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Operation Smile Thailand

“We envision a future where health and dignity are improved through safe surgery.”

GPS Consulting

Tanpitcha | Thanyaporn | Thanyawit | Pratchaya

Executive Summary

OST has been pursuing its mission in Thailand for more than 20 years; now the company is looking to ensure their financial sustainability.



A decrease in donation due to covid-19 situation and other economic factors

The seriousness of a cleft condition is underrated

Many similar non-profit organizations



How can OST encourage more donations, spread awareness, and differentiate from other charities while targeting the 45-64 age group and leveraging its core competencies?



Communicate

Collaborate with local artists, set up art exhibitions, and sell merchandise by means of raising awareness about cleft conditions

Motivate

Offer new donation benefits to individuals and generate special-occasion donation campaigns to attract donors

Accelerate

Partner up with companies and set up payroll giving scheme, along with developing the "progress tracking" feature in the foundation's Line@



18.6M THB

3-year implementation cost

29.5M THB

incremental funding in 2024

45%

3-year incremental funding CAGR



OST is a leading non-profit organization with the aim of providing safe surgery to correct facial deformities in underprivileged children and young adults.



Operation Smile's vision

Core competencies



Operation Smile Thailand is aiming to use their expertise, creating smiles and transforming lives for those born with cleft, facial deformities, and suffering from burn wounds through safe surgery across Thailand.



One and only organization in Thailand
which focuses on treating cleft conditions



Collaboration with **highly qualified doctors and hospitals**



World leading healthcare charity
One of the oldest and largest volunteer-based organizations in the world



Being patronized by major corporations
in Thailand e.g., SCG, SCB

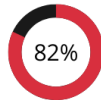
Several economic and social factors led to a significant drop in donation amounts

Situation

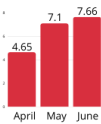
Statistics



Decrease in donations



Reported that their **financial situation is getting worse** during COVID-19 pandemic



The **annual inflation rate** in Thailand **rose to 7.66%** in June 2022, elevating living expenses.

61.2%

decrease in donation from 2019 to 2021



Lack of understanding in seriousness of a cleft condition

People rate **3.3 out of 5** as a seriousness of cleft conditions

Less than 30%

think that cleft conditions are top priorities when it comes to fund distribution



Many similar foundations

14
charities for cleft conditions in **SEA**

42
non-profit organizations for **children**



willing to donate for cleft condition organizations and **18.7%** know OST

Source : Team's questionnaire, AIA, Tradingeconomics

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OST must target the 45-64 age group due to their high income, donor rate, and donation value

Segment analysis shows which age group has the highest potential



25-34



35-44



45-64



65+

	Low	High	Low	High	Low	High	Low	High
Income								
Donation frequency tendency	depend on occasion		2-3 times a year		monthly		monthly	
Donor rate	67.5%		69.6%		71%		77.5%	
Total donation value	13.5%		16.3%		37.4%		29.8%	

Why 45-60 age group?



01

High-income and financially stable

02

More likely to donate as 71% of this age group are donors

03

High donation value and frequency compared to other groups

Source : Statcan, Team's questionnaire

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To tackle the ongoing problems, OST needs to consider these goals

We identified three challenges



Overarching goals



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Key Question

How can OST **encourage more donations**, **spread awareness**, and **differentiate** from other charities while targeting the **45-64 age group** and leveraging its **core competencies**?

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STRATEGIES

Our comprehensive solution to the key question is for OST to **communicate**, **motivate**, and **accelerate**

1

Communicate

Partner with local artists to spread awareness about the seriousness of cleft conditions through exhibitions and merchandise

2

Motivate

Incentivize people to donate by providing them with new donation benefits along with creating special donation occasions

3

Accelerate

Launch payroll giving scheme, allowing employees of the partnered companies to donate straight from salary to achieve consistent donations

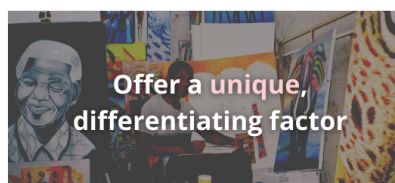
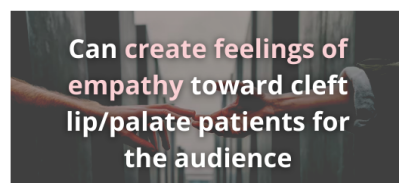
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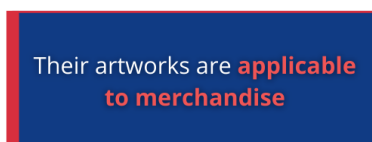
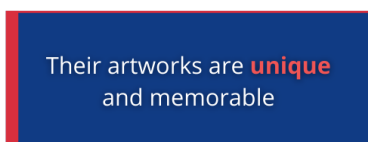
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Operation Smile must **partner with local artists** to **target potential donors** while **spreading awareness** about the seriousness of cleft conditions

Why partner with local artists?

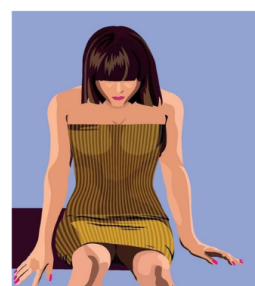


Artist selection criteria



Potential artist

Pamda Bure



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The **exhibition of artworks** that tell stories about cleft conditions would be effective in **targeting the 45+ age group** and **spreading awareness** about the issues

Art exhibition's visitor demographic



45%

of **visual art** audiences are **over 45 years old**



40%

of **visual art** audiences have **Learning** as their main motivation

Art is effective in spreading message

“

Just by looking at the images, they will understand the message. Images are also good in that even those who can't read can still get the message"

Tsitsi Nyanhete

Examples of exhibitions that spread awareness



The wall murals outdoor campaign

Mural arts that create **awareness about child's health** in Zimbabwe
2.5M viewers



Living With Hope

Art exhibition in Rwanda aiming to spread **mental health awareness**

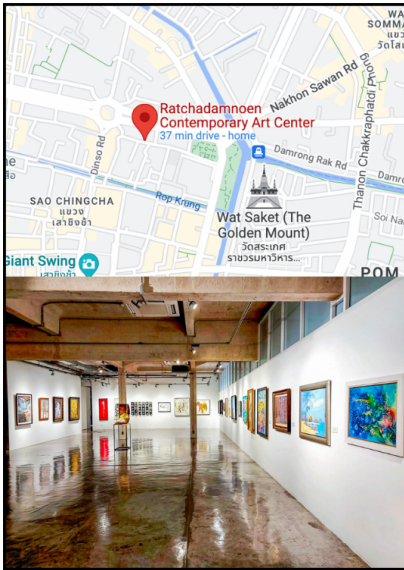
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Artworks that tell stories about cleft conditions must be **displayed at a carefully selected venue** to ensure the success of the exhibition

Exhibition venue selection criteria	Why?	Potential exhibition venue
Is at optimal location for the target audience	Maximize the number of visitors, boost awareness	
Is appropriate for the display of artwork	Improve visitor's experience	
Has high traffic to attract regular walk-ins	Reach potential donors who are not informed about the event	
	Insight	Strategy

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In addition to the **exhibition of artwork**, the **donation box** and **selling of merchandise** should be present at the exhibition venue

What happens at the exhibition?	Value it creates
 Exhibition of artwork that communicates the seriousness of cleft condition	Create better understanding of cleft conditions and how serious they are
 Donation box at the exhibition site	Simple, effective way to reach potential donors when they are the most empathetic
 Selling of merchandise	-Increase funding from merchandise -Spread further awareness when merchandise is used
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OST has the opportunity to **expand the merchandise product line** by leveraging the **partnership with local artists**

Why increase sales of merchandise?

Merchandise sales account for **less than 1%** of OST's total funding

To **diversify sources of funds**, rely less on corporate and individual donors

Existing products



OST must leverage the partnership with **local artists** to boost the sales of **merchandise**

Sources : Operation Smile TH

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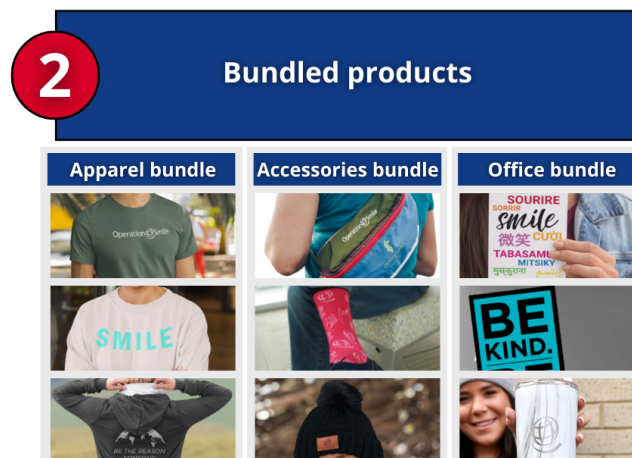
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OST must add **products that feature the artwork of local artists** and **bundled products** to their existing merchandise product line

What to add?



Why?

-**Value addition** to merchandise
-**Spread awareness** about cleft conditions

-**Drive basket size**
-**Increase total sales**

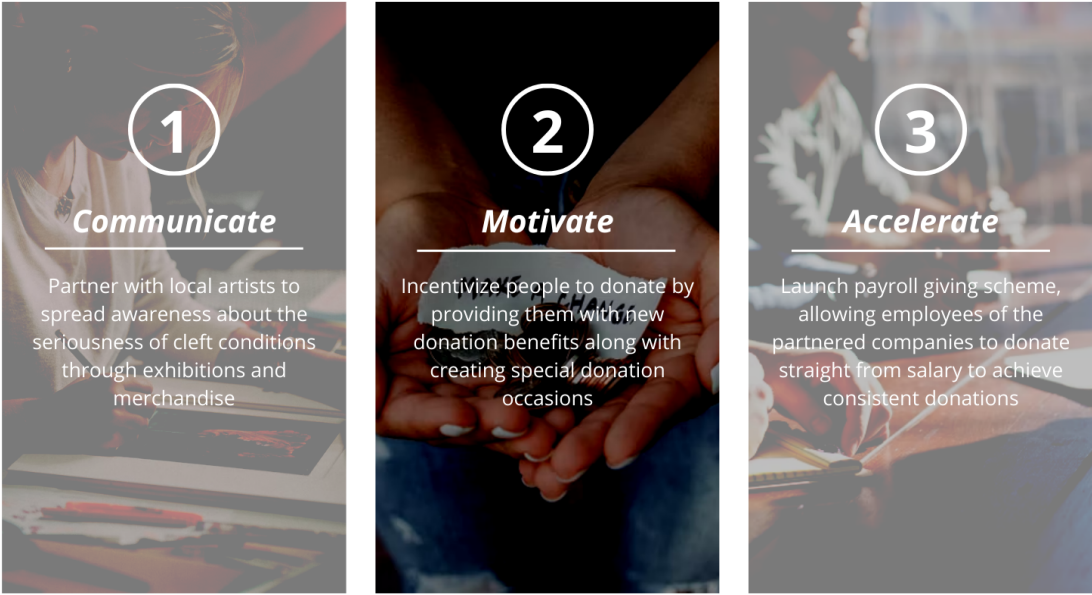
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Our comprehensive solution to the key question is for OST to **communicate**, **motivate**, and **accelerate**



Insight **Strategy** Impact

Providing artist-featured merchandise for individual donors would motivate them to donate more

																		
Tax benefits																		
Other benefits	<div><div><div>Donor's Benefits</div><table><thead><tr><th></th><th>S</th><th>M</th><th>L</th></tr></thead><tbody><tr><td>25K – 199K</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>200K – 399K</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>400K+</td><td>✓</td><td>✓</td><td>✓</td></tr></tbody></table></div><div><ul style="list-style-type: none">• Logo display on signage at every location• Annual E-Report• Staff activity for corporates (Smile Bags/Medical Records)• Exclusive meeting with Medical Team in Bangkok• Invitation to OST special events• Hospital visit and observe surgery (maximum of 2 persons)</div></div> 		S	M	L	25K – 199K	✓	✓	✓	200K – 399K	✓	✓	✓	400K+	✓	✓	✓	<div></div> <div></div>
	S	M	L															
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What to add?

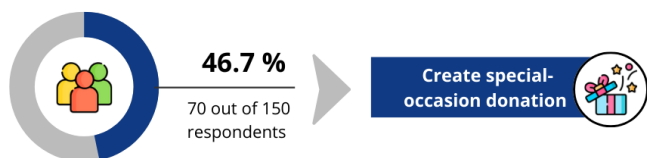
Giving donors a special item from the OST with artwork created by a local artist gives them **more incentives to donate**

Donate over 2000 get 	or	Donate over 3500 get 	or	Donate over 5000 get
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Insight **Strategy** Impact

OST should **create special occasions** to incentivize people to donate

According to the respondents, **over 46% donate occasionally**



Implementation

Birthday, Share day

Encourage everyone to split their own money and give a little on their birthday

First Smile on Birthday

A monthly campaign **raising funds** to perform a surgery **for one child** whose birthday is on that month

First Smile on Birthday



Many children are waiting for the operation. **Be a part of their first smile on their birthday** as their birthday approaches

Sources : Team Analysis, Team's Questionnaire

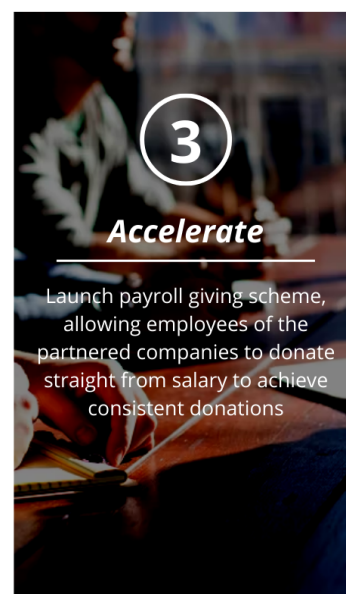
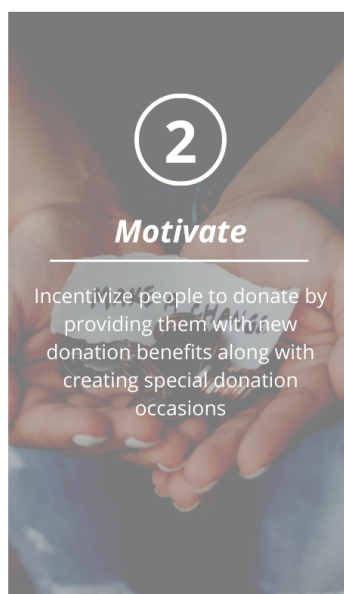
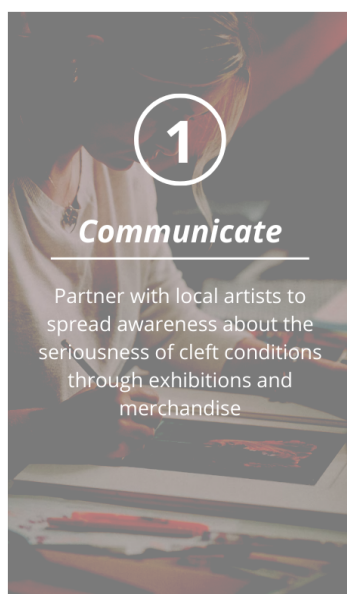
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Our comprehensive solution to the key question is for OST to **communicate**, **motivate**, and **accelerate**

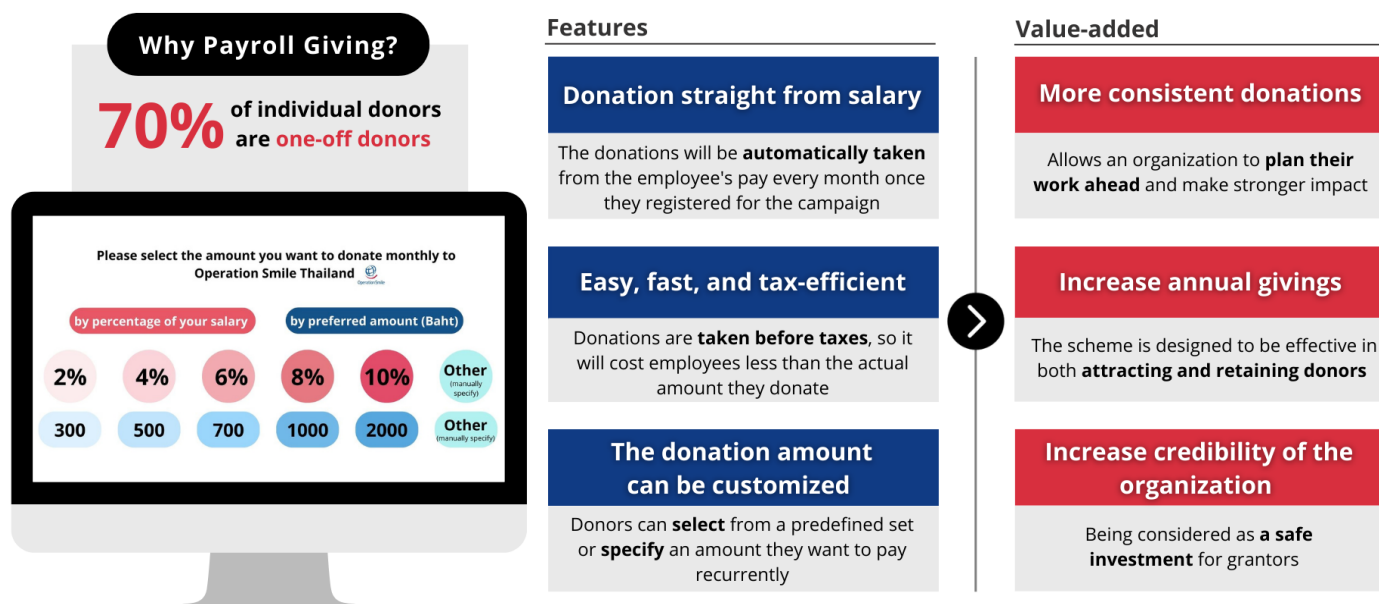


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Initiating a Payroll Giving scheme, OST will be able to gain reliable and regular donations while also increase both amount and sources of funds



Sources: America's Charities, GOV.UK

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One of the major factors contributing to the success of Payroll Giving scheme is corporate partnership



Sources : Operation Smile TH

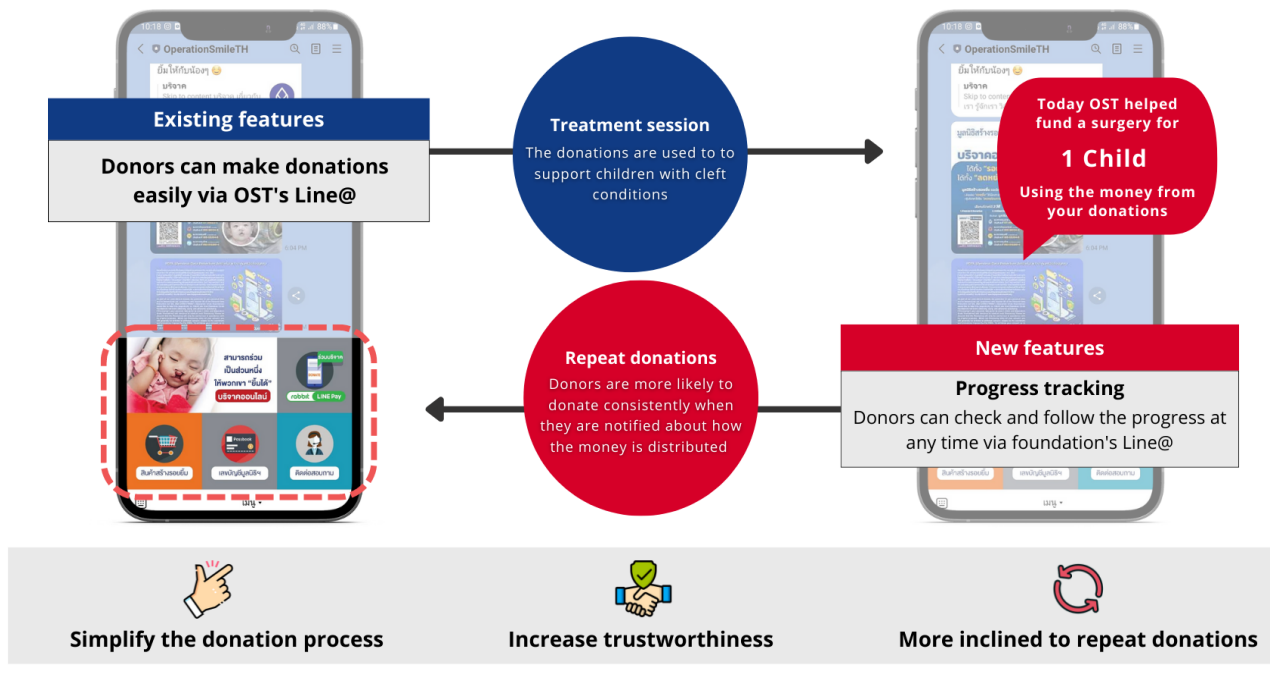
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OST must expand the features in its Line@ to allow the donors to track how their donations are spent



Sources : Operation Smile TH

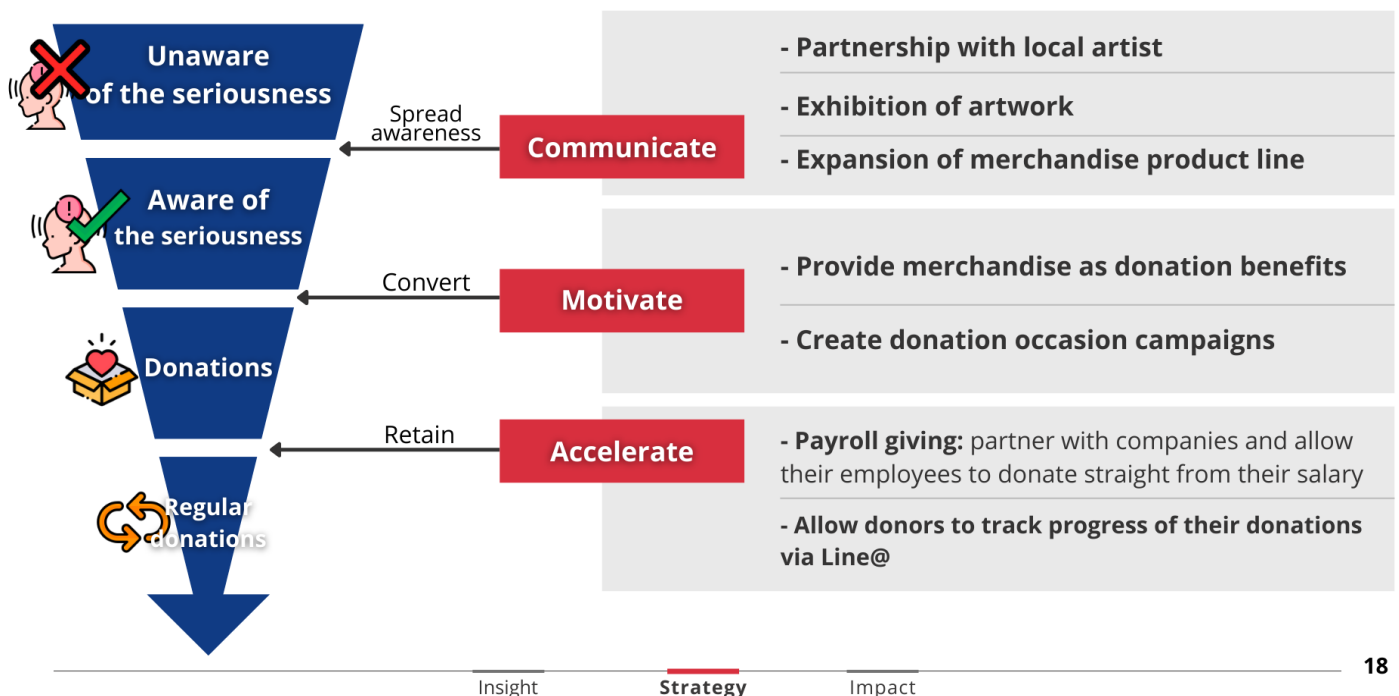
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Our 3-level strategies offer a comprehensive solution to the current challenges OST is facing



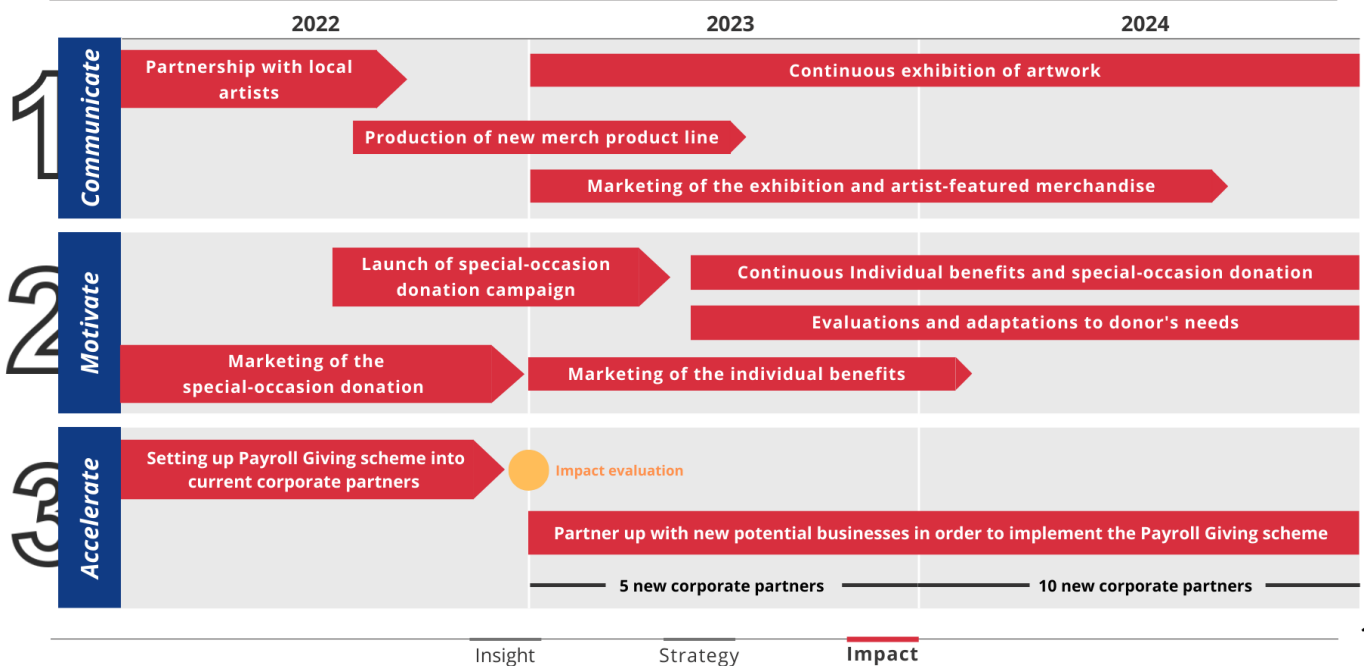
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The implementation of our strategy requires careful prioritization of work

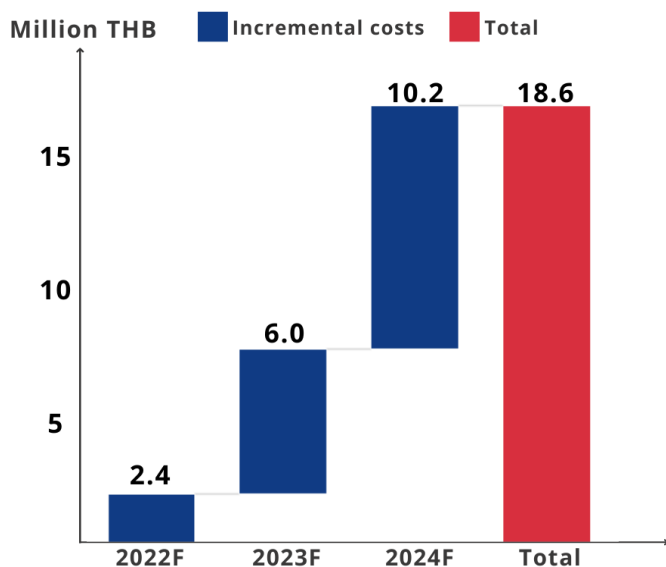


Implementation timeline

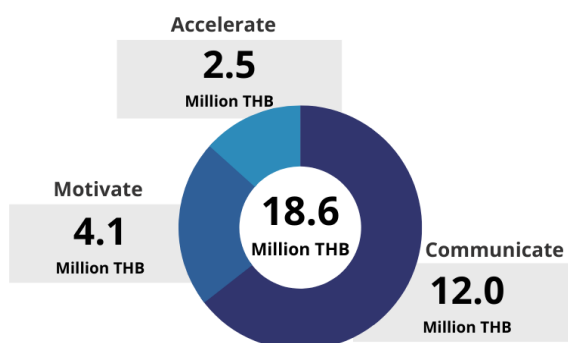


Our strategies will incur a total cost of around 18 million THB in 3 years

Yearly cost breakdown



Cost breakdown structure by strategy



Major cost drivers



Insight

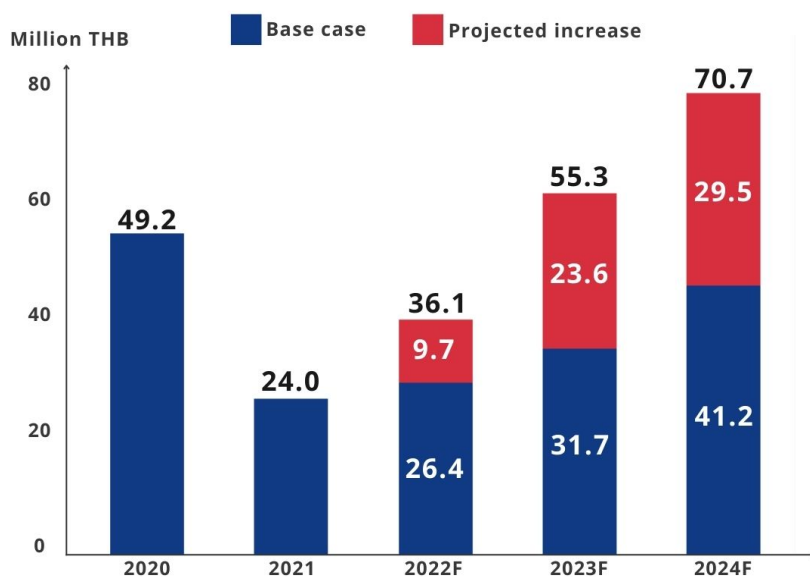
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The implementation of our strategies puts OST on track to reach the yearly donation amount of around 70 million THB within 2024

Projected amount of funds received



Key numbers

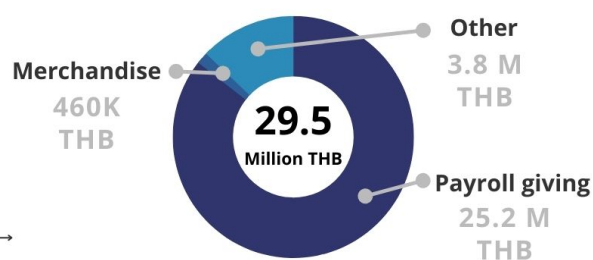


3-year incremental funding CAGR



Yearly donation amount in 2024

Sources breakdown of incremental funding in 2024



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Risks and their mitigation strategies are examined to ensure the successful rollout of our recommendations

