

มูลนิธิสร้างรอยยิ้ม
Operation Smile
Thailand

“ Ready to go an extra mile for an everlasting smile ”

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1


Executive Summary		มูลนิธิสร้างรอยยิ้ม Operation Smile Thailand	
OBJECTIVE	KEY QUESTIONS	RECOMMENDATION	IMPACT
<p>1. To Match motivational demands of Thai donors to consequently raise money</p> <p>2. To Claim attention of individual and corporate donors by raising awareness</p>	<p>How can Operational smile grow its customer base and subsequently receiver larger and more frequently donations?</p>	<p>Orchestrate</p> <p>Gain required attention and donations by assembling well rounded charity event to attract potential donors</p>	<p>Total profit from both strategies resulted in 35 Million Baht annually</p>
	<p>How can Operation Smile conquer the issue of lack of recognition?</p>	<p>Strengthen</p> <p>Sustain attention received and maintain constant revenue from event by the installation of photo booths in collaboration with OST across Thailand</p>	

2

2






Analyzing Donor Intentions

Comprehending elements that affect Thai donors' decision



Factors influencing Thai Donors to donate


The percentages of voters who voted "most influenced" under each category

Status <small>The reputation of the organization</small>		<div style="width: 25.8%; height: 15px; background-color: #0070c0;"></div> 25.8
Trust <small>Credibility of the organization</small>		<div style="width: 48.3%; height: 15px; background-color: #0070c0;"></div> 48.3
Magnitude <small>Scale of the organization</small>		<div style="width: 5.8%; height: 15px; background-color: #0070c0;"></div> 5.8
Honor <small>Has issue certification of honor</small>		<div style="width: 8.3%; height: 15px; background-color: #0070c0;"></div> 8.3
Tax <small>Can make tax reduction report</small>		<div style="width: 10.8%; height: 15px; background-color: #0070c0;"></div> 10.8

Donor Psychology

How donors subconsciously and practically make donation decisions


Awareness
Donor becomes aware of charity through online platforms



↓


Engagement
Human interaction and engagement builds trusts and connection


↓



↓

Action
After engaging with charity donor makes informed decision





Source: Thammasat University, University of the West of England, Team Analysis


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3

3

Hidden Corporate Agendas

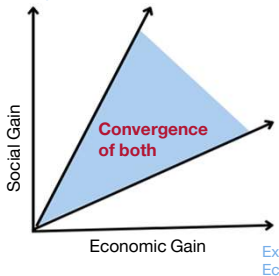
Analyzing the magnitude and agendas of corporate donations upon Nonprofits



PERSONAL AGENDA OF CORPORATIONS

Philanthropic donations unconnected to the business only have a positive social impact which in **convergence of interest**



Exclusively Social



Exclusively Economical


RELIANCE OF CORPORATE ON NGOs

Elements of the business domain:

-  corporate tax rates
-  corporation laws

Can significantly be **improved through corporate philanthropy**


↓



Through the utilization of work and resources of NGOs

POSITIVE CONSEQUENCES

Nonprofits benefit from this as:

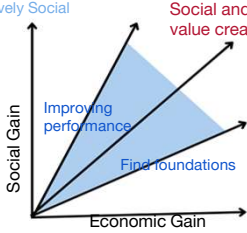


88%


of companies have a signature charity program they donate too

Corporations maximise the benefit of charity

Exclusively Social



Exclusively Economical



Source: Harvard Business School

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4

4

Analyzing Other NGOs

Differentiating and comparing the levels of related factors of competitors and OST

● High ● Med ● Low

	Fund	Recognition	Clause Urgency	Activeness	Success Rate
	>10 million (2022)	A mid-level known organization	Has high levels of urgency as it is a medical	mid level since foundation still lacks awareness	Success rate of OST is high. Every child requires assistance always receives it and completely
	>5 billion baht (2022)	Highly well-known, even internationally	Has high levels of urgency as it includes pediatric emergency	Fundraising with various of projects	High level as coverage protection systems at increased 142%
	>10 billion baht (2022)	Highly known internationally, and supported by Thai monarch	Has high levels of urgency as it includes recovery of medical emergencies	Various fundraising events and projects	High level as National Scale Projects with high number of patients getting help
	68 million baht (2022)	Highly known internationally, and supported by Thai organizations	Has low levels of urgency as has no medical contribution but rather education	Active projects highly active fundraising	High as the non-profit organization as high-number of success projects

Analysis suggests that:

OST has high levels of urgency which puts them at an advantage.

They severely lack funds and recognition

Source: UNICEF, The Red Cross Society, act:onaaid, Thai Child Development

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5

Evaluation of Solutions

Choosing the **best** strategy for the **best** outcomes...

- 1. New merchandises**
Only launching merchandise is a retired concept that is high in cost and rarely sells
- 2. OST application**
Applications tend to be high in cost and risk which rarely results in engagement
- 3. Face-to-face fundraising booth**
Booths are trust is hard to achieve trust, negatively affects image and is rarely sustainable
- 4. Capital campaign**
Within smaller organizations, this technique rarely works and sometimes results in donor loss
- 5. 'Orchestrate and Strengthen'**
Big event inclusive of the children, information, restaurant, influencers and photo booth has high chances of success

High Awareness/Impact

A good fit with the current objectives of brand

Low Fund Raised ← → High Fund Raised

Low Awareness/Impact

Source: Team analysis

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6

Objective:
To Match motivational demands of Thai donors to consequently raise money




O RCHESTRATE

Key Question:
How can Operational smile grow its customer base and subsequently receiver larger and more frequently donations?

7

Orchestrate
Operation Smile through the major fundraising event and exhibition...





1


Orchestrate

Gain required attention and donations by assembling well rounded charity event to attract potential donors


In order to tackle the lack of awareness issues


- 

Launch
Kick start an event in a highly active environment with hands-on experience (Cleftware dining)
- 

Distributing
Event invitations to corporations to acquire recurring donors
- 

Sponsorship
Engage celebrities and influencers to gain attention through social platforms





Source: Team analysis


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8

8

Experiential Event




Making it “experiential” and interactive to create uniqueness and bring attention to OST




Reasons For Special Event Selection

- ✔
 ‘Strategic Experiential Model (SEMs), proved special events create brand experience to target audiences or event participants through **SENSE, FEEL, THINK, ACT and RELATE**
- ✔
60% of Thai attendees are teenagers and adults
- ✔
 Research showed activity available in special events provide entertainment to event participants, leading to the impression on brand and brand image eventually

Friendly Activities that can be expected through events

- 
 Organize the exclusive **dining experience** with cleft wear collection where attendees/customers can better understand the eating struggle of children with cleft palate
- 
 Set up the **merchandise zone** that generate supportive income and fundraising to the OST charity
- 
 Set up the **interactive photo booth** (complementary activities in the event) which can generate organic marketing, and create “buzz” trending campaign among younger gen on social media




Source: Team analysis,

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9

Layout Details

Impactful and fun activities to participate in Smile4U event...





Smile Session

Build trust by guest speaking sessions and **provide fundamentals** of cleft condition

Cleftstars' Fashion Show

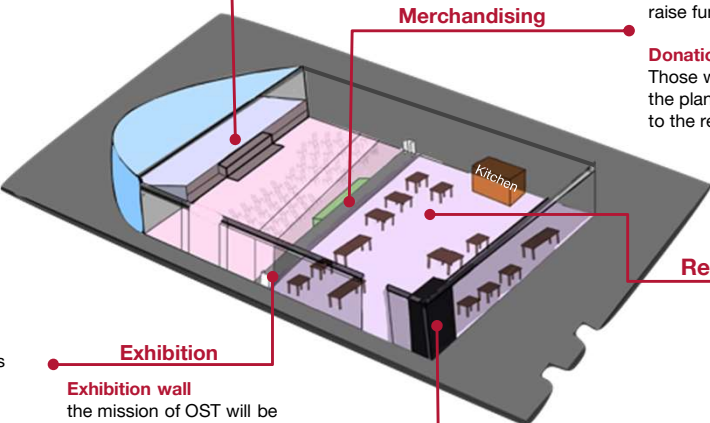
To raise awareness of cleft surgery in a creative way using children patients as **an empathy tool**.

Former patients Current patients

Auction

Taking advantage of Dusit Thani stage opens for auction 3 day luxury package in Phuket



Stage

Marchandise products of OST will be sold to help raise funds.

Donation plan will also be presented. Those who committed to the plan will be automatically subscribed to the report from OST.

Restaurant


The small version of *Imperfect Dining* partnered with *Hyde & Seek* restaurant will be opened for guests and influencers for the **publicity**

Photo Booth

The photobooth to **gain attention** from pedestrians.

Exhibition


Exhibition wall the mission of OST will be explained. By the end of the walkway, the payment **QR and donation box**



Source: Team analysis


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10

Providing unique dining experiences with **cleft collection cutlery** to change the way people think in *Imperfect Dining*



FOOD

HYDE & SEEK



How it works ?


Partnering with “Hyde & seek”, the restaurant division under ThaiBev to be food provider in the event

The benefit of partnership with ThaiBev

Acquire strong relationships with ThaiBev
In 2016, ThaiBev donated 5 million baht to OST’s Bright Smiles & Happy Hearts project

Supporting realistic experience in event

Food in partnership with ThaiBev



Cleft collection is the utensils that can **simulate the feelings and experiences** of difficulty eating and speaking as **Cleft children**.

01 DINING ATTRACTION
Spike interest to try the exclusive dining experience with cleft collection

02 CREATING BUZZ
Gain more donor base since it create social media buzz to attract young trend chaser


03 DINING OPTIONS
Offer customizable food bundle choice ranging at 500B/person with a fraction going to charity

Source: Team analysis

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11

11

Donor Journey
Understand **donor journey** in every step of the way



● Corporate
● Individual
● Both

Awareness Stage
Empathize Stage
Deciding Stage
Engaging Stage
Retention Stage

Donor Type	Awareness Stage	Empathize Stage	Deciding Stage	Engaging Stage	Retention Stage
Corporate Donors	Personal Email Invitations	Patients' Story @Social Media/Exhibition Platform	Corporate benefits, Both economic and social	Corporate Donation Plan	Company's Logo at events & Corporate Benefits
	Event		Donation Subscription suggestion	Individual Donation	
	Influencer Presence	Dining Experience @Imperfect Dining	Information about OST given in detail	Activity-Related Donation	Quarterly Report Subscription & Tax Benefit
	Social media awareness	Giving Smile @The Creative Smile Photo Booth	Activities and entertainment	Donation QR Code & Box	
Individual Donors				Merchandise Product	

Source: Team analysis

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FINANCE
12

12

Objective:
To Claim attention of individual and corporate donors by raising awareness

S T R E N G T H E N

Key Question:
How can Operation Smile conquer the issue of lack of recognition?

13

Strengthen
The **continuation** of *Imperfect Dining* and *Creative Smile* photo booth

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Operation Smile
Thailand

2

Strengthen

Sustain attention and generate revenue from *Creative Smile* photo booths in collaboration with OST across Thailand and *Imperfect Dining*

In order to raise more fund & awareness, OST initiate following strategy...

- Launching**
The photoboos customized by OST across Thailand to maintain acquired attention for at least 1 year
- Continuation**
Imperfect Dining which generated profits for at three months


Source: Team analysis

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14

Photo Booth Details

Easy donate with *Creative Smile* photo booth



CREATIVE SMILE Photo Booth

CLICK AND SMILE TO HELP A CHILD

1 "PloyKet" 20-year-old College Student Walks into the booth and poses

2 Payment via QR or Cash PloyKet decides to confirm her order & make a payment through Qr code

3 SAY CHEESE!

4 Decorate! Choose filters & stickers

5 She watch OST video while waiting for 2 minutes as the photo are processing to print

6 She now receives the photos and leaves with a wide smile and a full heart!

7 Share! Pk shares her pic in social media and create a sensation

8 More people come to take pic

100฿ per piece


Source: Team analysis

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15

Selecting location

Gaining up to 150,000 donors around Thailand expanding photobooth location



3 in North
Chiang Mai
Chiang Rai
Phitsanulok

3 in Northeast
Udon Thani
Khon Kaen
Korat

8 in Central

3 in East
Chonburi
Pattaya
Rayong

3 in South
Surat Thani
Hat Yai
Phuket

Choosing 20 out of 29

Criteria for location

- Central Pattana PCL, Thailand No. 1 shopping center with 21% market share
- High demand of investors
- Population of market size
- Attitude to shopping
- Access to community spaces


Source: Team analysis, CPN







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16

Case Study

The experiential marketing strategy shows the success in Thailand



	<p>Dine in the Dark</p> <p>Unique fine dining restaurant in complete darkness led by visually impaired guides to heighten non-visual senses in a playful and elegant way.</p>	
	<p>Nescafe Cold Brew pop-up cafe</p> <p>Nescafe introduced pop-up cafe which collaborate with the art gallery @Samyan MitrTown to target the teenage customers This gives value proposition to the target market</p>	
	<p>Tinder Photo Booth</p> <p>Tinder Thailand collaborated with CentralWorld to launch the Valentine's Day campaign "LOVE DESTINATION" right in front of Trimurti Shrine</p>	




Source: Team Analysis




















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FINANCE
17


17

Restaurant Details

Unique Dining Experience at *Imperfect Dining* by OST and Hyde & Seek



 <p>3 months long operation partnering with hyde & seek by ThaiBev</p> <p>24 people at full capacity</p> <p>120 average orders/day due to the ongoing marketing campaign</p> <p>Merchandise product & advertising of donation plan will be sold in restaurant</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #800040; color: white;"> <th style="padding: 5px;">Appetizer</th> <th style="padding: 5px;">Main Course</th> <th style="padding: 5px;">Dessert</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"></td> <td style="text-align: center;"></td> <td style="text-align: center;"></td> </tr> <tr> <td style="text-align: center;"></td> <td style="text-align: center;"></td> <td rowspan="2" style="vertical-align: middle; padding: 10px;"> <p>Pick 1 menu from each category and get ready to enjoy!</p> <p style="background-color: #800040; color: white; padding: 5px; text-align: center;">800 ฿/course</p> </td> </tr> <tr> <td colspan="2" style="text-align: center;"></td> </tr> </tbody> </table>	Appetizer	Main Course	Dessert						<p>Pick 1 menu from each category and get ready to enjoy!</p> <p style="background-color: #800040; color: white; padding: 5px; text-align: center;">800 ฿/course</p>			<p style="text-align: center; font-size: 1.2em;">Raise</p> <p style="text-align: center;">Awareness of cleft condition and difficulty in their daily life</p> <p style="text-align: center; font-size: 1.2em;">2.7M</p> <p style="text-align: center;">is projected in the donation from the restaurant</p>
Appetizer	Main Course	Dessert											
													
		<p>Pick 1 menu from each category and get ready to enjoy!</p> <p style="background-color: #800040; color: white; padding: 5px; text-align: center;">800 ฿/course</p>											
													
<p style="background-color: #800040; color: white; padding: 5px; text-align: center;">Benefit</p> <p>Allows them to experience the difficulty in eating with the cleft utensils</p>													




Source: Team analysis

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18


18

Stakeholder Objectives


Potential stakeholders for Orchestrate and Strengthen



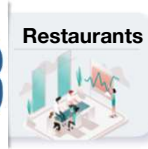
Stakeholders



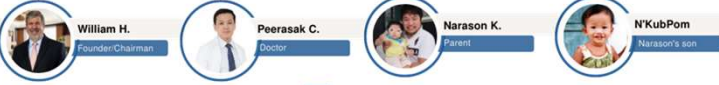
1 Event



2 Photo Booth



3 Restaurants






MINOR INTERNATIONAL **Colgate** **AP** **sasi** **MedPark Hospital**

Mass market (especially photography lovers) Generation Z and Y

Mass market (Generation X, Generation Y, Generation Z)

Objectives


-  **Networking**
 Raise awareness
 Sustainable fund from corporation
-  **Raise awareness**
 Small fund for big individuals
-  **Raise awareness**
 Experiential and Interactive
 Reach out to individual donors

Source: Team analysis

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19

Marketing Strategy


OST has to reach awareness and enhance engagement with donors to increase donation



Phase 1 Pre-event

Phase 2 Event

Phase 3 Post event



Invite to **build awareness** and **obtain attention** of Stakeholders


William H.
Founder/Chairman
Minor International

Peerasak C.
Doctor,
Cleft/Craniofacial Expert
Siriraj Hospital


Narason K.
Admin facebook group
เพื่อรอยยิ้มเด็กปากแหว่งเพดานโหว่
Parent of Child with Cleft condition

Aom Sushar M.
Celebrity and Actress
OST Ambassador


Bie the ska
Influencers



Official announcement on **"MorningNewsTV3"** news to raise fundraising from donors



Officials OST also post the **posters** to announce the event's program



Invited people posted the invitation card on social media, it help to raise interest of event

Source: Team analysis

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FINANCE
20


Marketing Strategy

OST should reach awareness and increase engagement with donors to increase donation

Operation Smile Thailand

Phase 1 Pre-event Phase 2 Event Phase 3 Post event

Event




Awareness and fundraising

Method

- Stakeholder come and take photo of event and post on social media
- Connect them together with #TheSmile4U #OperationSmile

Reason

- Spread** the news and **attract** attention from stakeholder and followers of influencers



Source: Team analysis

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21

Marketing Strategy

Continue raising awareness and interests from event to photobooth and restaurant by using influencers

Operation Smile Thailand

Phase 1 Pre-event Phase 2 Event Phase 3 Post event

PHOTO BOOTH


Brinkkty, Golfwashere influenced on **gen Z, Y** in **photography**

Method

Create and Post VDO with photo booth on Youtube and Instagram

Reason

Spread news and **attract** attention → connect to donors (comeback to use it)



RESTAURANT

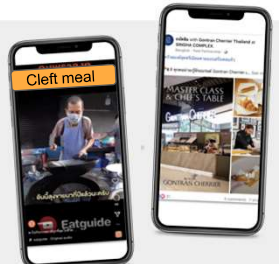
Tha Nud Chim, **food fanpage** attracted **Gen Y** and Eatguide, food blogger on Instagram have high **gen Z** followers

Method

Post pic and VDO about our story and Restaurants on Ig and facebook

Reason

Review and demonstrate **experiences of special meal** → emotional related




Source: Team analysis

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22

Marketing Strategy

Continue raising awareness and maintaining interest of Gen X








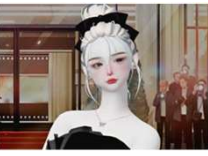
Phase 1 Pre-event

Phase 2 Event

Phase 3 Post event

Facebook Ads


Method	Reason
Creating heart touching emotional video of cleft lips story	Attract attention for gen X they prefer reliable product to build relationships and referrals

Source: Team analysis, Bigcommerce


Taxi and Songtaew media

Method	Reason
Access local areas in Thailand with high seeing from people	Raise connection Cleft issue awareness with locals



▲ 100 cars

around bangkok




24 cars in North

26 cars in Northeast

8 cars in East

32 cars in Central

20 cars in South



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FINANCE

23

23



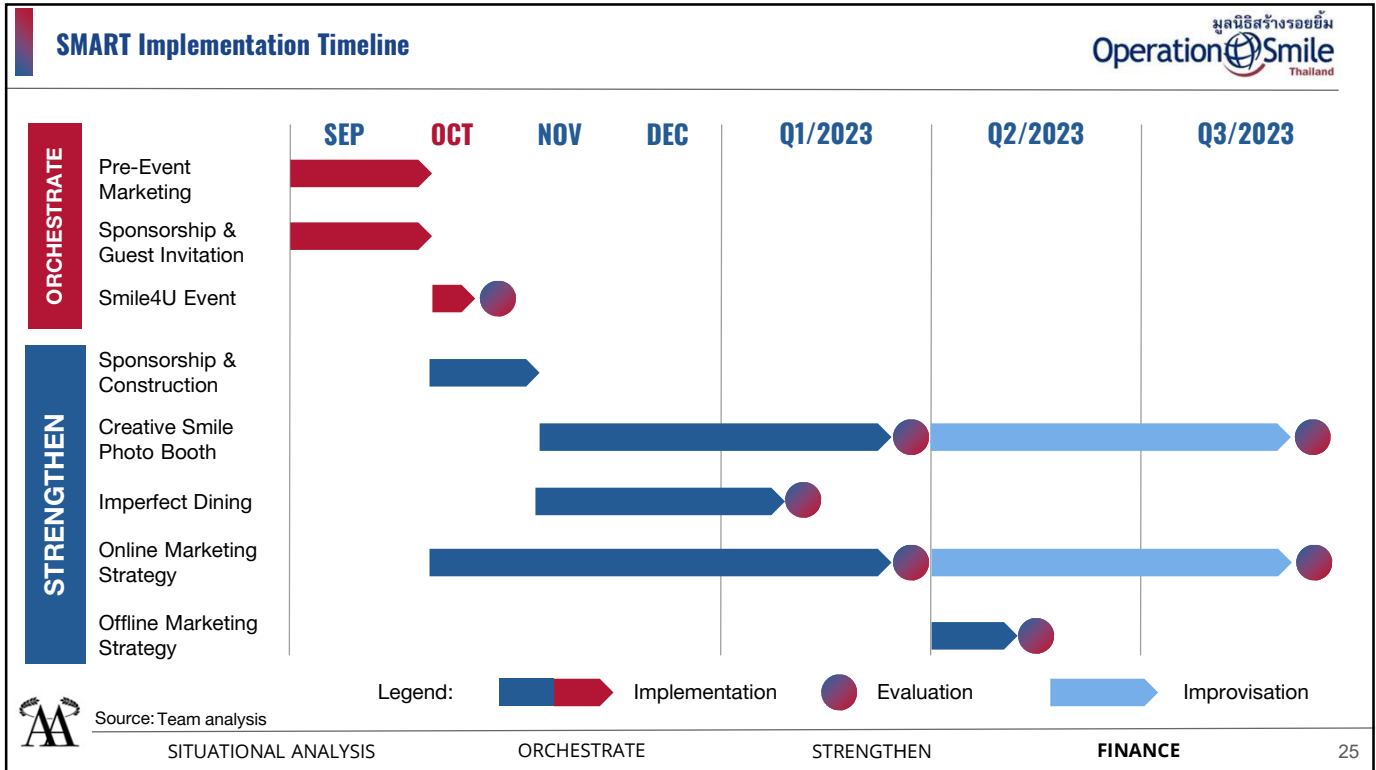
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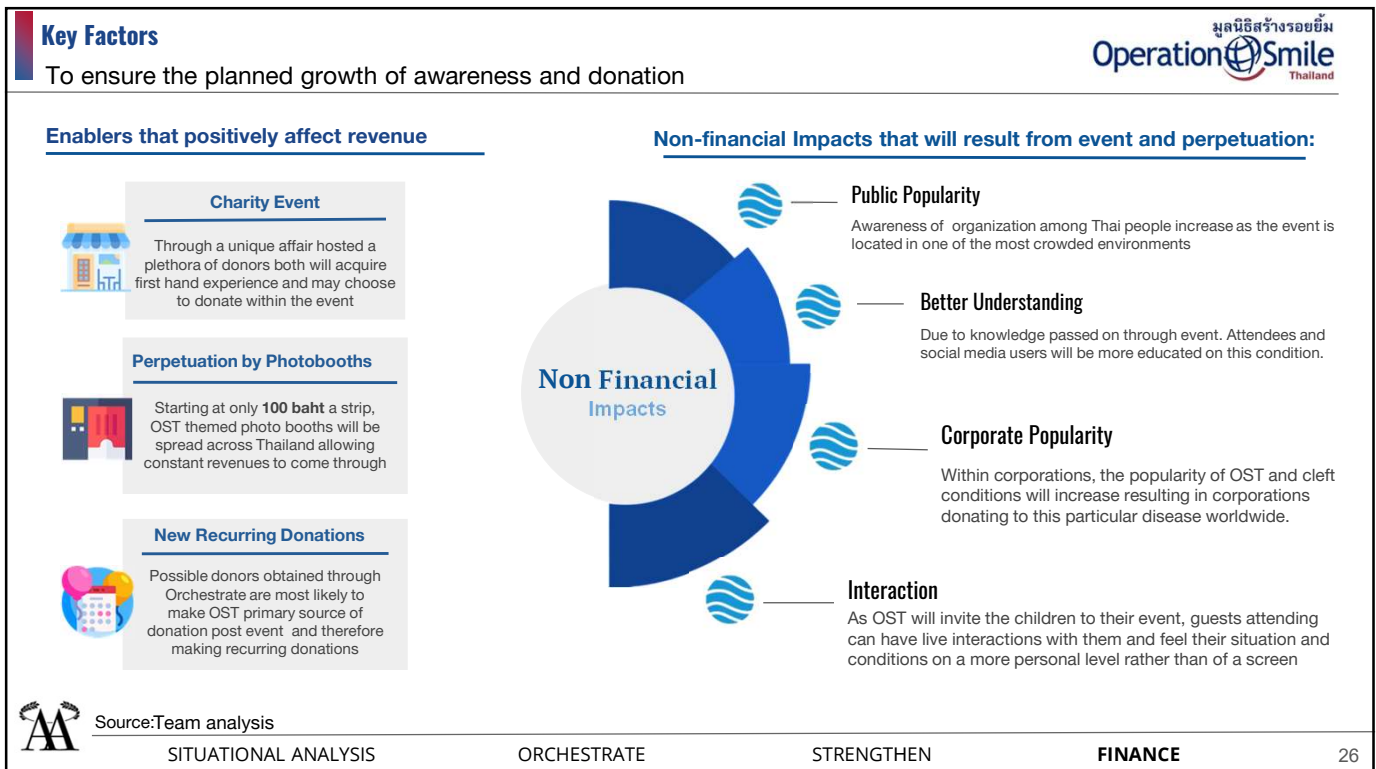
Implementation Timeline, Risk and Mitigation, Non-Financial and Financial Impact

24

24




25

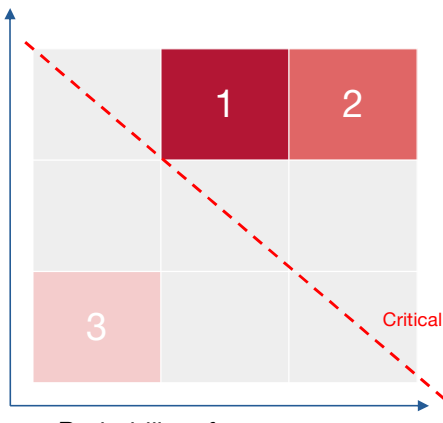


26

Risk and Mitigation



Impact if unmitigated



Probability of occurrence


Risk	Mitigation	Impact
Unable to raise the fund to the target amount	Developing marketing strategy to reinforce the strengths and aid gaining attention in Strengthen strategy period	Less fund available for week-long mission in Mae Sot on November
Loss generation due to the low attention post-event	Do cost-benefit analysis to further decide on the continuation of the strategy or develop marketing to gain back the attention	Lost up to 40% of the projected revenue and cause the delay in further projects
Hyde & Seek by ThaiBev denies sponsorship for the Smile4U event and Imperfect Dining	Finding new restaurant outside the existing partnership and developing new marketing strategy	Delayed implementation of the strategies

Source: Team analysis

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FINANCE
27

27

Cost Analysis



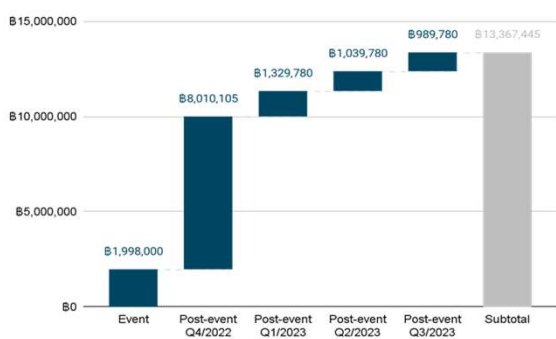
Strategy 1: ORCHESTRATE

Set Up and Operation Cost	฿46,000.00
Event Space Rental	฿360,000.00
Event Organization agency Fee	฿500,000.00
Pre-event Marketing	฿1,000,000.00
Total Cost	฿1,906,000.00

Strategy 2: STRENGTHEN


Photo Booth Purchase	฿2,400,000.00
Set Up and Upkeep Cost	฿3,194,000.00
Total Photobooth Cost	฿5,594,000.00
Restaurant Construction	฿138,700.00
Operation Cost	฿961,625.00
Cost of Goods	฿3,195,000.00
Total Imperfect Dining Cost	฿4,295,325.00
Year-Long Marketing Cost	฿1,572,120
Total Cost	฿11,461,445.00

Cumulative Expenses, 2022Q4 to 2023Q3




Total Cost Over 1 Year = 13.37 Million Baht

Source of Fund :



86.39 %

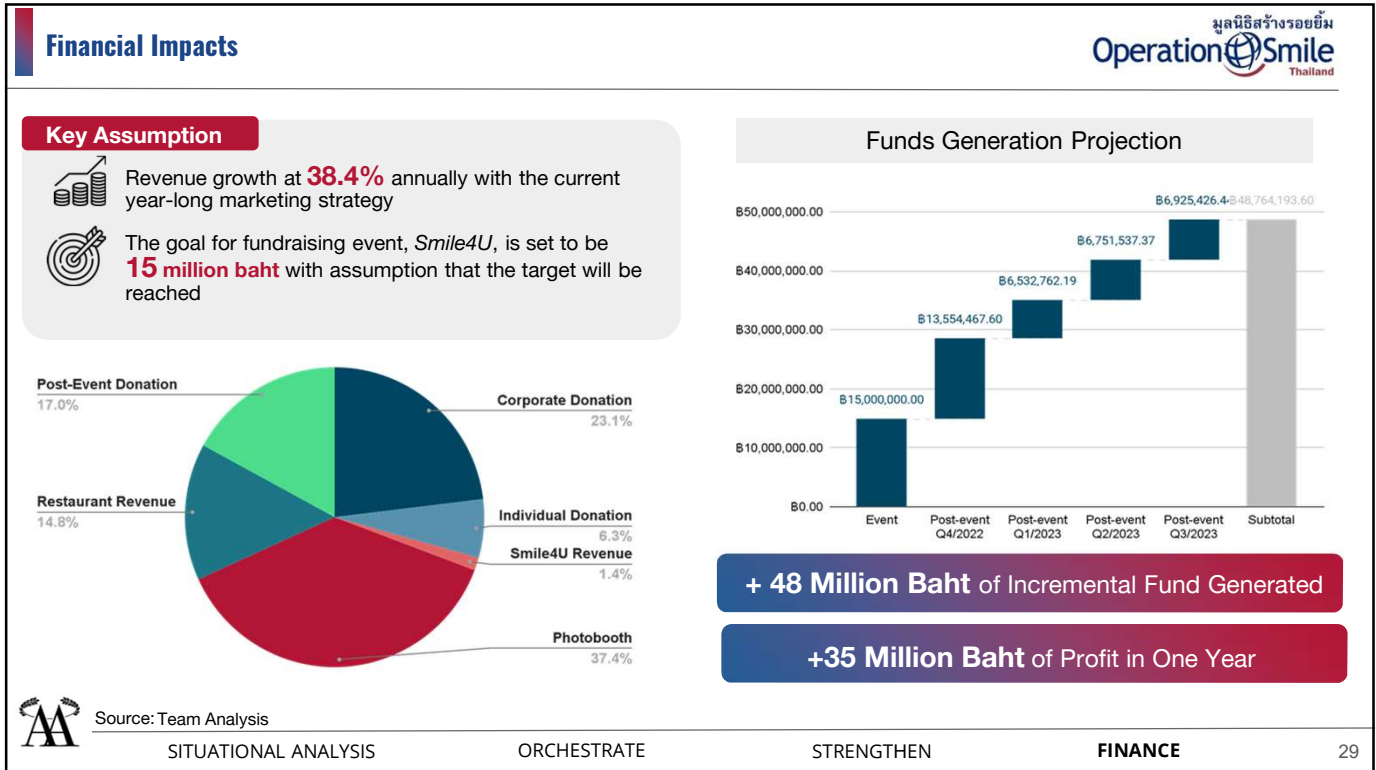


13.61 %

Source: Team Analysis

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FINANCE
28

28



From
ORCHESTRATE
&
STRENGTHEN Strategy

Operation Smile Thailand will
result in **increased** awareness
and the donations

O rchestrate
Special event at central world
Effective marketing plan

+ 15MB in Fund Raised

S trengthen
Photo booth and Experiential
Restaurant + marketing plan

> 400K People Reached
> 10MB in Fund Raised

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Operation Smile Thailand