

# **Inside the business mind of Startup entrepreneurs in Thai Fashion Industry**

Hataichanok Uttaburanont

Asst.Prof.Dr.Chokeanand Bussracumpakorn

King Mongkut's University of Technology Thonburi, Thailand

## **Abstract**

The habits of young generation entrepreneurs surely related to the startup development and business sustainability. This study investigated on existing models that have been used among the success cases, observing the habits of Startup entrepreneurs, specific for Fashion Industry in Thailand. And finally develop the new model. The result turns out there are more than one single model that should be used in order to succeed. There are connections and relations between several models, processes and characters. The new model has been developed, tested, and tried out. Many startups have been involved in the process, from the successful ones to the newcomers. All the study and results from this research have a link between each other. The business model also needs the character of a good entrepreneur to lead to sustainable success. The conclusion of this research is, there is no single model or process that could lead a startup entrepreneur to success in business. The entrepreneur will have to improve themselves and develop their thoughts and skills to reach the standard profile of a successful character and focus on all related processes in order to achieve. There is no single model for success and surely the successful business cannot be done overnight. Failure is also a part of success. It will give the startup entrepreneur the great lesson and each problem is all different. Experience is also a part of success that cannot be taught and cannot be told. "The Fashion Startup Success Chart" will be a practical tool for the startup to follow from the beginning stage to the sale stage. From rechecking oneself, to lead the team. And the chart should be adaptable to fit any other product industry in the future.

## **Keywords**

Startup; Entrepreneurs; Business model; Fashion Industry;

## **Introduction**

### **Background**

#### **1. Startups Success & Failure overview**

There are more than 3 businesses starting up each hour of the day around the world. The no-boundaries world has become the most common thing among the people. Consumer behavior has been changed and growing in the totally different direction from the previous study. Not only the Generation Z, Millennium Generation or the young kids that were

born after 1990s are the “Internet Generation” but there are a lot of people of other age who have very much attention in the ability and world changing character of the “Internet” which we could call them “The Internet Generation” And most of the Internet generation found out that, their opportunity of creating the business of their own doesn’t rely on any other factor than themselves to begin with. These people learn fast and have the great ability of adaptation. In order to start something new, they only need their ideas and their time.

The top business degrees reported that the SMEs around the world could be categorized into 3 groups. First, the one who make profit. This group has 40% of the total number of SMEs. This group are most likely to be successful in long terms. Second, the break-even group. This group has 30% of the total number of SMEs. This group of entrepreneurs is having more risk than the profitable ones. They can be fail and shut down at any time and the stressful business will lead to the failure in shorten period of time. And one last group is the ones who continually losing money. They might lose their businesses in several reasons i.e. lack of human resources, un-planned production and failing of financial forecast etc. we focus on these 3 groups and tried to find the similar and different characteristic that would lead them onto different directions. If we focus on the other perspective, the time, we would see that 50% of small businesses fail within the first year of establishment. Only 12 months of starting and setting up, this is a very short period compare to those big enterprises founded 10 years ago. For the current economic system, one day is already long enough to pause the marketing action or to delay the production. 50% of small businesses fail within the first year of their operation with several reason that would be discussed further. 95% of them fail with in the first 5 years. This proved that there is no big enterprise like Coca-Cola or IBM born and rise in this decade. 37% of them has the chance to survive more than 4 years and only 9% have the chance of surviving 10 years.

The study also said that, the top 3 risky businesses are; Restaurant business, Retail business and direct sale business. Fashion and apparel is the most risky amount the retail business with 80% chance of closing down within the first 5 years. The major cause is because the lack of knowledge in retail management and unqualified marketing strategy development and implementation. Fashion industry has the highest competitiveness.

## 2. Thai Startup Scene

South East Asia is not a very interesting destination for startup businesses. More people entering the e-commerce and online businesses with more opportunity lies await. Singapore Post Limited has studied and predicted the startup scene in Thailand (2015) the e-commerce

market in Thailand was established to be USD 1 billion in 2014 with a strong predicted growth to USD 6 billion between 2020 and 2025. From this research, the online shopping popularity in Thailand could be described as in the pie above. The most interested business for online shopping is Travel and Hotels. It's a lot easier and trustable for Thai people to book the flights and hotel online since this has been one of the first product that entered the online scene. The second best surely is the Fashion & Accessories products. These two categories almost took over the 50% of total number for online shopping and the online shopping popularity is keep rising each day. We can see from the new web platform and application platform that is entering the scene more and more each day. Another research from local organization called, The National Statistic organization also said something similar. The number of set up SMEs rising 15.2% from 2012 to 2013 but if we take a look on the exit side, the number is increasing event more. There are increasing number of SMEs exit the business scene in 2013 than 2012 for 20.3% which is even more that the set up. This proved that the more businesses setting up doesn't mean we have more business success. The sustainability of Thai SMEs is still in the concerning stage and most of the SMEs start up their business so fast with a very short preparation period. These businesses have to shut down faster than it should, only a few months of operation. These basic information leads to the passion of finding out why and how would it be possible to extending the life cycle of Thai Fashion Startups. This research focusing in understanding the target group and simplify the existing contents and theory for those new comer to be able to understand and develop their business in the sustainable ways.

### **Research Questions**

The question of this research are as followed;

1. Why new startup entrepreneurs in Thai Fashion industry fail so easily in the short period after their establishment?
2. What could be the practical and user-friendly factors, models, procedure or perspective mind set for Startup entrepreneurs in Thai Fashion industry to follow and able to lead to business success and sustainability?

### **Research Objectives**

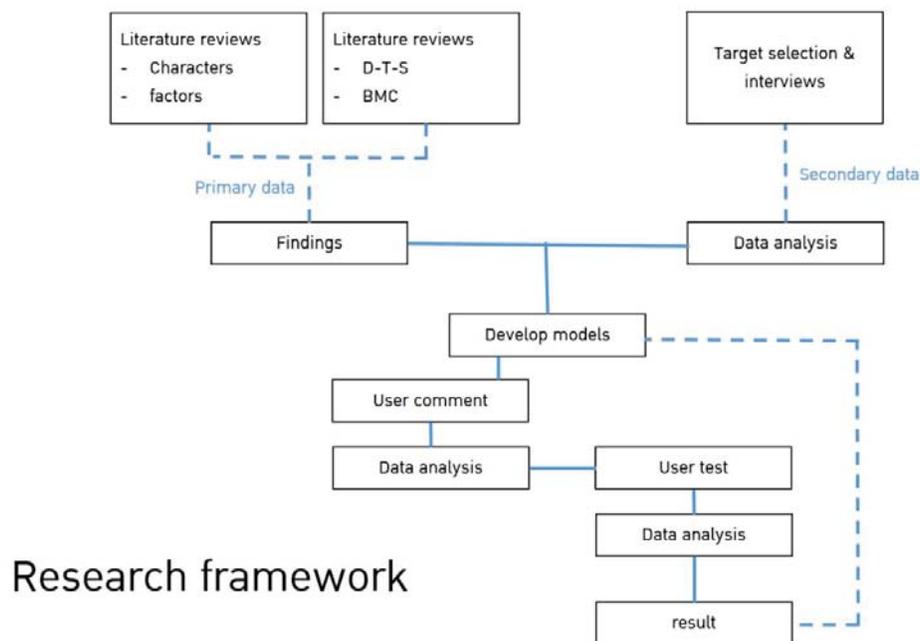
1. The purpose of this study could be categorized as the predictive research. The result of the research would be experiment with the target entrepreneurs and develop to find the most functional and proper models and thinking process which would be the most benefit for the

specific group of entrepreneurs. To support the new businesses to startup sustainably and successful and also help improving the existing businesses in the field to reach their goals.

2. This research would be a great benefit to the young entrepreneurs and on the bigger scale, the Thai economics. This would improve the ability to manage the business for the young design entrepreneurs. The country's potential would be increase and followed by the acceptance of the region.

### Research Frame of Work

This research categorizes as qualitative research, collecting data by interviews, surveys and cases analysis. This research will have the conclusion as a predictive research where the conclusion is the result of the process or models best fit to the target startups. In this research, the method involves findings and understandings of insights used to develop the great result. The approach used to observe aimed to develop a model and followed by test and confirmation process. An overview of research structure is presented as the following figure;



### Literature review

#### A Fashion Startup

The definition for a Fashion Startup entrepreneurs could be developed from the exiting description of Startup, entrepreneurs and Fashion industry characters. A startup company or

startup or start-up is an entrepreneurial venture or a new business in the form of a company, a partnership or temporary organization designed to search for a repeatable and scalable business model. These companies, generally newly created, are innovative in a process of development, validation and research for target markets. Due to this background, many consider startups to be only tech companies, but this is not always true: the essence of startups has more to do with high ambition, innovativeness, scalability, and growth. And if we try to ask further more about the Fashion Entrepreneurs instead, we could find a similar definitions but not totally the same. A fashion entrepreneur is actually a person who has possession of a fashion enterprise, venture or idea, and assumes significant accountability for the inherent risks and outcome. Originating from the phrase entrepreneur, a fashion entrepreneur is someone whose primary activities work within the fashion industry. For example, a fashion designer who uses entrepreneurial principles to organize, create, and manage ventures within related and connected areas of the fashion industry.

As a conclusion of how do we select the real Fashion startup entrepreneurs for this research, the Startup entrepreneurs in Thai Fashion Industry could be described as “An individual who have possession of a new business founding in Fashion field, who start the new business in the form of a company, partnership, designed to search for a repeatable and scalable business model by using entrepreneurial principles”

### **Success and Failure**

We are taking a look into 2 main content about Success and Failure. What could be the description, reason and factors leads to those two contents? The Kasikorn research center (2015) point out the key reason why there are a lot of opportunity for the new comer into the Fashion Industry in Thailand as followed;

1. Easy to start and lower investment
2. Fast Growing scale
3. Growing online uses and Community

The internet is easy to access for all ages and all levels of people now. The online community is growing bigger and bigger and soon to become an ordinary channel for people to communicate, work and relax. Shopping has become a major priority for all brands. The bigger chain of business focusing more in online investment since this channel is using a lot less n=money, time and resource i.e. Central department store and Tops supermarket. In 2014, most online purchased product in Thailand is Fashion & Accessories.

We can conclude that the above information is the reason of opportunity in terms of entering the e-commerce business for Thai Fashion startup entrepreneurs. The fact is the more people acknowledge the pros and cons and the information about the online channels and how easy it is to start their own online retail store; the faster people will want to take risk.

### Main content for Success and Failure

From study more of exiting research and factors of success, I summarized the cause of success startup into 2 main categories; the characters and the factors. Not that anyone could follow the strategy or model written and be able to be 100% successful. But the habits of entrepreneurs and how much they dedicate to their startup process are also the important keys.

#### 1. Characters

From a Practice guide to Entrepreneurship book, the description of a good entrepreneurs could be describing in the characteristic forms. The International Labour Organization of United Nation (1998) published the “Profile of an entrepreneur” describing 7 important characteristics and its traits as followed;

PROFILE OF AN ENTREPRENEUR	
Characteristics	Traits
internal locus of control	self-belief & self-confidence, opportunistic, independence, optimism
Strong willpower	Shows persistence and perseverance, determination, want to answer to oneself
Hard worker	Achievement or result oriented, shows initiative, want to be a winner
Risk taker	Make risk assessments and has judicious risk-taking ability
Leadership	Good communicator, responsive to suggestions, develops other people.
Originality & creative	Innovative, flexible, resourceful, versatile, knowledgeable, able to come up with novel solution to problems
Future Oriented	Shows foresight, vision, perceptiveness

Figure: Profile of An Entrepreneur

#### 2. Factors

As one of the famous people in the startup scene of the world, Bill Gross has research and develop many successful contents. One of the interesting research was the “Top 5 factors in success across more than 200 companies” focusing only the startup company established within the past 5 years. The result was very much interesting because not that the factor was all important and reasonable factors, but all of them are related in terms of priority. Timing is the most important factor for any entrepreneur. The dedication and time is what drive the business development forwards alongside with teamwork and new ideas generation. The strategic planning and business model is one less important but this would lead to the great financial planning and solve all the money problems.

## Top 5 Factors in Success Across More Than 200 Companies

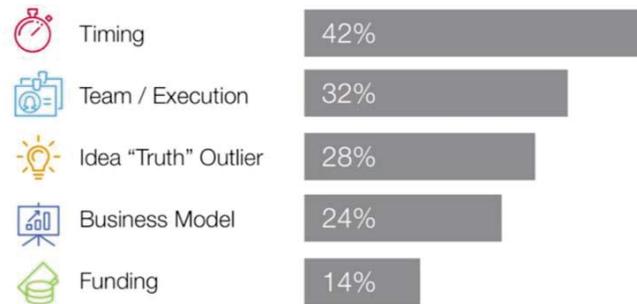


Figure: Factors of success

**Failing reasons**

From the research of CB insight done by Paul Graham, a partner at the Y combination startup accelerator (2007) stated the reason why startup fail. I have selected the top 10 reason I have selected the top 10 reason to study and create the survey based on the collected information. The top 10 reasons are;

1. No market need
2. Ran out of cash
3. Not the right team
4. Get outcompeted
5. Pricing / Cost issues
6. Poor production
7. Need / Lack of business model
8. Poor marketing
9. Ignore customers
10. Product mis-timed

**Related models**

The literature reviews go on to the industry contents. Since the target characters and the startup models has been studied, the Fashion industry itself also has some important factors that should be considered. In this research, I have selected two of the most well-known and has been most used amount the target group.

## 1. Design-To-Sales



Figure: Design-to-sales

The design-to-sales model was created specifically for Fashion business in the larger scales especially for the manufacturing segment by Caro and Martinez-de-Albeniz (2013). This model breaks down all the production process into the Fashion-based process by adding up the specific content such as cutting and sewing into the model. This model is well-known among manufacturers and also used by some of the SMEs scale of business, but not really popular among startup entrepreneurs. Most of the startups think that this kind of information seems to be not related and considered as a different type of business from the startup's perception. In this research, I found out that the production model is one of the most important things for the successful procedure of the business. Fashion business has a very unique and outstanding process that should be considered. This production sequence is something that the business startup should not miss as a part of creating their business model.



This would prove the business sustainability and success, in order to be successful the sales growth must related to the duration of business.

- Types of business

Only Fashion apparel & Accessories are selected, the Fashion industry is not driven by only the force of apparel but also the shoes bang and accessories products.

- Sales growth

The business must be continually develop the sales growth.

### **Criteria**

From the basic qualifications, there are almost 50 businesses locally that related to it. After personal discussion with 60% of them, I found out that, not all of them have the strategic thinking process that would be benefit to the research. Some success because of the family background, some success in terms of financial only. From these reasons, I have set up the more specific criteria to select only the one with the real success case. And finally got 20 startup entrepreneurs followed the criteria below;

1. Operate the business more than 6 months but less than 5 years
2. Original design oriented only
3. Strong identity / creative / strong design process (follow design-to-sales)
4. Startup with 1-3 people only
5. New generation (not by age / digital generation)
6. Online based (social application / e-commerce)
7. Development of sales growth
8. Expanding customers' quantity or segment

### **Survey on target**

From the basic qualifications, there are almost 50 businesses locally that related to it. Next step, the entrepreneurs done the observation under the general information topics to categories their characters. Figure below is the survey form used in this study.

### **The results**

More than 55% of all startup has established their brand for more than 2 years. They area having a continually sales growth and can reach more customers frequently. One important question was "What was the thinking process when you first doing the brand?" the question aims to ask the startup to recheck themselves of the startup process they've done in

order to success. The guide answer was taken from the Design-to-sales model combining with the interview results. The guideline answer was as followed;

1. Design product
2. Financial planning
3. Find sell channels
4. Production
5. Customers research
6. Brand creation

The most popular answer was in the following orders;

Step 1. Design product

Step 2. Brand creation

Step 3. Customers' research

Step 4. Find sell channels

Step 5. Financial planning

Step 6. Production

To summarize, most of the startup entrepreneurs are design oriented and start their business with passion. The first thing they considered in starting the brand is all about the product, the design, character and they will start to think about branding later. This might not be in the same order with the usual business generation (especially the business model canvas) but most of the Fashion startups are also developing their business to success in their own ways. The next thing that the startup entrepreneurs find necessary and important in starting up the business is knowing their customers. They first identify who their primary target are and do research on those group of people. But some might face the problem in finding the right target group because they normally identify the target based on their own perception while the real local target market might be slightly different. The next step is finding sell channel, 90% of them choose the online channel which cost nothing to begin with. Facebook and Instagram are major channels for startup these days. They can start their business within hours or even minutes. One thing that might be too risky for the startup to proceed is to consider the financial planning afterwards. The financial planning should be done in the early stage and continuously develop thru all stage of creation, revise, forecast and so on. Most of the single or 2 people startup think that the financial planning is not really necessary and important. They don't plan the revenue, just the cost and they will start to think

of the cost, right after they have done the design, create the brand or even start selling. This risky move give them more chance of failure. The production part is also one big important step, but since most of the startup didn't work on the production process on their own, this problem is more of a key resource or outsource matters.

### **Developing the models**

#### **1. Research procedure**

The previous research makes us sit in the mind of startup entrepreneurs. We see their attitude and problems and also their action and implementation on their own business. To identify which business is really successful or how to forecast them, I done the interview and started to ask questions like “Why are you succeed?” Surely, at first, most of them think they are not successful people and that they don't really know whether they've done the business in the right direction or not. From the literature reviews summary about the main important context of success, 1. Characters 2. Factors, I started from “Characters” by showing them the Profile of Entrepreneur table and explain each content and asked for their opinion. Research found that all startup entrepreneurs concern of each characters in the different levels. Some might say hard working is the key while some focusing more on well planned future. The survey has been made to find out that what should be the major concern in the mind of a Fashion startup entrepreneur. The context is about what is the most important aspect of entrepreneur mind set by letting them put each character in orders.

In interviewing startup about their mind set on the characteristic of an entrepreneur, research found that all startup concerns of each characters in the different levels. Some might say hard working is the key while some focusing more on well planned future. The survey has been made to find out that what should be the major concern in the mind of a Fashion startup entrepreneur. The context is about what is the most important aspect of entrepreneur mind set by letting them put each character in orders. The results, the answer of all startups are all similar. The orders can be group as 3 groups. After the startup put characters in order, I asked few more questions about the reason why they have put the answer in this order. The group characteristic will lead to their differentiation in business perception and attitude.

To summarize, I can identify 3 groups of startup characteristic as followed;

1. The beginner case (4 out of 20 brands in this group)
2. The developer case (7 out of 20 brands in this group)
3. The best case (9 out of 20 brands in this group)

### 1. The Beginner case

Startup in the beginner case focus more of hard working and has the attitude of all hard working will pay off. They have strong will power of accomplishment and believe that if they never stop, they will finally come to success. The originality of design wasn't the main concern; the design could be inspired from anywhere as long as it sells. They don't really develop their leadership skill since they never consider having a partner or employees. And they are not a real risk taker they scare of uncertain things but at the same time they didn't plan the future for too long. A year is already long enough for them to carry on the business without failure. These people are not really confident what their decision or design. They have to be sure before they make a move on something and need to see the sample case before them launching anything new. The beginner case can fail easily due to lack of consistency. Their business process not always develop in the way they've planned.

### 2. The Developer Case

Startup in the developer case has the stronger will power to achievement. And they take the originality of the design seriously. They believe that to have a sustainable success is to consistently provide the great product. Because they concern more about the future. This is the character of a good brand creation. This group of startup also give priority to risk taking. They believe that everything has a risk but you have to be well prepared for it. There are more future orient so this attitude creates the awareness and a good planning. These people also have high confident that they could done anything by themselves, this leads to lack of teamwork and leadership skill which could be a problem when they develop their business onto the next level.

### 3. The Best Case

The successful case thinks their originality in the brand is the most important think to create the business alongside with passion as the strong will power to archive. In order to create the would design ideas, one needs to concern about the long terms future, these people look ahead, way more ahead than any other startup. And believe that the well planned system is more important than the confidential in oneself, because the brand is more sustainable and not all about one person but about the customers and the lifestyle. These startups dedicated more in terms of risk taker, but as mentioned, they are just well planned to take the risk. The risk management will make them sure about their future even more. And as the fundamental of all, hardworking always paid off when you play it smart, also the teamwork, employees,

partners are those who need to be controlled. The best case later on will be called as “Characteristics Priority Pyramid”

### Characteristics Priority Pyramid



Figure: Characteristics Priority Pyramid

After understanding the differentiation of all groups. I finally got the conclusion of the proper characteristic of Fashion startup entrepreneurs and called this figure above “Characteristics Priority Pyramid” The pyramid was created based on the characteristic of Thai Fashion startup entrepreneurs. This pyramid can identify the differentiation of all startup and state their positioning so they know their level and make it easier to create or find the direction of development. The next step after identifying and letting the startup entrepreneurs know their characteristic group. The question is how can they shift themselves from the beginner case or the developer case to the best case and have the benefit characteristic follow the Characteristics Priority Pyramid?

#### From characters to factors

1. The shift

From the previous result of the pyramids, we can identify that the most important character that related to success the most for beginner case and developer case are as followed;

1. Originality
2. Future oriented
3. Risk taker (For beginner case only)

The beginner case and developer case have to develop their mind set about originality and design and try to be more of the creative entrepreneurs. The original idea always sale with the right management and marketing planning and implementation. For the beginner case, after having the thoughts about future and become a future oriented person. One needs to be well prepared for the risk and be a better risk taker. This will lead them to a better management skill.

From the interview, some startup finds it too hard to understand the terms of originality and future oriented and have no idea of how to create or change themselves to have these characters. I tried to link back to factors, to make it easier for the startup entrepreneurs to have a tangible and solid solution of improvement direction. The originality could be transform into the design context and the future oriented could be transform into the business model / management context. In terms of designing fashion product, the design process has a very unique system which is very much different than other products. We can see from the design-to-sales model that Fashion product design. I have linked both factors; design and business model with the existing models, the design with design-to-sales process and the business model with business model canvas.

### **Transforming the models**

1. Design-to-sales

From the study of design-to-sales process. We can see that the process is the most accurate and proper model for fashion product creation, but the model suitable for the big scale manufacturing or industrial scale. From the personal interview with the target startup, the result is to simplify the model to reach the SMEs level of understanding and to make it easier for those startup who doesn't have the fashion oriented background to understand. The process of design-to-sales has 14 steps in total which could be combine based on implementation into 3 steps. Each startup might spend time at each process differently, some might skip some content that is not necessary to their businesses. This transformed design-to-sales process will be used as a fundamental element for the new model generation.

## 2. Business model canvas

Some startup entrepreneurs mentioned the business model canvas. They have tried to use the model but the founded the model didn't work quite well to fit their business need. Based on the characteristic of Fashion product design and fashion business development and discussion with the startup themselves, the business model canvas to be modify to reach the need of the startup with a slightly different orders, in term of procedures. Start with Value creation and followed by the customer segments as usual but the following steps are customer relationships, cost structure, revenue streams, channels, key resources, key partners, key activities in orders. From startup discussion, I have found out that, the reason that this canvas has been done in the different orders because the startup think this is better for their business development they put cost structure in the early stage so they can go back and forth revising their fabrics specification.

## 3. In the mind of Fashion startup

Apart from the existing models, the startup has their own ways of developing their businesses differently. We have done a discussion group amount the startup, 18 out of 20 was available and agree to do the discussion workshop. The task was to create their own procedure of starting a brand and the conclusion was as followed;



Figure: Startup procedure of starting a brand

## New model development

From the previous study and modification on design-to-sales and Business model generation process. I map the 2 models with the Startup procedure that we've got from the group discussion and after mapping the models together. I have group each process to simplify and make it easier to understand also to recheck if the model has all the content needed for the startup by add-on the bullet description for each. The steps are summarized as followed,

1. Design creation
  - Product design
  - Brand creation

- Collection presentation
- 2. Customer research
  - Customer research
  - Customer analysis
  - Customer relationship
- 3. Financial planning
  - Financial forecast
  - Costing
- 4. Find sale channels
  - Sale channels
  - Infrastructure
- 5. Production
  - Production
  - Tailor
  - Supplier
- 6. Marketing
  - Marketing & PR
  - Sales activities
  - Promotions

### **Model test & Comment**

#### 1. Test by existing startup entrepreneurs

The model developed by the startup entrepreneurs. The next step is to test the model by the exiting users. I have search for the users, the Fashion startup, who have the basic qualification as mentioned at the beginning of the research. I finally found moxy.co.th, the online destination for women lifestyle. Moxy was founded in 2013 by Shannon Kalayanamitr who now became a group CMO if the region. Moxy combining with almost 50 local brands and continually grow with the goal of being the only destination for women products.

The survey was made by sending out the model to all the member in Fashion categories in Moxy platform, the user has been asked to comment and try-out the model. The users who agree to try-out the model with receive the help and support in using it. The response was more than 30 brands (anonymous) the try-out result and comments are as followed;

1. The model is too complicated, too much detail to follow
2. The model is not in the right orders, not practical for the real use.

3. The model should mention more about Fashion oriented contents.
4. The model should include the collection/season planning system.
5. There should be one process of finding knowledge resource, production knowledge, key manufacturing, partners, and alliance.
6. The model should include the digital and e-commerce content.

From the comment of try-out users, I have developed the model to meet the need following the comments. The production process is something that should be done in the early stage of starting up a Fashion business. The entrepreneur needs to know the details and procedure of the production which would be related to costing, marketing and sales channels afterwards. And also the marketing and finding sales channels process are something that is hard to separate. The sales channel defined the tools uses for marketing implementation and by having different sales channels, this already a different marketing strategy.

### **Final model development**

The final model has been developed followed the orders below;

1. Brand & Design creation

The contents in the topic is very much related with Fashion product design. The general knowledge of design is needed with the knowledge of collection design & planning, Fashion branding, and Art direction.

2. Production

The startup entrepreneurs need to have basic knowledge of production before they start a Fashion business. This will make the business startup much easier and productive. The entrepreneur themselves have to know all about production process, fabrics and material sourcing, quality control and so on in order to create the great product design and communicate with partners and key resources.

3. Customer research

Some of the startup entrepreneurs still have the bad perception about customer research. Most of them think it is not necessary to know everything about your customer. If the product is good enough, it will sell. But the fact is, customer is the great driven force of success because of their brand loyalty will lead to the brand sustainability.

4. Financial Planning

This is the step that the startup entrepreneur has to go back and forth for the whole startup process. The financial planning will be never ending task and you will have to revise it over and over again every time you final the new cost, new design, new sales channel or

even the new revenue data. The financial task has a very strong role in the design and production process too.

#### 5. Marketing & Sales

The last step combined sales channel and marketing content together. At this stage, startup should concern more in terms of Fashion and online knowledge. i.e. e-commerce knowledge, promotion creation, distribution system etc.

### **Result**

The result of this research is not only a one answer context. But from this research, I have found that there are many factors related to startup success more than just a single model or process which can be listed as followed;

#### 1. Characteristics Priority Pyramid

The pyramid was created based on the characteristic of Thai Fashion startup entrepreneurs. This pyramid uses to identify the differentiation of all startup and state their positioning so they know their level and make it easier to create or find the direction of development.

#### 2. Modified Design-to-sales

The simplified Design-to-sales made to meet the need of SMEs scale of entrepreneur. The startup can use the model to recheck their business process and use to guide them through the Fashion production process. This transformed design-to-sales process was used as a fundamental element for the new model generation.

#### 3. Rearranged Business Model Canvas

Some startup entrepreneurs have tried to use the model but the founded the model didn't work quite well to fit their business need. The modified business model canvas has been rearranging to reach the need of Fashion startup based on the characteristic of Fashion product design and fashion business development from the existing entrepreneurs.

#### 4. The new model development

The new model development for the Fashion startup developed to be more simplify and easy to use in real life. The small startup can follow the model and be able to startup their business in more sustainable way.

#### 5. The Fashion Startup success chart

All the study and result from this research has a link between each other. The business model also needs the character of good entrepreneur to lead to the sustainable success. The

last model was developing in order to combine all necessary content for success in one. And be able to be the model and a guide for Fashion entrepreneur though out the startup process.

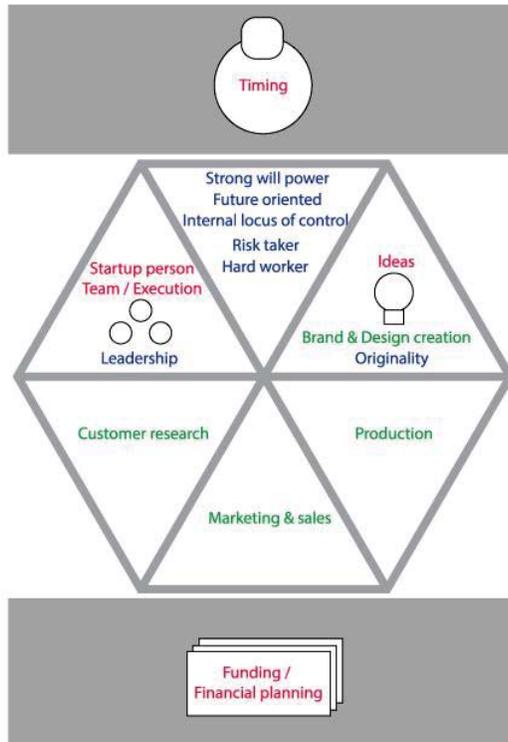


Figure: Final model

From the figure above, the content in Blue font is from the Profile of Entrepreneur (UN, 1998), the content in Pink font is from Factors of success research of Bill Gross (2013), and the content in green font is from the new model developed. The figure shows the connection of each model. The fact is all model has a very similar content but might have been communicate from the different point of view. I have developed the final figure to show the connection between all of them.

In conclusion, I called the result of this research as “The Fashion Startup Success Chart” There are 2 factors related to all contents. They are 1. Timing and 2. Funding. And the relation of all other content are related in the circular way. The top center segment is the most important one, it basically mention topics about the character of oneself as an entrepreneur. When the startup have the strong mind to begin with (In order of the Characteristic pyramid) this will lead to development on segment on the right, the originality and idea rejuvenate which is one of the most important content for the design oriented startup. Next segment is the production, here the startup need to research and be well understanding on each process

of production (subtopics in Design-to-sales content) after the production process the startup can move on to the sales and marketing action and implementation. On the other hand, on the left of the top segment leads to the teamwork related contents, after improving oneself in all skills needed to create a business, the next important thing is to create to great teamwork and the great relationship amount team, partners, key human resources and alliance. This will also lead to the experience in reality and will benefit the customer research action which would be very affective to the nest segment, the marketing and sales.

### Conclusion

The conclusion of this research is, there is no single model or process that could lead startup entrepreneur to success in business. The entrepreneur will have to improve themselves and develop their thoughts and skill to reach the standard profile of a successful character and focusing on all related process in order archive. There is no single model for the success and surely the successful business cannot be done overnight. Failure is also a part of success. It will give the startup entrepreneur the great lesson and each problems are all different. The experience also a part of success that cannot be teach and cannot be told. “The Fashion Startup Success Chart” will be a practical tool for the startup to follow from the beginning stage to the sale stage. From recheck oneself, to lead the team. And the chart should be adaptable to fit any other product industry in the future.

### References

1. National Science and Technology Development Agency. (2013, March 22). 9 Trends on Thai E-commerce business for 2013. *9 Trends on Thai E-commerce business for 2013*, Retrieved from <http://www.nstda.or.th/news/10051-nectec>
2. HK Arts Development Council (2000) *Introduction to Creative Industries: The Case of United Kingdom and Implementation Strategies in Hong Kong*.
3. James Euchner, Industrial Research Institute, Inc. (2013, July - August). What Large Companies Can Learn from Start-ups. *An Interview with Eric Ries*, 12 - 16.
4. Meredith, GG & Miller, P 2009, 'Asian SME business doctoral research outcomes', Proceedings of 2009 International Council for Small Business (ICSB) World Conference, Seoul, Korea, 22-24 June, International Council for Small Business, Seoul, Korea.
5. Chan Sek Foo : 2002; A study of transformational leadership. *TQM implementation and employee satisfaction in the apparel industry in Hong Kong*, DBA thesis Southern Cross University Australia
6. Eva Willemen, (n.d.). *Business Model Innovation in the Fashion Industry*. Master of Applied Economic Sciences thesis Universiteit Antwerpen
7. ByoungHo Jin, Parvathi M. Kandagal and Sojin Jung (2012, December 27). Clothing and Textile Research Journal. *Evolution Patterns of Apparel Brands in Asian Countries: Propositions From an Analysis of Apparel Industry in Korea and India*. 49 – 63.
8. Caro, F., & Martinez-de-Albeniz, V. (2014, January 24). *Fast Fashion: Business Model Overview and Research Opportunities*. Retail Supply Chain Management: Quantitative Models and Empirical Studies, 2, 1-28.
9. Barker, Z. (2014). *Business Startup and Cause Marketing in the Running Apparel Industry*