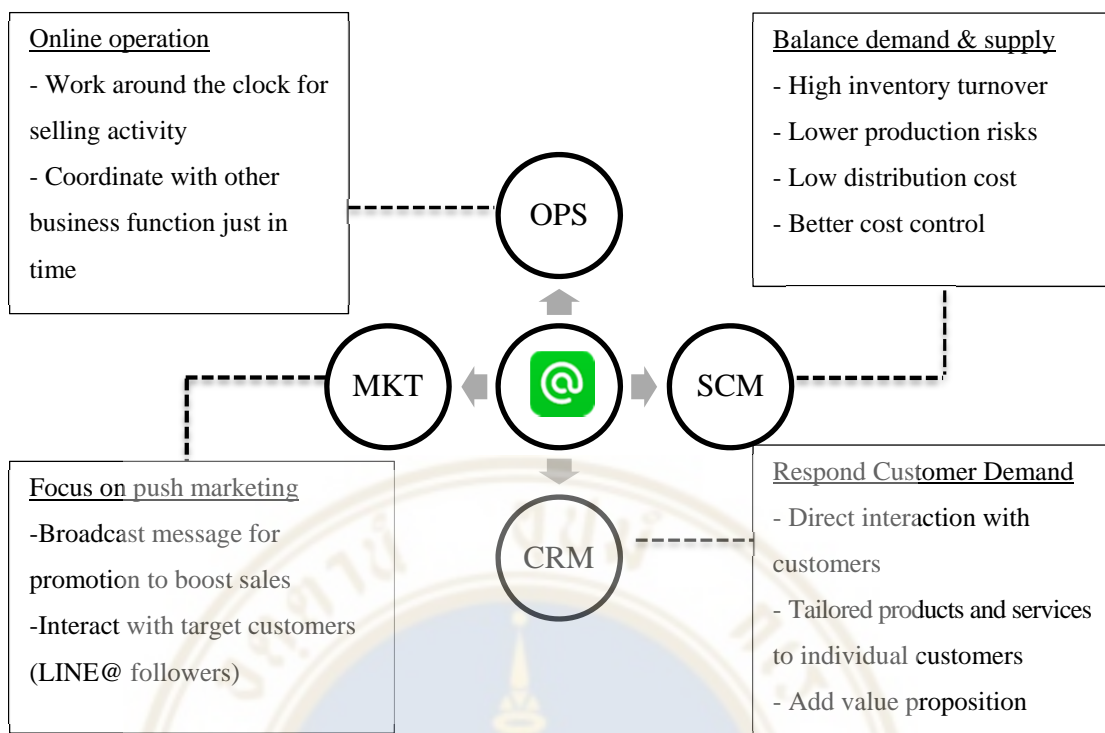


Figure 4.3 LINE@ Retail Business Key Activities

Moreover, LINE@ Retail business is challenging to operate in terms of scale. According to the interview, Retail business would decide to implement the O2O strategy. They believe that brick and mortar shop would help to create value to the brands and able to deliver Omni shopping experiences. This could help to elevated customer's experiences and become the unique proposition.

However, in the present day, Retail business in Thailand still unable to allow customers to purchase via online channel and pick at store, or buy at store and receive at home. This is because the inventory management still challenging issue for Thai Retail business. Many business runs warehouse by them to minimize cost but there are lack of experience in managing warehouse for online stock.

4.3 Benefits and Drawbacks of LINE@

According to the Food and Retail LINE@ business interviews, there are benefits and drawbacks refer to Figure 9. LINE@ key success factors are fast interaction between customers and business, value creation to its brand and products and better cost control for business and cost saving for customers. Nonetheless, LINE@ can help to expand target market and reach quality target customers. The quality target customers are defined as followers who receive broadcast message and do not block or unfollow LINE@ business account.

Moreover, Thai customers are familiar with LINE instant messaging than other application. They feel exclusive with private chat with business. It is help to enhance shopping experience with brand and products by tailored service. Many administrators can lead to better business operation and deliver just in time service to customers. Customer service is a critical cause in winning and keeping customers for commercial nowadays and superior service performance is a root for customer retention (Christopher & Peck, 2004). LINE@ key features are to interact with customers before, during, after sales service. These key factors would help business to distinguish from the others business and it would enhance business and increase sales conversion.

On the others hand, due to early stage development of LINE@ application, their drawbacks are limited administrators, mobile application system instability and not support big data. Maximum LINE@ administrators is 100 people. There are no records why they cannot increase more than 100 administrators. According to the interviews Retail business said that sometimes when there are too many users, they likely to encounter with half message or missing message data from the customers or sometime exit out of the program by itself.

Big data management is loop hole for operating business through LINE@. When there are too many data, it is hard to organize customer message. This is because all administrators can see live and interaction message. Thus, Retail business in the interviews suggested using the third party CRM program or POS program to manage data.

Table 4.1 LINE@ Benefits and Drawbacks

LINE@ Benefits	LINE@ Drawbacks
<ul style="list-style-type: none"> - Fast interaction - Reach target customers - Create value proposition - Superior service performance - Cost-saving - Anytime, anywhere - Supply push, demand pull 	<ul style="list-style-type: none"> - Limited administrative staff - Untrained administrative staff - Instability of application operation - Unorganized big data - No back of house system - No payment/delivery support - High service expectation

In conclusion, the research findings of Social Commerce LINE@ business model is effective when applied to B2B or C2B e-commerce model where LINE@ help to increase value to the brands and customers through their primary activities such as the way to connect to the customers, promotions and another interactions. Retail and Food business who implement and utilize LINE@ application and features are promising to generate faster sales conversion, manage CRM, and cost saving to the business owner. However, LINE@ platform is still on early development stage businesses should prepare people to operates, manage inventory and apply marketing logistics.

As a result, LINE@ in Retail business is more efficient and worth for investment. The return on investment on LINE@ channel and marketing through LINE@ are cheap and gain high chance to reach target customers more than any others social media channel. This is because each LINE@ messaging can turn into actual purchases or revenue. While LINE@ in Food business where can be enhance through integrated marketing communication and activities such as provide discounted coupons and broadcasting for promotion to draw in traffic to the physical restaurants or café'. It is the tool where business can keep customer retention from add LINE@ at store front and collect reward point. Nonetheless, it is help to enhance social customer services and brand image.

CHAPTER V

RECOMMENDATIONS AND CONCLUSION

“In the next three to five years, the rise of SMEs in Thailand will hold the economic future” (Limsamarnphunsom, 2016).

There were about 2.7 million SMEs and start-ups in this country providing more than 10 million jobs nationwide. In total, these businesses are estimated to account for nearly 40 percent of gross domestic products (Limsamarnphunsom, 2016). LINE@ new account users might be increase in the amount that SMEs has in Thailand or even more. The right customer demand will be the answer to the business supply as C2B business model will be play a bigger role. Successful business who able to match individual demand will be a winner. Using LINE@ to personalize or customize will create a unique experience to each customer and value to the brand and products properly.

5.1 Conclusion

According to the data analysis, it showed that the purpose of using LINE@ in Food business and Retail business are quite different. In Food business, they are aim to use LINE@ as one of the online marketing channel to promote new promotions, products and brand information. But for Retail business, the aim is to increase sales conversion and profit margin. This is because you may need only five people to operate LINE@ in which could turn millions baht a month. The profit margin seemed high because you can minimize operating expenses. There are no fixed cost such as rental fees, sales staff salary and point of sales software fees. Thus, online Retail stores are able to deliver product to customer door at the right time.

For SMEs who willing to use LINE@ must be prepare back of houses. This is because there is no boundary in online market or mass market. If the customers buy or not buy already add you in LINE@. They are accounted to become your customers and potential customers. How do we satisfy every customer and serve the customer's

need and want. Some of the company decided to invest in LINE@ agency, paid administrators to respond their customers around the clock.

This is depends on the individual objectives and goals of the company or if the company want to operate by them how many administrators or team they are needed to be prepare of such an online activities. Some SMEs are recommended to use part time.

SMEs must be understand that LINE@ can be used into two main purposes. First, LINE@ aim to fulfill company's after sales service functions and as the online option to reach target market in sales and marketing functions. Second, it could be total solution where inbound and outbound logistic, inventory and operation management. These are the primary activities for any business and it is the heart of the business as well. Start-up who start with LINE@ have lower fixed cost operating expenses than the old business model one.

Lastly, LINE@ package is perceived as attractive price with valuable features as below Figure 10 (line@, n.d.). LINE@ management fee is attractive to SMEs and start-up business. However, the most expensive package unable to meet Large and Corporate business expectations due to limitations of target reaches, followers and administrators.

Table 5.1 LINE@ Package Features and Price Comparison

LINE@ Package Comparison	FREE	STARTER	BASIC	PRO	PRO+
Monthly fee	Free	\$5.90	\$26.90	\$53.90	\$185.90
Broadcast message	1,000/message	Unlimited (200 target reach)	Unlimited (25,000 target reach)	Unlimited (50,000 target reach)	Unlimited (300,000 target reach)
No. of Admin	20	100	100	100	100
Chat/Autoreply	√	√	√	√	√
Rich Message	-	-	√	√	√
Statistics	-	-	√	√	√

Source: Line@ package comparison, Official LINE@ Thailand page

However, LINE@ nowadays is a social commerce where payment system, inventory management system and customer data management system are not well support. Even though, LINE own Rabbit LINE Pay, e-payment system still does not link to LINE@. But since there are co-promotion with LINE man seemed to be a great start for LINE but if the system can be integrated. It would be more impact than what it is today. Payment system is crucial for business. For enhancement to LINE@ business account users, it is recommended for LINE@ to set up LINE@ business service centre or help centre to train users, introduce features and support functions.

Furthermore, there are some limitations with this thematic paper due to time and scope constraint. First of all, this thematic paper able to select only ten SMEs LINE@ business account from Food industry and Retail industry in Bangkok, Thailand due to limited time. Thus, the researcher would recommend to increase the sampling interviews size. Second, the scope of study that is focused only Social commerce business model activities where LINE@ is the latest social applications with limited sources and knowledge due to its early stage development. Third, the limited literature review and resources regarding to social commerce study.

5.2 Recommendations

There are several recommendations would like to give which are framework development, different scopes and focuses. Due to the fast changing in technology, the researcher would recommend further research to develop Social commerce LINE@ business model framework based on current and up to date situation.

The researcher recommends exploring about the relationship between LINE@ and supply chain management such as marketing logistics. This is because LINE@ is a one of the tool for marketing logistics. Marketing logistic activities includes planning, delivering, and controlling the flow of goods, marketing materials and information from the business to meet customer demands while able to make good profit (Christopher & Peck, Marketing Logistics, 2003). For example, LINE@ Retail business will attend the event or sales booth with promotions or new arrivals products. This kind of event regularly called flee market where private organizer runs namely “Thank God, It’s Flea market” or TGIF which held at Central World twice a year.

Moreover, further research should look into C2B business model activity on Social Commerce LINE@ business model on how customer reach out to the business these days. According to the interviews, they recommended that chat one on one function would help to tailor goods or services for customers and make customer more satisfied. Today's, there are many customization and personalisation goods such as iPhone case with your name or personal picture printed on the coffee cup have become the unique selling point. Thus, customers expected to reach out to business with any social media channels.

Despite of LINE@ application limitation such as number of followers, maximum 300,000 of target reach for broadcast message, it may be not a good choice to increase the business in the long run but in this couple of years you will be outdate if your business does not have LINE@. As a result, LINE@ is not only tool for customers service or after sale service but also play role as social commerce platform where contains one stop point service for customers. However, successful LINE@ need training and consultancy in content creation, broadcast messaging, coupons and promotions, Community Management, Social Customer Service and Statistics analysis skill.

Another further research should consider are the relationship between Retail business and logistics network and Food business and delivery in details. Does these two relationship help to enhance business? How LINE@ help these relationships to improve sales further. This is because according to interviews business who applied these two relationships have a better chance to reach more customers and increase sales.

In conclusion, the competition among Thai E-commerce businesses is getting stronger. Online businesses are recommended to pay attention in logistics, warehouse, payment system, and data management in order to prepare for rapid expanding customers base due to the increasing number of Smartphone users which grew by 40% YOY and broadband users grew by 9% YOY (Economic Intelligence Center, 2018). This does not mean that SMEs should invest and operate by themselves as the cost is high. Outsource is the best option due to their expertise since today there are a lot of Retail and Food business support unit who specialized in their expertise. This is because online Retail business should grow together with the logistics support while Food business should associate with delivery.

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Appendix A: Interview Questions

1. Introduction of your company and your current roles and responsibilities
 - a. When the business has established? Who are your main customers or target market?
2. What are your company's online or offline strategy in the next three to five years?
 - a. What are your company's current online platform? How many of your stores and do you have store development plan?
3. Why your company decided to use LINE@?
 - a. When your company started to use LINE@? What is your current LINE@ package? How many followers do you have in LINE@?
4. How do you operates LINE@ within the company?
 - a. How many administers do you have? Are they able to answer customer's need and want? How customers can add your LINE@?
5. What functions and/or features you are regularly used through LINE@?
 - a. Have you ever been trained to use LINE@?
 - b. What features do you regular used?
6. How are your business leverage LINE@?
 - a. How do you evaluate your performance or what is conversion rate in online channel?
 - b. How does LINE@ help to increase sales or traffic to your store front or online platform?
7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?
8. What are the drawbacks do you think LINE@ have?
9. What do you think LINE@ should be improve?
10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

Appendix B: Retail SMEs Interviews Script

Company A: Interviews Script

1. Introduction of your company and your current roles and responsibilities

I am the sole proprietorship of the white leather shoes which established since 2015. It was introduced as white leather shoes for first year student at faculty of Commerce and Accountancy, Chulalongkorn University. Later on, it was famous to other faculty such as Nursing faculty and others institutions or hospitals that requires white shoes as their uniforms. It was my aunt who joined the faculty and brought shoes to all students passed through many generations almost 30 years. When we discussed she hand me over the brand and factory, I want to maintain her original and ambitious. So, I decided to change the name and introduced new product line apart from white leather shoes to more colorful and give feminine touch such as fringe details or lace bow details.

2. What are your company's online or offline strategy in the next three to five years?

In the future, I am still focus on online channels. Currently, we have Facebook Page, Instagram, LINE@ and Shopee shop. If there's new platform that are users friendly, I am happy to jump in. Furthermore, we aims to keep develop the current online platform. For offline, it is too risk and high investment. I used to rent a shop at Asiatique, The River Front and it did not work very well. But I am more interested in pop up event. Once I went to Kuala Lumpur for the pop up event in order to expand the market in Southeast Asia.

3. Why your company decided to use LINE@?

Four years ago, there's no LINE@ yet. But my objective is to easy operate whenever and wherever. So I set up all online account e.g. Facebook, Instagram, and Gmail for business and website which provides mobile friendly view. And two years ago I saw ads about LINE@. So I downloaded and used ever since. However, a year ago, I open online shop through Shopee app and it became our major sales channel. I am using free account in LINE@. My LINE@ ID is random letter. I am still decided whether to buy it or not. This because it is not my main contact with customers Facebook messenger is quite popular for our customers apart from Shopee. There are about 200

followers. This is because I did not do a lot of activities such as broadcasting or promote through other channels.

4. How do you operate LINE@ within the company?

I am the only administrator. So I will answer all of the incoming messages until closing the sales including delivery to the customers. The customers can add LINE@ through social media and website that I posted.

5. What functions and/or features do you regularly use through LINE@?

Chat one on one is the most active function since it has the notifications pop up on the device. Other functions that I know are available if you use other packages but it depends on how much you want to invest in this because now it is free and there is no fixed cost such as GP or rental fees. I learned the functions by myself because it is quite similar with LINE messaging. I did not use broadcasting since my followers are limited. But I updated information about the shop and products on the timeline function.

6. How do you leverage LINE@ for your business?

There's not much to go on. I used LINE@ as another option for customers to contact me. I never used broadcast since there are few followers. Most people who contact us are willing to buy so 70% are making the purchase through online channels such as Facebook Messenger. For LINE@ only 20% is the conversion rate. This is because customers who contact us tend to ask for shop or product information. For instance, do you have sizes, do you have a store front where I can try on, is this the real peppermint brand, how much it costs and et cetera.

7. What are the benefits do you think LINE@ have? What are the key success factors do you think LINE@ have?

It is the easiest way to communicate with customers (just in time) like another instant messaging which separates from personal accounts. It looks official and more professional. And LINE is very popular among Thai people and it is easy to use. But I've never used other functions. To be honest, Thai people are really familiar with LINE brand and the instant messaging. So, LINE@ gave the feeling of trustworthy to the brand. It is convenient because it is based on mobile devices or IPAD.

8. What are the drawbacks do you think LINE@ have?

For drawbacks, chat management and records. It is quite messy and arranged by the newest one. So when we already answer the customers but the sale process is

not complete, we tend to forget and it might give frustration to the customers. If they tend to wait for the immediate answers. So I recommend that if it is possible to put the follow up flag or done flag on the chat. It will help administer to organize easier.

9. What is your suggestions or recommendations for businesses who wishes to use LINE@?

I would recommend business to be well prepare in terms of inventory management and sales conversion. This is because when the customers contact you and said you need to wait for stock more than 1 week. The deal is over. You need to close the deal and be ready to fulfill their requirement just in time when they started to contact you. If you doing the small business, you can manage by yourself, but once it's getting bigger because online is targeting mass market and cover everywhere that have the Internet access. Most of my customers are uptown and far-reach provinces. It is more convenient to them to shopping online and the price is acceptable.

10. What do you think LINE@ should be improve?

I am thinking about LINE@ should have the payment features that allow customers to pay via chat. I know that there are many LINE services extension. It should be integrated and connected. I hope in the future they will come up with more functions that support the users.

Company B: Interviews Script

1. Introduction of your company and your current roles and responsibilities

We are the multi-label beauty store which is focus on the skin care products imported from many countries that is dermatology tested, and become to be the sole distributor in Thailand. Actually, we started from the online channel first on Instagram, and we get well responded from the customers, so we decided to set up the store front. Now, we have four stores at Mega Bangna, Siam Paragon, Central Ladprao and Thonglor. I am a buyer and trainer. Mainly I manage inventories, buy products, plan marketing and train all product knowledge to all staff.

2. What are your company's online or offline strategy in the next three to five years?

For online strategy in the future, we might slow down due to sales growth in the past three years is very fast. But currently, we are engaging with marketing activities

both online and offline in which depended to customer's need and want. Most importantly, it depends on the product positioning as well as product promotion. For online marketing, we created promotion that can cover all area in Thailand. And currently have our own website, LINE@, Facebook Page and Instagram channels. However, Instagram and Facebook Page are being used to promote and chat with customers while most of the customers who use LINE@ or website decided to make a purchase. We are doing offline marketing such as magazines and other's content marketing.

3. Why your company decided to use LINE@?

Well, basically Thai people are very familiar to use LINE instant messaging. It is the easiest way to communicate with our customers on their regular daily basis like WeChat instant messaging in China. Now our LINE@ package is PRO+ and we have total of 14,243 followers.

4. How do you operates LINE@ within the company?

We have two to three LINE@ administrators. However, our sales staff also added to be administer. Whereas, the staff at warehouse might took day off or sick leaves, we could switch the sales staff to be active in LINE@. This is including our owners. We do not have fix operating hours, whoever are in the late shift or free to answer LINE@ are able do so. Most of time it will be finish at 1 A.M. Sometimes we received more than thousand chats and we have only 7-8 administrators. In terms of inventory management, our warehouse is taking care online stock. If they see that the stock is available in store front, they will call for transfer back to warehouse and send to the customers. We use the private messenger such as Kerry Express to make sure their order received smoothly.

5. What functions and/or features you are regularly used through LINE@?

Broadcasting features is being sent regularly to our customers because we have new promotion and stores opening. It is the best way to keep our customers informed. My duty is to use one on one chat with customers. For rewards card function we did not use because we have our Membership Program at stores. I have never been trained to use LINE@ because I just use the simple chat one on one function. The marketing team is taking care of the others functions.

6. How are your business leverage LINE@?

It is our big jump in the past three year's especially online channel. We could say that 70% is the conversion rate. We are pretty successful in LINE@. Truthfully,

LINE@ does not help to increase sales. But it help to get to promote the brand and promotion where is another option apart from Instagram. However, we includes LINE@ as a part of online which is the largest sales amount for now. This is because we can reach customers nationwide. It would help to draw traffic to our stores front in order to interact with sales staff, have a try on products. Moreover, we have a massage spa with our products at our stores.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

LINE@ is success because most of Thai people are familiar with LINE brand and willing to use LINE service extension.

8. What are the drawbacks do you think LINE@ have?

LINE@ drawback is that we need to be just in time responsive. If there's some delays in respond to the customers. They will feel frustrated and leded to the complaints but we will send broadcast or post on the Instagram about the delay answer. It may takes two or three hours to complete the customer's incoming chat.

9. What do you think LINE@ should be improve?

N/A

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

This is depends on the readiness and willingness of the businesses. At the beginning it might start very small, but when it reach at some points you would need more manpower and administrators to operates LINE@ and back of houses. The business should satisfy customers need and want just in time. When we selling goods, the customers need quick responsive. This is because they might change their minds in a minutes. If we did not deliver good service to our customers, take too long time to respond questions, or way to respond the customers such as the way we called them, tone of voices or any typos could prevent you from deliver bad services to the customers. I would be a heavy loads to the business. You should ask yourself if you are ready to do so. Lastly, quick respond in LINE@ could help to drive your business as well as good customer service.

Company C: Interviews Script

1. Introduction of your company and your current roles and responsibilities

I am doing clothing business through LINE@ in Thailand. I manages everything such as manages stocks, cashier, design pattern, and including answer LINE@. It has established two years ago since 2016. We launched products and created brand story through Instagram at first and received positive responses from the customers. Now we have online channel through LINE@, Instagram, Facebook Page. Instagram is the main channel. Facebook Page is supplement channel and LINE@ is the main communication with our customers. We would lead our customers from Instagram and Facebook Page to LINE@ instead. This is because we are afraid to miss some messages from customers. Some Instagram's comment are at the bottom of the pages and there were no notifications. We also use E-mail to contact customers but mostly are from outbound. Thus, LINE@ help to start the selling process until the delivery process. For point of sales, we have collaborated with SOS, multi brand stores to display and sell our product at Central Ladprao, Siam square, Chiangmai and Central World.

2. What are your company's online or offline strategy in the next three to five years?

For online, we still keep using LINE@. But I plan to have our own website, buying and selling with more automatic system and minimizing administer staff to operate. In the next three to five years, I plan to go for online. This is because I established from online and the sales from online is bigger than the offline channel. I would like to go international market but will focus on Southeast Asia market due to our clothing sizing.

3. Why your company decided to use LINE@?

In the beginning, we use normal LINE messaging application because there were no LINE@. After a while, I saw many big stores and brands started to use LINE@. Then, I studied why it must be LINE@. It is for business and it could help to separate with personal LINE. My current package is basic. The 999 baht per month. This package can send unlimited broadcasting message and can see the statistic report. I have followers on the Instagram 38,000 and in LINE@ 4,991

4. How do you operates LINE@ within the company?

I have 5-6 people who help me with LINE@. I have two administers for LINE@, 1 stocking and packing, 1 deliver stock to offline stores, 1 cashier record and 1 accountant.

All of them are doing as a part time. And I take care of everything as full time. When we send out the broadcasting message, the incoming chat are happened nonstop. So, for LINE@ operation is open during the day until midnight. We will make sure to response all of the customer's need and want.

5. What functions and/or features you are regularly used through LINE@?

The features that I regular use is broadcasting message for the other features such as rewards card or membership including cashier functions I used Choco CRM solutions program that it could use mobile phone number to record sales data. It could help my business run smoothly because it's full functions.

6. How are your business leverage LINE@?

There are two purposes. One is that the customers add our LINE@ to follow information and another one that is contact us and decide to make a purchase. There are about 60% of all chat could turn to be the sales or as you called conversion rate. It does help to increase sales a lot in term of reach the potential customers who follows us on any online channels. If the customers do not block us, they could see our promotions and news. Nowadays, SMS marketing is an old-fashion. It does look like SMS but with pictures and interactive message. I think it could reach the right customers and most of the customers are using LINE messaging app. LINE@ could help to link sales to store fronts as well.

7. What are the benefits do you think LINE@ have? What are the key success factors do you think LINE@ have?

Good thing about LINE@ is that we able to reach our customers by person and it is very effective online channel. It is easy to use and can reach everyone who use LINE messaging application. Nobody would check E-mail anymore in these day or even magazines no one is going to read it anymore. I believe it is all about photography. Good visual can lead to the purchase.

8. What are the drawbacks do you think LINE@ have?

However, what I see is the drawback from LINE@ is about customer data management. There are no categorization in the LINE@. It would help us to leverage the business.

9. What do you think LINE@ should be improve?

If LINE@ could come up with more interesting and user's friendly, I may decide to upgrade the package. They should have secure payment

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

You should invest in your LINE@ premium ID. It does not look professional if you using the random ID. Furthermore, I would suggest to buy package for broadcasting message. You can start from small package but some SMEs who invest in unlimited package and keep leveraging their broadcasting features, their sales is being reach.

Company D: Interviews Script

1. Introduction of your company and your current roles and responsibilities

My brand is a handmade authentic and PU leather bags such as mini back pack and shoulder bags in Thailand. We run the business for 5 years. I am the business owner. My target customers are mainly from Instagram followers. For point of sales. Mostly from the online channel such as Facebook and Instagram and use LINE. We used to have a consignment with shops but not anymore. And mainly the customer will contact us through LINE instant messaging. We also post products on the marketplace such as Shopee but it does not work very well.

2. What are your company's online or offline strategy in the next three to five years?

In the future, we would like to expand both online and offline channel. For offline channel, we would like to rent the shelves from the multi label store like S.O.S. However, there are cost and rental fee that we are still considered. When comparing cost between offline and online, I would prefer online in terms of the cost. This is because we have received positive feedbacks when we paid for the digital advertising on social media. So, we considered to do more broadcast messages for new products

3. Why your company decided to use LINE@?

The reason I decided to use LINE@ is that it is the easiest way the target customers can reach out to us. And when we have a new collection we can send the broadcast message to our direct customers. It is the way to maintain relationship with the customers. This is because sometimes they are not regularly used Instagram as much

as Line. Moreover, there is no notifications in Instagram to notify our customers. I used the starter plan and did not use the Premium ID.

4. How do you operates LINE@ within the company?

We have two administers which is me and my mother. Mostly I will add up the content and do promotions. But for my mother she will handle the inventory. This is because LINE@ can be used in many devices. So if the other part are not free, I am able to respond to the customers just in time. Another reason for using LINE@ is that sometimes the leather has some defects and we might want to mark down the price. When I used LINE, we could not see what the other's answer and customers might get confused because we offered the different price. For IG followers are about 4000 to 5000 but for LINE@ followers are around 400-500 people.

5. What functions and/or features you are regularly used through LINE@?

For features, we only use broadcast message and chat one on one. For reward and coupon we still not using it.

6. How are your business leverage LINE@?

Most of the customers who contact us through LINE@ are 60-70% making a purchase and most of them are from the Instagram. Since the Instagram doesn't have any direct message back then. This is because we make sure we deliver the quality product to the customers including the active response via LINE@ with the customers.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

Pro of the LINE@ is that we able to keep customer data. Most of the women customers are not one time purchase. If they did not follow us on Instagram, they might not ignore us. But LINE@ help to remind our customer that we are still active in business and we are able to send broadcast message or interact with the customers. Even though, they might not ask back anything, but they will receive notification on top of their chat message.

8. What are the drawbacks do you think LINE@ have?

Customers could block us when we broadcasting message, we did not know that how many people are block us or receive our broadcast message. However, we still able to send one on one chat message to those target. Basically these people are our target customers. Moreover, when we invest in advertising on Facebook or IG it

still does not prove the right target for us. But for LINE@ we are sure that they are direct customers. I believe that it is a good investment. This is because we can contact and sell goods to our direct customers.

9. What do you think LINE@ should be improve?

In LINE@, it is hard for new customers to add us if they doesn't know us at all. Unlike Facebook or IG, they can attract and reach new customers for sure.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

In my opinion, many of LINE@ business are retail and fashion business such as clothing, bags or shoes. But I think that LINE@ features are totally matched for restaurant or cafe' to use LINE@. They could use the reward point program and e-voucher coupon which I think it is good for them.

Company E: Interviews Script

1. Introduction of your company and your current roles and responsibilities

We are importer and licensed distributors for international label brands in Thailand specialized in shoes industry. Mainly I managed the LINE@ like a store manager. My responsibilities are merchandising, marketing and operation to make the business smoothly and serve the customers. I operated LINE@ since May 2017.

2. What are your company's online or offline strategy in the next three to five years?

From the very beginning LINE@ is a choice for outbound provinces customers to buy goods and LINE@ was established for promoting the brands and selling products. From my experiences, we found out that even though in ecommerce there are the increasing number of users. But Thai customers' behaviour they like to chat or talk before they made a decision. And this is the reason why we are so successful in LINE@ business. Our package is PRO able to reach 50,000 target but has no limited broadcast message. We have 41,000 followers so far. We have run LINE@ for more than one year.

3. Why your company decided to use LINE@?

We have three full time administers and two part time administers for LINE@. This is because apart from respond customer's request we need to take care of back of house such as accounting flow, shipping flow and inventory flow. For example, we have

to contact store front who has available stock for the customers then send back to the office and we will send to the customers. And everyone can do everything from the beginning to end process. Our LINE@ operating hours are from 8.30 AM to 8.00 PM and open on Saturday and Sunday. Our team will manage working schedule to be able to work during weekend.

Right now, we are using transfer bank service but we are planning to accept Promptpay and credit card. For the shipping we will ship for free only registered mail but for EMS the customer need to pay for 30 baht. The customers can add LINE@ from Facebook or Instagram when we have any promotions we always attached LINE@ QR code such as Online only. We also have LINE@ out promotion event at outbound province in order to add LINE@. Sometimes we have GWP (giveaway product) promotion or special discount due to our fixed cost are low. There are no GP or rental fee.

4. How do you operates LINE@ within the company?

Now we are using broadcast message once a week but sometimes twice a week including rich content such as video message and rich menu. We are also using e voucher but not regularly because sometimes the customers did not understand how to use it.

5. What functions and/or features you are regularly used through LINE@?

Our conversion rate in LINE@ is about 15-20%. From our weekly record, we record how many customers contact us in one week and how many customers made the purchase. During our promotion or peak period we could experience 2,000 chat in 3 hours. It would take less time if we have inventory in our hand. But normally it takes 15-20 min to close the purchase order. This is because mostly the online customers are expected to receive 100% perfect goods but sometimes the product might get defect at stores or during the transportations.

6. How are your business leverage LINE@?

If you had done the digital marketing before, you would know that even though you have a lot of followers does not mean that it would make money or convert to sales for you. This is because if you want to reach your target customers you would need to pay more. It is not successful very in Thailand. Moreover, most of Thai people are using LINE so it is quite convenient for them and there are also broadcast feature where our target customer can reach directly. I believe the key success factor for LINE@

is that we are able to deliver customer service standard as formal way to the customer. So, it give the sense of trustworthy to the customers. It is the risk free choice and convenient way to the customer. It will take only two three days to receive the product.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

I would think that the LINE@ administer must be train in customer service and typing and chat skill in a very good way. Administers should be able to be salesperson and marketing at the same time.

8. What are the drawbacks do you think LINE@ have?

I would think that the LINE@ administer must be train in customer service and typing and talking skill in a very good way. LINE@ staff should be able to be sales skill and marketing skill at the same time.

9. What do you think LINE@ should be improve?

Now LINE@ only have account page, it does not have feature such as online shopping store or website to create the trust to the customers. And for the customer to browse the products easily. This is well help the sales to increase as well.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

I would recommend brands or business no matter big or small to manage their online inventory and separate from the offline inventory. this is because we are run to the issue of sharing stock and fight for the product where online market is 24/7 and cover all area of Thailand whereas the offline channel have only 20 spots nationwide.

Furthermore, brands or business should set the clear objectives whether they want to use this channel to be promotion channel or point of sales. These two purposes must be linked. For example, if we want to use LINE@ for sale but the product we place for order are too expensive such as Camper. If you want to only promote, brand assets must be well prepared. Branding and marketing position must be well involved.

Appendix C: Food SMEs Interviews Script

Company F: Interviews Script

1. Introduction of your company and your current roles and responsibilities

Our business is ready to cook vermicelli with many popular Thai Chinese dishes such as shrimp potted vermicelli, shark finned soup, and stir fried mushroom and chili sweet basil. Our product now are available at Tops Supermarket, Gourmet Market, Lawson108, Lotus and Big C. We also have 7-catalog or Shopat7.com. We also have Facebook Page, Instagram Page and LINE@. We have been for the business since 2012. I am working in marketing and accounting. Our target customer are office workers and university student. Mostly are women.

2. What are your company's online or offline strategy in the next three to five years?

We are expected to increase online sales due to the sales from Facebook is increasing. We sold as a box, there are 30 bags (5 packs) in one box. It is convenient to them they no need to travel to the mall. Especially we can reach the customers from other province such as Chiangmai. We are still looking for other online platform channel too. In the future, if we have a lot of LINE@ follower we might stop selling through Facebook Page since LINE@ is more convenient for chat message. For offline channel, we are planning to open the restaurant where it can feature with our products. The offline channel is still accounted for 90% of our total sales.

3. Why your company decided to use LINE@?

We started to use LINE@ just two months ago on May 2018. We decided to use LINE@ because there can be many administers to operates in case I am not available. Moreover, we would like our customers to communicate through LINE@ because they can just scan the QR code and add us as friend. For customers they believe that contact through LINE@ is more convenient for them. We are using the starter package in LINE@ and now have 20 followers so far.

4. How do you operates LINE@ within the company?

We have three administers who still new so we able to handle all customers questions and requests. We have placed our LINE ID and QR on our brochure for people

who want to connect to us. Our LINE@ID is premium. Most our customers who contact through LINE@ will ask for product information and point of sales. We are making more sales through Facebook Page. This is because we operated for a while almost a year now and we have administers to operate. In Facebook we have around 7,200 followers. And the conversion rate is about 60-70% per week through Facebook. Our customers are prefer to order online and receive via post. We mainly use Kerry Express for delivery.

5. What functions and/or features you are regularly used through LINE@?

We barely do the broadcast message since we still have small number of LINE@ followers. Most function we use is chat one on one and it is the customer who hail to us first. I know that LINE@ have reward and coupon features and we have plan to do it in the future. But our objective to use LINE@ is just for customer service purpose.

6. How are your business leverage LINE@?

Most our customers who contact through LINE@ will ask for product information and point of sales. We are making more sales through Facebook Page. This is because we operated for a while almost a year now and we have administer to operate. In Facebook we have around 7,200 followers. And the conversion rate is about 60-70% per week through Facebook. Our customers are prefer to order online and receive via post. We mainly use Kerry Express for delivery.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

We can expand the target customer and keep relationship with our customers. We able to operate by many administers and see everything at once. For broadcast message, we able to send to all of follower at once. There are no need to send one by one.

8. What are the drawbacks do you think LINE@ have?

It is bad that for the new customers who does not know our LINE@ ID, they could not reach us. We cannot reach them first. They must be our friend first so when we post something they can see us. LINE@ is difficult to use and there are no training tools for the business. When we set the auto reply message and we want to chat one on one we have to turn off the auto reply message function first back and forth. It is not user friendly. It is also difficult process to buy premium ID.

9. What do you think LINE@ should be improve?

If LINE@ is use for selling when need a proper payment system via LINE@ app still LINE Rabbit pay is not popular method for customers especially outbound Bangkok. I hope the LINE@ should be easier to use and should have LINE@ manual user where can be download through website. The functions are not clear.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

It is more official to the business and give a sense of trustworthy to the customer if we have the channel but make sure you have people to operate LINE@. It is another choice for business to do business. It help us to record points or reward from paper to online.

Company G: Interviews Script

1. Introduction of your company and your current roles and responsibilities

I established the bakery shop for five years. We already have three branches which are Ekamai Complex, EmQuartier and Central Chidlom. We operates both online and offline with delivery and catering service. We also provide wholesale and workshop for interested customers as well. I am the business owner and director of the company.

2. What are your company's online or offline strategy in the next three to five years?

Our online platform are Facebook, Instagram and Website apart from LINE@ through mobile devices. For online strategy, we are planning to join in every online platform that is available such as Food Panda, LINE Man in order to expand our target market. We are planning to open more bakery branches in the future.

3. Why your company decided to use LINE@?

My LINE@ package is PRO. We use premium ID and have about 7,300 followers while our Facebook Page we have more than 60,000 followers and about 9,000 followers on Instagram. We have been using LINE@ ID for three years since the very beginning.

4. How do you operate LINE@ within the company?

We have three to four administrators depends on opening and closing time of the shop. This is because our shop staff are also administrators and they are doing many things during the day. We answer LINE@ all day depends on when customers reach us. There are 70% of our LINE@ customers are from posts from online channels and 30% are follow us from the shop. For delivery we are using private companies who specialize in delivering food.

5. What functions and/or features are you regularly using through LINE@?

We normally use broadcast messages, chat one on one and lastly we use posts on timelines in LINE@. We are not using collect points or reward systems with LINE@.

6. How are your business leveraging LINE@?

Most of the customers who contact us are asking for information and placing an order. For the pastry industry, it depends on our available materials to respond to our customer's request at that time. If we discuss about conversion rate through LINE@ it is quite hard to measure. This is because sometimes the customer needs and wants the daily products. And we make daily fresh bakery thus we have limited products to offer. Furthermore, it depends on our operation. How our staff can help to respond to the customer's demand and close the sales for us. Furthermore, LINE@ helps us to deliver effective messages such as new promotions, new innovative products, new menus or new store openings. The effectiveness of the broadcast message depends on the business objectives. LINE@ helps us to increase sales a lot before using LINE@ our online sales accounted for 3 to 4% from total revenue. But after we launched LINE@ it has been increased to 35%.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

LINE@ helps to better operate in the business because you can have several administrators and help to organize internal workflow. And we can see what staff answer to the customer and we can monitor all the time and cross check. It helps business to operate in a more effective way and that helps to increase sales.

8. What are the drawbacks do you think LINE@ have?

LINE has many services that does not link for example Rabbit LINE Pay is another payment method but it is run by different departments. There are no integrations

between apps. Even though you can pay LINE@ through Rabbit LINE Pay. I got approached from the Rabbit LINE Pay team to accept the payment at shop but I don't think this is work because most of people found it hard to use Rabbit LINE Pay and not many people comfortable to use it. They feel that bank transfer is more convenient. However, there are some customers who doesn't get how to add LINE ID with "@" in the front. They like to search for yellow spoon without "@". And we might lost the customers because they cannot add us. Especially, our aging customers they would take longer time to get use to the new technology. Another problem for LINE@ is that the customers does not understand that we cannot hail them first. It is customer to business. They must hail us first so we can see them. The customers feel that why the store cannot hail to customer first and might get impatient even though they already add us as friend. Sometimes we have a lot of call to the stores and we cannot know the name of the customer because sometime the real name and the name in LINE are different one.

9. What do you think LINE@ should be improve?

LINE@ Thailand should invest in back of house to support LINE@ business user due to these day still does not have any call center or staff who respond our issues or problems for LINE@ users. I know many of business owners that they faced the same problem. When we have the problem to use the LINE@ there are no help. Even though they set up the LINE@ training but normally business owner does not have time to attend. But I have attended for three times so I know how to use all the features and functions. However, during the usage they are always some bugs or issues. This is the issue that LINE@ should be improve. For example, I would like to upgrade from starter to pro package and it takes a year. So, I decided to use the LINE@ agency to help run the process for me including buying media and marketing package. The LINE@ agency is the partner and have the authority to buy the package. Lastly, LINE@ should do the focus group and create LINE@ functions and features to really match the LINE@ users.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

LINE@ is a good tool for business but it may not a good choice if you want to increase sales in the long run due to its limit of followers. However, the business who wishes to use LINE@ must be ready and prepare the internal operation system to support the business first. Many business does not use utilize the app and prefer to use

auto message. Most of the people does not like auto message they would prefer one on one not auto. We need to train staff to be able to respond the customer's demand.

Company H: Interviews Script

1. Introduction of your company and your current roles and responsibilities

I am taking care of social media marketing such as Facebook, Instagram and LINE@. I will create content marketing and operation in these three channels. Currently, I took care of four restaurants but the main one is the Japanese restaurant which have two branches located in Nihomura Mall in Thonglor and Index living mall in RAMA II. I have been working on this project about one year. Our customers are mid to high level because average spending per head is 500 THB.

2. What are your company's online or offline strategy in the next three to five years?

Our current online platform are including Facebook Page, Instagram and LINE@ due to our target market preferences. We have plan to open more restaurants in the future and will continue to use LINE@ as the main communication platform with our target customers. We are cooperate and listing on other's food delivery platform such as Food panda, Grab Food, LINE Man and Now.

3. Why your company decided to use LINE@?

At first we started to use Facebook Page where we have about 86,000 thousand users. But for Facebook algorithm we could not reach the target market and cannot use other campaign or event promotion as much as LINE@. When LINE launched LINE@ we started to try on their features and feel that is work for our target market. For example, broadcast message can be send out and reach our target. We also use e-coupon but for lucky draw we are not using it yet. LINE@ is designed for target customers or our members only. If they are not target customers, they would just block us. Our package is basic. Our followers are about 10,000. We still have no plan to have send every day or have regular promotion.

4. How do you operates LINE@ within the company?

We have four administers to operate in LINE@. The Shushi shin owner is also LINE@ administer. But I am the full responsibility who respond all the incoming messages. If the message is taking more than 10 mins, other administers will help to

answer. Most of the customers contact us for promotion and store's location, information and lastly customer's feedback. The customers can add our LINE@ through link post on social media, at the restaurant where we placed the small stand and by training staff to promote the LINE@.

5. What functions and/or features you are regularly used through LINE@?

Normally, we will have push promotion only once a month and other information only once in a week. We prefer to not increase the block rate. We bought LINE@ account through agency so I have been trained how to use LINE@.

6. How are your business leverage LINE@?

We cannot say that using LINE@ help to increase sales but the objective to use LINE@ is to increase brand awareness and customer engagement with our brand. We aim to use the LINE@ loyalty program such as the reward card. It is more convenient to customers. They don't need to carry the member card. We used to have the manual membership program such as spending at 3,000 baht or more to get the card. But the rate of recruiting members are very low. But since the LINE@ reward card has been starting to implement, we can lower the tier. For example, only 300 baht you can get one point collect ten points to earn 10% discount. It help to increase repeating purchases rate.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

LINE@ is the best way to communicate to our target market. This is because since they became our followers we are sure that they get our broadcast message unlike Facebook that only few percent are reached. The good thing about the LINE@ is that you can get the statistics to analyze such as number of new followers, block rate on the day that you send the promotion.

8. What are the drawbacks do you think LINE@ have?

There are some internal limitations such as we don't have the website so we cannot use the external link features. No training tools from LINE@ on how to use new features. There are characters limits to send out the message not more than 500 characters.

9. What do you think LINE@ should be improve?

We never get update on features on LINE@. I get the notice as soon as the other competitor use it. I have to be proactive and self-learning by myself. After the first training, there are no information to be prepare ahead such as size of the picture or the resolution that is supported. One more thing about the LINE@, administer always use on mobile device on LINE@ but sometimes there are too many things to do and LINE@ only provide the web link not the chat software which is difficult to use. More importantly some features must be done by LINE@ desktop version such as adding new administer or editing roles and ranks. The mobile version does not fully support.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

In this digital era, I am pretty sure most of the people have LINE messaging app. and I believe LINE@ is the best way to engage with the customers. If you want to open Facebook Page and drive traffic, it is quite difficult in these days. It is much easier with LINE@. The business who wish to use LINE@ must think carefully about LINE@ marketing plan at least two to three months plan such as how many times do you want to send broadcast message and how do you like to convey message. This will help you to select the LINE@ package for you. If you have LINE@ with no communication or media to interact with customers, there's no point to use it. If you select higher package or lower package, it might harm your business as well.

Company I: Interviews Script

1. Introduction of your company and your current roles and responsibilities

I am one of the marketing team at one of the bakery shop in Bangkok. We have implemented LINE@ to use in our bakery business. It has been open two years ago. Our main customers are from store location area and follow us from Facebook Page and Instagram Page.

2. What are your company's online or offline strategy in the next three to five years?

We are mainly use LINE@ to promote our products, new promotions and other's information of the month. In the future if there are more followers we may need

to hire the agency to help reply the message. In the future, we have no plan to be an online shop or delivery but we plan to expand the stores.

3. Why your company decided to use LINE@?

We would like to maintain the customers, increase the repeating purchase and send out our promotion and collecting points. We begin to use LINE@ at the beginning of 2018. We currently have about 2,500 followers and our LINE@ package is Basic.

4. How do you operate LINE@ within the company?

We are now running by ourselves. We don't use external administrator so there are might be some late reply 5 to 10 minutes. Currently we have 5 members in marketing team to help with LINE@ but I am the main responsible. Every promotion we issued will include LINE@ QR code including standee at the shop for the customer add LINE@

5. What functions and/or features you are regularly used through LINE@?

We are regularly use rich message and LINE@ reward card such as 10 points to collect e-voucher cash card or get the branded giveaway product in which we change every three months. We also use broadcast message once a week to tell the promotion. I have never trained by LINE@ but I bought the book and learn by myself.

6. How are your business leverage LINE@?

It help to increase value and customer service level to our customers for us. LINE@ is the medium of the communication or two way communication to contact our customers. Furthermore, there's e-coupon or voucher where we can increase traffic and sales. It is not difficult to use. Most of the customers contact us for promotion information or store location information or discuss about forgetting to collect points.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

If we can receive the positive feedback promotion from LINE@ by increasing traffic and sales to the business, I believe we are quite successful in such a way. Moreover, it can help us to connect with the target customers by sending out push notifications on promotion and sales. It is quite convenient for both business and customers. Due to digital marketing and social commerce are very competitive. We tried to be in every channel that is available and connect to our target customers.

8. What are the drawbacks do you think LINE@ have?

For me the application is good, the usage is easy. I have no problem with the features and functions at all.

9. What do you think LINE@ should be improve?

In my experiences in using LINE@, when I have question on how to use reward card system and I have sent email to LINE@ office and it took forever for them to reply me. There is no call center I can contact with. If there's any issue related to LINE@ there's no administer on website to help business account yet. Moreover, LINE@ should publicize how to use LINE@ such as manual or handbook for business account.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

I would recommend other food business to use LINE@. It is the great social marketing tool to connect to Thai customers in these day.

Company J: Interviews Script

1. Introduction of your company and your current roles and responsibilities

I am a marketing at the new concept café' and restaurant established since 2016. Now we have two stores at Ital-Thai and Mega Bangna. Our main target are office workers due to our location. I create new promotion and public relation to connect with the new target customers.

2. What are your company's online or offline strategy in the next three to five years?

We currently have Facebook Page and Instagram for online channel. But for offline channel we are using PR on magazines, in store media or influencer to do the review. This is because our cafe' is very new so we are expecting increase number of followers through LINE@. For offline strategy in terms of store development, we don't have plan to expand the shop in the future.

3. Why your company decided to use LINE@?

We used LINE@ since the store open in 2016. Most of our LINE@ are office workers. We have approximately 4,000 followers on LINE@. The customer can add our LINE@ account through restaurants and other's social media channel. For example,

we have a promotion for adding LINE@ you buy one get one free Soda Drink. I used the PRO package in LINE@

4. How do you operate LINE@ within the company?

I have two to three administrators and store's staff help to answer the customer's message. In LINE@, most of the customer contact us because they would like to order cake but we have set up separate LINE@ cake studio account. This is because customer should connect to the cake chef and staff directly to make an order because the cake are customized and made to order. But for LINE@ S&P HQ will use for in store promotion and other purposes. I will answer the LINE@ twice a day in the morning and in the evening during the day the staff will help me.

5. What functions and/or features you are regularly used through LINE@?

I used all the available features of LINE@ for PRO package such as broadcast message, post on timeline, chat one on one and e-coupon. We don't use the reward card. Normally, we will regularly use Facebook Page but sending out LINE@ broadcast message is depend on the promotion. I used to do the LINE official account for S&P group so I am familiar with the features and functions very well. LINE official has no chat one on one features and support more people. When we push the advertising, we can reach more target in terms of million but LINE@ is designed for thousand or ten thousand followers. I do not recommend for SMEs to use LINE official because it is pricey.

6. How are your business leverage LINE@?

Our cafe' is new and small when comparing to the umbrella company. The cafe location is hard to reach. Thus, LINE@ help to connect the target customer in the area. We emphasized the LINE@ as an option apart from call to the shop, you can send the instant messaging which is way more convenient to contact.

7. What are the benefits do you think LINE@ have? Or what are the key success factors do you think LINE@ have?

It is another media option to connect with our customers in the most convenient. Chat one on one is the key success factor for LINE@, I think it is perfect for online shopping business. And it is reasonable price in terms of LINE@ package when you compare to others social media marketing tool.

8. What are the drawbacks do you think LINE@ have?

It is so easy to get customer easy to get upset when we unable to answer customer in LINE@ just in time. Sometimes the chat functions are unstable. It is suddenly out of the application. I found that the auto-reply message are complicated. Sometimes the auto-reply message are not the correct answer to all customers. It would help to increase frustration to the customers. Moreover, we got the customers who just add our LINE@ account to get the promotion then block us.

9. What do you think LINE@ should be improve?

I think LINE@ should develop LINE@ to be more steady in terms of systems. When they are a lot of users, it seemed that the system get error easily. Sometime I get missing chat message or losing chat message. I have never experienced e-coupon problem but previously the system will generate unique codes but not it all the same. It is hard for us to track. LINE@ should improve on how the report shown for example, we can check only how many people use coupon. The staff must click activate coupon otherwise it does not count even though the coupon already sent to the customer's chat message. They feel that they have already received the coupon. Furthermore, I would like to recommend LINE@ to be able to send more pictures or catalogues features.

10. What are your suggestions or recommendations for businesses who wishes to use LINE@?

I think if you are the small business and easy to reach, LINE@ is the good tool for reaching out and maintain the customers. LINE@ is a very good add on tool for E-commerce or online shopping. I would suggest new business who wish to use LINE@ to get train beforehand and it is a good tool to close purchasing order in the easiest way.