

KueKan (คือกัน): Digital Economic Infrastructure Partnership

Nakhon Ratchasima Provincial Administration Organization & Chamber of Commerce

Prepared for:

- Nakhon Ratchasima Provincial Administration Organization (PAO)
- Nakhon Ratchasima Chamber of Commerce (NCC)

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Executive Summary

The 90-Second Pitch

Nakhon Ratchasima has a 6 million baht opportunity to become Northeast Thailand's first digitally-integrated economic ecosystem. KueKan will deliver 382% ROI in Year 1 and create 28.9 million baht in net economic value by connecting government policy, private commerce, and citizen engagement through a single LINE-based platform.

The Business Case (SCR Framework)

SITUATION Nakhon Ratchasima is Northeast Thailand's commercial hub with strong Smart City ambitions. However, economic acceleration is constrained by three critical gaps:

- **PAO:** Lacks measurable tools to track tourism promotion, public health initiatives, and policy effectiveness
- **Chamber of Commerce:** 500+ SME members cannot afford individual loyalty systems (500K-2M baht each)
- **Citizens:** No unified channel to access local benefits or earn rewards for value-creating activities

COMPLICATION Four structural barriers prevent progress:

1. **Data Fragmentation** - Consumer behavior data scattered across agencies, preventing integrated analysis
2. **High Technology Costs** - SMEs cannot compete with large chains that have sophisticated CRM systems
3. **Unmeasurable Impact** - Government programs lack precise ROI tracking, leading to inefficient budget allocation
4. **Digital Divide** - Rural merchants lack tools and knowledge to adopt technology

RESOLUTION KueKan is a public-private partnership platform that:

- **For PAO:** Provides real-time policy measurement dashboard, tourism stimulus engine, and direct citizen communication channel
- **For Chamber:** Delivers shared loyalty CRM enabling 500+ SMEs to compete with national brands at zero individual cost
- **For Citizens:** Offers unified reward system accessible via LINE, rewarding tourism, shopping, and healthy behaviors

Investment Snapshot

Metric	Value
Total Investment	6.0 million baht
Timeline	9 months (POC + MVP + Launch)
Year 1 ROI	382% (28.9M value created / 6M invested)
Year 2 ROI	1,925% at full scale
Payback Period	4-6 months
Target Users (Year 1)	30,000-35,000 (6-7% urban penetration)
Partner Merchants	500+ stores
Break-Even Users	3,067 (10x safety margin)

The Strategic Imperative: Why Now?

Market Fundamentals

Nakhon Ratchasima Market Size:

- **Urban Population:** 500,000 (primary target)
- **Annual Tourists:** 6-8 million
- **Tourism GDP:** 25-30 billion baht annually
- **Provincial GDP Rank:** #3 nationally

Proven Demand Signals:

- Thai loyalty program market growing 12-15% YoY
- 75-80% of Thai consumers actively use loyalty programs
- Digital wallet usage growing 30-40% YoY
- LINE penetration: 90%+ in target demographic

Perfect Strategic Alignment

PAO Strategic Plan 2024-2029:

Priority	KueKan Contribution	Impact Timeline
Economic Development & Tourism	Gamified check-ins drive traffic to 32 districts	Months 1-6

Priority	KueKan Contribution	Impact Timeline
Smart People (Health & Wellness)	Mission-based health activity rewards	Months 1-12
Smart City Infrastructure	Real-time big data dashboard for policy	Day 1
Grassroots Economy (OTOP/SME)	Digital access for rural merchants	Months 3-12

Chamber Strategic Plan 2025-2026:

Priority	KueKan Contribution	Impact Timeline
Member Value Creation	Shared CRM saves 500K-2M per merchant	Day 1
Korat Mega Sale 2025	Event gamification engine	Event-ready
32-District Economic Development	Mobile-first design enables rural participation	Months 1-6
MICE & Wellness Tourism	Digital privilege passport for visitors	Months 3-12

The Burning Platform

Cost of Inaction (Annual Opportunity Loss):

- **For SMEs:** 15-20% sales uplift unrealized = 60M baht
- **For PAO:** Unmeasured program effectiveness = continued budget inefficiency
- **For Economy:** Visitor spending leakage to major chains instead of local businesses

First-Mover Advantage Window:

- No competing municipal platforms in Northeast region
- LINE API cost structure still favorable (before potential price increases)
- Government digitalization budgets available under current administration

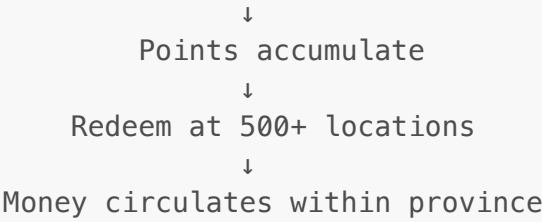
The Solution: KueKan Platform

The Big Idea

KueKan is not just another loyalty app. It is **digital economic infrastructure** - a shared utility that connects every economic actor in the province through one elegant mechanism: **rewarding value-creating behaviors**.

How It Works (Simple View):

CITIZEN		BEHAVIOR		REWARD
└ Tourist	→	Check-in at attraction	→	Earn points
└ Shopper	→	Purchase at member store	→	Earn points + next-store coupon
└ Health-conscious	→	Exercise mission	→	Earn points + health incentive
└ Local resident	→	Support local business	→	Earn points + redeem local products



Three Applications, One Ecosystem

1. Customer Mobile Site (LINE-Integrated)

- Access via LINE Official Account - no separate app download required
- KueKan Pocket: Central point wallet showing balance, history, value
- Mission Center: Location, purchase, action, and time-based challenges
- Reward Catalog: OTOP products, merchant vouchers, public services
- Tiering System: Standard and VIP levels with progressive benefits

2. Partner Mobile Site

- Hybrid QR Scanner: Single device handles both point awards and redemptions
- Manual Point Award: Quick point issuance for qualifying purchases
- Real-Time Dashboard: Daily customer counts, transaction trends, top missions
- Export Capabilities: Monthly reports for accounting

3. Admin Console (Command Center)

- **Real-Time KPI Dashboard:** Active users, points circulation, redemption rates, partner performance
- **Mission Management:** Create, schedule, and track campaigns
- **Geofence Manager:** Draw service areas on maps with polygon precision
- **Fraud Detection:** Automated anomaly alerts, blacklist management, audit logs
- **Analytics Engine:** Custom reports, cohort analysis, ROI calculator

Competitive Differentiation

Dimension	KueKan	National Loyalty Apps
Scope	Entire province (multi-merchant)	Single brand only
Access	Via LINE (no download)	Separate app required
Target	SMEs + general public	Brand customers only
Purpose	Economic + social impact	Commercial only
Data Ownership	PAO + Chamber (public good)	Private company 100%
Customization	Adapts to local policy	Fixed by brand
Cost to Merchants	Free (shared platform)	Must negotiate individually

Value Creation Model

For Provincial Administration Organization

1. Measurable Policy Impact

Traditional programs measure "attendance" but cannot answer:

- Where did attendees come from?
- How much did they spend, and where?
- Did they return?

KueKan Dashboard Delivers:

- User Journey Maps: Visualize flow from events to merchant locations
- Heat Maps: Real-time density of check-ins across 32 districts
- Conversion Tracking: Event attendance to purchase conversion rates
- Retention Analysis: Repeat visitation within 30/60/90 days

Example Dashboard Output:

```
Campaign: "Visit Korat 32 Districts"
├─ Total Check-ins: 8,450
├─ Unique Users: 3,200
├─ Most Popular: Korat Geopark (1,245 check-ins)
├─ Average Spending: 850 baht per user
├─ Return Rate: 42% within 30 days
└─ Economic Impact: 2.72M baht attributed spending
```

2. Smart City Brand Credibility

- Showcase at national Smart City Thailand conferences
- Attract investors with demonstrated data infrastructure
- Build citizen trust in government technology initiatives
- Recognition from Ministry of Digital Economy and Society

3. Guaranteed Local Economic Circulation

Design constraint: Rewards redeemable only at local merchants and OTOP vendors.

Mechanism:

- 100 points → 50 baht coupon at designated OTOP shop
- Money stays in provincial economy, not national chains
- Estimated 15-20% OTOP revenue increase in Year 1

4. Direct Citizen Communication Channel

- Push notifications reach 30,000+ citizens instantly (disaster alerts, policy updates)
- Real-time sentiment polling (digital town halls)
- Targeted outreach by demographic or geographic segment

For Chamber of Commerce

1. Big Data & Negotiation Power

Current State: No aggregate data on provincial consumer behavior.

With KueKan:

- 30,000+ user profiles with transaction history
- Category performance analysis: Which products sell best?
- Timing intelligence: Peak shopping hours by location
- Demographic insights: Age/gender spending patterns

Use Case: Negotiate "Korat Week" promotions with major malls using hard data proving member merchant traffic potential.

2. Tangible Member Benefit

Before KueKan:

- Individual loyalty system cost: 500K-2M baht
- Most SMEs cannot afford it
- Competitive disadvantage vs. national chains

After KueKan:

- Shared platform cost: Zero per merchant
- Instant access to 30,000+ potential customers
- Network effects: More merchants = more valuable platform

ROI Example:

Small Coffee Shop (Before KueKan)

- └ No loyalty system
- └ Customer retention: 10%
- └ Must compete with Starbucks/Inthanin apps
- └ Limited marketing reach

Small Coffee Shop (After KueKan)

- └ Instant loyalty system access
- └ Cross-promotion from other merchants
- └ Retention increases to 35% within 6 months
- └ Access to 30,000+ potential customers

3. Automated Cross-Promotion

Mission Chain Example:

1. Dine at Restaurant A → Earn 50 points + 20% coupon for Shop B
2. Buy clothing at Shop B → Earn 80 points + coffee coupon for Cafe C
3. Coffee at Cafe C → Earn 30 points + grand prize lottery entry

Impact:

- Member sales increase 20-30%
- Average transaction size up 40%
- Customer lifetime value extended

4. Membership Recruitment Tool

New pitch to prospective members: "Join the Chamber = Free KueKan access + reach 30,000+ customers"

Expected: Accelerated membership growth among young entrepreneurs.

For SME Merchants (Direct Beneficiaries)

Metric	Before KueKan	After KueKan (Year 1)	Change
Customer Retention	10-15%	30-40%	3x increase
Data Insights	None	Real-time dashboard	New capability
Marketing Cost	5-10% of revenue	2.5-5% (shared platform)	50% reduction
New Customer Acquisition	Word-of-mouth only	Network of 30K+ users	Exponential
Technology Investment	500K-2M baht	0 baht	100% savings

For Citizens and Tourists

Local Residents:

- Financial incentive to shop locally instead of at national chains
- Equal access to benefits via LINE (no credit card required)
- Health rewards for exercise and volunteer activities

Tourists:

- Digital passport: Collect points from visiting all key Korat sites
- Exclusive rewards: Local souvenirs and discounts unavailable elsewhere
- Convenience: One LINE account replaces multiple loyalty cards

Implementation Roadmap

Phase 1: POC (Proof of Concept) - 8 Weeks

Objective: Validate technical feasibility and product-market fit.

Scope:

Week	Activity	Deliverable
1-2	Kick-off, requirements, design sprint	Project charter, wireframes
3-5	Core development, LINE integration, basic geofencing	Working prototype (login, check-in, points display, QR scan, basic admin)

Week	Activity	Deliverable
6-7	Integration testing, pilot program	Live test with 3-5 merchants, 100 beta users
8	Review, feedback, go/no-go decision	POC report, MVP recommendation

Pilot Event: Leverage upcoming PAO or Chamber event (e.g., Korat Creative Splash 2026).

Success Criteria:

- Technical: 99% uptime, <2s response time, zero critical bugs
- Engagement: 60%+ beta users complete at least one mission
- Satisfaction: NPS score 30+ from pilot merchants

Budget: 1,000,000 baht

Phase 2: MVP (Minimum Viable Product) - 20 Weeks

Objective: Deliver production-ready platform with full feature set.

Development Workstreams:

Module	Features	Timeline
Customer Site	All mission types, reward catalog, digital coupons, tiering, bilingual UI	Weeks 1-8
Partner Site	Redemption, dashboard, manual verification, reporting	Weeks 1-6
Admin Console	Real-time KPIs, geofence manager, fraud detection, analytics	Weeks 1-10
Backend	Full API, database optimization, GCP deployment, security hardening	Weeks 1-12

Content & Operations:

Activity	Target	Responsibility
Partner Onboarding	100 stores (pilot cohort)	Chamber (lead) + DOS (support)
Rewards Catalog	50+ items (OTOP + vouchers)	PAO (supply) + Chamber (coordinate)
Mission Library	20+ ready-to-launch campaigns	Working Group
Training Materials	Video tutorials, manuals (TH/EN)	DOS Design Team

Testing & QA:

Type	Activity	Timeline
User Acceptance Testing	Internal testing with Working Group + YEC	Weeks 13-15
Load Testing	Simulate 10,000+ concurrent users	Week 16
Security Audit	Third-party penetration testing	Weeks 17-18
Beta Launch	1,000 early adopters	Weeks 19-20

Budget: 3,000,000-5,000,000 baht

Phase 3: Launch & Scale - Month 9+

Pre-Launch (2 weeks before):

- Joint press conference (PAO + Chamber)
- Social media teaser campaign
- Merchant training for 500 partners

Launch Event:

- Grand opening with special missions and prizes
- Target: 5,000 sign-ups on Day 1
- National and local media coverage

First 90 Days Post-Launch:

Month	Focus	Target
1	Awareness & Adoption	20,000 registered users
2	Engagement	30% Daily Active Users
3	Retention	40% 30-day return rate

Campaign Portfolio:

1. "Visit Korat 32 Districts" (Tourism)
 - Check-in at 10+ districts → Special pin badge + 2x points
 - Partner: TAT Korat, PAO
2. "Korat Mega Sale 2026" (Commerce)
 - Shop at 3+ member stores → Grand prize lottery entry
 - Partner: Chamber, major shopping centers
3. "Healthy Korat" (Wellness)
 - Run/bike tracked distance → Points per kilometer
 - Partner: Provincial Public Health Office

Visual Roadmap



Users	50 Rewards	Beta 1K	10K DAU	15K DAU
	20 Missions	Security Audit	Media Launch	Full Scale

Financial Analysis

Investment Breakdown

A. Development Cost

Item	POC	MVP	Total (Baht)
Platform Development	600,000	2,000,000	2,600,000
Design & UX	100,000	300,000	400,000
Testing & QA	50,000	400,000	450,000
Cloud Infrastructure (Setup)	50,000	200,000	250,000
Project Management	100,000	300,000	400,000
Training & Support	100,000	200,000	300,000
Development Total	1,000,000	3,400,000	4,400,000

B. Year 1 Operating Cost

Item	Monthly	Annual	Notes
Cloud Hosting (GCP)	30,000	360,000	Compute, storage, bandwidth
LINE Messaging API	10,000	120,000	Usage-based pricing
SMS Gateway (OTP)	5,000	60,000	~10K OTP/month
Maintenance & Updates	40,000	480,000	Included free in Year 1
Customer Support	25,000	300,000	2 part-time staff
Licenses & Tools	10,000	120,000	Sentry, analytics
Operating Total (Annual)	120,000	960,000	(Maintenance free Year 1)

C. Total Investment Summary

Category	Amount (Baht)
Development (POC + MVP)	4,400,000
Year 1 Operations	960,000
Contingency (10%)	440,000

Category	Amount (Baht)
Grand Total	5,800,000

Recommended Budget: 6,000,000 baht (safety margin included)

Budget Allocation Between Partners

Proposed Model: 40/60 Split

Organization	Share	Amount (Baht)	Rationale
PAO Nakhon Ratchasima	40%	2,400,000	Public good components (tourism, health, data infrastructure)
Korat Chamber of Commerce	60%	3,600,000	Commercial components (SME benefits, business data, higher direct ROI)

Alternative Financing Options:

- 1. **Sponsorship Model:** Recruit major sponsors (banks, large corporations) to reduce burden on both parties
- 2. **Phased Investment:** PAO funds POC, Chamber funds MVP after validation
- 3. **Revenue Sharing:** Joint investment upfront, share future revenue streams (ads, premium features)

Return on Investment (ROI)

For Chamber of Commerce (Direct Commercial ROI)

Conservative Assumptions:

- 500 member merchants participate
- Sales uplift: 25% (for loyalty members only)
- Loyalty member penetration: 40% of customers
- Average revenue per merchant: 500,000 baht/month
- Net profit margin: 15% (retail standard)
- Platform attribution: 70% (30% from other factors)
- Year 1 ramp-up: 30% of full capacity

Calculation:

1. Gross Revenue Increase (Loyalty Members): 500 stores × 500K/mo × 25% uplift × 40% penetration = 25,000,000 baht/month = 300,000,000 baht/year
2. Net Profit Increase: 300M × 15% margin = 45,000,000 baht/year

3. Attributed to KueKan:
 $45\text{M} \times 70\%$ attribution
 $= 31,500,000$ baht/year

4. Year 1 Actual (30% ramp-up):
 $31.5\text{M} \times 30\%$
 $= 9,450,000$ baht

Year 1 ROI = $(9.45\text{M} - 3.6\text{M}) / 3.6\text{M} = 162\%$

Year 2 ROI = $(31.5\text{M} - 3.6\text{M}) / 3.6\text{M} = 775\%$

Payback Period = $3.6\text{M} / (9.45\text{M} / 12) = 4.6$ months

For Provincial Administration Organization (Economic & Social ROI)

Conservative Assumptions:

- Tourism increase to secondary sites: 15-20%
- Average tourist spending: 1,200 baht/visit
- Net economic value (after leakage): 30%
- Platform attribution: 50%
- Year 1 ramp-up: 20% of capacity

Calculation:

1. Incremental Tourist Visits:
 $30,000$ users \times 40% active tourists \times 3 trips/year
 $= 36,000$ visits

2. Total Spending:
 $36,000 \times 1,200$ baht
 $= 43,200,000$ baht

3. Net Economic Value:
 $43.2\text{M} \times 30\%$ (after leakage)
 $= 12,960,000$ baht

4. Attributed to KueKan:
 $12.96\text{M} \times 50\%$
 $= 6,480,000$ baht

5. Additional Value:
 Marketing cost savings (vs traditional media): $10,000,000$ baht
 Data value for policy: Priceless

Total Year 1 Value = $6.48\text{M} + 10\text{M} = 16.48\text{M}$ baht

Year 1 ROI = $(16.48\text{M} - 2.4\text{M}) / 2.4\text{M} = 587\%$

Year 2 ROI (full scale) = $(\sim 80\text{M} - 2.4\text{M}) / 2.4\text{M} = 3,233\%$

Combined Economic Value Creation

Stakeholder	Value Type	Year 1 (M Baht)	Year 2 Full Scale (M Baht)
500 SMEs	Net profit increase	9.45	31.5
PAO	Economic value + marketing savings	16.48	~80
Citizens	Rewards received	3.0	10
Total Economic Value		28.93	121.5
Investment		6.0	6.0 (one-time)
Overall ROI		382%	1,925%

Payback Period: 4-6 months (industry-standard for loyalty platforms)

Break-Even Analysis

Question: How many users required to break even?

Assumptions:

- Cost per user per year: 1,440,000 / 32,500 target = 44.3 baht
- Value per user per year: 2,000 baht (conservative estimate via merchant spending)

Calculation:

Break-Even Users = 6,000,000 / (2,000 - 44.3) = 3,067 users

Conclusion: Only 3,067 users needed to break even. Target of 30,000-35,000 provides **10x safety margin**.

Performance Measurement

Primary KPIs (Balanced Scorecard)

A. Platform Adoption

KPI	Year 1 Target	Measurement Method	Reporting Frequency
Total Registered Users	30,000-35,000	Auto-count	Weekly
Monthly Active Users (MAU)	9,000-10,500 (30%)	30-day login	Monthly
Daily Active Users (DAU)	7,500-8,750	Daily login	Daily

KPI	Year 1 Target	Measurement Method	Reporting Frequency
DAU/MAU Ratio	25-30% (Year 1), 35-40% (long-term)	DAU / MAU	Monthly
Partner Merchants	500 stores	System count	Monthly

B. Engagement

KPI	Target	Measurement	Frequency
Missions Completed	120,000-150,000/year	Total completions	Monthly
Avg Missions per User	4/month	Total / MAU	Monthly
Redemption Rate	Year 1: 40-50%, Year 2: 55-65%	Redeemers / Total Users	Monthly
Session Duration	5-8 minutes	Google Analytics	Weekly
30-Day Return Rate	Year 1: 35-40%, Long-term: 45-50%	Returning users	Monthly

C. Economic Impact

KPI	Target	Measurement	Frequency
Points in Circulation	5,000,000 points	System balance	Daily
Redemption Volume	10M baht/year	Value of rewards redeemed	Monthly
Partner Sales Uplift	+25% average	Quarterly merchant survey	Quarterly
Transaction Value	50M baht/year	Platform-attributed transactions	Quarterly
Local Circulation Rate	80%+	% rewards from local merchants	Quarterly

D. Tourism & City Development

KPI	Target	Measurement	Frequency
Tourist Check-ins	100,000/year	Non-local IP check-ins	Monthly
Secondary Site Visits	+20%	Check-ins at secondary attractions	Quarterly
Health Missions Completed	20,000/year	Exercise/health missions	Monthly
Event Participation	50,000/year	Event-specific mission completions	Per event

Dashboard & Reporting

Real-Time Dashboard (Operations Team):

- Live user count, mission completions, points awarded, redemptions
- Trending: Top missions, top partners, peak hours

- Alerts: System issues, fraud detection, anomalies

Executive Dashboard (Leadership):

- Monthly PDF scorecard delivered 5th of each month
- Key highlights, trend analysis (MoM, YoY)
- Strategic recommendations

Quarterly Business Review (Steering Committee):

- Deep-dive analytics, cohort analysis
- ROI updates with detailed attribution
- Strategic adjustments and future planning

Risk Management

Risk Register (Prioritized)

HIGH-PRIORITY RISKS

Risk	Impact	Likelihood	Mitigation
System failure during major event	Very High	Medium	Load testing pre-launch, auto-scaling GCP, 24/7 DevOps standby, offline backup mode
Data breach	Very High	Low	HTTPS encryption, penetration testing, PDPA compliance, quarterly security audits
Low partner adoption (<500 stores)	High	Medium	Early onboarding incentives, YEC as ambassadors, demonstrate value via pilot success
Low user adoption	Very High	Low	Strong launch campaigns, LINE-first ease, attractive rewards, YEC word-of-mouth
Fraud (point manipulation)	Medium	High	AI fraud detection, daily limits, device fingerprinting, manual review for large redemptions
Budget overrun	High	Medium	10% contingency, phased payments, fixed-price contract, scope reduction option

MEDIUM-PRIORITY RISKS

Risk	Impact	Likelihood	Mitigation
PAO-Chamber governance conflict	Very High	Low	Clear governance structure, Steering Committee authority, win-win benefit model
Competitor entry (True, AIS)	Medium	Medium	First-mover advantage, local focus, PPP moat (hard to replicate)
ROI below expectations	High	Medium	Conservative assumptions, quick wins, pivot capability, continuous optimization

Risk	Impact	Likelihood	Mitigation
Customer support overload	Medium	Medium	FAQ + chatbot, trained support team, escalation process

Contingency Plans

If System Fails During Event:

- Switch to manual QR scanning (offline mode)
- Record transactions on paper, input later
- DevOps team on-call 24/7 during major campaigns

If Partner Adoption Lags:

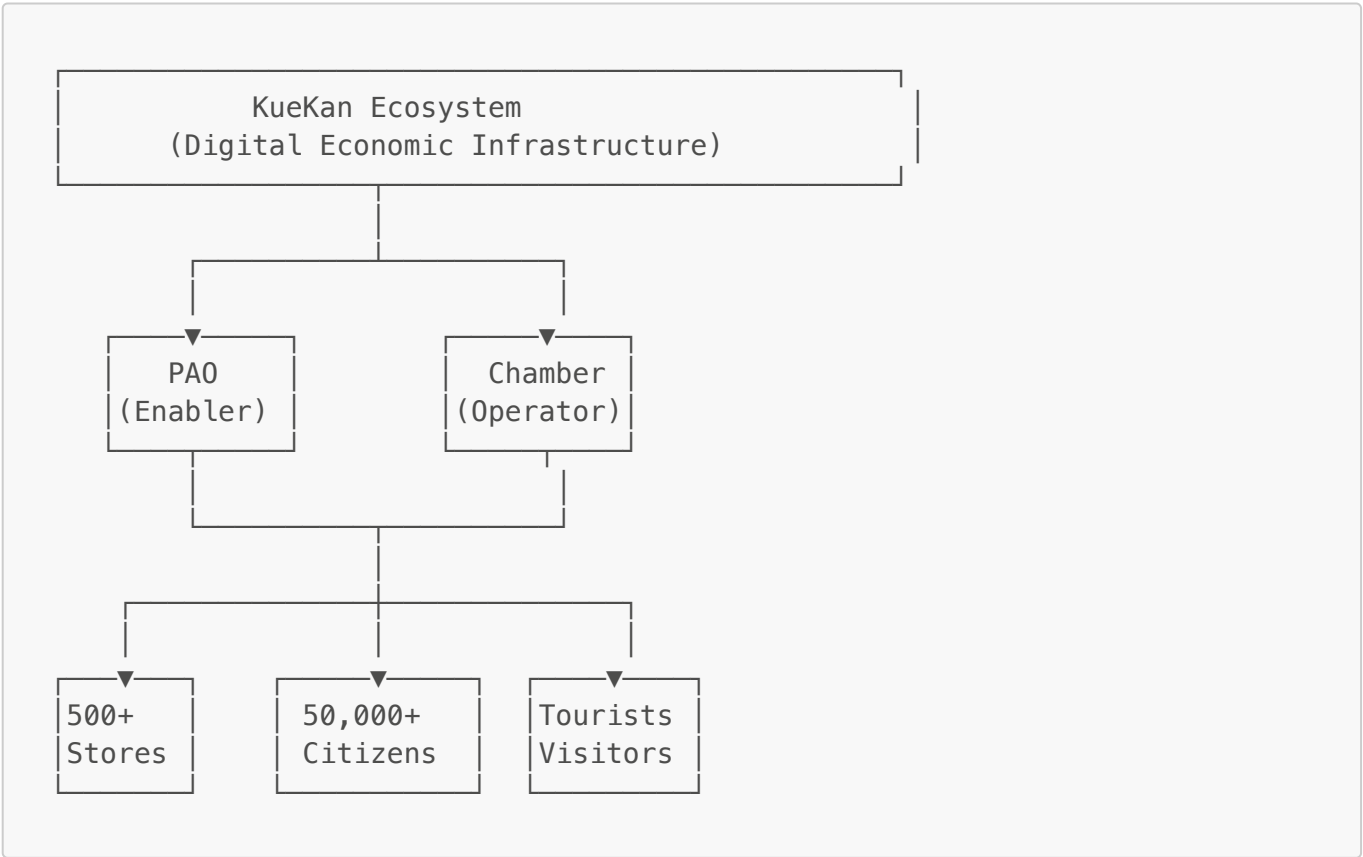
- Pivot to PAO-led campaigns (tourism, health) first
- Recruit anchor tenants (large merchants) to attract SMEs
- Offer 3-month free trial to hesitant merchants

If Budget Overruns:

- Reduce scope: Defer Phase 3 features
- Seek additional sponsorship funding
- Accelerate revenue generation (ads, premium tiers)

Governance & Collaboration Model

Public-Private Partnership Structure



Roles & Responsibilities (MECE)

A. PAO Nakhon Ratchasima (Policy Host & Enabler)

Domain	Responsibility	Deliverable
Budget	Provide 40-50% funding for public interest components	2.0-2.5M baht
Policy	Set Smart City integration guidelines	KueKan usage policy for PAO programs
Marketing	Promote platform as "Provincial App"	30K-35K users within 12 months
Data	Access dashboard for policy analysis and KPI tracking	Data-driven decision making
Rewards	Source OTOP/local products and public service rewards	100+ reward catalog items

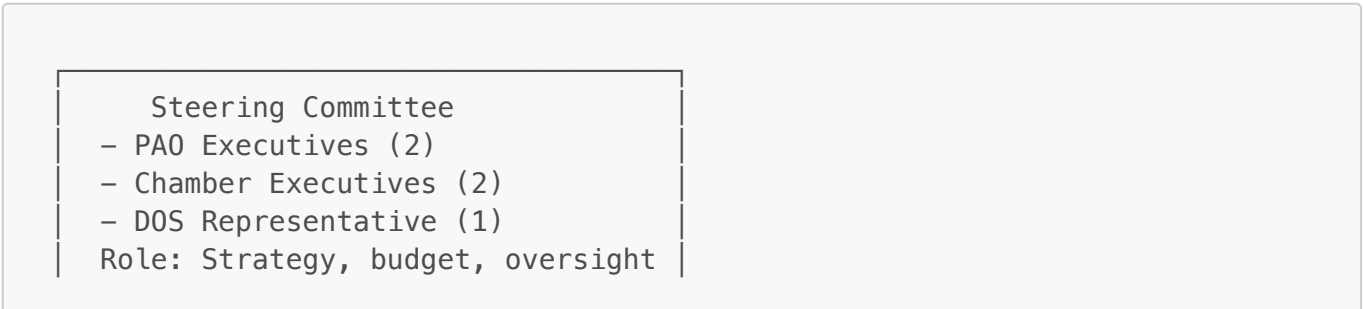
B. Chamber of Commerce (Business Enabler & Operator)

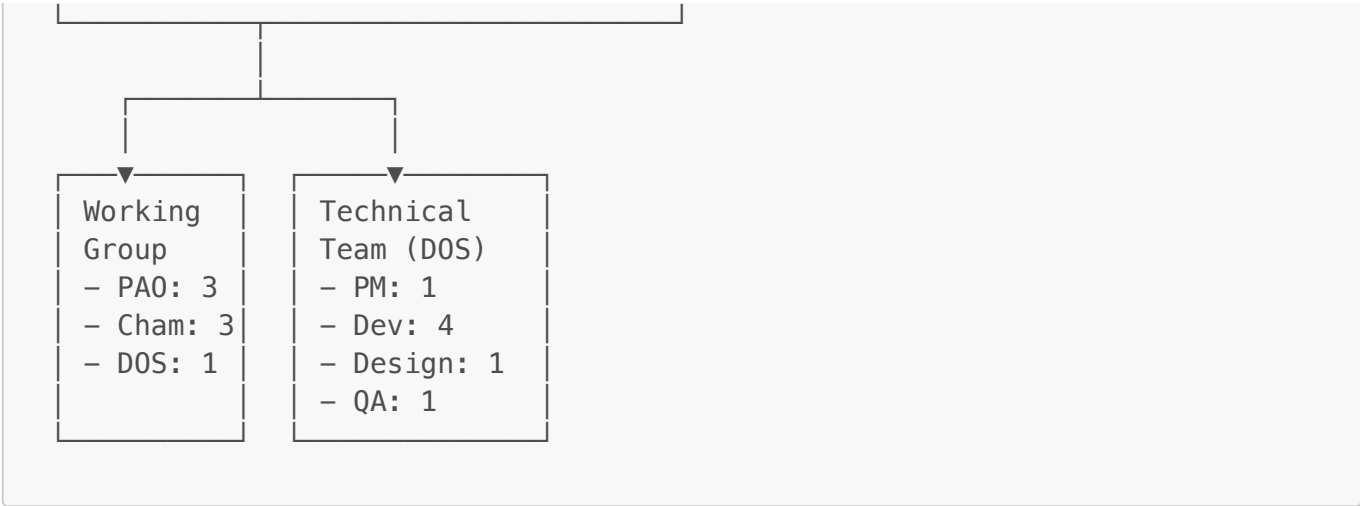
Domain	Responsibility	Deliverable
Budget	Provide 50-60% funding for business development	3.0-3.6M baht
Onboarding	Recruit member merchants as partners	500+ stores in Year 1
Operations	Manage partner relations and customer support	80%+ partner satisfaction
Privileges	Coordinate with large businesses for exclusive rewards	Premium VIP tier rewards
Innovation	YEC as innovation lab for beta testing	50+ beta testers

C. DOS (Technology Partner & System Integrator)

Domain	Responsibility	Deliverable
Development	Build and deliver platform (POC + MVP)	100% feature completion
Maintenance	System upkeep and updates (Year 1 free)	99%+ uptime
Training	Train PAO and Chamber staff on admin console	20+ certified users
Advisory	Strategic consultation on gamification and engagement	Quarterly strategy reviews

Governance Structure





Meeting Cadence:

- Steering Committee: Every 2 months (strategy, major decisions)
- Working Group: Weekly (operational execution)
- Technical Team: Daily standup (agile development)

Benefit Sharing Model

Benefit Type	PAO	Chamber	DOS	Notes
Data Insights	100%	60%	0%	PAO full access, Chamber business-relevant subset
Brand Value	50%	50%	0%	Co-branding
Future Revenue	30%	50%	20%	Ads/sponsorship after Year 2
Platform Equity	40%	40%	20%	If separate entity formed

Next Steps: 30/60/90 Day Plan

Month 1 (Foundation)

Week	Activity	Owner	Deliverable
1	Kick-off meeting, MOU signing	Steering Committee	Signed MOU, project charter
2	Requirements workshop, stakeholder interviews	DOS PM + Working Group	Detailed requirements (100+ pages)
3	Design sprint, technical architecture review	DOS Design + Dev	Wireframes (50+ screens), tech spec
4	Pilot partner outreach, content planning	Chamber + DOS	10 pilot stores, content calendar

Month 2 (Build)

Week	Activity	Owner	Deliverable
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Week	Activity	Owner	Deliverable
5-6	POC development, LINE integration	DOS Dev Team	Working prototype (basic features)
7	Internal testing, feedback loop	Working Group	Bug reports, improvement list
8	Pilot program at event, first 100 users	PAO + Chamber	Pilot report, go/no-go decision

Month 3 (Expand)

Week	Activity	Owner	Deliverable
9-10	MVP development start, partner onboarding	DOS + Chamber	100 partners onboarded
11	Rewards catalog setup, mission creation	PAO + Working Group	50 rewards, 20 missions ready
12	Quarterly business review, plan adjustment	Steering Committee	Q1 report, adjusted roadmap

Critical First-Month Decisions

Decision Point	Options	Recommendation	Rationale
Budget split?	A) 50/50 B) 40/60 C) Sponsors	B) 40/60 (PAO 40%, Chamber 60%)	Chamber gains more direct commercial benefit
Pilot event?	A) PAO event B) Chamber event C) New event	A) PAO event (e.g., Creative Splash)	Higher attendance, public visibility
Project owner?	A) PAO B) Chamber C) Joint entity	C) Joint Working Group	Clear co-governance, shared responsibility
Primary KPI?	A) Users B) Revenue C) Impact	C) Economic + social impact	Aligns with both organizations' goals

Decision Request

To: PAO and Chamber Executive Leadership

Request for Approval:

1. Approve project concept and partnership framework
2. Allocate budget per proposed allocation (total 6M baht)
3. Appoint Steering Committee and Working Group members

4. Authorize MOU signing with DOS

Decision Timeline: Within 30 days to maintain roadmap schedule.

Conclusion: The Path Forward

Why This Matters

KueKan is not just another technology project. It represents a fundamental shift in how Nakhon Ratchasima's economic ecosystem operates:

- **From Fragmented to Integrated:** Data, incentives, and value flows connect seamlessly
- **From Unmeasured to Data-Driven:** Every baht invested is tracked and optimized
- **From Exclusive to Inclusive:** Every citizen and small merchant can participate
- **From Static to Dynamic:** Real-time adjustments based on live performance data

The Investment Case (Summary)

- **6 million baht investment** creates **28.9 million baht Year 1 value** (382% ROI)
- **Payback in 4-6 months** - faster than industry standard
- **Break-even at only 3,067 users** - 10x safety margin vs. 30K+ target
- **Scalable to 120+ million baht impact** by Year 2

The Strategic Opportunity

Nakhon Ratchasima can become **Northeast Thailand's first fully-integrated digital economic ecosystem** - a model for other provinces and a showcase for national Smart City initiatives.

This is not a risk. It is a **calculated, evidence-based opportunity** with conservative assumptions, proven technology, and experienced execution partners.

The Choice

Option A: Maintain status quo

- PAO programs remain unmeasured
- SMEs continue losing to national chains
- Data fragmentation persists
- Opportunity cost: 28.9M baht Year 1

Option B: Launch KueKan partnership

- Measurable impact from Day 1
- SMEs gain competitive tools
- Unified data infrastructure
- Value creation: 28.9M baht Year 1, 120M+ baht Year 2

The decision is clear. The time is now.

Contact & Next Actions

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To Proceed:

1. Review this proposal with relevant stakeholders
2. Schedule decision meeting within 30 days
3. Upon approval, execute MOU and initiate Week 1 activities

"คือกัน - **Because we succeed together**"

Appendices

Appendix A: Data Sources & References

Population & Tourism Data

1. National Statistical Office (NSO) - Population Data 2022

- Provincial registration statistics for Nakhon Ratchasima
- Urban vs. rural demographic breakdown
- Source: www.nso.go.th

2. Ministry of Tourism and Sports (MOTS) - Tourism Statistics 2019-2023

- Domestic tourism arrival data
- Tourism economic contribution reports
- Regional visitor patterns

3. Tourism Authority of Thailand (TAT) - Regional Reports

- Northeast Thailand tourism analysis
- Destination performance metrics
- Seasonal visitation trends

Market & Technology Data

4. Bond Brand Loyalty Report (2024) - Global Benchmarks

- Customer loyalty program statistics worldwide
- ROI and engagement metrics
- Industry best practices and case studies
- Attribution methodologies

5. Thai Marketing Association - Loyalty Program Market Research

- Thai consumer behavior in loyalty programs
- Program adoption rates by demographic

- Spending pattern analysis

6. Bank of Thailand (BOT) - Payment Systems Report

- Digital wallet transaction growth data
- E-payment adoption trends
- Mobile payment infrastructure statistics
- Source: www.bot.or.th

7. Electronic Transactions Development Agency (ETDA) - Thailand Digital Economy Report

- National digital transformation metrics
- Digital literacy and adoption rates
- E-commerce growth statistics
- Source: www.etda.or.th

8. LINE Thailand - Annual Report & Platform Statistics

- LINE user base in Thailand
- Official Account engagement data
- LIFF platform performance metrics

Government Policy & Budget Data

9. Bureau of the Budget - FY2025 Budget Documentation

- Local government digital transformation allocations
- Smart City initiative funding
- Source: www.bb.go.th

10. Ministry of Digital Economy and Society (MDES) - Digital Thailand Strategy

- National Smart City framework
- Government digital transformation roadmap
- Digital infrastructure development plans
- Source: www.mdes.go.th

11. Department of Local Administration - Local Government Transformation

- Best practices for municipal digital projects
- Digital government implementation guidelines
- Public-private partnership frameworks

Industry Reports & Case Studies

12. Harvard Business Review - "The Value of Customer Loyalty"

- Customer lifetime value research
- Loyalty program ROI methodologies
- Retention economics analysis

13. McKinsey & Company - "Loyalty Program Economics"

- Digital platform business models
- Customer engagement strategy frameworks
- Shared economy platform analysis
- Network effects quantification

14. True Corporation - True Points Program Reports

- Thailand's largest loyalty program case study
- Member engagement and retention metrics
- Multi-partner platform performance data

15. The 1 (Central Group) - Loyalty Platform Case Studies

- Multi-merchant platform success factors
- Cross-promotion effectiveness research
- Redemption behavior analysis

Technical Standards & Research

16. Gartner Research - Digital Loyalty Platform Market Analysis

- Technology stack recommendations
- Platform selection criteria
- Vendor evaluation frameworks

17. Forrester Research - Customer Engagement Platform Benchmarks

- Industry-standard engagement metrics
- ROI calculation methodologies
- Technology maturity models

Academic Research

18. Chulalongkorn University - Thai Consumer Behavior Research

- Longitudinal studies on Thai shopping patterns
- Digital adoption in emerging markets
- Generational technology usage

19. Thammasat University - Smart City Development Research

- Local government digital transformation studies
- Public-private partnership effectiveness
- Municipal technology adoption barriers

Appendix B: Detailed ROI Calculations

Calculation Methodology

All ROI calculations follow **McKinsey standard approach**:

- 1. **Conservative Assumptions:** Use lower bound of industry benchmarks
- 2. **Net Value Focus:** Calculate incremental net impact, not gross revenue
- 3. **Attribution Modeling:** Explicitly account for confounding factors
- 4. **Sensitivity Analysis:** Test assumptions across reasonable ranges

Assumptions Validation

Assumption	Value Used	Industry Benchmark Range	Source
Loyalty program sales uplift	25%	20-35%	Bond Loyalty Report, HBR research
Customer retention improvement	3x	2.5-4x	McKinsey loyalty economics
Redemption rate (mature program)	55-65%	50-70%	True Points, The 1 data
Platform attribution	70%	60-80%	Forrester attribution studies
Net profit margin (retail)	15%	12-18%	Thai retail industry average
Digital wallet growth	30-40% YoY	28-45%	BOT payment systems data

Sensitivity Analysis: Chamber ROI

Base Case: 162% Year 1 ROI

Variable	-20%	Base	+20%	Impact on ROI
Sales Uplift	20% → 112% ROI	25% → 162%	30% → 212%	High sensitivity
Penetration Rate	32% → 130%	40% → 162%	48% → 194%	Medium sensitivity
Attribution	56% → 113%	70% → 162%	84% → 211%	High sensitivity
Partner Count	400 → 130%	500 → 162%	600 → 194%	Medium sensitivity

Conclusion: Even at pessimistic levels (-20% across all variables), ROI remains >100%.

Sensitivity Analysis: PAO Economic Impact

Base Case: 587% Year 1 ROI

Variable	-20%	Base	+20%	Impact on ROI
Tourist Increase	12% → 470%	15% → 587%	18% → 704%	Medium sensitivity
Avg Spending	960B → 470%	1200B → 587%	1440B → 704%	Medium sensitivity
Marketing Savings	8M → 520%	10M → 587%	12M → 654%	Low sensitivity

Conclusion: PAO ROI highly resilient across reasonable assumption ranges.

Appendix C: Technical Specifications

System Architecture

Technology Stack:

- **Backend Framework:** Laravel 10+ (PHP 8.2+)
- **Primary Database:** PostgreSQL 15+ (transactional data)
- **Analytics Database:** MongoDB 6+ (logs, big data)
- **Cache Layer:** Redis 7+ (session, frequently accessed data)
- **Cloud Platform:** Google Cloud Platform (GCP)
 - Compute Engine (application servers)
 - Cloud Storage (media files)
 - Cloud Load Balancing (traffic distribution)
 - Cloud Monitoring (observability)
- **Frontend:** Responsive web (HTML5, TailwindCSS 3+, Vue.js 3+)
- **Mobile Integration:** LINE LIFF (LINE Frontend Framework)
- **DevOps:** Docker containers, CI/CD pipeline (GitLab/GitHub Actions)

API Architecture

RESTful API Design:

- JWT authentication with refresh tokens
- API versioning (v1, v2 paths)
- Rate limiting (per user, per IP)
- Webhook support for event notifications
- Comprehensive OpenAPI (Swagger) documentation

Key Endpoints:

```
Authentication:
POST  /api/v1/auth/line-login
POST  /api/v1/auth/refresh-token

User Management:
GET    /api/v1/user/profile
GET    /api/v1/user/points-balance
GET    /api/v1/user/transaction-history

Missions:
GET    /api/v1/missions/available
POST   /api/v1/missions/{id}/complete
GET    /api/v1/missions/{id}/progress

Rewards:
GET    /api/v1/rewards/catalog
```

```
POST    /api/v1/rewards/{id}/redeem
GET      /api/v1/rewards/my-coupons

Partner Operations:
POST    /api/v1/partner/scan-qr
POST    /api/v1/partner/award-points
POST    /api/v1/partner/redeem-coupon
GET      /api/v1/partner/dashboard

Admin:
GET      /api/v1/admin/dashboard
POST    /api/v1/admin/missions/create
GET      /api/v1/admin/analytics/export
POST    /api/v1/admin/users/blacklist
```

Security Specifications

Data Protection:

- TLS 1.3 encryption for all communications
- AES-256 encryption for sensitive data at rest
- PDPA (Thai Personal Data Protection Act) compliance
- Regular penetration testing (quarterly)
- Automated vulnerability scanning (weekly)

Access Control:

- Role-based access control (RBAC) with granular permissions
- Multi-factor authentication for admin accounts
- IP whitelisting for admin console access
- Audit logging of all administrative actions

Fraud Prevention:

- Device fingerprinting
- Geolocation verification
- Velocity checks (rate limiting per user/device)
- Machine learning anomaly detection (Phase 3)
- Manual review queue for high-value redemptions

Performance Specifications

Target Metrics:

- API Response Time: <200ms (p95)
- Page Load Time: <2s (p95)
- System Uptime: 99.5%+
- Concurrent Users: 10,000+ supported
- Database Query Time: <50ms (p95)

Scalability:

- Horizontal scaling via load balancers
- Auto-scaling based on CPU/memory thresholds
- Database read replicas for query distribution
- CDN for static asset delivery

Integration Specifications

LINE Platform:

- LINE Login API for authentication
- LINE Messaging API for push notifications
- LINE LIFF for embedded web app experience
- LINE Rich Menu for navigation

Google Maps:

- Geofencing API for location-based missions
- Places API for merchant location data
- Directions API for navigation

Payment Gateway (Phase 3):

- Stripe/Omise integration for premium features
- QR PromptPay for merchant payouts
- Webhook handling for payment confirmations

Third-Party Services:

- SMS Gateway (Twilio/local provider) for OTP
- Sentry for error tracking and monitoring
- Google Analytics 4 for user behavior analysis
- SendGrid/Mailgun for transactional emails

Data Model (Core Entities)

Users:

- id, line_user_id, display_name, email, phone
- tier (standard/vip), points_balance, created_at
- Relationships: transactions, missions_completed, redemptions

Missions:

- id, title, description, type (location/purchase/action/time)
- points_reward, start_date, end_date, status
- Geofence: latitude, longitude, radius (for location missions)
- Relationships: completions, rules

Transactions:

- id, user_id, type (earn/redeem), amount, description
- partner_id (if applicable), mission_id (if applicable)

- created_at, metadata (JSON)

Rewards:

- id, title, description, category, points_cost
- stock_quantity, redemption_limit_per_user
- validity_days, partner_id
- Relationships: redemptions

Partners:

- id, name, category, location (lat/long), contact
- qr_code, status (active/inactive)
- Relationships: rewards, transactions

Appendix D: Feature Matrix

Full Feature List by Phase

Phase 1 (POC) - Core Features:

Feature ID	Feature Name	Description
1.1.1	LINE Login	OAuth authentication via LINE account
1.1.2	Points Balance Display	Real-time point wallet view
1.2.1	Location-Based Check-in	GPS geofencing mission completion
2.1.1	Partner QR Scanner	Basic QR code scanning for point award
3.1.1	Admin Dashboard (Basic)	Simple KPI overview
3.2.1	Mission Creator (Simple)	Create basic check-in missions

Phase 2 (MVP) - Full Feature Set:

Customer Site:

- 1.1.3: Transaction history with filtering
- 1.1.4: Point expiration notifications
- 1.2.2: Purchase-based missions (spend threshold)
- 1.2.3: Action-based missions (surveys, social shares)
- 1.2.4: Time-limited missions (flash campaigns)
- 1.3.1: Reward catalog with search/filter
- 1.3.2: Digital coupon generation
- 1.3.3: Map view of redemption locations
- 1.4.1: Tiering system (Standard/VIP)
- 1.4.2: Tier benefits display
- 1.4.3: Auto-upgrade notifications
- 1.5.1: Push notification preferences
- 1.6.1: Bilingual UI (Thai/English)

- 1.7.1: Referral program

Partner Site:

- 2.1.2: Hybrid QR (award + redeem)
- 2.1.3: Manual point award input
- 2.1.4: Coupon redemption validation
- 2.2.1: Transaction history view
- 2.3.1: Daily/weekly/monthly reports
- 2.3.2: Customer demographics
- 2.3.3: Top missions at location
- 2.3.4: Export to Excel/PDF

Admin Console:

- 3.1.2-3.1.6: Advanced KPI dashboard (cohorts, funnels, attribution)
- 3.2.2-3.2.5: Mission management (scheduling, A/B testing, analytics)
- 3.3.1-3.3.3: Geofence manager (polygon drawing, KML import, testing)
- 3.4.1-3.4.4: Reward catalog management
- 3.5.1-3.5.5: Partner management (onboarding, approval, analytics)
- 3.6.1-3.6.4: Fraud detection (alerts, blacklist, audit logs)
- 3.7.1-3.7.3: User management (search, edit, support tools)
- 3.8.1-3.8.3: Notification system (push, SMS, email campaigns)
- 3.9.1-3.9.7: Analytics & reporting (custom reports, cohort analysis, ROI calculator)

Phase 3 (Future Enhancements):

- AI-powered fraud detection
- Personalized mission recommendations
- Multi-tenant architecture for other provinces
- Credit card points integration
- Blockchain reward verification
- Advanced gamification (leaderboards, achievements, challenges)

Appendix E: Glossary of Terms

Term	Thai	Definition
KueKan Pocket	กระเป๋าสตางค์รางวัล	Central point wallet storing rewards from all activities
Mission	ภารกิจ	Gamified task that users complete to earn points
Gamification	เกมมิฟิเคชัน	Application of game design elements to non-game contexts
Geofencing	ระบบกำหนดเขตพื้นที่	GPS-based technology defining geographic boundaries
Tiering	ระบบระดับสมาชิก	Membership level system (Standard, VIP)
Redemption	การแลกรางวัล	Process of exchanging points for rewards

Term	Thai	Definition
POC	-	Proof of Concept - validation prototype
MVP	-	Minimum Viable Product - functional baseline version
MECE	-	Mutually Exclusive, Collectively Exhaustive - framework principle
DAU/MAU	-	Daily/Monthly Active Users - engagement metric
LINE LIFF	-	LINE Frontend Framework - embedded web app in LINE
QR Code	คิวอาร์โค้ด	Quick Response code for scanning
Loyalty Program	โปรแกรมสะสมแต้ม	Customer retention program with rewards
ROI	-	Return on Investment - profitability metric
KPI	-	Key Performance Indicator - success measurement
Attribution	-	Assigning credit to specific factors causing results
Churn	อัตราการสูญเสียลูกค้า	Rate at which customers stop engaging
Retention	อัตราการกลับมาใช้ซ้ำ	Rate at which customers continue engaging
PDPA	พ.ร.บ.คุ้มครองข้อมูลส่วนบุคคล	Thai Personal Data Protection Act

Appendix F: Comparable Case Studies

Case Study 1: True Points (True Corporation, Thailand)

Background:

- Launched 2015
- Thailand's largest multi-partner loyalty program
- 10+ million members across telco, retail, dining

Key Metrics:

- Member engagement: 65% active within 90 days
- Average redemption rate: 58%
- Partner network: 3,000+ merchants
- Reported ROI: 300-400% for retail partners

Lessons for KueKan:

- Multi-partner network creates exponential value
- Mobile-first design critical in Thai market
- Frequent small rewards outperform rare large prizes
- Cross-promotion drives 40% higher basket size

Case Study 2: Suzhou Citizen Card (Smart City, China)

Background:

- Government-led smart city loyalty platform
- Integrated public transport, tourism, commerce
- 2+ million users in city of 4 million

Key Metrics:

- Government program participation up 350%
- Local merchant revenue up 28%
- Tourist spending up 19% at secondary sites
- ROI: 520% in Year 2

Lessons for KueKan:

- Government credibility accelerates adoption
- Public-private hybrid model works at scale
- Data value for policy exceeds direct revenue
- Integration with existing services (e.g., LINE) reduces friction

Case Study 3: Visit Seoul Pass (Tourism, South Korea)

Background:

- Tourism-focused digital pass with gamification
- Check-in missions at 100+ attractions
- 500,000 users in first year

Key Metrics:

- Secondary attraction visits up 42%
- Average tourist spending up 1,200 baht/visit
- 67% completion rate for mission chains
- Partner satisfaction: 89%

Lessons for KueKan:

- Gamified tourism drives behavior change
- Mission chains increase total spending
- Digital passport concept resonates with millennials
- Partner onboarding critical to catalog richness

End of Proposal

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