

# 2018

## CASE A



## ACKNOWLEDGEMENTS

### CASE WRITERS

Chakrapoj Pattanabhorn  
Wanwares Boonkong

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Teach For Thailand Management Team  
Asst. Prof. Kanis Saengchote, Ph.D.  
Professor at Chulalongkorn Business School  
Asst. Prof. Buraj Patrakosol, Ph.D.  
Chulalongkorn Case Club Advisor

### GRAPHICS DESIGN

Chinapa Chatkitcharoen

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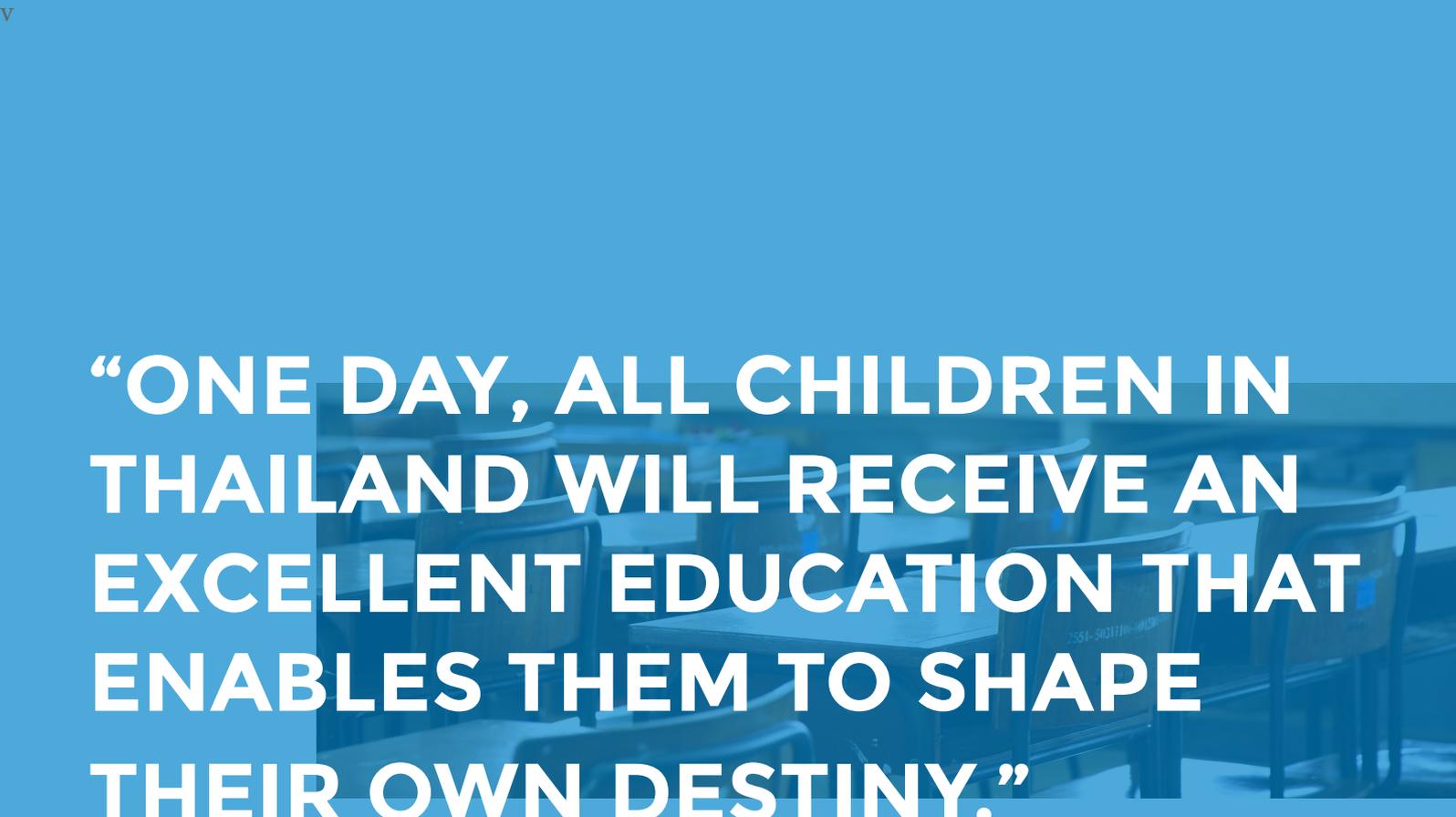


Phatra



Deloitte.





**“ONE DAY, ALL CHILDREN IN THAILAND WILL RECEIVE AN EXCELLENT EDUCATION THAT ENABLES THEM TO SHAPE THEIR OWN DESTINY.”**

**——Vision, Teach For Thailand**



*Fixing Thailand's education system is no easy task. It will take a thorough understanding and collaboration within and across all sectors of society to create change and provide equal, quality education for all.*

*Since 2012, Teach For Thailand has been working towards the elimination of inequity in Thailand's education system by creating a community of leaders who will work to affect change within classrooms, schools and across society.*

## ORGANIZATION OVERVIEW



**Teach For Thailand (TFT)** is a local not-for-profit organization that strives to develop collective leadership in Thailand to unleash children's potential and ensure all children will have the opportunity to attain an excellent education. It is part of 'Teach For All,' a global network of over 46 independent partner organizations committed toward transforming education through the training and development of young effective leaders.

TFT drives its impact through its hallmark Fellowship Program, where exceptional Thai young talents are recruited and trained as 'Fellows', then placed in low-income schools for a period of 2 years. After the completion of the program, they become part of the network of 'Ambassadors' (i.e. alumni), many of whom decide to continue making an impact in the education field as social innovators, school leaders or education policy makers. Since its founding in 2012, TFT has recruited and trained a total of 171 fellows, which in turn have impacted over 43,500 students across schools in 8 provinces.

However, their growth and success is without its challenges. As a not-for-profit organization, TFT is heavily reliant on funding from donors as a means to sustain its day-to-day operations and cover overhead costs. The source and projected amount of funding streams are tracked closely by management as they have profound effects on the organization's long-term investments and financial flexibility. TFT has mainly relied on funding from corporate partners, but the nature of such giving require intensive efforts to secure each deal in addition to restrictions on how the funds can be used. Therefore, TFT sees potential in tapping into 'individual giving,' which comprises of high net worth individuals (HNWI) and mass giving (i.e. the general public) - viewing it as an extremely attractive supplementary source of funding given its non-restrictive and scalable nature. With individual giving currently accounting for 3-6% of total annual funding, TFT hopes to see its proportion rise over the next few years.

### CASE QUESTION

Teach For Thailand is open to any suggestions that will enable the organization to truly achieve financial sustainability in the long run. TFT aims to increase the share of individual giving to at least 40% of total annual funding by 2021. They are particularly interested in ways in which they can tap into specific individual giving streams, and look forward to seeing the following outputs:

1. **Landscape analysis:** What is the potential of HNWI? Of Mass?
2. **Prospect list:** Who should TFT target? HNWI? Mass? Both?
3. **Approach:** How should TFT approach these donors?
4. **3-year financial projections (2019-2021):** What is the projected size of this funding opportunity for TFT? What are the projected acquisition costs?

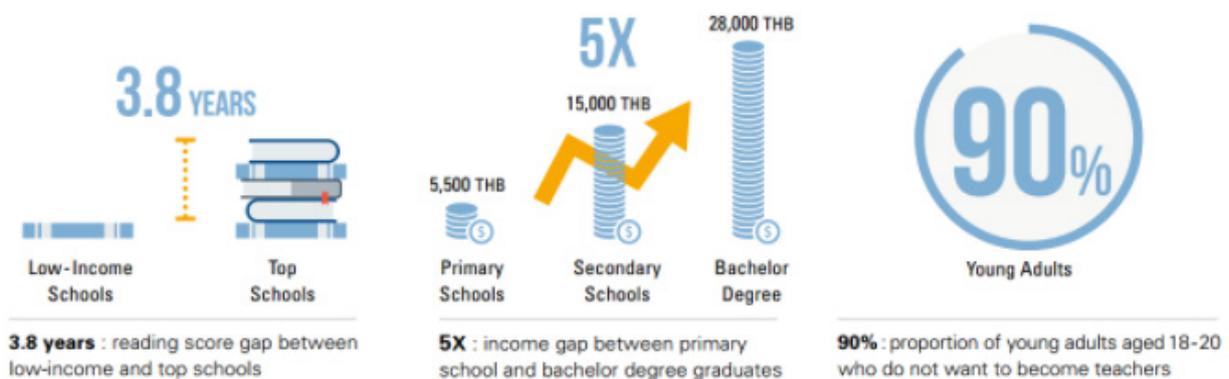
Your strategies should aim to fully leverage the resources of the organization, demonstrate a high degree of creativity, but also remain practical and implementable. You can use the information provided in the case material and appendices as reference, supplemented with independent research.

# ABOUT THE ORGANIZATION

## BACKGROUND AND HISTORY

Thailand's education suffers from problems of quality and equity. By the age of 15, an average Thai is 2 academic years behind the world average. The problems are most evident in low-income schools, where students in disadvantaged schools are 10 times less likely to pursue higher education than those from higher-income backgrounds. As prevailing beliefs in Thai culture, for instance the undermining of the teaching profession, has discouraged 90% of Thais aged 18-20 from wanting to become teachers, the country's education is lacking in human resources and commitment to solve these urgent problems.

Figure 1: Thailand's Education System Problems



Source : Teach For Thailand

Teach For Thailand (TFT) believes that all children, regardless of their socio-economic background, deserves equal, quality education and the opportunity to reach their potential. Its mission is to recruit and train outstanding Thai professionals and graduates from top universities of all academic disciplines - many of whom may not have considered teaching - to provide leadership, motivation and inspirational teaching of Math, Science or English in underperforming schools in Thailand for a period of two years. While the schools in its reach receive better support and quality of education, these talented individuals are motivated to deeply understand our education system and experience the problems firsthand. This awareness enables them to create a long

term impact subsequent to our program and become leaders in various industries according to their expertise.

After its seeding stage since 2010, TFT was founded in 2012 as the 29th member of Teach For All, a not-for-profit network working to develop collective leadership to ensure educational equity in over 46 countries around the globe. The inaugural cohort of 32 Fellows placed in 2014 reached more than 4,500 middle school students in disadvantaged schools in Bangkok. In its second year, the organization saw 90% growth in its cohort size, totaling 61 Fellows. Since then, the organization has seen an average of 30% Y/Y increase in applications per year.

# TEACH FOR THAILAND

Figure 2: Teach For All Global Footprint

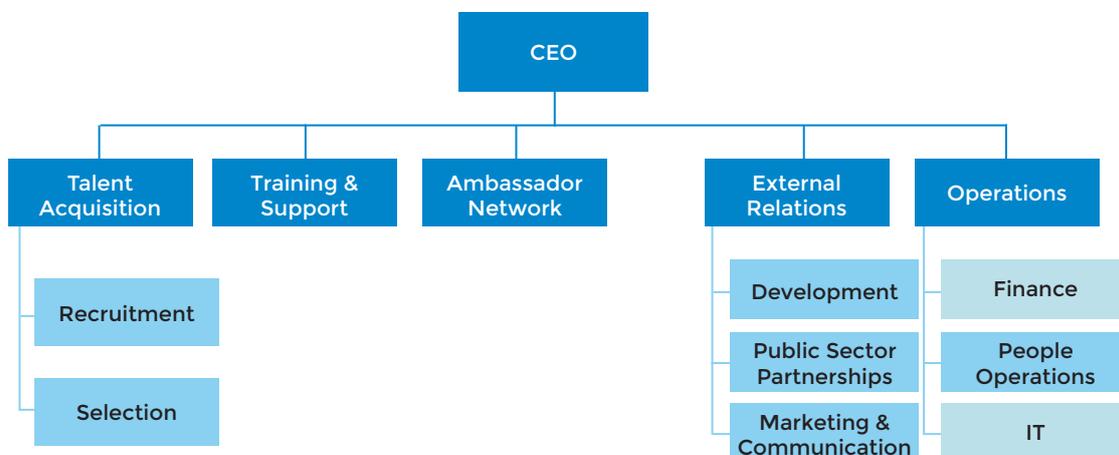


Source : Teach For All

Currently, the organization is operating in a network of low-income schools in 8 provinces, with 171 fellows recruited to date. By 2021, it expects to scale exponentially and expand its leadership force to 876 change agents in order to transform the lives of more than 158,000 students. (See Appendix A : TFT Expansion Schedule)

As an not-for-profit organization, TFT is headed by Mr. Vichitapol Polpoke, its founder and CEO, and his team of 17 passionate individuals. Their work covers areas from talent acquisition to external relations.

Figure 3: TFT Organizational Chart



Source : Teach For Thailand

# FELLOWSHIP PROGRAM

The Fellowship Program is a leadership development program that places highly talented and passionate young professionals and graduates from top universities of all academic disciplines in high-need schools. These talents would provide leadership, motivation and inspirational teaching of Math, Science and English in underperforming schools for a period of two years. They will have an opportunity to create positive impacts on students grade 7-9 and initiate projects to develop and improve their academic achievement, character strengths, transferable skills and future ambitions. By joining this Fellowship Program, not only will these future leaders receive a first-hand experience to deeply understand the root problems of Thai education, but they will develop their commitment and capacity to drive systematic change towards educational equity in the long run. (See Appendix F: Further Details on Fellowship Program)

## School Placement (2 Years)

For a period of two years, the teachers are distributed to various underperforming schools throughout the country. As of 2017, TFT partner schools are mainly located in Bangkok, Nakhon Sawan and Kanchanaburi. TFT collaborates with the Bangkok Metropolitan Administration (BMA), the Office of Basic Education Commission (OBEC) and the Office of the National Primary Education Commission (OPEC) to select high-need schools to create an effective impact and allow teaching fellows to understand education problems at its core.



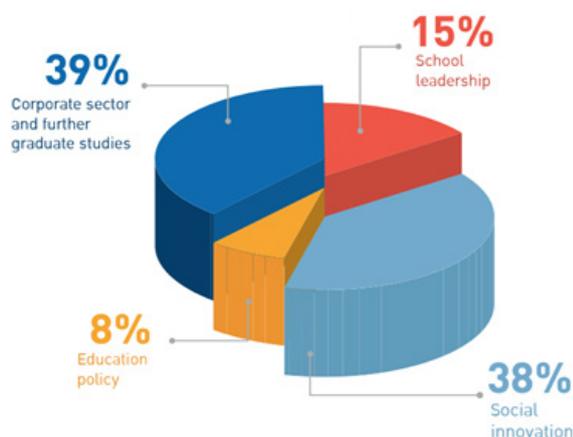
## Ambassadors

After accomplishing their 2-year Fellowship Program, fellow teachers will become Teach For Thailand's Ambassadors (i.e. alumni). Their learning and commitment to tackle social challenges have enabled them to become effective and capable leaders driving long-term systematic change in various sectors and different levels whether at school, local or policy levels toward educational equity. There are four main career paths of the ambassadors subsequent to the program:

- Education Policy (8%)
  - Ministry of Education, local district administrative office
- School and University Leadership (15%)
  - i.e classroom teacher, principal
- Social Innovation (38%)
  - i.e social entrepreneur
- Corporate Sector and Further Graduate Studies (39%)
  - i.e graduate students

The ambassadors working in different pathways will have a multiplier effect and become a network of future leaders to drive long-term impact on Thai education system in their area of expertise.

Figure 4: Ambassador Pathways



Source : Teach For Thailand

# MARKETING & COMMUNICATIONS

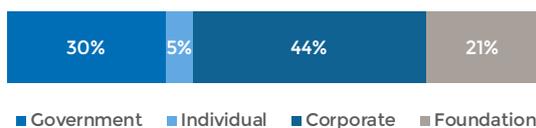
## BRAND AWARENESS

Brand awareness is an important factor in driving individual giving, especially for mass giving. As part of the Teach For All network, TFT benefits from a global brand and numerous success stories abroad. It is particularly well-known among university students due to their targeted talent acquisition efforts, where although students may not be interested in becoming fellows themselves, they are nonetheless aware of TFT's existence in Thailand. However, as the foundation is relatively new, there is limited awareness among corporations and the general public, particularly regarding how they can support TFT financially or otherwise.

## ONLINE CHANNELS

TFT utilizes numerous online channels including its official website, social media such as its Facebook page and newsletters. The channels are used to provide general information as well as communicate its offline events such as TFT Career Roadshow and Fellowship Program recruitment, especially to the university students and young professionals due to its reach, speed and convenience. A combination of photos and short and fun videos are used to send the message of, for example, the Fellowship Program application deadline as well as engage the target audience. TFT is considered to have a strong online base as it has over 49,000 followers on Facebook.

Figure 5: Current Sources of Funding (2017)



Source : Teach For Thailand

## OFFLINE CHANNELS

TFT also leverages other communication channels such as mass media (TV and radio), campus presentations, brochures and posters to complement its online channels. At the university level, there are Campus Leader Programs which promote events at target universities. Campus Leaders are TFT representatives promoting the Fellowship Program and initiating leadership movements to increase the number of interested candidates at their universities. Promotion events are based on the academic calendar e.g. commencement day, career open house, brochure distribution, poster placement and classroom talk.

## EXTERNAL RELATIONS

TFT engages with externals in the form of partnerships for funding and collaboration. Its current partnerships can be separated into two groups: corporate and non-corporate. For corporate partnerships, firms can financially support the organization, conduct employee engagement activities at TFT schools, and gain access to the talent pool of Fellows for future employment. For non-corporate partnerships, these may include financial support from foundations and the government, as well as knowledge and training support from the Faculty of Education of local universities.

In addition to the three sources of funding mentioned above (corporate, foundation, government), TFT looks to engage with new audiences via individual giving. Currently, individual donations can be sent via the organization's bank account, or through their campaigns on social crowdfunding websites. However, the current contribution from individual giving is still small compared to the other three sources. (See Appendix B: Funding Source Breakdown)



## GIVING BEHAVIOR IN THAILAND

Thailand is considered to be one of the most charitable nations in the world, according to the CAF World Giving Index 2017. It is ranked 5th globally in terms of participation in donating money, with an estimated 38 million active donors, accounting for 68% of its adult population (i.e. 15 years old and over).

## FACTORS INFLUENCING GIVING BEHAVIOR

Giving behavior is influenced by several factors, namely: religious, socio-economic, and political and legal.

**Religious:** As a predominantly Buddhist country, the act of giving has long been a practice deeply rooted in Thailand's culture, norms, and traditions. As many believe in the law of karma and reincarnation, giving is seen as a way to accumulate merit for present and future lives, and ranges from helping out others to giving money to street beggars and donating money to charities and foundations, particularly religious organizations such as temples. Another important concept is filial piety, where children are expected to show gratitude and support their parents materially, financially, and physically.

**Socio-economic:** Studies show that giving is found to increase with age, income, education, and the proportion of females and children in the household. (See Appendix D: The Giving Behavior of Households in Thailand) Additionally, younger generation households are less likely to give than older households, even when those from older households were the same age. With reference to filial piety, many workers from rural areas who come to work in cities send remittances back to their homes to show gratitude and maintain contact with family members. Two more trends to note is that Thailand has high income inequality and is a rapidly ageing society. (See Appendix C: Selected Socio-Economic and Demographic Information) Due to the disparity between the poor and rich, there is a prevailing culture of patronage, where well-off individuals or large corporations may engage in giving for altruistic purposes, such as donations for school supplies or new buildings and facilities. Meanwhile, the demographic shift is a cause for concern over future support for the graying population.

**Political and legal:** The main government policy to promote giving in Thailand is through tax incentives. According to the Thai Revenue

Department, giving items that are eligible for corporate and personal income tax (CIT, PIT) deductions include donations to support education, disabled persons, local administration, religious activities etc.

## TYPES OF GIVING

Giving can be categorised into 4 main types, based on the source of which the money originated from. These are: corporate, foundation, government, and individual.

**Corporate:** Donations toward specific causes that align with the values of the firm, either via setting up their own foundations or their PR/CSR department. For example, Ronald McDonald House Charities works with children and family causes. There are several benefits, including tax-deductions and improved corporate and employer branding.

**Foundation:** Donations toward efforts that align with the objective of the foundation. Although a large number of foundations exist in Thailand, most are small in terms of assets, staff, and operating budgets. Most are "operating" (e.g. TFT) rather than "grant-making;" while some combine the two, such as the Education for Development Foundation (EDF).

**Government:** Donations toward organizations that help them achieve their goals and strategic policy objectives. For example, the Thai Health Promotion Foundation (ThaiHealth), was set up as an autonomous government agency funded by a percentage of taxes on tobacco and alcohol, and offers grants to like-minded projects, in addition to operating its own programs.

**Individual:** Donations toward causes that the individual chooses to support, toward religious organizations, or in response to public disasters and special public events. In a phenomenon unique to Thailand, donations to support social projects and activities sponsored by the Thai royal family are also popular and substantial.

# INDIVIDUAL GIVING

## CONCEPT OF INDIVIDUAL GIVING

Individual Giving refers to donations made by members of the public, and represents a significant funding stream for many non-profit organizations worldwide.

It is differentiated from other sources of funding by three main features:

### 1 Individual-Basis

The decision to give is ultimately made by the individual, from their personal funds.

### 2 Scalable

High reach or interaction with potential donors can be achieved with relatively fewer resources or effort.

### 3 Non-Restrictive

The organization has no obligations or restrictions attached with the awarding of the funding.



There are multiple methods to reach and engage donors, both directly (by the organization themselves) or indirectly (via another stakeholder or partner). Whilst in the past, individual giving was solicited through traditional channels such as door-to-door, face-to-face (in public areas such as shopping malls and train stations) and direct mail, these methods may no longer be effective.

Organizations nowadays are looking for new and innovative ways to solicit funding, by

utilizing their knowledge of consumer behaviour, branding and marketing to appeal to donors in the 21st century. New tools such as interactive websites, social media campaigns, innovative YouTube ads, tie-ins with online purchase platforms, and social crowdfunding platforms are being introduced to complement traditional methods. Perhaps, organizations may be able to go as far as incorporating gamification and big data, but such exploration may be subject to resource and funding constraints.

*There is an abundance of online sources detailing good case practices and guides for individual giving. Examples include the National Council for Voluntary Organizations (NCVO) and Institute of Fundraising.*

## TYPES OF INDIVIDUAL GIVING

TFT narrows down individual giving into two main streams:

(See Appendix C: Selected Socio-Economic and Demographic Information)

### **High Net Worth Individuals (HNWI):**

According to Capgemini Financial Services, HNWIs are defined as those having investable assets of US\$1 million or more, excluding primary residence, collectibles, consumables, and consumer durables. There are an estimated 107,800 HNWIs in Thailand in 2016, with a combined wealth of US\$ 548 billion. The majority of HNWIs are concentrated in Bangkok, the country's political and economic core. Many wealthy philanthropic families in Thailand have established their own foundations, and tend to sponsor education (mostly direct scholarship). Other potential donors in this group may also come from the wider classification of middle-to-high income households, i.e. those with monthly household incomes of over THB 100,000. TFT classifies donations by individuals in the range of THB 100,000 - 30,000,000 as HNWI donations.

### **Mass Giving (i.e. General Public):**

According to the World Bank, the population of Thailand in 2016 is estimated at 68.86 million, of which 56.71 million are 15 years and above. Potential donors come from diverse ages and occupations, and can be reached through both online and offline channels. Temples or community associations may also be an interesting channel due to their tight-knit nature. TFT classifies donations by individuals below THB 100,000 as mass giving donations.

In order to succeed, organizations need to know which methods will yield the most results in which circumstances - combining the who, what, and how of individual giving.

TFT has provided two frameworks on individual giving from the Teach For All network, which may serve as an initial guide for conducting the analysis and identifying the donors to target. (See Appendix E: Selected Frameworks on Individual Giving)

## EXAMPLES OF INDIVIDUAL GIVING CAMPAIGNS

As previously mentioned, TFT has some, although limited, experience with individual giving campaigns. It has launched crowd funding campaigns on Social Giver ([socialgiver.com/th/campaign/teach-for-thailand-fund/](http://socialgiver.com/th/campaign/teach-for-thailand-fund/)) and Tae Jai ([taejai.com/th/d/10000dreams/](http://taejai.com/th/d/10000dreams/)), but with little success thus far. It has also been able to solicit donations from HNWIs, but mainly through personal connections.

There is an unlimited possibility of ideas for individual giving campaigns, as seen in the examples below of successful individual giving campaigns previously implemented in the Teach For All network. There are also interesting campaigns in Thailand and abroad. (See Appendix G: Additional Examples of Individual Giving Campaigns)

### **Teach For All**

#### **Crowd-Funding Campaigns**

Crowdfunding is a method of raising capital from large pool of individuals, mainly via social media and crowdfunding platforms.

Examples of TFAAll campaigns on crowdfunding sites can be seen across the network, such as in Teach For America: ([Fundly.com](http://Fundly.com)), Teach For Bulgaria ([everyonegives.org](http://everyonegives.org)), Teach For India, ([GiveIndia.org](http://GiveIndia.org)), and Teach For Pakistan ([globalgiving.org/projects/join-the-teach-for-pakistan-movement/](http://globalgiving.org/projects/join-the-teach-for-pakistan-movement/)).

#### **"Sponsor A Teacher" Campaigns**

The concept of this individual giving campaign is to cultivate high net worth individuals by matching a donor with a teacher who writes 2-3 letters about stories in their classrooms over the year and invites the donor to visit his or her classroom. In addition, there are one to two events that the sponsored teachers and the donors would have a chance to gather together and share experiences in one of the donors' homes and new prospects are also invited. The minimum threshold of the donation varies among Teach For All partners to match with their own context. For example, Sponsor A Teacher threshold in the US is \$5,000 or above while the threshold is 50,000 RMB in China and \$300 in Uganda.

# INDIVIDUAL GIVING



## Galas/Events

The individual donors are asked to support the organization by buying seats or tables. These donors would invite their friends to join the event in which Teach For All partners could cultivate new prospects through referrals. At the event, the organization will hold an explicit pitch for further support or auction of sponsored items. In addition, this program goes hand in hand with the Sponsor A Teacher program in that donors who donate over a certain amount (e.g. \$5,000) would be matched with a teacher after the event.

## EnseñaPerú (Teach For Peru)

Starbucks Partnership : A Shot For Education

EPE planned and leveraged Starbucks' support around Starbucks social giving month. One of the largest and prominent campaigns with Starbucks was "A Shot for Education" implemented in April 2012 and 2013 as April is Starbucks Peru's social giving month. Starbucks customers could buy either a small EPE themed bracelet or an extra coffee shot with all proceeds donated to EPE. EPE incorporated some brand ambassadors in the campaign serving coffee and sharing information about EPE's work and impact. In addition, as the partner promoted the campaign on their Facebook and websites, EPE was able to raise more than \$19,000 by the end of each campaign and gained increased publicity and awareness on corresponding channels.

## Teach For India

The Taj Hotel Campaign

TFI created a partnership with Taj Hotel Chain which hotel guests are automatically charged for a small donation of Rs.50 additional to their bill. Guests have an option to opt out. The campaign first launched in one Taj hotel in Mumbai then expanded throughout India. Brochures are distributed to guests during turn down service and a TFI donation film is displayed as a part of in-room entertainment. TFI was able to raise \$2,320 during the pilot period from January to August 2012.

## Teach First (Teach For UK)

"Every Child Can" Campaign

Teach First ran a major mass giving campaign by refocusing their message to be more on tackling educational disadvantage rather than promoting about the organization. During Every Child Can Week, the campaign would be launched via email to both internal and external contacts and leverage websites, social media, newspaper to advertise an appeal. All staff would share an appeal on their Facebook and email signatures and campus fliering would be done by Brand Managers. The campaign encouraged the donors to commit 3 GBP per month and convert the one-off donation to become regular givers. There are 5 follow-ups through emails, direct mailing and phone calls to convey the impact of what 3 GBP monthly donation could make a difference to children's lives.

## Teach For America

JC Penney Partnership: "Round Up" Campaign

During September 2012, TFA partnered with JC Penney (jcp) to encourage customers to "round up" their purchases so that the difference between the price and the amount paid would contribute TFA. This cause-marketing effort with a powerful brand help raised funds and awareness for the nonprofit, and was a great chance to spread what TFA does and the impact the organization could make to millions of customers. TFA was able to raise \$1.5 million by the end of the campaign.

J.Crew Partnership: "T-Shirt"

During the 2012-13 holiday season, J.Crew sold an exclusively designed Teach for America t-shirt and contributed 100% of the profit to TFA. The design was chosen from an internal employee design contest in support of the mission. This collection was featured on the cover of the J.Crew catalog and distributed to an extensive list of J.Crew customers.

The organization needs a solid and actionable plan to tap into individual giving streams, which is a crucial step to truly achieving long-run financial sustainability. The decision can be made following a careful landscape analysis of the two streams (HNWI, mass giving). Based on the selected stream(s), a specific prospect list, strategies for approaching the donors, clear implementation steps, and financial projections for the next three years, must also be considered.

Teach For Thailand is open to recommendations, but remember to be creative yet practical, as the organization intends to test out the proposed plans and approach the prospective donors suggested by the teams. As a result, TFT's leadership team is looking forward to hear what the 16 teams of bright, young business undergraduates from around the world would recommend to them.

***“UNLOCKING THE POWER  
OF INDIVIDUAL GIVING”***



# APPENDICES

## Appendix A: TFT Expansion Schedule

Year	2014	2015	2016	2017	2018E	2019E	2020E	2021E
Number of New Teaching Fellows	32	61	50	28	90	140	200	275
Number of student reach (*1000)	4.5	13.5	15.0	10.5	13.5	21.0	30.0	50.0
Number of province reach	1	4	6	8	10	12	14	14

*Note: The actual number of teaching fellows or student reach at any given year is the sum of the current and previous years' statistics, as the Fellowship Program lasts for 2 years. For example, in 2017, there were 78 fellows (50+28) working in the field.*

Source: Teach For Thailand

## Appendix B: Funding Source Breakdown

Units: THB

Total Amount	2014	2015	2016	2017	Assumptions
Individual	0	1,000,000	1,100,000	2,500,000	N/A
Corporate	11,000,000	11,000,000	14,272,000	22,000,000	+15% Y/Y
Foundation	3,000,000	8,500,000	7,117,147	10,500,000	Uncertain
Government	3,930,000	6,798,000	11,022,000	15,000,000	Uncertain
<b>Total</b>	<b>17,930,000</b>	<b>27,298,000</b>	<b>33,511,147</b>	<b>50,000,000</b>	

*TFT Fundraising Goal (2017-2021): THB 313 million*

Percentage	2014	2015	2016	2017
Individual	0.00%	3.66%	3.28%	5.56%
Corporate	61.35%	40.30%	42.59%	48.89%
Foundation	16.73%	31.14%	21.24%	23.33%
Government	21.92%	24.90%	32.89%	33.33%

Source: TFT External Relations Team



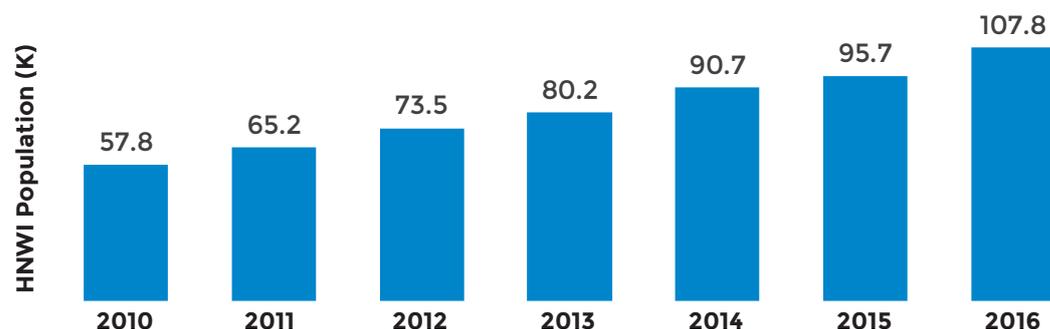
## Appendix C: Selected Socio-Economic and Demographic Information

### (1) Percentage of Households by Average Total Monthly Income and Region

Total	Greater Bangkok	Central	North	Northeast	South	Income
100.0	100.0	100.0	100.0	100.0	100.0	Total monthly income per household
0.4	0.2	0.6	0.4	0.4	0.6	Less than 1,500 Baht
0.6	0.1	0.5	1.1	0.8	0.5	1,500 - 3,000 Baht
3.1	0.3	2.8	4.6	4.7	3.1	3,001 - 5,000 Baht
16.8	5.3	14.0	26.1	23.7	14.4	5,001 - 10,000 Baht
18.6	11.8	17.2	23.0	22.3	18.4	10,001 - 15,000 Baht
33.8	35.3	37.6	30.2	30.5	36.4	15,001 - 30,000 Baht
15.6	23.6	17.9	9.8	10.9	15.5	30,001 - 50,000 Baht
8.9	17.8	8.1	3.9	5.3	8.9	50,001 - 100,000 Baht
2.3	5.7	1.5	0.9	1.4	2.0	More than 100,000 Baht
100.0	100.0	100.0	100.0	100.0	100.0	Total monthly income per capita
0.4	0.2	0.5	0.4	0.3	0.5	Less than 500 Baht
1.0	0.1	0.7	1.2	1.6	1.7	500 - 1,500 Baht
8.8	0.5	5.4	11.3	16.5	9.1	1,501 - 3,000 Baht
20.1	3.7	17.0	29.1	30.0	20.9	3,001 - 5,000 Baht
34.8	31.3	39.1	38.1	32.5	33.9	5,001 - 10,000 Baht
16.7	29.3	18.4	10.7	9.3	15.5	10,001 - 15,000 Baht
13.7	25.8	15.1	7.2	7.0	13.2	15,001 - 30,000 Baht
3.1	6.1	2.8	1.4	1.8	3.8	30,001 - 50,000 Baht
1.2	2.5	0.9	0.6	0.9	1.1	50,001 - 100,000 Baht
0.2	0.5	0.2	0.1	0.1	0.2	More than 100,000 Baht

Source: National Statistical Office of Thailand, 2015  
(Statistical Table 3, Full Report: [web.nso.go.th/en/survey/house\\_seco/data/Full\\_Report2015.pdf](http://web.nso.go.th/en/survey/house_seco/data/Full_Report2015.pdf))

### (2) Estimated Number of High Net Worth Individuals in Thailand



**HNWI Population: 107,800 (2016)**

**HNWI Wealth: US\$ 548 billion (≈THB 16,988 billion; 1 USD = 31 THB)**

The population of HNWIs in Thailand increased by 12.7% in 2016, while wealth increased by 13.3%.

*Note: HNWIs are defined as those having investable assets of US\$1 million (≈THB 31 million) or more, excluding primary residence, collectibles, consumables, and consumer durables.*

Source: Capgemini Financial Services Analysis, 2017  
(Full Report: [www.worldwealthreport.com/u/flruzidzm2](http://www.worldwealthreport.com/u/flruzidzm2))

# APPENDICES

## Appendix D: The Giving Behavior of Households in Thailand

Table 1: Percent of households with giving activities in the past month (n= 39,513)

Households with activities (%)	
Send out	20.2
Merit	93.1
Donation	17.8

Table 2: Average amount of money expended in each category of giving (in baht)

Send out		Merit		Donation	
All Households	Only households that send out money	All Households	Only households that make merit	All Households	Only households that make donations
737	3,650	250	269	25	139
n = 39,513	n = 8,922	n = 39,513	n = 36,848	n = 39,513	n = 8,674

Table 3: Household characteristics by giving category

Characteristics	Total	Send out		Merit		Donation	
		Yes	No	Yes	No	Yes	No
Average number of household members	3.16	2.79	3.26	3.21	2.57	3.21	3.15
Average age of head	52.2	46.4	54.4	53.1	48.0	53.2	52.7
Sex of head (%)							
- Male	66.3	73.5	64.4	66.3	65.9	65.5	66.4
- Female	33.8	36.5	45.6	33.7	34.1	34.5	33.6
Residence (%)							
- Urban	36.2	49.6	32.8	35.0	52.6	38.3	35.7
- Rural	63.8	50.4	67.2	65.0	47.4	61.7	64.3
Average per capita household income (baht/month)	8,448	11,423	7,802	8,428	8,713	11,423	7,802
Marital status of head (%)							
- Single	8.2	11.3	7.4	7.2	20.9	7.8	8.3
- Married	69.1	75.8	67.4	70.1	55.3	69.8	69.0
- Divorced	22.7	12.9	25.2	22.6	23.4	22.4	22.7
Education of head (%)							
- Primary	63.8	46.2	68.2	64.7	51.3	57.8	65.1
- Secondary	21.6	32.7	18.8	21.2	27.0	23.4	21.2
- University	8.7	17.2	6.6	8.7	9.6	13.4	7.7
- Other	5.9	3.9	6.4	5.4	12.1	5.4	6.0
Average number of children under age 15	0.65	0.46	0.70	0.66	0.46	0.62	0.65
Average number of elderly age 60 and over	0.51	0.25	0.60	0.54	0.41	0.55	0.52
Number of Observations	39,513	8,922	30,591	36,848	2,665	8,674	30,839

Source: Manasigan Kanchanachitra, 2014  
([www.jpss.mahidol.ac.th/PDF/JPSS-Vol22\(1\)-Manasigan%20Household%20Giving-Final.pdf](http://www.jpss.mahidol.ac.th/PDF/JPSS-Vol22(1)-Manasigan%20Household%20Giving-Final.pdf))

## Appendix E: Selected Frameworks on Individual Giving

### (1) SWOT analysis

*Note : this framework only serves as an initial guide for conducting the analysis. A different method of analysis is equally valid.*

SWOT ANALYSIS (Worksheet)	(+)	(-)
<p><b>INTERNAL</b></p> <p>What are TFT's results from the past several years with this funding stream? What are the strengths and weaknesses?</p> <p>What drove success and challenges to date?</p> <p>What are the strengths and weaknesses of your internal structures, systems, and resources in relation to this funding stream?</p>	<p><b>STRENGTHS</b></p> <p>Internal assets that give you an advantage. Example: We have a strong brand</p>	<p><b>WEAKNESSES</b></p> <p>Characteristics of your team/ organization that may hold you back. Example: The majority of our staff is new</p>
<p><b>EXTERNAL</b></p> <p>Are there recent changes in the philanthropic, education, and regulatory landscapes that may be opportunities or threats to growth for this funding stream?</p> <p>Which key stakeholders are crucial to growing this funding stream?</p> <p>Are there other non-profits raising money via this funding stream in your context? What does their performance lead you to believe about potential opportunities?</p> <p>What are the causes or philanthropies this funding community cares about?</p> <p>How are you perceived by stakeholders in this funding community? Is this perception an opportunity or threat?</p>	<p><b>OPPORTUNITIES</b></p> <p>External possibilities for making progress. Example: Education is currently a popular topic and "cause of choice" in this funding community.</p>	<p><b>THREATS</b></p> <p>External environmental factors that could impede your progress. Example: An uncertain economic environment may impact our ability to cultivate these supporters.</p>

### (2) Prospect list

*Note : this framework only serves as an initial guide for identifying the donors to target. A different set of criteria or questions are equally valid.*

**Determine which prospects are worth TFT's time and effort to pursue**

**Guiding Question:** Is the prospect inclined to support us, and at what level?

<b>Capacity</b>	<ul style="list-style-type: none"> <li>o What was prospect's largest gift to a philanthropic endeavor?</li> <li>o Does research indicate that the prospect has a certain capacity to give?</li> <li>o Is there a particular ask we should make?</li> </ul>
<b>Caring</b>	<ul style="list-style-type: none"> <li>o Has the prospect indicated that they are interested in our mission?</li> <li>o Does the prospect give to similar initiatives?</li> <li>o Does the prospect currently have a "cause of choice"? If so, what?</li> </ul>

**Guiding Question:** What are our options to initiate contact and influence the prospect?

<b>Connection</b>	<ul style="list-style-type: none"> <li>o Do we know someone that works at the corporation or foundation who can connect us?</li> <li>o Can one of TFT's board members/current donors facilitate a meeting or introduction (social or professional connections)?</li> <li>o What networks is this prospect in? Who are their peers? Is there a way to connect with them through an event or networking opportunity?</li> <li>o If we don't have a connection, should we "cold call" them? Who should make the call?</li> </ul>
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Source: Teach For All

# APPENDICES

## Appendix F: Further Details on Fellowship Program

### Talent Acquisition

As Teach for Thailand's most valuable asset is the human capital with strong determination to drive the nation forward through structural change in education system, talent acquisition is the first crucial step to identify and cultivate high potential candidates to join the movement. There are three main functions of the Talent Acquisition team; marketing, recruitment and selection function.

**Marketing Function:** TFT organizes workshops and information sessions, and launch online campaigns to raise awareness and ignite the need to take action and interest in the program among young professionals.

**Recruitment Function:** TFT creates a strong relationship with renowned and influential professors and student clubs across Thailand's top universities to recruit talented graduates. A network of Campus Leaders of 20 student ambassadors in numerous universities is also initiated to support the sourcing of applicants.

**Selection Function:** There are 5 rigorous selection processes, from registration to application, phone interview, assessment center, and subject knowledge test. These intense selection processes result in an 11% acceptance rate, ensuring that the students

would receive quality education from the fellows, and the fellows themselves ready to make an impact throughout the program and beyond.

### Training & Support

TFT provides comprehensive and continuous training and support to develop necessary knowledge, skills and mindsets to become effective teachers and impact-minded changemakers, leading students to academic and personal growth. TFT teachers are trained to develop seven competencies in Fellow Leadership Framework consisting of commitment to TFT mission and sense of possibility, set clear vision and goals for impact, plan purposefully, execute effectively, commitment to self-awareness and growth, build collective action towards change, and model professionalism. Before school placements, TFT provides an eight-week intensive training to prepare teaching fellows for real classrooms.

During the 2-year school placement, TFT continues to observe teachers in classroom, provide coaching and ongoing reflection, organize Leadership Development Conference, and external training from third parties such as guest speakers and Corporate Partners to ensure continuous development of teaching fellows.

Source: Teach For Thailand



## Appendix G: Additional Examples of Individual Giving

### THAILAND

**Kao Kon La Kao** (meaning “take one step each”) : The Longest Charity Run for 11 Hospitals in Thailand by Rocker Toon Bodyslam

Toon has identified that there are 11 hospitals across the country that are in critical need for medical equipment after a discussion with the Ministry of Public Health. With the donation target of 700 million baht, Toon believed that if all Thai people donate just 10 baht each, this ambitious goal can become a reality.

The event started out at the southernmost town of Thailand at Betong, Yala on November 1 2017 and finished in the northernmost town of Mae Sai, Chiang Rai on December 25 2017. The total distance of the charity run is 2,215 kilometers and took a total of 55 days to complete a journey. With a strong and continuous support from government, media and the public, Kao Kon La Kao was able to achieve a total donation of 1.38 billion baht.

Source:

[www.kaokonlakao.com](http://www.kaokonlakao.com)  
[www.siam2nite.com/en/magazine/lifestyle/item/691-kao-kon-la-kao-the-longest-charity-run-for-hospitals-in-thailand-by-toon-bodyslam](http://www.siam2nite.com/en/magazine/lifestyle/item/691-kao-kon-la-kao-the-longest-charity-run-for-hospitals-in-thailand-by-toon-bodyslam)

**Bangkok Post Foundation:** Ensuring the Underprivileged Candidates Get the Education They Deserve

Since 2009, Bangkok Post Foundation has initiated several fund-raising events to support needy children under the care of the foundation; for example, Bangkok Post Foundation Raffles, Art Exhibitions and Auctions and Bangkok Post Charity Wine Dinner. One of the prominent events is Bangkok Post-Black Mountain Charity Golf and Gourmet BBQ Dinner. The majority of donation from this event without deductions would be used to construct new buildings for four needy schools and restore seven schools affected by 2011’s mega-flood in Prachuap Khiri Khan .

This 1-day event comprises of a golf clinic led by famous professional golfers such as Thongchai Jaidee, Johan Edfors, Berry Henson and many more in the morning, a 18-hole, par 72 tournament in the afternoon followed by the finest barbecue served by five-star hotel chefs from The Mandarin Oriental, The InterContinental, to name a few, in the evening. There are 120 philanthropic guests participating in the event with a total donation of four million baht.

Source:

[www.bangkokpost.com/bpfoundation/en/fund-raising-events/](http://www.bangkokpost.com/bpfoundation/en/fund-raising-events/)

**Limited Education Campaign:** Greyhound Joined Five Non-Profit Education Organizations to Improve Literacy Rate

According to the Literacy Survey by the Ministry of Education in 2015, more than 140,000 Thai students could not read and 270,000 could not write. From this ongoing problem, the goals of this campaign are to raise awareness and funding to improve literacy level in a selected disadvantaged school in 2017. With the collaboration among the five non-profit education organizations including Yuvabadhana Foundation, Teach For Thailand, Learn Education, a-chieve and EdWINGS, scholarships for students, digital classroom and support to teaching fellows would be provided.

The unique point of this campaign is that the middle school students who still have a problem in writing from a remote district school would write familiar words such as wisdom, happiness, name of the celebrities or donors’ names. Then those handwritten words (often misspelled words) would be used to produce a limited edition Greyhound t-shirt for the donors for 499 baht each. The campaign gained tremendous attention from the public as a lot of celebrities joined the campaign. As a result, it was able to fundraise a total of more than 2 million baht, surpassing its original target.

Source:

[taejai.com/th/d/limited\\_education/#update-284](http://taejai.com/th/d/limited_education/#update-284)  
[www.marketingoops.com/campaigns/local-campaigns/limited-education-greyhound/](http://www.marketingoops.com/campaigns/local-campaigns/limited-education-greyhound/)

### ABROAD

**Red Nose Day :** Coming together to end child poverty

Red Nose Day is a fundraising event organized by Comic Relief once every two years with a mission to end child poverty. It fills in a night with comedy and moving documentary films on BBC One. The public and celebrities are encouraged to wear red noses on Red Nose Day to raise awareness of the charity. A plastic/foam “red nose” given in numerous supermarkets and charity shops is in exchange for a donation and with the intention to make others laugh. The charity attempts to make a difference to lives of thousands people in Africa and the UK who are encountering severe poverty while creating a fun element when people are coming together. With its recent campaign, the charity was able to successfully raise £82,154,943.

Source:

[rednoseday.org/impact-we-make](http://rednoseday.org/impact-we-make)

