



APPENDICES

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

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Appendix A
Evaluation Information of 15 business participants in Creative Building for Northern SMEs 2010

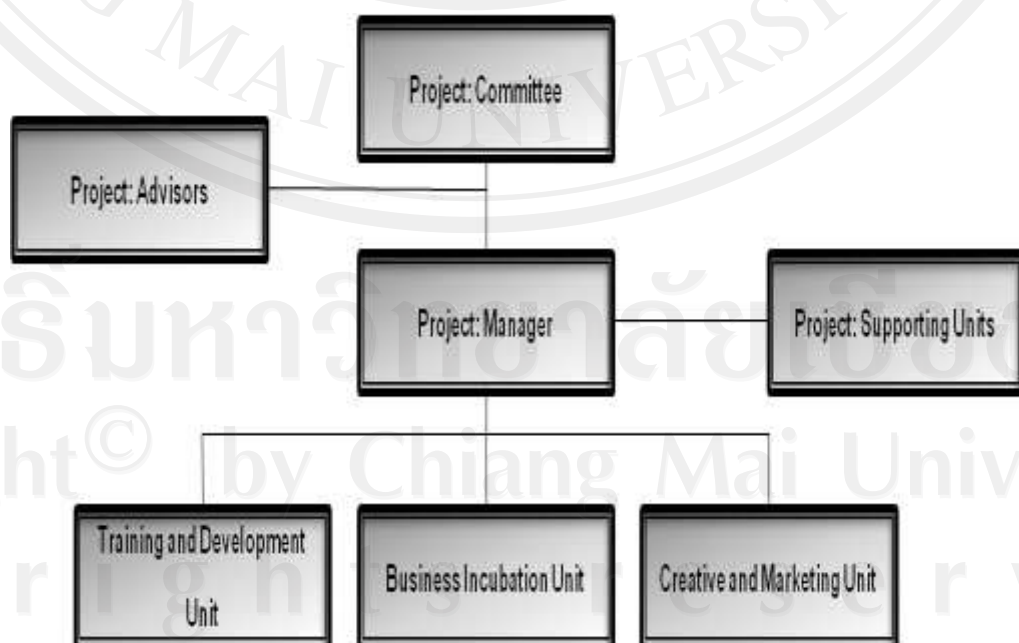
Summary of score for Creative Building for Northern (2010)

#	Handicraft Product Business Name		Entrepreneur Capacity					Entrepreneur Creativity					UBIs Supporting Capability					Note
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
1	1.	PP1			X				X							X		
2	2.	PP2				X				X						X		
3	3.	PP3				X			X							X		
4	4.	PP4				X				X						X		
5	5.	PP5				X		X								X		
6	6.	PP6			X				X							X		
7	7.	PP7				X			X							X		
8	8.	PP8				X			X							X		
9	9.	PP9			X			X								X		
10	10.	PP10			X			X								X		
11	11.	PP11			X				X							X		
12	12.	PP12			X			X								X		
13	13.	PP13			X				X							X		
14	14.	PP14				X		X								X		
15	15.	PP15				X		X								X		

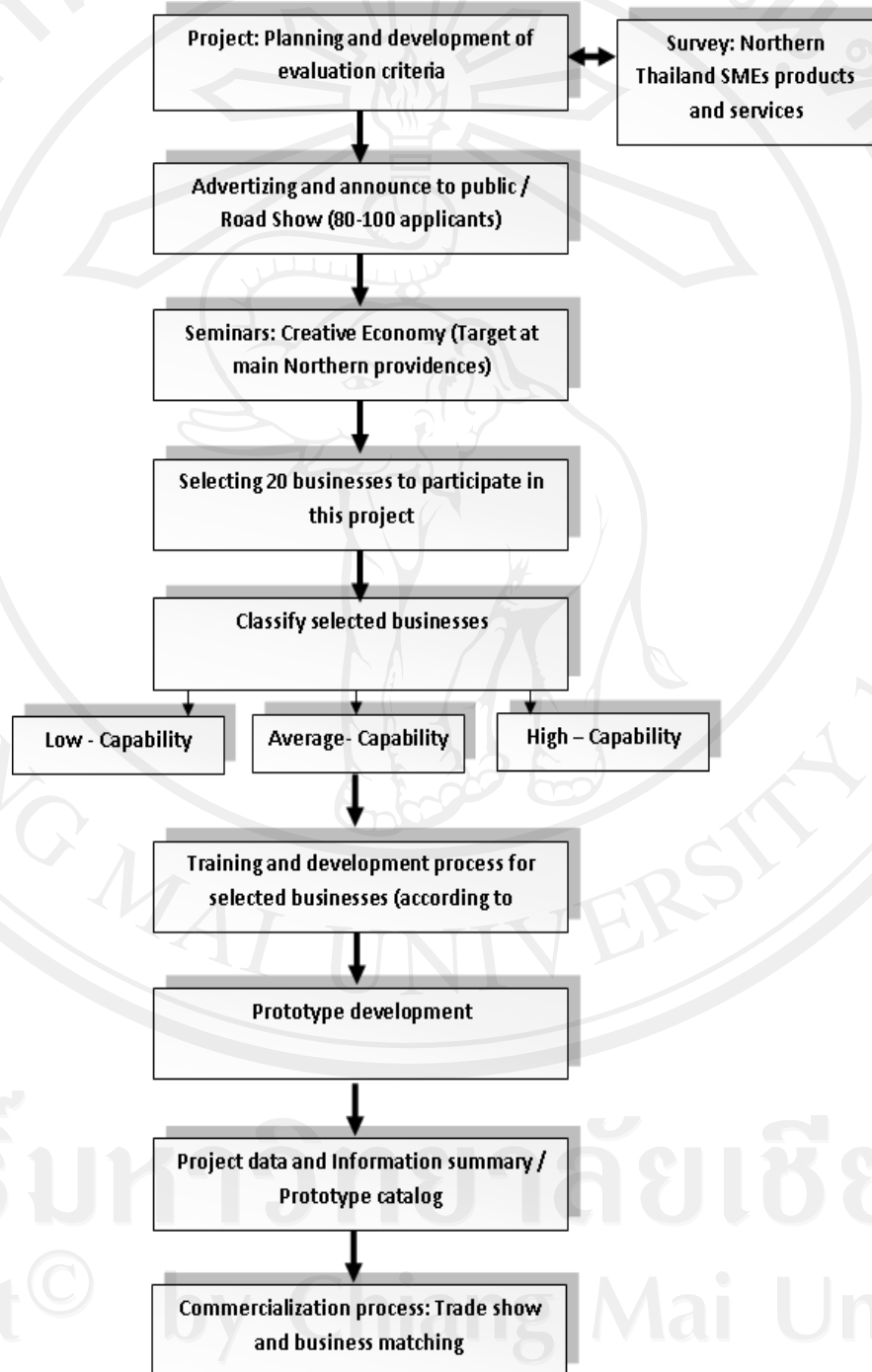
Appendix B
Observation activities: Meeting of project committee
Project committee meeting: Project planning and develop selection criteria



Project process and analysis for in Creative Building for Northern SMEs 2011
Project: Management structure



**Project Operation Summary: Creative Building for Northern SMEs 2011
(March 16, 2011 - At College of Arts Media and Technology, Chiang Mai
University. Floor 4, Room 411-1)**



Project: Alliances and associated organizations

- Chiang Mai University
- Providence Chamber of Commerce
(Chiang Mai, Chiang Rai, Lamphang, Lamphune na Mahongson)
- Department of Industrial Promotion, Industrial Promotion Center Region 1
- Office of Commercial Affair
(Chiang Mai, Lamphang, Lamphune na Mahongson)
- Northern Handicrafts Manufacturers and Exporter Association (NOHMEX)
- Chiang Mai Tourism Business Association
- Thai Gifts Premiums & Decorative Association (TGP)

Appendix C

Observation: Selection process (documents and activities)

Observation: Selection process

(May 4, 2011 - At College of Arts Media and Technology, Chiang Mai University)



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Selection criteria use in selecting participants for Creative Building for North SMEs

เกณฑ์ในการพิจารณาคัดเลือกผลิตภัณฑ์/ผู้ประกอบการเข้าร่วม							
โครงการสร้างคุณค่าให้กับสินค้าและบริการ SMEs บนแนวคิดเศรษฐกิจเชิงสร้างสรรค์ (ภาคเหนือ)							
(Evaluation criteria for Creative Building for North SMEs)							
หลักเกณฑ์ (Evaluation criteria)	น้ำหนัก (weight)	คะแนน (score)					ผลรวม (Total)
		1	2	3	4	5	
1. ความพร้อมของผู้ประกอบการและองค์กร (20%)							
1.1) วิสัยทัศน์และแผนงานของผู้ประกอบการ							
1.2) ผลประกอบการและยอดขาย							
1.3) ความพร้อมด้านทรัพยากรบุคคลและการจัดการองค์กร							
1.4) ความพร้อมในด้านการผลิต/การให้บริการ							
1.5) ความมุ่งมั่นตั้งใจพัฒนากิจการให้มั่นคงก้าวหน้า							
2. แนวคิดธุรกิจและกลยุทธ์ (20%)							
2.1) การบริหารธุรกิจที่มีมาตรฐานและมีธรรมาภิบาล							
2.2) ความสอดคล้องหรือความสัมพันธ์ระหว่างความคิดสร้างสรรค์กับแนวคิดธุรกิจ							
2.3) การเพิ่มคุณค่า-มูลค่าให้แก่สินค้า/บริการ ด้วยความรู้ท้องถิ่น							
2.4) ความพอประมาณ, ความมีเหตุผลและมีภูมิคุ้มกัน							
2.5) การให้ความสำคัญและกำหนดความคิดสร้างสรรค์เป็น กลยุทธ์หลักในการสร้างสรรค์ผลิตภัณฑ์/บริการ							
3. ความคิดสร้างสรรค์ และการเชื่อมโยงสู่วัฒนธรรม, ชุมชน (30%)							
3.1) สินค้า/บริการมีความโดดเด่น แตกต่าง และมีเอกลักษณ์เฉพาะตัว ไม่เลียนแบบใคร							
3.2) การมีองค์ความรู้ ความคิดริเริ่ม หรือการค้นคว้าพัฒนาต่อเนื่อง							
3.3) การผสมผสานวัฒนธรรม, เศรษฐกิจและเทคโนโลยีใน การผลิตสินค้าหรือให้บริการ							
3.4) การตอบแทน หรือเกื้อกูล ตลอดจนรับผิดชอบต่อสังคม ชุมชน และสิ่งแวดล้อม							
3.5) สนับสนุน และพัฒนาพนักงานให้มีและใช้ความคิดสร้างสรรค์							

Readiness of entrepreneur and organization (*vision, previous business performance, human resource, production, willingness to develop*)

Business perspective and strategy (*management standard and morality, link to creative industries, opportunity for value creation, product or service sustainability*)

Creativity and relevant to local culture and knowledge (*product uniqueness and creativity, intellectual input, integration of cultural and technology*)

เกณฑ์ในการพิจารณาคัดเลือกผลิตภัณฑ์/ผู้ประกอบการเข้าร่วม โครงการสร้างคุณค่าให้กับสินค้าและบริการ SMEs บนแนวคิดเศรษฐกิจเชิงสร้างสรรค์ (ภาคเหนือ) (Evaluation criteria for Creative Building for North SMEs)							
หลักเกณฑ์ (Evaluation criteria)	น้ำหนัก (weight)	คะแนน (score)					ผลรวม (Total)
		1	2	3	4	5	
4. ศักยภาพด้านการตลาด (Market) (30%)							
4.1) ช่องทางการจัดจำหน่ายหรือการส่งเสริมการขายชัดเจน							
4.2) ความชัดเจนของกลุ่มลูกค้าเป้าหมายหรือการตอบสนองความต้องการเฉพาะ							
4.3) กลยุทธ์การตลาดที่ชัดเจนและมีความยืดหยุ่น							
4.4) จุดขายทางการตลาดที่ให้ความสำคัญต่อวัฒนธรรม วิถีชีวิต ประเพณีนำมาผสมผสาน ในการพัฒนานวัตกรรม การผลิต การค้าและการบริการ							
4.5) มีตราสินค้าเป็นที่รู้จักและจดจำแก่ลูกค้า							

**Marketability
and
commercializati
on ability** (precise
marketing channel,
specific target
customers, marketing
strategy and tactic,
potential to create new
product, likelihood to
commercialization)

Example of Evaluation process (1)

Form: Evaluation criteria for Creative Building for North SMEs 2011

Business name _____ P14 _____

Evaluation criteria	Committee member #1		Committee member #2		Committee member #3	
	score	Avg.	score	Avg.	score	Avg.
1. Readiness of entrepreneur and organization (20%)						
1.1) Vision and business plan	4		4		4	
1.2) Business performance (in the pass)	5		5		4	
1.3) Human resource and organizational management	5		5		4	
1.4) Production and service capability	5		5		5	
1.5) Business aims and development	3		5		5	
Total- 1.	22	17.60	24	19.20	22	17.60
2. Business perspective and strategy (20%)						
2.1) Management standard and Morality	5		3		3	
2.2) Linkage to creative industries	4		3		3	
2.3) Opportunity of value creation from local content	5		3		4	
2.4) Business sustainability	4		3		4	
2.5) Business strategy toward creative industries	5		3		3	
Total- 2.	23	18.40	15	12.00	17	13.60
3. Creativity and relevant to local culture and knowledge (30%)						
3.1) Product and service uniqueness (and creative)	3		3		3	
3.2) Knowledge and intellectual base of product and service	4		3		3	
3.3) Integration of cultural and technology	4		5		3	
3.4) Benefit toward local community and sociality	5		4		4	
3.5) Employee encouragement for creativity	4		4		3	
Total- 3.	20	24.00	19	22.80	16	19.20
4. Marketability and commercialization ability (Market) (30%)						
4.1) Precise marketing and sale channel	5		3		5	
4.2) Specific target market and customer group	4		4		5	
4.3) Marketing strategy and tactic	4		3		4	
4.4) Combination of cultural, sociality, innovation, creativity and commerce	4		4		3	
4.5) Business logo and trade mark	4		5		3	
Total- 4.	21	25.20	19	22.80	20	24.00
Total (1. to 4.)		85.20		76.80	74.40	78.80

Example of Evaluation process (2)

Form: Evaluation criteria for Creative Building for North SMEs 2011

Business name _____ P16 _____

Evaluation criteria	Committee member #1		Committee member # 2		Committee member # 3	
	score	Avg.	score	Avg.	score	Avg.
1. <u>Readiness of entrepreneur and organization</u> (20%)						
1.1) Vision and business plan	4		5		5	
1.2) Business performance (in the pass)	3		3		3	
1.3) Human resource and organizational management	4		3		4	
1.4) Production and service capability	4		3		4	
1.5) Business aims and development	4		5		5	
Total- 1.	19	15.20	19	15.20	21	16.80
2. <u>Business perspective and strategy</u> (20%)						
2.1) Management standard and Morality	4		4		3	
2.2) Linkage to creative industries	4		4		4	
2.3) Opportunity of value creation from local content	4		5		4	
2.4) Business sustainability	3		3		4	
2.5) Business strategy toward creative industries	4		4		5	
Total- 2.	19	15.20	20	16.00	20	16.00
3. <u>Creativity and relevant to local culture and knowledge</u> (30%)						
3.1) Product and service uniqueness (and creative)	4		5		3	
3.2) Knowledge and intellectual base of product and service	4		3		5	
3.3) Integration of cultural and technology	3		3		4	
3.4) Benefit toward local community and sociality	3		3		4	
3.5) Employee encouragement for creativity	3		5		3	
Total- 3.	17	20.40	19	22.80	19	22.80
4. <u>Marketability and commercialization ability (Market)</u> (30%)						
4.1) Precise marketing and sale channel	3		4		4	
4.2) Specific target market and customer group	3		4		5	
4.3) Marketing strategy and tactic	4		5		4	
4.4) Combination of cultural, sociality, innovation, creativity and commerce	4		3		4	
4.5) Business logo and trade mark	4		4		5	
Total- 4.	18	21.60	20	24.00	22	26.40
Total (1. to 4.)		72.40		78.00	82.00	77.47

Appendix D
Lists of the interviewees (from Creative Building SMEs Northern)

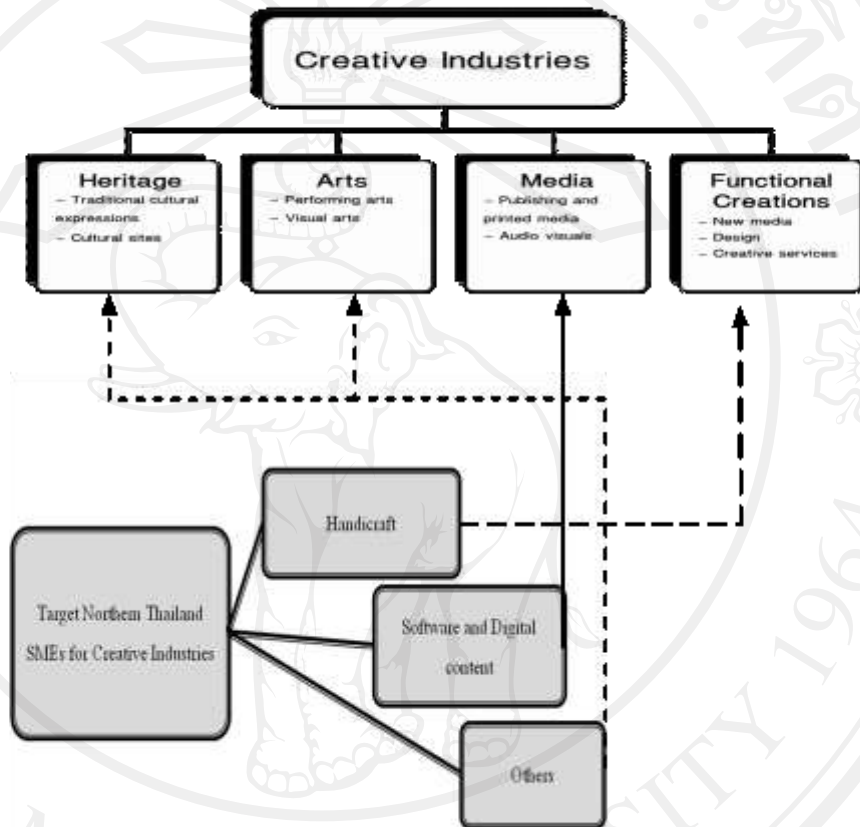
Interviewees	Project Status	Related Industries
P1	Incubatee	Heritage
P2	Incubatee	Heritage
P3	Incubatee	Heritage
P4	Incubatee	Heritage
P5	Incubatee	Media
P6	Incubatee	Media
P7	Incubatee	Functional Creation
P8	Incubatee	Functional Creation
P9	Incubatee	Functional Creation
P10	Incubatee	Functional Creation
P11	Incubatee	Functional Creation
P12	Incubatee	Functional Creation
P13	Incubatee	Functional Creation
P14	Incubatee	Functional Creation
P15	Incubatee	Functional Creation
P16	Incubatee	Heritage
P17	Incubatee	Heritage
X1	Expert	Home Decorative Items
X2	Expert	Product and Fashion Designer
X3	Expert	Ceramic and Home Decorative Items
X4	Expert	Home Decorative Items
X5	Expert	Product and Packaging Design
S1	Project staff	-
S2	Project staff	-
S3	Project staff	-
M1	Project manager	-

Project committee meeting: Evaluation Information of 17 business participants in Creative Building for Northern SMEs 2011

Participant	Industry (creative economy classification)	Product to develop	Interview score (4)			SMEs production capability (expert opinions) (3)			UBIs ability to support (expert opinion) (3)			Total Score (10)
P5	Media	City Mobile Software			4			3			3	10
P12	Functional Creation	Electronic Comic Book			4			3			3	10
P6	Media	Touch Screen Display			4			2			3	9
P2	Heritage	Herbal Tea	2					3			3	8
P16	Heritage	Tourist Attraction			3			2			3	8
P9	Functional Creation	Home Decorative Item			3			2			3	8
P13	Functional Creation	Game (Boxing)			3			2			3	8
P8	Functional Creation	Cotton Case for Mobile Accessories	1					3			3	7
P1	Heritage	Herbal Cosmetic		2				3		2		7
P14	Functional Creation	Modern Design Lamp		2				3		2		7
P7	Functional Creation	Modern Design Bags Holder			3			2		2		7
P3	Heritage	Local Heritage Doll			3			2		2		7
P15	Functional Creation	Outdoor Silk Accessories			3			2		2		7
P10	Functional Creation	Candle Set		2				2		2		6
P11	Functional Creation	Ceramic Tableware			3		1			2		6
P4	Heritage	Wall Paper		2				2		2		6
P17	Heritage	Local Rice Vinegar		2				2		2		6

Target Northern Thailand SMEs for Creative Industries

Source: Adopt from The UNCTAD classification of creative industries (UNCTAD,2010)



Appendix E
Information from interview with 12 participants
(2 project staffs and 10 businesses)

Creative Building SMEs 2011: Effective Interaction in incubation process (2 project staffs and 10 businesses owners)

Mean of Interaction	Socialization (Training and Workshop)	Externalization (Product Plan)	Combination (Product Concept Development)	Internalization (Prototype Development)
On Site Visit (Fact to fact)	11	12	10	12
Workshop (Face to face)	12	9	9	4
Group-Meeting (Face to face)	10	8	5	7
Individual- Meeting (Face to face)	11	10	10	12
Telephone	3	5	6	10
E-mail	2	7	5	3
Report	7	10	8	5
Others Site Visit (field trip)	12	9	0	0

Creative Building SMEs 2011: Effective Interaction in incubation process (percentage)				
Mean of Interaction	Socialization (Training and Workshop)	Externalization (Product Plan)	Combination (Product Concept Development)	Internalization (Prototype Development)
On Site Visit (Fact to fact)	91.67%	100.00%	83.33%	100.00%
Workshop (Face to face)	100.00%	75.00%	75.00%	33.33%
Group-Meeting (Face to face)	83.33%	66.67%	41.67%	58.33%
Individual- Meeting (Face to face)	91.67%	83.33%	83.33%	100.00%
Telephone	25.00%	41.67%	50.00%	83.33%
E-mail	16.67%	58.33%	41.67%	25.00%
Report	58.33%	83.33%	66.67%	41.67%
Others Site Visit (field trip)	100.00%	75.00%	0.00%	0.00%

Appendix F
Project Plan and Key Indicator agree with OSMEP

กิจกรรม	%	เป้า หมาย	หน่วย นับ	ระยะเวลาดำเนินการ ปีงบประมาณ 2554												
				ม.ค.	ก.พ.	มี.ค.	เม.ย.	พ.ค.	มิ.ย.	ก.ค.	ส.ค.	ก.ย.				
1. การสำรวจและกำหนดกลุ่มเป้าหมาย เพื่อนำข้อมูลวางแผน ดำเนินการ	5	2	ครั้ง													
2. การประชาสัมพันธ์โครงการรับสมัคร SMEs เข้าร่วมโครงการ	10	4	ครั้ง													
3. การคัดเลือก SMEs เข้าร่วมโครงการ	10	2	ครั้ง													
4. การจัดอบรมสัมมนาให้ SMEs เพื่อให้มีแนวคิดเศรษฐกิจเชิง สร้างสรรค์มาพัฒนาสินค้าและบริการ และปรับใช้ในธุรกิจ	10	250	ราย													
5. การจัด Workshop อบรมเชิงลึกในการพัฒนาคุณค่าสินค้าและ บริการแก่ SMEs ที่ผ่านการคัดเลือกรอบสุดท้าย	5	15	ผลิต กัณฑ์													
6. การพัฒนาสินค้าและบริการ โดยจัดทีมที่ปรึกษาผู้เชี่ยวชาญ เฉพาะด้าน เข้าไปพัฒนาร่วมกับ SMEs	35	15	ผลิต กัณฑ์													
7. การทำหนังสือ/แคตตาล็อก ผลิตกัณฑ์ต้นแบบ ออกเผยแพร่ สู่สาธารณะ	10	2,000	เล่ม													
8. การนำผลิตกัณฑ์ต้นแบบสู่เชิงพาณิชย์ ทั้งในหรือต่างประเทศ โดยการทำ Business Matching	10	2	ครั้ง													
9. การกำกับ ติดตามและประเมินผลโครงการ	5	1	ครั้ง	1	1	1	1	1	1	1	1	1	1	1	1	1

Project Indicators agreed with OSMEP

- Survey for target and qualify SMEs: 2 times
- Promote project to SMEs: 4 times
- Selection meeting: 2 times
- Initiate workshop and training for new product or service for SMEs: at least 15 SMEs
- Develop new product or service with experts assistance for SMEs: 15 SMEs
- Develop an books or brochure to promote new products or services: 2000 books
- Initiate business matching or trade fair events: 2 times
- Monitor and control project operation

Appendix G
Analysis tables: Incubation process: Product Plan

Categories of participant	Industry (creative economy)	Type of product	Organization	Incubation Process: Product Planning		
				Creative Idea	Target Market	Expert Involvement
P5	Media	City Mobile Software	SME	unclear	Clear	Low
P13	Functional Creation	Game (Boxing)	SME	Clear	Clear	High
P12	Functional Creation	Electronic Comic Book	SME	Unclear	Unclear	Medium
P6	Media	Touch Screen Display	SME	Clear	Clear	Medium
P1	Heritage	Herbal Cosmetic	SME	Clear	Unclear	Low
P11	Functional Creation	Ceramic Tableware	SME	Unclear	Unclear	Medium
P2	Heritage	Herbal Tea	SME	Unclear	Unclear	Low
P8	Functional Creation	Cotton Case for Mobile	SME	Clear	Unclear	Medium
P17	Heritage	Local Rice Vinegar	SME	Clear	Clear	Medium
P10	Functional Creation	Candle Set	SME	Clear	Clear	High
P14	Functional Creation	Modern Design Lamp	SME	Clear	Clear	Medium
P15	Functional Creation	Outdoor Silk Accessories	SME	Clear	Clear	High
P4	Heritage	Wall Paper	SME	Clear	Unclear	High
P16	Heritage	Tourist Attraction	SME	Unclear	Clear	Medium
P3	Heritage	Local Heritage Doll	SME	Unclear	Unclear	High
P9	Functional Creation	Home Decorative	SME	Clear	Clear	High
P7	Functional Creation	Modern Design Bags Holder	SME	Unclear	Unclear	High

Incubation Process: product concept development

Categories of participant	Industry (creative economy)	Type of product	Organization	Incubation Process: Product Concept Development				
				Concept Consistency	Concept Acceptability	Target Market Suitability	Production possibility	Expert Involvement
P5	Media	City Mobile Software	SME	Adjust	Adjust	Unclear	High	Medium
P13	Functional Creation	Game (Boxing)	SME	Yes	Yes	Suitable	Medium	High
P12	Functional Creation	Electronic Comic Book	SME	Yes	Yes	Unclear	High	High
P6	Media	Touch Screen Display	SME	Yes	Yes	Suitable	Medium	High
P1	Heritage	Herbal Cosmetic	SME	Yes	Adjust	Suitable	Medium	Medium
P11	Functional Creation	Ceramic Tableware	SME	Adjust	Adjust	Unclear	High	Medium
P2	Heritage	Herbal Tea	SME	Adjust	Adjust	Unclear	High	Medium
P8	Functional Creation	Cotton Case for Mobile	SME	Adjust	Adjust	Unclear	Low	High
P17	Heritage	Local Rice Vinegar	SME	Yes	Yes	Suitable	High	High
P10	Functional Creation	Candle Set	SME	Yes	Yes	Suitable	Medium	High
P14	Functional Creation	Modern Design Lamp	SME	Yes	Adjust	Unclear	High	High
P15	Functional Creation	Outdoor Silk Accessories	SME	Yes	Yes	Suitable	Medium	High
P4	Heritage	Wall Paper	SME	Yes	Yes	Suitable	Medium	Medium
P16	Heritage	Tourist Attraction	SME	Adjust	Yes	Suitable	Medium	Medium
P3	Heritage	Local Heritage Doll	SME	Adjust	Adjust	Suitable	Medium	Medium
P9	Functional Creation	Home Decorative	SME	Adjust	Yes	Suitable	Medium	High
P7	Functional Creation	Modern Design Bags Holder	SME	Adjust	Adjust	Suitable	High	High

Incubation Process: Prototype Development

Categories of participant	Industry (creative economy classification)	Type of product	Organization	Incubation Process: Prototype Development			
				Time Finish	Consistence with Plan and Concept agreed	Adjustment	Expert Involvement
P5	Media	City Mobile Software	SME	Late	Minor Different	Minor change	Medium
P13	Functional Creation	Game (Boxing)	SME	Late	Yes	No	High
P12	Functional Creation	Electronic Comic Book	SME	On Time	Yes	No	High
P6	Media	Touch Screen Display	SME	On Time	Yes	No	High
P1	Heritage	Herbal Cosmetic	SME	On Time	Yes	Minor change	Medium
P11	Functional Creation	Ceramic Tableware	SME	Late	Major change	Major change	Medium
P2	Heritage	Herbal Tea	SME	On Time	Minor Different	Major change	Medium
P8	Functional Creation	Cotton Case for Mobile Accessories	SME	Late	Major Different	Major change	Medium
P17	Heritage	Local Rice Vinegar	SME	On Time	Yes	No	Medium
P10	Functional Creation	Candle Set	SME	Late	Major Different	Major change	High
P14	Functional Creation	Modern Design Lamp	SME	Late	Minor Different	Major change	Medium
P15	Functional	Outdoor Silk	SME	Late	Minor	Major	High

Categories of participant	Industry (creative economy classification)	Type of product	Organization	Incubation Process: Prototype Development			
				Time Finish	Consistence with Plan and Concept agreed	Adjustment	Expert Involvement
	Creation	Accessories			Different	change	
P4	Heritage	Wall Paper	SME	On Time	Yes	Minor change	High
P16	Heritage	Tourist Attraction	SME	Late	Minor Different	Minor change	High
P3	Heritage	Local Heritage Doll	SME	On Time	Minor Different	Minor change	Medium
P9	Functional Creation	Home Decorative Item	SME	On Time	Major Different	Major change	High
P7	Functional Creation	Modern Design Bags Holder	SME	On Time	Minor Different	Minor change	Medium

Appendix H Commercialization Outcome

Categories of participant	Industry (creative economy)	Type of product	Organization	Commercialization Outcome					
				Number of Trade Fair attended	Sale (per 2 fair)	Expect Orders	MOU	Expect Future Sale	
P5	Media	City Mobile Software	SME	1	0	0	0	200,000	200,000
P13	Functional Creation	Game (Boxing)	SME	1	0	0	1	800,000	800,000
P12	Functional Creation	Electronic Comic Book	SME	1	0	6	0	1,000,000	1,000,000
P6	Media	Touch Screen Display	SME	1	0	0	0	2,000,000	2,000,000
P1	Heritage	Herbal Cosmetic	SME	2	30,000	2	0	600,000	630,000
P11	Functional Creation	Ceramic Tableware	SME	2	54,000	5	0	3,000,000	3,054,000
P2	Heritage	Herbal Tea	SME	2	83,000	3	0	500,000	583,000
P8	Functional Creation	Cotton Case for Mobile	SME	2	90,000	1	0	2,000,000	2,090,000
P17	Heritage	Local Rice Vinegar	SME	1	100,000	20	0	5,000,000	5,100,000
P10	Functional Creation	Candle Set	SME	2	102,000	9	0	1,200,000	1,302,000
P14	Functional Creation	Modern Design Lamp	SME	2	133,000	3	0	2,300,000	2,433,000
P15	Functional Creation	Outdoor Silk Accessories	SME	2	159,000	6	0	800,000	959,000
P4	Heritage	Wall Paper	SME	2	180,000	11	0	3,000,000	3,180,000
P16	Heritage	Tourist Attraction	SME	1	190,000	3	0	3,000,000	3,190,000
P3	Heritage	Local Heritage Doll	SME	2	430,000	3	0	2,000,000	2,430,000
P9	Functional Creation	Home Decorative	SME	2	650,000	8	0	1,500,000	2,150,000
P7	Functional Creation	Modern Design Bags Holder	SME	2	1,146,500	6	0	1,800,000	2,946,500

Appendix I
Summary and analysis of management strategy for university business incubation project

Project: Strategy: Business Advancement – Creative Product	Focus (Objectives)	KM Implementation (activities and enablers)
Competitive Advantage	<ul style="list-style-type: none"> • Value Added • Difficult to Imitate 	<ul style="list-style-type: none"> • Investigate core competencies • Market analysis
Source of Competitive Advantage	<ul style="list-style-type: none"> • Differentiation • Economy of scope 	<ul style="list-style-type: none"> • Target market analysis • Identify unique skills, raw material and technology • Creativity
Role of Knowledge	<ul style="list-style-type: none"> • New Knowledge • Transferable knowledge 	<ul style="list-style-type: none"> • Industry expert experience • Product and market analysis • Business network • Group discussion
Knowledge Process	<ul style="list-style-type: none"> • Knowledge Creation 	<ul style="list-style-type: none"> • Training and workshop • Product Plan development (mutual agreement) • Product concept development (mutual agreement) • Prototype development (hand on experience and new tacit knowledge)
Results	<ul style="list-style-type: none"> • High Profit in the future 	<ul style="list-style-type: none"> • New knowledge (know-how and know-why) on product and market

Appendix J
Analysis of knowledge management process, objectives and key activities for university Business Incubation model

Knowledge Creation Process (SECI)	Main Participants	Needs and incentive	Key success attributes	
Socialization (Training and Workshop)	Experts	Probe on potential product and business opportunities	Objectives: Break the ice Personal introduction (profile, experience, inspiration, agreement) Outcome: -Trust and positive relationship -Industry and market knowledge sharing	Processes: Face to face discussion (group and individual) Site visit
	Incubatees	New product development and new knowledge		
Externalization (Product Plan Development)	Project manager	Interact with experts and incubatee (feel the potential)	Objectives: Product plan development and approval Additional tacit knowledge sharing Outcome: Mutual trust and agreement on new product plan Market knowledge sharing by experts	Processes: Site Visit Individual meeting Telephone and email consultation - packing and recreation of knowledge Report (product plan and market analysis)
	Experts	Business Incentive Business Network		
	Incubatees	New market channel New target market and consumer segment		
Combination (Product Concept Development)	Project manager	Monitor and exam on expert ideas	Objectives: Product concept development and approval Agreement on concept for prototype development Outcome: Mutual agreement on new product concept selected Product knowledge sharing by experts	Processes: Site visit Individual meeting Telephone and email consultation - packing and recreation of knowledge Report
	Experts	Opportunities for testing new product idea and concept		
	Incubatees	New target market and consumer segment		
Internalization (Prototype Development)	Project manager	Project accomplishment	Objectives: New Product Prototype Hand on experience - New tacit knowledge Outcome: Prototype development and adjustment Future business network Source of external knowledge and assistance	Processes: Site visit Individual meeting Telephone consultation
	Experts	Mitigating Risk and cost of new product development Gain new knowledge from incubatee by mean of hand on experience		
	Incubatees	New product		

Curriculum Vitae

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Education

1994: Bachelor's degree in Business
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 1997: Master's degree in Business Administration
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Experience

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 2005 – 2009: Visiting Lecturer at School of
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