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Development of a new idea from the Medici Effect as an innovation for two entrepreneurs' business

(5 case studies and experiments with Bakery and Knitting entrepreneur)

Submitted by

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Abstract

Date: 21 June 2010

Course: Graduation Project in Innovation Management (INO001)

Supervisor: Erik Lindhult

Author: Nutapun Sriratanaprapai

Title: Development of a new idea from the Medici Effect as an innovation for two entrepreneurs' business

Purpose: The main purpose is to study how two entrepreneurs create the Medici Effect and implement the new idea to become innovation for their business

Target group: Students and entrepreneurs

Research question: How two entrepreneurs create a new idea from the Medici Effect and implement a new idea as an innovation on business?

Sub-questions:

1) What is the relationship between networks the Medici Effect as well as networks and entrepreneurial process?
2) Which form of innovation creates on business, as a result from entrepreneurs who apply the new idea from the Medici Effect into business?

Approach: Experiment by video conference and discussion via social network website

Keywords: The Medici Effect, Entrepreneur, Innovation

Paper type: Master Thesis

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Without support from all of these people, I might not be able to complete this graduation project.

Nutapun Sriratanaprapai

1. Introduction

This introduction part will give some explanations about the topic of this project. Firstly, motivation of study will be introduced. Secondly, the background of the problem will be discussed.

1.1 Motives

The Medici Effect is an explosion of extraordinary ideas and takes advantage of it as individuals, as teams, and as organizations. Moreover, it also bring together the different disciplines and cultures and searching for the place where they connect. The Medici Effect will show you how to find such intersectional ideas and make them happen (Johansson F. 2004).

Moreover, I am a student who study course of Innovation and Entrepreneurship Program and would like to be an entrepreneur after graduated. For this reason, I decided to study on a topic that related with innovation and entrepreneurship.

Therefore, I combine the concept of the Medici Effect with the entrepreneur process. This inspired me to study on how two entrepreneurs create the Medici Effect which develops to be a new concept of idea. Then, the entrepreneurs implement the new idea which becomes innovation on their businesses.

1.2 Background

The Medici Effect could happen any place in this world, even in our minds. In Thailand, there are many entrepreneurs who start up their own businesses because of the Medici Effect concept. However, they do not know that this is called the Medici Effect, they know only it is new to the market as it is an innovation for their businesses.

Moreover, there are two processes of being entrepreneur which are causation process and effectuation process. Entrepreneurs who apply causation process will define the objectives and plan how to accomplish those objectives, while entrepreneurs who select effectuation process will begin with the alternative that they have in hand, and see what they can do with these resources. These two processes will be explained more in detail in the Literature review and Theoretical framework. In addition, the networks also play an important role in entrepreneurial process and also support the Medici Effect. If the entrepreneurs apply the Medici Effect idea into their businesses, it will create innovation on their business.

Therefore, in this paper will give an overall understanding about what is the Medici Effect from the literature review and some cases study in Thailand. Then, find out how to create the Medici Effect and see the connection with the entrepreneurial process. Lastly, evaluate what is an innovation to business after apply the new idea from the Medici Effect.

This study will be useful for any persons who interested in the Medici Effect and entrepreneurs who would like to be innovative by applying the Medici effect.

2. Problem Formulation, Purpose, Target group

2.1 Problem Formulation

As I mentioned in previous section, this project focuses on the Medici effect, entrepreneurial process, network, and innovation. Therefore, I would like to find out how two entrepreneurs involve in the Medici Effect and implement the Medici Effect idea to be innovation on their business. For this reason, I set the following research question and sub-questions that should be answered:

2.1.1Research question

"How two entrepreneurs create a new idea from the Medici Effect and implement a new idea as an innovation on businesses?"

2.1.2 Sub-question

- What is the relationship between networks and the Medici Effect, as well as networks and entrepreneurial process?
- Which form of innovation creates on business after entrepreneurs apply the new idea from the Medici Effect into business?

2.2 Purpose

The main purpose of this study is to conduct a research on the topic that combines the Medici Effect with entrepreneurship, then, create a new idea and implement into businesses as an innovation aspect.

Moreover, this project will increase my understanding about the Medici Effect and see the connection between the Medici Effect and entrepreneurial process.

2.3 Target Group

The result of this paper can be useful for students who want to start up their career in an entrepreneurship field. In addition this project also focuses on entrepreneurs who are interested in the Medici Effect and want to create new idea for their businesses.

3. Methods

The methods that used in this project will be explained and also overall process of collecting the data.

3.1 Methods for data collection

This project will use action research which has an entrepreneurial emphasis, by highlighting the roles and contributing to the innovation processes. The core focus is on doing something useful for an innovation partner; a particular group or organization, or oneself as entrepreneur, and

making a knowledge contribution to file innovation technology through the work (Erik Lindhult, 2004).

In general, it focuses on the individual researcher's understanding and values relating to the research issue. The only way the researcher can improve and challenge their understanding is by taking action and by learning from experience. Action research therefore combines a focus on action and experimentation with a concern for challenging and developing personal values (Fisher, 2007).

An important issue is the relation of Action Research to the common qualitative - quantitative frameworks (Erik Lindhult, 2007). According to Fisher (2007), the interviews and documentary are considered as examples of qualitative methods while questionnaire surveys are quantitative approach.

For this project, I decide to use qualitative as I believe that qualitative data from the documentary, case studies will provide me useful information on the entrepreneurial processes, how the Medici Effect was created and the role of networks.

There are two different types of information when we collect data which are primary and secondary data. Primary data is data observed or collected directly for researcher's purpose or from first-hand experience while data that has already been collected in the past for other's purpose or already published is secondary data (Fisher, 2007).

In this project, I collected both primary and secondary data. For the secondary data will be collected carefully from reliable sources from academic article, books and textbooks.

3.1.1 Secondary data collection

Secondary data was used thought literature review part in order to give an overview of each theory before drawing them in theoretical framework. I used several sources of secondary data which are as followed:

- Literature Review

The literature review, here, refer to both books and textbooks. The book that is a main concept of this project is the Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures book which written by Frans Johansson. Apart from the Medici Effect: Breakthrough Insight at the Intersection of Ideas, Concepts & Culture book, I also used Innovation and Entrepreneurship textbooks from John Bessant and Joe Tidd.

- Academic Journals and Articles

Many articles are used to support each theory from the books and text books. The articles are searched from Mälardalen University Library database which link with many reliable online databases such as ELIN, Emerald, Google Scholar, IngentaConnect and ScienceDirect.

Moreover, many up to date information can also search from magazines and articles from newspaper for evaluating risk of apply the new idea.

- Case study

In order to have a clear picture of the Medici Effect in Thailand, I had searched some case studies about Thai entrepreneurs who use this concept into their businesses from newspapers and magazines. To study from the real cases, this will give me some important aspects entrepreneurial process, how the Medici Effect idea happens and the result of applying into business.

3.1.2 Primary data collection

Primary data is important data for this project in order to answer the research questions. I collected both empirical data and practical data which based on my understanding. In other word, I use my own assumptions to test in order to get reflection to improve my knowledge and understanding.

3.1.2.1 Process of Action Research

There are five steps that I used to conduct action research for my study, which are shown below:

1. Formulate the problem.

This step is the beginning of my project. My research question is: How two entrepreneurs create a new idea from the Medici Effect and develop a new idea as an innovation on businesses? The sub-questions are "What is the relationship between network and the Medici Effect, as well as network and entrepreneurial process?"; and "Which form of innovation create on business after entrepreneurs apply the new idea from the Medici Effect into business?".

2. Collect data.

Secondary data from literature review and article was used to illustrate the concepts and draw the theoretical framework. Moreover, I gather several the Medici Effect case studies that happened in Thailand from trustworthy sources such as articles from business magazines and newspapers. This will give a clear picture of the Medici Effect in a real business world.

3. Analyze the data.

After having an overall understanding of the Medici Effect in Thailand, I have to identify major themes that could be classify as entrepreneurial process, the way that the Medici Effect happen (which type of intersection), and form of innovation on the business.

4. Experiment.

The experiment will be test according to the information from the analysis part. Firstly, I will invite Ms. Salila Klongboonjit, the owner of Muffin House, Bangkok to join this experiment, she will refer to "Entrepreneur A" and I will be referred to "Entrepreneur B". Then, we will try to create the Medici Effect according to the result from analysis part.

There are 2 main steps for the experiment process which are as followed:

4.1 Process of Experiment: How to conduct the experiment?

This part will explain the process of experiment in detail. However, the process of experiment is flexible. The researchers have to adjust the process according to the topic of study. In this study, the experiment process can be summarized as bellowed:

♠ Giving information

As there are two parties involve in the experiment, therefore it is required to exchange information in order to increase understanding about the experiment.

♠ Taking action on experiment

After sharing the information on the experiment, both parties will act according to the process that discussed in the previous section. In this project, this part will focus on generating the idea.

♠ Selecting and developing the new idea

Both parties will discuss and select the interesting ideas from the previous section. After they selected the interesting ideas, they will develop to be the final idea

4.2 Experiment Result: What is the final idea from the experiment?

This part will be the conclusion on the final idea that the researcher gets from the experiment. In this project, the result will be the combination of selected idea from many interesting ideas.

5. Reflection.

After the result from experiment came out, I will compare the result with previous knowledge. I will think deeply what I get from the experiment which helps me to increase my understanding and knowledge.

3.3 Limitations

The limitations of this project are time limitation, and the update information on secondary data. Some secondary data are not up-to-day, or/and may not be free to reader. Furthermore, it is difficult to find the case study that the Medici Effect emerges from two entrepreneurs so it is a mixture of both the Medici Effect happened from individual and two entrepreneurs in this project.

Moreover, the design of experimentation in order to achieve the Medici Effect required adaptation. Because the result of experiment is unpredictable, therefore there is not a standard design of experiment. The detail of experiment will be explained more in the analysis part.

4. Literature review and Theoretical framework

The main literature review in this project is the Medici Effect which is the main study in this project. Next, the process of entrepreneurial will be explained to show how to become an entrepreneur. Then, the types of network and innovation will be discussed.

4.1 Literature Review

4.1.1 The Medici Effect

The Medici Effect is developed by Frans Johansson. He explains that the Medici Effect is a phenomenon which people step into an intersection of fields, disciplines, or culture. Then, they combine existing concepts into a large number of extraordinary new ideas.

Furthermore, he clarifies more on the Intersection that it happens when different fields, different cultures, different domains, and different disciplines stream together toward a single point. They connect, allowing for established concepts to clash and combine, ultimately forming a multitude of new, groundbreaking ideas (Johansson, 2004).

The term *field* is used to describe disciplines, cultures, and domains in which one can specialize through education, work, hobbies traditions, or other life experiences. Fields can, for instance, include mystery writing, painting Chinese business customs, molecular biology, and the enterprise software industry. They encompass areas as diverse as sport fishing, cable television, Hispanic-American culture, equity analysis, object-oriented programming, poetry, carpeting, and movie editing. Fields can, in turn, be divided into a subset of more narrowly defined fields. For instance, you can talk about the field of cooking generally, but you can also talk about the specialties of Swedish and Thai cuisine (Johansson, 2004).

In addition, Fields consist of *concepts* such as knowledge and practices. Changing a tire can be called a concept. So can the item *tire*, in and of itself. These two concepts are both included in a field called mechanics. In order to understand a field, one has to understand at least some of its concepts. The more concepts one understands within a field, the more expertise one has built within that field (Johansson, 2004).

The key difference between a field and an intersection of fields lies in how concepts within them are combined. The combination of concepts within a particular field, generating ideas that evolve along a particular direction is *directional ideas*. On the other hand, if the combination of concepts happens between multiple fields, generating ideas that leap in a new direction, it is called *intersectional ideas* and the intersection is occurred.

The author suggests that we have to break down the barriers between fields in order to increase impossible combination. The low associative barriers will raise an ability to connect different concepts across fields. Furthermore, we have to open and free our minds to all possible combinations.

J.P. Guilford is one of the earliest creativity researchers, who states that creative minds tend to make unusual association because they engage in so-call divergent thinking. One conclusion of Guilford's researches shows that a person with low associative barriers is more likely to think broadly when responding to a word and is therefore able to come up with more unusual ideas. This means that a person with low associative barriers would find his chains of association taking irregular paths outside of a specialized field, rather than predictable ones inside a field (Guilford, 1967).

Individual with high associative barriers would more than likely produce the common responses, but remain unable to see how the two words are linked unless specifically prompted to find a connection (Simonton, 1999).

There is always another way to view things; this is why diversification is so effective in breaking down associative barriers. For example, Leonado da Vinci, the defining Renaissance man and perhaps the greatest intersectionalist of all times, believed that in order to fully understand something one needed to view it from at least three different perspectives (Michalko, 1998).

Johansson mentions that at the intersection, we need as many opportunities for random combinations of ideas as possible. Moreover, creativity is a combination of concepts and it is random.

Nevertheless, Johansson also suggest that we have to get ready for failure at the stage of making intersection ideas happen. In addition, the uncertainty is enough to scare off many prospective intersection hunters. The more ideas you execute, the greater the change of realizing something truly groundbreaking. But not every idea will work out. Innovative people, then, experience more failures that their less creative counterparts because they pursue more ideas (Johansson, 2004).

Even though, the Medici Effect is not a scientific study, I believe that the Medici Effect can inspire the entrepreneur to create a new business and the creation of new business is not required any scientific to support.

In my point of view, the Medici Effect does not happen with an intersection from a simple combination of two different concepts into a new idea. Instead, the intersection is required

unusual combinations to occur. The unusual combinations come from diversification of idea from different group of people who have different fields, disciplines, or culture.

4.1.2 Entrepreneurial Process

According to Gartner (2008), Gartner believed that entrepreneurs are identified by a set of behaviors which link them to organization creation. From this view, I would say that Sarasvathy also have the same point of view. Sarasvathy developed a special theory to explain the creation of new firms. Sarasvathy explained that there are two types of processes which are causation and effectuation.

"Causation process take a particular effect as given and focus on selecting between means to create that effect" (Sarasvathy, 2001). To illustrate this, Sarasvathy gave an example of cooking dinner. The customers already decide what they would like to have for dinner. Then, the chef just lists the ingredients needed, buy the ingredients and cook the meal for the customers.

The causation process underlies many economic theories and one of them is Marketing Management from Philip Kotler. Kotler defines a market as follows: "A market consists of all the potential customers sharing a particular need or want who might be willing and able to engage in exchange to satisfy that need or want" (1991:63). Kotler suggests a common concept of marketing which is the STP – segmentation, targeting, and positioning – process which he assumes the market exists.

The opposite direction of causation process is effectuation process. "Effectuation process take a set of means as given and focus on selecting between possible effects that can be created with that set of means" (Sarasvathy, 2001). With the same example: cooking dinner, here, the chef just looks through the refrigerator what ingredients he has. Then, prepare the dinner based on the given ingredients.

Instead of assuming the market is exist and design the best possible plan for the given market, entrepreneur who examine the available resources and think creatively to bring the idea to market with as close to zero resources as possible such as become a strategic partner or by doing just enough market research to convince a financier to invest the money needed to start up a business.

In addition, entrepreneurs who have the same starting point with a different set of contingencies, the entrepreneur might end up building one of a variety of businesses. Entrepreneur's journey of effectuation might also be the result of suggestion made by a friend, listening to the customer and strategic partners.

Entrepreneurs who involve in effectuation will have a set of means which are they know who they are (their own traits, tastes, and abilities), what they know (knowledge corridors they are in) and whom they know (the social networks they are a part of).

In summary, entrepreneurial process in this paper simply refer to the way that entrepreneurs create their businesses which can be either causation or effectuation process.

4.1.3 Network

A network can be defined as *a complex, interconnected group or system*, and networking involving using that arrangement to accomplish particular tasks. (Bessant, J. and Tidd, J. 2007, p.84).

One of the most important factors that make organizations become successful is having a strong network. They build solid relationships with business partners and mentor, they understand what their customers and employees want from them, they share many of the same goals as their company or institution, and they have learned from departments and colleagues what it takes to succeeds. These relationships become deeply integrated into a tight network supporting similar values. (Johansson, 2004)

These types of networks are value networks which Clayton Christensen means "the context in which a firm identifies and responds to customer's needs, solves problems, procures input, react to competitors and strives for profit" (Christensen, 1997)

In addition, there are different types of innovation networks, which can support organization during the innovation process, as showed in the table below.

Network type	Examples
Entrepreneur-based	Bringing different complementary resources together to help take an opportunity forward. Often a combination of formal and informal, depends a lot on the entrepreneur's energy and enthusiasm in getting people interested to join – and stay in – the network.
Internal project teams	Formal – and informal – networks of knowledge and key skills which can be brought together to help enable some opportunity to be taken forward – essentially like entrepreneur networks but on the inside of established organizations. May run into difficulties because of having to cross internal organizational boundaries.
Communities of practice	These are networks which can involve players inside and across different organizations – what binds them together is a shared concern with a particular aspect or area of knowledge.
Spatial clusters	Networks which from because of the players being close to each other – for example, in the same geographical region.
Sectoral networks	Networks which bring different players together because they share a common sector – and often have the purpose of shared innovation to preserve competitiveness. Often organized by sector or business associations on behalf of their members. Shared concern to adopt and develop innovative good practice across a sector or product market grouping.
New product or	Sharing knowledge and perspectives to create and market a new product or

process development consortium	process concept.
Sectoral forum	Working together across a sector to improve competitiveness through product, process and service innovation.
New technology development consortium	Sharing and learning around newly emerging technologies.
Emerging standards	Exploring and establishing standards around innovative technologies.
Supply-chain learning	Developing and sharing innovative good practice and possibly shared product development across a value chain.

Table1: Types of innovation networks
Source: Innovation and Entrepreneurship (Bessant, J. and Tidd, J. 2007, p.87)

At this point, I believe that networks can be both formal and informal relationship. Formal relationship is the relationship happens via official channels such as the relationship between two business partners. Informal relationship is the relationship that happens outside the official channel. The simplest networking happens in an informal way when people get together and share ideas which new ideas and creative combination might be happened.

4.1.4 Innovation

There are a variety of definitions on innovation. For example, innovation, by definition, involves the creation and making of the new, these gauntlets, singly and in combination, make the outcome of innovation a highly uncertain process (Kline and Rosenberg, 1986)

According to Drucker (2007), innovation is the specific tool of entrepreneurs, the means by which they exploit changes as an opportunity for a different business or a different service. Then, innovation is driven by the ability to see connections, to spot opportunities and to take advantages of them (Tidd et al., 2005).

Moreover, Tidd and Bessant (2005) also state that there are three core themes as a heart of innovation. Firstly, *Generating new ideas* – these could come from inspiration, from transferring from another context, from listening to user needs, from frontier research or by combining existing ideas into something new. Secondly, *Selecting the good ones* – innovation is full of uncertainty and guesswork so just select the best of those sounds simple enough. Lastly, *Implementing the new idea* - the only way to find out whether or not something is a good bet is to start developing it.

In addition, the 4Ps of innovation concept was developed to reduce many dimensions of innovation forms, which will be shown in table below:

Dimension	Description
Product innovation	Changes in the thing (products/services) which an organization offers.
Process innovation	Changes in the ways in which things (products/services) are created and delivered.
Position innovation	Changes in the contest in which the products/services are introduced.
Paradigm innovation	Changes in the underlying mental models which frame what the organization does.

Table2: The 4Ps of Innovation

Source: adapted from "What Can Be Changed in Innovation?", Innovation and Entrepreneurship (Bessant, J. and Tidd, J. 2007, p.13)

As innovation deals with creating something new or making difference, therefore there are two points of views on innovation which categorized by the degree of novelty. The first view is *Incremental innovation* which is small improvements to existing products, services or process – 'doing what we do but better'. Another view is *Radical innovation* which is significantly different changes to products, services or processes – 'do what we do differently' (Tidd et al., 2005).

The table below shows the innovation strategies that come from the combination of 4Ps of innovation and novelty degree concepts.

	Incremental Innovation (Do it better)	Radical Innovation (Do it differently)
Product (Service)	Product improvement	…and now for something completely different
Process	Getting lean, the quest for 'excellence'	Radical process change
Position	Extend, deepen, segment markets	Find new playing fields
Paradigm (Business concept)	Change the business model	Rewrite the rules

Table3: Innovation Strategies

Source: Innovation and Entrepreneurship (Bessant, J. and Tidd, J. 2007, p.24)

To sum up with my understanding, innovation is about creating something new and different that is results from a connection or combination of things which become opportunity for

entrepreneur to take advantages from implement them. Moreover, the entrepreneurs use innovation as one of their strategies to compete with the competitors.

Moreover, it is quite sensitive to judge whether incremental or radical innovation. Because it might be small improvement to existing products which refers to incremental innovation in some users' point of view and it might be a big different or very new product which refers to radical innovation in the eyes of some customers. To sum up, the incremental or radical innovation in this study will based on Thai consumer's perception.

4.2 Theoretical Framework

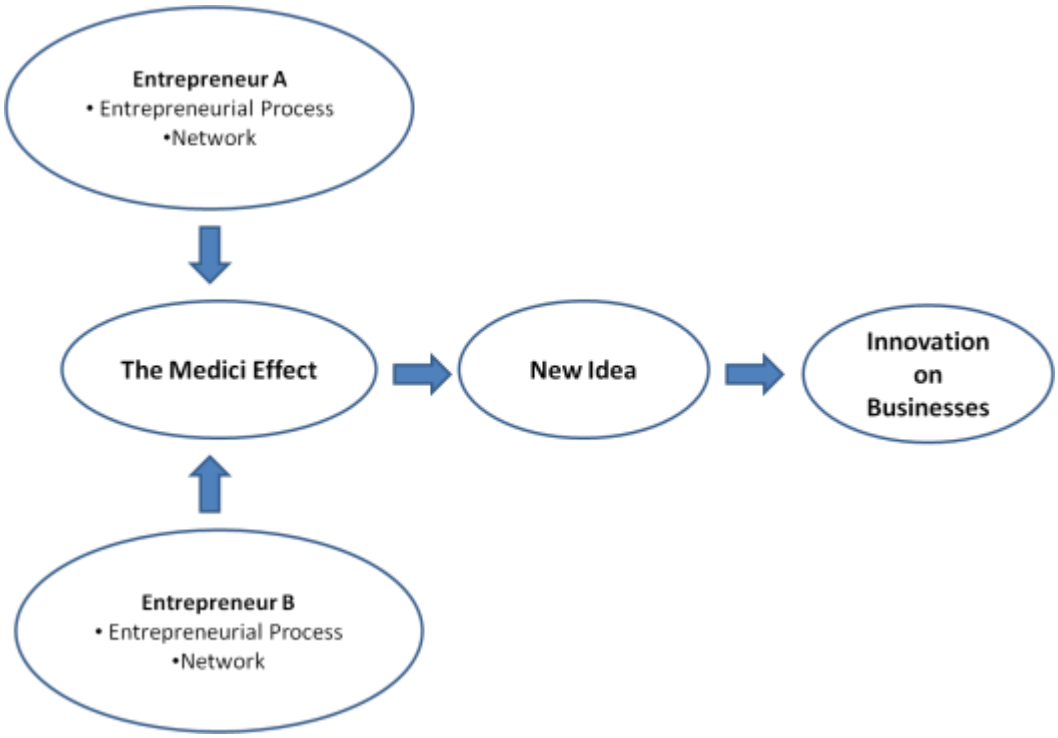

Figure 1: Conceptual Framework for the development of a new idea from the Medici Effect as an innovation for two entrepreneurs' business
Source: Author Model

This diagram illustrates that the Medici Effect is caused by the intersection of two entrepreneurs which lead to new idea. Then, entrepreneurs develop and implement the new idea into business. Finally, the new idea becomes innovation for their business.

From the above figure can be drawn the hypotheses as followed:

H1: The combination of two entrepreneurs is one way to develop new business idea from the Medici Effect.

- Entrepreneur is a person who creates business by a set of behavior. If one of the behaviors is to create the Medici Effect, it will be one way to develop new business idea. Because the Medici Effect is a combination of different concepts of fields, disciplines and culture. If two entrepreneurs who have different background, knowledge and interest meet and combine their idea together, this will create the new business idea to the market.

H2: Networks play an important role in entrepreneurial process and the Medici Effect.

- Networks support the entrepreneurial process by sharing knowledge, experiences and resources that help entrepreneurs to start up or improve their businesses. When entrepreneurs interact with their networks, it is possible to create the Medici Effect. In addition, when entrepreneurs have the Medici Effect idea, they might search for someone who can help them to make the Medici Effect idea to be true. This is the way that the Medici Effect creates networks.

H3: The Medici Effect creates new idea and entrepreneurs implement the new idea which becomes innovation on business.

- The Medici Effect is the combination of unusual ideas. The more entrepreneurs create unusual ideas, the better chance for the Medici Effect to happen. And, if entrepreneurs implement the new idea that created from the Medici Effect, this new ideas will become the innovation for entrepreneurs' business. Because innovation is about to create something new and different from others.

5. Empirical studies: 5 Case Studies

5.1 OneMore Ice Cream Case Study

- **Product:** Thai fruit ice cream with topping that normally eat with fresh fruits, Thai dessert in a form of ice cream and Flowers ice cream *(see more picture on Appendix I)*
- **Target customers:** Children, Teenagers who love ice cream and Adults who love Thai fruits
- **Location:** Thailand, Bangkok

OneMore ice cream is created by two sisters: Panjarat Wongnapawan and Nowarat Wongnapawan. At the beginning, they worked as employee for a company. Two years later, they started to think about their own business. The answer for them is homemade ice cream.

They started to learn the process of making homemade ice cream and test they own recipe for 1 year. After that, they started to launch ice cream to the market via fair and trade show. They differentiate their ice cream from competitors by focusing on real Thai fruit flavor, while the competitors focus on milky ice cream.

One day, the younger sister who love to eat Thai fruit with the chili-salt topping, put the chili-salt topping into her elder sister's ice cream. They tested and it is perfect, therefore, the Thai fruit ice cream with fruit topping becomes their unique selling point.

They developed and launch star gooseberry ice cream with the chili-salt topping, mangoes with sweet and hot source, guava ice cream with grounded dry salty Japanese apricot, and tamarind ice cream with salted plum topping.

Later, they would like to give foreigners to try on Thai desserts in the way that they get used to so they develop ice cream that taste of Thai dessert such as Pumpkin in coconut Milk, and Banana in coconut Milk. This make OneMore emphasize on Thai style.

Because of this uniqueness, they position OneMore ice cream as the Thai ice cream that made from natural ingredient without any artificial color and flavor. With this positioning, Institute of Research and Development, Bansamdejchaopraya Rajabhat University, The Thailand Research Fund contact them and collaborate together to develop the new flavor of ice cream that make from flowers.

There are five kinds of flower beverages that use to develop new flavors for OneMore ice cream by mixing with other ingredients. These flowers are West Indian Jasmine, Torch Ginger, Butterfly Pea, Rose and Lotus. The new flavors are Coconut-Butterfly Pea (Coconut Un-Chun),

Wine-Torch Ginger (Wine Da-Ra), Strawberry Sorbet- Curcuma (Strawberry Sorbet Ka-Min), Milk-Lotus and Milk-rose.

They still maintain the same strategy for distribution which is the ice cream shop without shop concept. OneMore ice cream is only available at fairs, tradeshow, food shop, educational institutes, and fitness centers.

5.2 Hajime Robot Restaurant Case Study

- **Product:** Japanese food with robotic staff *(see more picture on Appendix II)*
- **Target customers:** Family, Officer and Teenagers
- **Location:** Thailand, Bangkok

Lapadsara Thanaphan, a dentist, who opened robot restaurant, explained that she visited robotic exhibition five years ago. She noticed that robot is much more involved in human life than before.

Based on her professional, she began to think that if we use robot to serve food, this can prevent contamination in food which increase hygiene for customers. Because waiters might talk to each other or touch the food accidentally which cause food contamination.

Finally, she decided to open Japanese robot restaurant because she prefers Japanese food than other type of food. She spent 2 years time with Summit Corporation, industrial automotive parts manufacture, in developing robots. She imported four robots from Japan, and corporate with Summit Corporation to develop robotic system as well as the operation system in the restaurant according to her requirements.

In addition, she had studied the Japanese food market both in Thailand and Japan for five years. She found out that Japanese food market in Thailand still has high growth rate. Then, she develop business plan.

She clarify more that robot is not unique selling point, and she will implement automatic restaurant system in the future.

She believes that the premium delicious fresh food from Japan will attract customers who like Japanese food as well as customers who interested in technology and would like to prove the abilities of the robots. Therefore, she will continue to improve these two factors to increase customer's satisfaction.

5.3 Milk Jook Case Study

- **Product:** dessert make from rice porridge mixed with milk *(see more picture on Appendix III)*
- **Target customers:** All
- **Location:** Thailand, Bangkok

The first restaurant in Thailand which develops a perfect dessert from rice porridge is Milk Jook. Milk Jook is a family business which is managed by Wannawat Lertlappanon.

She explains that the porridge recipe is her grandfather recipe. It is a Cantonese recipe, so she develops and improves to suit with Thai customer. Later, she tries to put a new ingredient into rice porridge and lets her family members to try. Finally, the best ingredient is milk which is the perfect taste and useful for body.

She uses 100% the Jasmine rice to boil as porridge and mixed with milk, then, added rock sugar. There are four Milk Jook dessert menus which are Fruity Milk Jook (customer select 4 types of fruit topping from 10 kind of fruits), Ginkgo Milk Jook, Almond Fruit Milk Jook and Red Milk Jook which made from red sticky rice topping with Fructus Lycii and sweet Chinese date. These Milk Jook menus can serve both hot and cold.

As this business is family business, her father is responsible for quality control. He selects the best quality of ingredients to ensure that customer receive the best porridge. While she is responsible for apply marketing campaign, making brochures and design logo for Milk Jook, as she used to work in this field.

Milk Jook does not have a specific target market, because porridge can reach all groups of people. Store location is another advantage for Milk Jook, the store located at Silom which is business centre in Bangkok. The customers who visit Milk Jook during working day are officer and white collar while customers who visit Milk Jook on holiday are children, teenage and adult they come as a family.

5.4 Amaltery Ice Cream Bar Case Study

- **Product:** Alcohol-infused premium ice creams *(see more picture on Appendix IV)*
- **Target customers:** +18 years old only
- **Location:** Thailand, Bangkok

Amaltery is the first and only ice cream bar in Thailand which sells a taste of cocktails and the flavor of ice cream, in other word, it is adult ice cream which made from 5 to 6 per cent of alcohol mixed with ice cream.

Attakorn Wattanapongsiri, the owner's of Amaltery, who create the idea of an ice cream shop where adults visit and enjoy ice cream under an environment that match with their grown up life style. This idea inspires him during the time that he hangs out with his friends as ice cream is one of his favorite desserts.

He strongly believes that a business run smoothly when everything about it was created and executed under one strong idea. Therefore, he resigned from an advertising agency and started to learn the basic of ice cream making from websites and enrolled ice cream making course at the Suan Dusit Culinary College to get some experiences. After that he took some bar tending classes to learn some ideas about making cocktails.

When everything is ready, he opens "Amaltery" which name come from the combination of 'malt' and 'adultery'. He runs and manages Amaltery by himself because he would like to develop the whole concept and stick to his strong idea without diversions.

He puts any liquor that he thinks it fit into his ice cream but should not exceed 6 per cent because it would not have taste of ice cream. There are more than forty flavors of ice creams, from classics like sangria and margarita. Top three flavors are A.T.V. (Almond, Toffee, and Vodka) and B-52 (coffee liqueur, Baileys Irish Cream, and Grand Marnier) and Blueberries & Cream. Amaltery is a bar where serve the world's most loved cocktails at -25°C.

5.5 Rainbow Noodle Case Study

- **Product:** Rainbow noodle ramen *(see more picture on Appendix V)*
- **Target customers:** Office worker, University Student, Family
- **Location:** Thailand, Bangkok

Chaiwat Soonthornrojpattana who creates a new style of noodle, this noodle consists of stripes in the colors of the rainbow. The appearance of this noodle is a great technique to draw attention from customers.

He shared his life that he worked as a freelance who managed and organized the events before the Thailand economic crisis. The economic crisis totally affected his work so he decided to go to Japan because he has some connections over there.

One of his friends helped him to work in a Japanese restaurant. He assisted the chef and did everything in the kitchen in Osaka and Tokyo. With his 2 years of experience in the kitchen, he is able to cook many Japanese menus.

When he returned to Thailand, he tried to work in the same filed which is the event organizer. However, it was a difficult time for him because the economic still in the recession period. Therefore, his wife decided to change his house to a small restaurant which sell made to order foods.

One day he watched the television program about candy making in Belgium. This television program inspired him to make multi-color of noodle. He tried many type of colors, finally he discover that a thresh flour mixed with food color is the best method. Moreover, he also adjusts the taste of the soup, makes it suite Thai taste.

Finally, he decided to sell his rainbow noodle together with his wife foods. Unfortunately, nobody would like to try his rainbow noodle because they afraid for the strange color of the noodle. He has to explain that it is safe for human life because it made from food color. Later, the number of customers is increasing because of the taste of the soup and the unique appearance of the noodle, therefore, he decided to open his own noodle shop and named it "Rainbow Noodle".

5.6 Learning from the case studies

From these 5 case studies, the entrepreneurs do not talk about the Medici Effect; they do not even know what the Medici Effect is. However, they can contribute the Medici Effect by combine the favorite thing between two people or entrepreneur combines two favorite things. In addition, the networks also help entrepreneur in the product development either in the process of entrepreneur or the Medici Effect. The entrepreneurs who apply causation process will develop the products from their interest while entrepreneurs who use effectuation process will produce the products from their specialties in the products. All of these aspects will be analyze more in the analysis part.

6. Analyze the data

In order to make it is easy to understand, I would like to analyze the data case by case and make the overall themes at the end of this section.

6.1 OneMore Ice Cream Case Study

Johansson explains that the Medici Effect is a phenomenon which people step into an intersection of fields, disciplines, or culture. I find two type of intersections in this case study.

The first intersection is the intersection between disciplines. These two sisters create Thai fruit ice cream with chili-salt topping from their eating behaviors. The younger sister who loves to eat Thai fruit with the chili-salt topping and the elder sister who love to eat ice cream. One day, they cross the normal eating behavior. Normally, ice cream is served with chocolate, caramel or strawberry topping source while chili-salt is a dipping for Thai fresh fruits.

Another type of intersection is the intersection between fields. These two sisters produce Thai dessert in a form of ice cream. These types of Thai dessert normally are hot served but they become cold served as ice cream. These two sisters have low associative barriers between hot and cold food.

In addition, these two sisters are in the ice cream producer field, while Institute of Research and Development, Bansamdejchaopraya Rajabhat University, The Thailand Research Fund is in the research and development field. When these two fields are met, the new product was developed which is Flowers ice cream, the ice cream in flower flavors.

These two sisters apply causation process of entrepreneur because when they decided to run their own business, they did not even know how to make ice cream. Moreover, they implement the marketing management by planning the distribution channel. They distribute their products via tradeshow, fairs, food shop, educational institutes, and fitness centers.

During the start up period, they do not have any networks to support them. When the products are launched and hit in the market, Institute of Research and Development, Bansamdejchaopraya Rajabhat University contacts them and the network relationship was developed. Therefore, here, I would say that the Medici Effect create network for this case study.

OneMore Ice Cream applies products innovation to the market, as their ice creams are completely different from the competitors. In addition, this is radical innovation in the customer's perception because it is new and different from the ice cream that customers use to try. They have never tried the unique combination of Thai fruit ice cream with chili-salt topping, Thai dessert in a form of ice cream, and flower ice cream.

6.2 Hajime Robot Restaurant Case Study

The intersection of this case study is fields intersection. Lapadsara Thanaphan concerns about safety and hygiene so she uses this believe to create a hygienic Japanese restaurant, then, she protect the food contamination from waiters by using robot. Because she visited robotic exhibition in Japan, she realized that robots is much involved in human daily life and this visited is inspired her to intersect the restaurant field and robotic field.

She used causation process of entrepreneur. When she decided to have her own robot restaurant, she conducted the marketing research on the Japanese food market in Japan and Thailand for five years. When she sure that Thailand market still have enough space to grow, she decided to buy four robots and spent two years to develop the robotic system.

After she imported four robots from Japan, she works with Summit Corporation, industrial automotive parts manufacture to develop robotic system and the operation system in the restaurant. Here, the network was developed by the Medici Effect and network supports the new idea. The idea of Robot Restaurant would not be happened without the support from Summit Corporation.

Hajime Robot Restaurant applies process innovation. It changes the process of serving food to customers. At normal restaurants, the waiters or waitresses serve foods to customers, but it is different for Hajime Robot Restaurant which uses robots to serve foods to customers. This is radical innovation strategy which is new to the market and different from other restaurants in the industry.

6.3 Milk Jook Case Study

Milk Jook case study shows the intersection of fields which is a combination of beverage and food. Generally, Thai people have them separately, but Wannawat Lertlappanon found this intersection and developed this idea to be a special menu for Milk Jook.

The porridge recipe is her grandfather recipe, this means she uses available resources to become an entrepreneur which match with the effectuation process. Moreover, her available human resource is her father who helps her to do quality control of the incoming raw materials. In addition, she uses her knowledge which is marketing background and applies some marketing campaigns into her family business.

As she does not have specific target group, she used store location as a competitive advantage which help her to attract customers who are officers on weekday and family at the weekend.

During the time that she developed the desserts from rice porridge, her family members help her by giving feedback on the taste before launching into the market. In this case study, network supports her to be entrepreneur and help her to improve the new product from the Medici Effect.

Milk Jook is the first restaurant in Thailand which offers perfect desserts from rice porridge, this means Milk Jook applies product innovation. In addition, it is radical innovation in the market because it is new in the customers' eyes and completely different from other rice porridges in the market.

6.4 Amaltery Ice Cream Bar Case Study

From the case study, Amaltery Ice Cream is created by the mixture of ice cream and cocktails. This is disciplines intersection. Attakorn Wattanapongsiri, who prefers an ice cream, hangs out with his friends to enjoy eating and drinking. This inspires him to create adult ice cream. Generally, ice cream is for children and alcohol is for adult. He broke down these believes and created adult ice cream.

When adult ice cream came into his mind, he knew nothing about ice cream making. Therefore, he resigned from his current job and started to learn how to make ice cream from website and school. This means his type of entrepreneur is causation process.

He did not have any network to support him during the start up period of entrepreneurship, however, his friends as a network who inspired him to think about a place where adults visit and enjoy ice cream.

Amaltery ice cream bar is totally different from other ice cream shops. Adult ice cream is radical innovation on product aspect which is a unique combination between ice cream and alcohol for a person who above 18 years old.

6.5 Rainbow Noodle Case Study

Chaiwat Soonthornrojpattana created rainbow noodle from the inspiration of candy making television program. This is the intersection between the file of candy making and noodle making.

When he decided to produce rainbow noodle, he already have knowledge about how to make noodle. Moreover, when he produce rainbow noodle successfully, he sells through his wife restaurant. These mean he use available knowledge and resources, he applied effectuation process of entrepreneur.

Unfortunately, few customers try his noodle at the beginning when he launched his rainbow noodle. Customers afraid of the color of rainbow noodle, it might be harmful to their health. Lucky enough, the word of mouth from customers about the taste of the soup and noodle is another factor that helps him to increase number of customers.

He knows how to make noodle because one of his friends helped him to work at a Japanese restaurant in Japan, this is indirectly help him to start his own business. Furthermore,

customer's networks also support him because they told their friends about the rainbow noodle, therefore, they visits and tries his noodle.

It is product innovation dimension because the appearance of the noodle is completely different from other noodle in the market. It is unique appearance and every customer knows this is rainbow noodle which is radical innovation in customer's perception.

6.6 Conclusion on finding

From the information above can be summarized into the table below:

Case Study	The Medici Effect (intersection by)	Entrepreneurial Process	Networks	Form of Innovation
OneMore Ice Cream	Disciplines Fields	Causation Process	Support the Medici Effect	Radical (Product)
Hajime Robot Restaurant	Fields	Causation Process	Support the Medici Effect	Radical (Process)
Milk Jook	Fields	Effectuation Process	Support entrepreneurial process	Radical (Product)
Amaltery Ice Cream	Disciplines	Causation Process	Support the Medici Effect	Radical (Product)
Rainbow Noodle	Fields	Effectuation Process	Support the entrepreneurial process	Radical (Product)

Table4: Conclusion on Finding
Source: Author

6.6.1 Intersection of Fields and disciplines as the Medici Effect

From the table above, the Medici Effect in Thailand mostly happens because of the intersection between disciplines or field, not culture. The intersection between fields for these case studies is the intersectional ideas. For example, OneMore Ice Cream serves Thai fruit ice creams with chili-salt topping. If OneMore Ice Cream operates within an ice cream field, OneMore Ice Cream might offer Thai fruit ice cream together with imported fruit ice cream. This is a primary combination of concepts within particular field which is *directional ideas*. However, OneMore Ice Cream is able to step into the intersection, OneMore Ice Cream combines concepts between multiple fields and becomes a new idea which is *intersectional idea*.

The majority of Thai entrepreneurs are not diversification of cultures, therefore, the intersection that happened with Thai Entrepreneur is not culture intersection.

6.6.2 Networks and Entrepreneurial process and the Medici Effect

Networks support both entrepreneurial process and the Medici Effect. Sometimes, the Medici Effect creates networks as well. For example, after OneMore Ice Cream and Hajime Robot Restaurant created the new idea from the Medici Effect, the networks was created to support the new ideas.

Most of networks are Entrepreneur-based network to support entrepreneur process. From Milk Jook and Rainbow Noodle case studies show that they bring different resources together to help them to begin entrepreneur process. The networks that support them are both formal and informal network.

New product or process development consortium is also another type of networks that could be built from the Medici Effect. Hajime Robot Restaurant and OneMore Ice Cream shared their knowledge and perspective to their networks to create a new produce and process.

6.6.3 Form of Innovation

From these case studies indicate that entrepreneurs create radical innovation. The degree of novelty is high in the perception of customers. Their products or process are new to the market and different from competitors.

Most of Thai entrepreneurs are small and medium enterprises, which offer products or services to their customers, intent to create product innovation such as OneMore Ice Cream, Milk Jook, Amaltery Ice Cream and Rainbow Noodle. They create product innovation to the market because it does not require high investment to develop product innovation.

Unlike, Hajime Robot Restaurant creates process innovation, this requires high investment on the installation of the robotic system and imported robots which become process innovation.

From the analysis, I notice that Thai entrepreneurs create the Medici Effect from the combination of fields and disciplines. Networks play an important role in both the process of entrepreneur and the Medici Effect. It is based on situation and no standard pattern of relationship between the Medici Effect, entrepreneurial process and networks. When entrepreneurs apply the Medici Effect into their business, it becomes radical innovation in the customer's point of view. All of these aspects will use as a guide line in the experiment part.

7. Experiment I

The experiment will be test according to the information from the analysis part. Moreover, I also invite Ms. Salila Klongboonjit, the owner of Muffin House, Bangkok to join this experiment. She will refer to "Entrepreneur A" and I will be referred to "Entrepreneur B".

7.1 Process of Experiment I

I select interaction methodology because the Medici Effect happen form the interaction of people about the fields, disciplines, and culture. I arrange the video conference with Ms. Salila Klongboonjit by Skype program. With this type of communication, we can communicate both verbal and non-verbal communication. It is a live discussion on our background, knowledge, and interest in order to create the Medici Effect.

However, the Medici Effect is new for her, therefore, I'll explain to her about the concept of the Medici Effect and how to create the Medici Effect. This will be the first process on this experiment. Then, we will take action on the experiment.

♠ Giving information

I explain to her that the Medici Effect is the combination of different fields, disciplines, or culture. Moreover, I also give her some examples of Thai entrepreneur who create the Medici Effect and become a unique product in the market. This will help her to open her mind that the Medici Effect can happen anywhere and does not require full understanding about the Medici Effect concept. Because the entrepreneurs from the case studies do not know anything about the Medici Effect, they just combine different fields or disciplines together to form new idea and implement the new idea which become innovation on products after offer to the market.

I explain more on how to create the Medici Effect according to what Johansson wrote on his book as a guide line for our experiment. For example, we have to break down the barriers between fields. We have to think different and try multiple perspectives on one idea. The combination can be anything, even a weird idea and it is a random combination of concepts.

♠ Taking action on experiment

We begin our experiment by sharing our knowledge, work experience, interest and other aspects which will be showed below:

Muffin House (Entrepreneur A)

- **Product:** Muffin, Beverages
  (see more picture on Appendix VI)
- **Target customers:** Male and Female, Age between 20-35 who work as student, officer, and white-collar
- **Location:** Thailand, Bangkok

Ms. Salila Klongboonjit, the owner of Muffin House, she shared her background that she worked with three companies before started her own venture. Most of her job experience is related

with taking care of partners and customers. She was responsible for managing customer transactions such as proposal, quotation, and contract; also negotiating of price and promotion.

In 2009, she decided to be an entrepreneur. The reason is she dreamed to start up her own business for a long time. Besides, she feels that monthly salary does not guarantee her standard of living. She would like to increase more security and wealthy for her life and family. Another reason is to start up her own business is a kind of challenging her abilities. She would like to use her study background about businesses, especially in advertising and management. It is a big challenge for her to apply this knowledge into real business world.

She started her "Muffin House" by making business plan which is really challenge her. She began her business play by designing 4Ps strategy: Product, Price, Place, Promotion and analyzing SWOT: Strength, Weakness, Opportunity and Threat. Next step is planning which is set strategy, set budget for financial plan. Last step is evaluating and implementation of the business plan.

The reason that she selects "Muffin" as a main product is because muffin is special in Thailand and she would like to build a niche market for muffin which provides her a first mover advantage. Moreover, she will be the first leader and innovator in muffin market. Muffin is a special type of bread that is baked in small cups. This makes people confuse muffin with cupcake. Some people do not know or never taste the real muffin. In addition, Thai people lifestyle always tries new things so she saw the opportunity to create product perception and customer need and wants.

Beside muffin, she also provides customers with premium beverages such as coffee, tea, and milk. In the future, she plans to add more variety on product in a category of food such as spaghetti, omelet rice, salad, and french-fries.

She targets both male and female who are student, office worker and white–collar, age between 20-35 years old with innovative, energetic lifestyle, open-minded. The income range is middle to high income.

Moreover, she also provide a wifi-internet for customer in order to increase customer's satisfaction as her strategy are focusing on keeping customer impression since the first time of visiting the Muffin House and provide a high quality of product for niche market.

Thus, she also build the network with her customers by providing a membership card which customers can get discount when show this card at the payment counter. Furthermore, she manages an online community as well, she accesses to www.facebook.com to connect with her customers online to share information on the product and promotion.

Entrepreneur B

- **Product:** Needle, Yarn, Knitting Book
- **Target customers:** Female, Age between 20-45 who work as student, officer, and housewife
- **Location:** (Same location as Entrepreneur A)

After I graduated from university, I worked as oversea purchaser and coordinator. Later, I moved to marketing field, worked as a marketing executive. During that time, I began to think that working time as an officer is not flexible. I have to go to the office and stay at the office all day even thought I finished my work before clock off. Therefore, I started to think about being self-employed. I decided to study "Innovation and Entrepreneurship Program" and plan to run my own business after graduated Master degree.

As knitting is one of my hobbies, I plan to start my knitting business as a partner of my friends because of limited investment. Therefore, I start to think which category is matched with my knitting business, then, I came up with bakery industry because knitting is a hobby for female and female also love to enjoy the bakery.

My target customer will be female age between 20-45 years old who are student, officer, and housewife. Their lifestyle is enjoying third place, the place beside home and office. I will provide both products and service. My products are yarn, needle, knitting book and the finished products. I also provide free learning service if customers purchase yarns from my store. The interaction between my customers and I will be one way to build a good relationship with customers.

The above information can be summarize into the table below.

	Entrepreneur A	Entrepreneur B
Knowledge	- Advertising - General Management	- Marketing - Innovation and Entrepreneurship
Work experience	- Account Executive - Communication Marketing Officer - Account Manager	- Oversea purchase and coordinator - Marketing Executive
Interest	- Muffin	- Knitting - Reusable shopping bag
Entrepreneur Process	- Causation Process	- Effectuation Process (Budding Entrepreneur)
Product	- Muffins - Beverages	- Needle - Yarns - Knitting books
Target Customers	- Male and Female	- Female

	- Age: 20 - 35 - Occupation: student, officer and white-collar	- Age: 20-45 - Occupation: student, officer and housewife
Location	- Sathorn (near Business center of Bangkok)	- same location as entrepreneur A (use available location because apply effectuation process of entrepreneur)
Network	- Network help in entrepreneur process (design the store) - Create customer network via membership card and facebook	- Network help in entrepreneur process - Network help in creating the Medici Effect
Future Strategy	- Add more products on food category	- No future plan

Table 5: Background of Entrepreneur A and B
Source: Author (Experiment I)

After we know more on each other backgrounds, we begin our discussion in order to create the Medici Effect. We try to generate many ideas by discussion and randomly select the combination on our ideas, and the new ideas are as followed.

- No plastic bag used in Muffin House

This idea comes from the idea of entrepreneur B who interest in reusable shopping bag and reduce plastic cost of entrepreneur A.

- Muffin House as a Knitting Café

Customers can enjoy eating muffin and knitting at one place. It is a place where customers can spend time all day without moving to other place in case that they are hungry.

- No take away Muffin unless carrying reusable bag

This will force customers to bring their own bag. If they do not bring bags, they can buy from entrepreneur B.

- All you cannot eat corner

This corner sells knitting products in shape of food that sold in Muffin House. Customers buy product back and these products can remind them about the delicious of Muffin house's food.

- Special discount for female only

Muffin House gives special offer for female only because female prefer bakery and female is target customer for entrepreneur B.

- Purchase Muffin to get discount on knitting products

This idea aims to increase sales of knitting products because sometimes customers are price sensitive.

- Decoration Muffin House by knitting product

Decorate the Muffin House by using knitting product such as napkin, curtain, and carpet. This will make Muffin House has different decoration from other bakery shop.

- Special knitting workshop for Muffin House's member

This workshop will increase the relationship between the Muffin House's member and entrepreneur A because they spend time together to do knitting. Moreover, this activity will help entrepreneur B to increase customer awareness on her product.

- No plastic bag campaign

Educate customers about the global warming and inform the customers that one of the serious problems which cause global warming is use of plastic bag. This will promote a good image of Muffin House that responsible for the environmental problem and increase awareness of using reusable shopping bag.

- All you can take from your knitting bag

Give customers 30 minutes to knit their bags and after that they can use these bags to carry muffins as much as their bags can contain.

♠ Selecting and developing the new idea

After we review the combination of our ideas, we believe that Muffin House as a Knitting Café and All you cannot eat corner are our good ideas. Therefore, we combine them again and develop them to be a new idea.

Our final idea is Muffin House as a Knitting Café where customers allow to do knitting only in a shape of muffin and other type of bakery products. We will not allow customer to knit their scarves, or sweaters in Muffin House because these type of clothing is not suitable in Thailand. They can knit a big chocolate cake for their friend's birthday or a piece of chocolate to give to their lovers on Valentine's Day.

7.2 Experimental Result I

The idea of "Muffin House as a Knitting café which allow customers to do knitting only in a shape of muffin and bakeries" is the Medici Effect, or not? I will analyze in the next paragraph.

First, Muffine House actually sell muffin which in a bakery field and combine with knitting business. This is fields intersection and intersectional ideas between bakery field and knitting field.

However, when I analyze the degree of novelty in Thailand, I found that there are a few knitting café in Thailand and the leader in the market is "Big Knit Café" which is a combination of restaurant and knitting school *(see more information on Appendix VIII)*. Therefore, this might not be radical innovation for customers who have ever visited Big Knit Café.

7.3 Reflection on Experiment I

From this experiment, entrepreneur A and B have only different in their interests. The knowledge and experience are quite the same, the adverting and marketing are in the same business filed. When they generate the idea, most of the ideas are on the promotion or marketing campaign which is relatively difficult to develop to the Medici Effect.

However, entrepreneur A and B believe that the idea of Knitting Café still new for Thai customers and has enough room to grow in the market. Because the concept that allows customers to knit only muffin and bakeries shape is differentiate from current competitors and only few players in knitting business. Therefore, we agree to take second experiment by using our network. We will try to add more people in the experiment in order to increase the new ideas.

8. Experiment II

The objective of this experiment is to develop the new idea of knitting café that different from the existing knitting café in Thailand which is Big Knit Café by adding more people in the experiment.

8.1 Process of Experiment II

As time is limited for this experiment, I cannot arrange live discussion same as the previous experiment. Therefore, I decided to use the advantage of social networking website: www.facebook.com. I selected the network of Entrepreneur B because I afraid that this experiment might lead to the confusion of current customers of Muffin House about positioning of Muffin House.

Moreover, Facebook is a social networking website that connects people with friends, friend of friends, colleagues and people who live around the user. This can involve more people in the discussion and they do not need to be online at the same time. They can post their comments whenever that convenience for them.

♠ Giving information

I post the topic of discussion as "Assume that we have a business idea of knitting café, unfortunately, Big Kint Café is already apply this idea into her business which is restaurant and knitting school. What should we do in order to make our knitting café different from Big Knit

Café?" In addition, I also post the website of Big Knit Café in order to give more information about the Big Knit Café.

♠ Taking action and experiment

I receive more than 30 ideas from different people who have different background. These ideas can be summarized into 5 mains topic.

- Marketing Campaigns and Store Activities
    - Join promotion, getting 10% discount from total purchase today for next purchase either in knitting product or foods.
    - Ask customers to knit according to the pattern who finish first will get free menu.
    - Teach customer to knit a shopping bag, and then customer can use this bag carry food home.
    - Print the knitting pattern on the paper bag of Muffin House to encourage customer to do knitting.
    - Competition of decorating the food by using knitting stuff.
    - Buy knitting stuff, get free teaching and CD to learn at home.
    - Competition of best knitting of the week and of the year.
    - Launch the limited edition of knitting doll
- Branding and Marketing
    - Build a strong brand
    - Brand association with the store
    - Create emotional benefit by link with family activities, workshop, and increase emotional quotient (EQ).
    - Conduct SWOT Analysis
    - Build a knitting community
    - Create brand awareness
    - Focus on emotion
- Decoration
    - Provide super comfy chairs
    - Create good atmosphere for knitting
    - Use yarn as a one material of the carpet, the curtain or other furniture
    - Decorate the knitting product instead of picture frame
    - Use the knitting needle as a chopstick and pick stick
    - Design the straw in a knitting needle shape
    - Serve customer with a knitting

- Special service

    - Foot massage
    - Custom knitting pattern for each customer
    - Special knitting patter as special gift for customers to give to their special person
    - VDO presentation about how to do knitting
    - Teaching how to bake bakery
    - Teach how to make Scrap book, origami (Japanese paper-folding)

- New target group

    - High income customer
    - Mother and children (Mother do knitting, and we are baby sister her children)
    - Lady boy

♠ Selecting and developing the new idea

At this stage, I invite Entrepreneur A to discuss about the new ideas that we receive from Entrepreneur B's network, we select the interesting ideas and develop the selected ideas.

We prefer these ideas:

- Building a knitting community

We believe that building the community will create long term relationship with customers. They can become loyal customers and visit Muffin House more often.

- Use the knitting needle as a chopstick and pick stick and Design the straw in a knitting needle shape

These ideas will fully connect the concept of knitting and food. It can build the idea of knitting café in customer's mind.

- Teaching how to bake bakery

As we have knitting activities, therefore, we also want customers to do some activities with bakery. This will make customer are more involve with our products both bakery and knitting.

- Target mother and children

When mother visits knitting café, she might take her daughter. Therefore, we will take care of her daughter. This will make mother more enjoy with her knitting and feel like we are family which can build long term relationship with customers.

We develop a new idea form the selected ideas, the new idea for our knitting café is a place for family who love muffin and knitting can enjoy activities together and the activities will related to knitting and bakery. For example, we will arrange the activities for family such as Muffin decoration. There will be a variety of yarn, knitting needles and other knitting products that made from sugar. The children can use these sugars to decorate the muffin while the mothers enjoy making knitting for their children.

In addition, we will insist to use the same idea from Experiment I that we will teach customers to knit only muffin and bakeries shape. Therefore, the knitting café will be under the concept of "Eatable Knitting & Uneatable Bakery".

We will build a community for family which children can play and decorate the Muffin together with their friends. Mothers do their knitting and chat with another mother who sits beside them. This will make customers feel that we are more than knitting café, we are a place that connects people who have the same interest and we are friends.

8.2 Experimental Result II

From the experiment II, I will compare between the business of Entrepreneur A and B together with the Knitting Café both Big Knit Café and Eatable Knitting & Uneatable Bakery Café.

	Muffin House (Entrepreneur A)	**Knitting (Entrepreneur B)**	**Eatable Knitting & Uneatable Bakery Café**	**Big Knit Café**
Product	- Muffin - Beverages	- Knitting Needle - Yarn - Knitting books	- Muffing - Beverage - Knitting Needle - Yarn - Knitting book	- Foods - Beverage - Bakery - Yarn - Knitting Needle - Book - Accessories
Target Customers	- Male and Female - Age: 20-35 - Occupation: student, officer worker and white-collar	- Female - Age: 20-45 - Occupation: student, officer and housewife	- Family - Age: all (Children – Adult)	- Female - Age: all (Children – Adult) - Occupation: Student, officer, housewife
The Medici Effect	(-)	(-)	Fields intersection (Bakery and Knitting)	Fields intersection (Restaurant and Knitting)
Network	- Network help in entrepreneur process - Membership and Facebook	- Network help in entrepreneur process - Network help in creating the Medici Effect	Building network of family	Building network of knitting lover
Positioning	(-)	(-)	"Eatable knitting &	"All you knit is love"

			Uneatable Bakery"	
Form of Innovation	(-)	(-)	Product Innovation Position Innovation (Radical Innovation)	Product Innovation (Radical Innovation)

Table 6: Four Businesses Comparison
Source: Author (Experiment II)

The Medici Effect between Entrepreneur A and B increase more variety of products that offers to customers. Furthermore, it also expands the number of customers. These two factors indicate the business will succeed because Eatable Knitting & Uneatable Bakery Café has a wider range of products that easy to match with the need of target customers.

The products and customers of Eatable Knitting & Uneatable Bakery Café and Big Knit Café are the same, however, there still have the key differences as followed:

- The Medici Effect

Both of knitting cafés are fields intersection. Eatable Knitting & Uneatable Bakery Café is the combination of knitting and bakery which offer muffins as a main product on the bakery. While, Big Knit Café combines knitting and restaurant which focus on foods.

- Network

Big Knit Café builds a social network on a knitting lover while Eatable Knitting & Uneatable Bakery Café captures both knitting lover and other family member who cannot do knitting. Eatable Knitting & Uneatable Bakery Café has potential to build a bigger and solid network than Big Knit Café.

- Positioning

Big Knit Café position as "All you knit is love" in customer's mind. The customers will be people who love knitting and want do knitting for themselves and their lovers. Eatable Knitting & Uneatable Bakery Café's strategy is activities that related to knitting and bakery activities under the theme of eatable knitting and uneatable bakery which is a fun activity for family in customer's mind. It does not matter that customer can do knitting or not.

- Innovation

Big Knit Café is the first knitting café in Thailand which provide product innovation to customers and customers view that it is really new for them which apply radical innovation strategy.

Even though, there are few knitting cafés exist in Thai market. However, I would say that Eatable Knitting & Uneatable Bakery café still be innovative because it is different with Big Knit Café in the term of product and position innovation for customers.

It is product innovation in the term of activities that introduce to customers who never experience Knitting café. Furthermore, it is the combination of activities between bakery

decoration and knitting. The combination of these activities never exists in Thailand which is different from other knitting café.

At the beginning, Muffin House position itself as specialize muffin bakery. After, implement the new idea, the positioning will be a fun place for family who love knitting and muffin. The customers will feel different when they visit the new version of Muffin House and it is like a new café for customers.

8.3 Reflection on Experiment II

From this experiment, I reflect that it is better to have a large number of original ideas which can be selected and develop to the Medici effect. Moreover, the idea from different background of people is also another important factor because it is easier to develop the original idea to be the Medici Effect.

9. Conclusion and Learning

From this study, I would like to confirm the hypotheses are as followed: First, it is true that the combination of two entrepreneurs is one way to develop new business idea from the Medici Effect because the Medici Effect requires the interaction between two entrepreneurs who have different background, knowledge and interest, in other word, who have different fields, discipline and culture.

Second, I can say that the networks play an important role in entrepreneurial process and the Medici Effect because the networks can support entrepreneurs by sharing knowledge, experiences and resources in the entrepreneurial process. In addition, in the case that the combination of idea which two entrepreneurs created is already exist in the market, the entrepreneurs can use their networks to generate more ideas. Then, two entrepreneurs develop these ideas to be a unique idea in the market.

Last, I confirm that the Medici Effect creates new idea and entrepreneurs implement the new idea which becomes innovation on business. As the Medici Effect is only a concept, it is important for entrepreneurs to implement the Medici Effect idea because the implementation will create innovation for business. Furthermore, the innovation is a key to success in this business world.

However, all of these hypotheses are not fully confirm since it is based on experiment method which is an unpredictable result. The result might not be the same for every experiment. Therefore the research cannot fully confirm the hypotheses and answer the research question.

From this project, I learn that it is important to be creative, think out of the box in order to be innovative. Moreover, from the first experiment teach me that the first mover is also important in the business world. The entrepreneur who is innovative and move before competitors can be leader in the industry. I learn that changing and adaptation is important in the dynamic

business world from the second experiment. Only few change and adaption can be a big different in the customers' mind.

I believe that the Medici Effect creates incredible idea and entrepreneurs who can implement this idea to their business, it becomes innovation for their businesses. The Medici Effect is not too difficult to create. It is an opportunity for entrepreneurs to try to create the Medici Effect idea, then, develop and apply the idea to become innovation on the business.

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11. Appendix

Figure

Figure 1: Conceptual Framework for the development of a new idea from the Medici Effect as an innovation for two entrepreneur's business

List of Table

Table 1: Types of Innovation networks

Table 2: The 4Ps of Innovation

Table 3: Innovation Strategies

Table 4: Conclusion on Finding

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Table 6: Four Businesses Comparison

Appendix I: Picture of OneMore Ice Cream

Thai fruit ice cream with fresh fruits topping

Thai dessert ice cream

Flower ice cream

Appendix II: Picture of Hajime Robot Restaurant

Picture of robots and store atmosphere

Appendix III: Picture of Milk Jook

Almond Fruit Milk Jook

Fruity Milk Jook

Red Milk Jook and Ginkgo Milk Jook

Appendix IV: Picture of Amaltery Ice Cream Bar

Picture of ice cream, dessert and store atmosphere

Appendix V: Picture of Rainbow Noodle

Picture of noodle and the store atmosphere

Appendix VI: Muffin House (Entrepreneur A)

Picture of Store Atmosphere

Picture of Muffins and beverage

Appendix VII: Big Knit Café

- **Product:** Foods, Beverage, Bakery, Yarn, Knitting Needle, Book, Accessories
- **Target customers:** Female (Children to adult) who work as student, officer, housewife
- **Location:** Thailand, Bangkok

Big Knit Café is a restaurant for people who love knitting. Customers can enjoy the knitting products that offer by the knitting section, along with the delicious foods that provide by the restaurant.

Nice Thansrisakul, the owner of the Big Knit Café explain that the idea of knitting café comes from her family like cooking and her love knitting. Therefore, they combine these two ideas and open knitting restaurant.

There are a variety of foods from meat dish such as Chicken with rice and Spicy Pork soup, etc. Desserts are in a bakery line such as cake, coffee, tea and fruit juice.

Most of the customers are housewife and female officer who spend their spare time to enjoy food and knitting. Now, Big Knit Café has more than 800 members and become the social network for people who love knitting. Big Knit Café provides a variety type of yarns and needle for customers. Furthermore, Big Knit Café also has staff who will teach and give a free advice for knitting beginner.

Customers will do knitting and give to someone they love or themselves. The finished knitting is will deliver the love from the giver to the receiver, this is why Big Knit Café position itself as "All you knit is love".

Picture of knitting section

Picture of food section

Appendix VIII: Facebook Discussion

- **Open the discussion**

Options

Yong Nutkoong ถึงเพื่อน ๆ พี่ ๆ น้อง ๆ ทุกคน โปรดอ่าน และช่วยคิดหน่อย !!!

ถ้าสมมุติว่า business idea ของเราคือ knitting cafe แต่ดันไปจ๊ะ กะ Big Knit Cafe ซึ่งเป็นกึ่ง ร้านอาหาร กะร้าน ไหมพรม

เราจะมีวิธีการต่อยอดไอเดียของเราให้ฉึก ให้แหวก ให้แปลกไปจากร้านเค้ายังไง???

...

See More

Welcome to bigknit49.com
www.bigknit49.com
เข้าไปดูข้อมูลเพิ่มเติมของ Big Knit Cafe ได้

Tuesday at 1:37am · Comment · Like · Share

Priya Puimie Join promotion, getting 10 percent discount from total purchase today for next time in either knitting or foods:)
Tuesday at 1:46am · Like · Delete

Jack Nvkun ทำกิจกรรม ถักตามแบบ ที่กำหนด ใครทำได้กิน อาหารฟรีหนึ่งเมนู
Tuesday at 1:49am · Like · Delete

Jack Nvkun รับสอนถักถุง ถักเสร็จก็ซื้ออาหารใส่กลับบ้าน ไม่ก็พิมพ์ลายบอกวิธีถักถุง ในถุงกระดาษของร้าน สร้างแรงกระตุ้น
Tuesday at 1:54am · Like · Delete

Jack Nvkun big knit ไม่มีเรื่อง brand เท่าไหร่
http://www.palgrave-journals.com/bm/journal/v15/n5/fig_tab/2550117f1.html
Tuesday at 2:00am · Like · Delete

Jack Nvkun เน้นเรื่อง association น่าจะไปได้
Tuesday at 2:02am · Like · Delete

Jack Nvkun ใส่ emotional benefit เพิ่มอีกหน่อย เอาไปโยงกลับด้านกิจกรรมครอบครัว งานฝีมือ โลกร้อน EQ สมาธิ
Tuesday at 2:05am · Like · Delete

Yong Nutkoong สมเป็นเด็ก branding นะเนี่ย
Tuesday at 2:15am · Like · Delete

Punyanuch Chaipornprasit แข่งจัด display อาหาร โดยใช้ knitting เป็นสิ่งตกแต่ง ใครชนะก้อได้รางวัล เช่น free menbership card fee for life
Tuesday at 2:20am · Like · Delete

Nawalee Mie Pook How about super comfy chairs with foot massage eiei
Tuesday at 3:46am · Like · Delete

Kor TrOy เหมือนเมืองไทยก็มีนะ อยู่แถวทองหล่อ
Tuesday at 4:26am · Like · Delete

Parinya Maneepong I think it has to come up with your original idea. Do u want to focus on food and cafe or actually more in knitting? Go for the basic SWOT analysis ,girl . I think this shop focus on food and add knitting as character of the shop. Forget about your competitor first. actually do u want to have exactly the same type of shop ??? can u give me more of your idea???

Tuesday at 6:00am · Like · Delete

Thanamaeth Sangsrithanan สร้างสไตล์ที่แตกต่างสิ แบ่งกลุ่มคนเฉพาะแบบให้มาเขาร้านเรา อาจจะเป็นกลุ่มไฮโซ/ศิลปิน หรืออะไรก็ได้ ทำให้คนที่เลือกร้านเรารู้สึกว่าเข้ามาแล้วได้ความรู้สึกที่เค้าไม่ได้จากร้านอีกร้านออกไป เช่น ให้คนที่จะมาเข้าร้านเธอรู้สึกว่า ร้านนี้อาทจริงๆ, ร้านนี้นั่งแล้วสบายกว่า(จะด้วยเหตุผลอะไรก็แล้วแต่), ร้านนี้ต้องมีเงินย่ะ ถึงเข้าได้ หรือว่า วัยรุ่นต้องเข้าร้านนี้เข้าร้านนั้นไม่ได้หรอกมีแต่คนแก่

มัฟฟินๆ

Tuesday at 6:33am · Like · Delete

Yong Nutkoong มีอยู่แล้วไงทอย ก็เวปตามด้านบนเลยไง? คิดสิๆๆ

Tuesday at 8:24am · Like · Delete

Kor TrOy พอดี ขี้เกียจอ่านอ่ะ ยาว

Tuesday at 8:41am · Like · Delete

Kor TrOy ยังไม่เห็นรู้อะไรเกี่ยวกับ big knitt เลย

ถ้าเอาความเห็นแบบไม่ค่อยรู้อะไร ก็จับเฉพาะกลุ่มไปดิ
เอาง่ายหน่อย ก็คนที่กำลังจะเป็นแม่ ไปไหนมาไหนลำบาก นั่งถักเสื้อผ้าผ่านนี่ให้ลูก
เราก็ดูแลเค้า สอนเค้าทำ สอนเรื่องไหมที่ไม่มีขนทำให้เป็นภูมิแพ้
เราก็เสิร์ฟอาหารเพื่อสุขภาพเพื่อ แม่และลูก
เราก็เปิดเพลงสบายๆ สร้างเสริมอารมณ์แม่และลูก
เราก็สร้างเป็น community คนที่จะเป็นแม่
เราก็ไปร่วมกับ gymboree พอลูกคลอดก็ต่อยอดไปอีกธุรกิจ

เราก็ตื่นๆ

Tuesday at 8:47am · Like · Delete

Tanit Rojchanayotin DIVEST ปิดร้านขายทิ้ง เอาตังไปทำอย่างอื่นแทน 555+

Tuesday at 10:54am · Like · Delete

Beam Fain จริงๆแล้ว น่าจะเลองขยาย target ลูกค้าไปเจาะกลุ่มเพศที่สามด้วย น่าจะได้รับการตอบรับมากขึ้นนะ

Tuesday at 11:19am · Like · Delete

Nakunta Chaiyanajit ของทอยก็ไม่เห็นกวนนิ กลุ่มเป้าหมายชัดดีออก

Tuesday at 12:36pm · Like · Delete

Yong Nutkoong แล้วของปรีดาอ่ะ รออยู่นะ

Tuesday at 1:16pm · Like · Delete

Nakunta Chaiyanajit เท่าที่เราเข้าใจ คือ ส่วนใหญ่ ถักไหมพรมเพื่อให้เป็นของขวัญที่เราเป็นคนทำเอง ก็เลยคิดว่าน่าเป็นร้านที่ช่วยออกแบบของขวัญสำหรับโอกาสพิเศษต่างๆ หรือช่วยสอนลูกค้าให้ถักตามแบบที่ขาออกแบบเองให้ออกมาเป็นรูปเป็นร่างเ

Tuesday at 1:28pm · Like · Delete

Nakunta Chaiyanajit ส่วน cafe คงเป็นแค่ส่วนเสริม

Tuesday at 1:32pm · Like · Delete

Nakunta Chaiyanajit ถ้าไม่ออกแบบ ก็รวบรวมรูปแบบของขวัญสำหรับโอกาสต่างๆ ให้เลือก แล้วก็มีอุปกรณ์ให้เขา รวมทั้งสอนด้วยก็ได้

Tuesday at 1:43pm · Like · Delete

Ping Sriratanaprapai
ทำคลิป video presentation อ่ะ
อาจจะเป็นรูปนิ่งถ่ายแต่ละขั้นตอนการถักแล้วมารวบรวมต่อกันเป็น story
สมมุติว่าถักเป็นตุ๊กตา ก็ถ่ายส่วนถักหัวไป ส่วนต่างๆไปเรื่อยเหมือนว่าก่อนตุ๊กตาตัวนี้จะเสร็จมันกำลังโตขึ้นยังไง (คล้ายๆเห็นความเปลี่ยนแปลงการเจริญเติบโต,อาจจะลงวันเวลาไว้ว่าวันนี้ได้ส่วนนั้น ส่วนนี้คล้ายๆเป็นไดอารี่ไดอักลายๆด้วย)
Ps. สำหรับคนที่อินกับการถักตุ๊กตามากๆ เหมือนคนบ้าตุ๊กตารักเป็นลูกอ่ะน่าจะชอบ, บาง case อาจจะสมมุติว่าถักเป็นบ้านเป็นเฟอร์นิเจอร์แต่ละชิ้น

Tuesday at 6:08pm · Like · Delete

Yui Thanyarus Wongwangpaisarn 1. ซื้อสินค้าสอนฟรีเหมือนคนอื่น แต่เรามีซีดีสอนเพิ่ม
2. มีการจัดประกวดโชว์ผลงานประจำสัปดาห์และbest of the year
3. มีทำหนังสือเกี่ยวกับร้านและเคล็ดลับให้แก่สมาชิก นอกจากสร้างbrand awareness ยังกระตุ้นให้เค้าอยากทำสิ่งใหม่ๆเพิ่มทำให้เราขายสินค้าได้ เป็นการบ้านของเราว่าเราจะเอาลายไหนมาดึงดูด
4...

See More

Tuesday at 6:30pm · Like · Delete

Yui Thanyarus Wongwangpaisarn เม้นตามคำเรียกร้องแล้วนะนัทคุง สู้ๆ

Tuesday at 6:31pm · Like · Delete

Priya Puimie เปิดเป็นโรงเรียนสอนทำขนม แล้วก็สอนถักไหมพรมไปในตัวด้วย แล้วแต่ลูกค้าจะเลือกเรียน ดีป่าว...

Tuesday at 6:56pm · Like · Delete

Tib Piyanan Suwannoi ลองแต่งร้านให้แตกต่างกะเค้าอ่ะ ไม่รู้เค้าแต่งร้านไงนะ แต่เราอาจจะใช้ไหมพรมแต่งร้าน หรืออาจใช้ไหมพรมเป็นส่วนนึงของ material or furniture ที่ใช่แต่งร้านก้อได้นะ ไม่ก้อ ให้คนถ่ายรูปผลงานแล้วเอามาโชว์เป็นรูปแปะตกแต่งร้านได้อีก มีโหวดให้คะแนนก้อว่าไป เด๋วคิดไรได้แล้วมาเม้นท์ใหม่นะ อือ ^^

Tuesday at 10:24pm · Like · Delete

Tab Manussawee Suwannoi ก็ทำเป็นเซ็ทให้สะสมสิ เหมือนพวก KFC ที่จะมีสะสมของเล่นอ่ะ
อันนี้ก็ทำเป็นหลายๆแบบ เป็นพวกลิมิตเต็ดเอาอ่ะเพราะว่าคนที่จะเข้ามาร้านนี้ส่วนใหญ่ก็ต้องชอบทักกันอยู่แล้ว แค่หาตัวเชื่อมดีๆระหว่างอาหาร กับ นิตติ้งก็เท่าคงช่วยได้บ้างน่ะค่ะ ^^

Tuesday at 10:39pm · Like · Delete

Wanussavee รักพระเจ้าอยู่หัว ก็เอาไม้ถักไหมพรมไปใช้แทนตะเกียบ กะไม้จิ้มฟันสิ
น่ารักดี
Tuesday at 11:50pm · Like · Delete

Beam Fain แบบนี้ ถ้าเอาไปทำตะเกียบกับไม้จิ้มฟันได้ ก้อเอาไม้ไปเจาะรูทำหลอดเลยดีกว่าเนอะๆ
Tuesday at 11:56pm · Like · Delete

Wanussavee รักพระเจ้าอยู่หัว งั้นก็ทำเป็นจาน ชามไว้ใส่ขนมเลยล่ะกัน จะได้ทำเสร็จเอาไปใส่ขนมกินในร้านเลย ขายให้ร้านด้วยก็ได้ถ้าทำเสร็จ เป็นสวนลดอะไรก็ว่าไป
Yesterday at 12:10am · Like · Delete

Parinya Maneepong DO u know scrap booking ?? Cafe and making scrapbook
maybe origame somethign like that
Yesterday at 1:03pm · Like · Delete

Kor TrOy ประกาศผลเมื่อไหร่
Yesterday at 6:38pm · Like · Delete

Yong Nutkoong โอเค เดี๋ยวพาทุกคนไปเลี้ยงเลยล่ะกัน ที่ Muffin House, Sathorn
จะเลือกวันเอง ใครไม่ว่างวันนั้น อดนะ

Thank you for every idea.... :)
Yesterday at 6:56pm · Like · Delete

Appendix IX: Reflective Project Diary

This research began with setting the research question which was inspired by my study program. I am one of students who take course of Innovation and Entrepreneurship at Mälardalen University. Therefore, I decided to study on a topic that related with innovation and entrepreneurship for my graduation project.

I selected the concept of The Medici Effect and entrepreneurial process. I combined these two concepts and develop to be research question to find out how two entrepreneurs create a new idea from the Medici Effect and implement a new idea as an innovation on businesses.

I collected both secondary and primary data. The secondary is mainly about the literature and case study of the Medici Effect that happened in Thailand. The primary data is collected through the experiment between two entrepreneurs who try to create the Medici Effect.

Literature is used to increase the understanding about the theories while case study is used as real life example and will be analyzed to find out how the Medici Effect happened, the entrepreneurial process, the role of network and innovation on business. After the analysis, I drew the conclusion about the case studies and find the pattern for the experiment.

There are two experiments in this study. The first experiment's objective is to try to create the Medici Effect idea. In the experiment I, I invited Ms. Salila Klongboonjit who is the owner of Muffin House to join the experiment and conduct live discussion. I gave her some information about the Medici Effect and began the experiment. We started our experiment by telling more about ourselves, then, try to combine our background, interest, experience and anything that we can think of. I listed down the ideas that we generated and we selected the idea that we like most. Our final idea for experiment I is "Muffin House as a knitting café which allow customers t do knitting only in a shape of muffin and bakeries". I checked the degree of novelty in Thailand about the Knitting Café, then, I found out that the Knitting Café is already exist in Thailand which is "Big Knit Café". Big Knit Café is a half of restaurant and knitting shop.

I reflect that Ms. Salila Klongboonjit and I have quite the same background and knowledge. We have only different in interests, this limits our combination to create the Medici Effect because the Medici Effect will happen when the different fields, discipline and culture are intersected.

From this experiment, I learn that the first mover is important in the business world. The entrepreneurs who move first will get attention from the customers and become the market leader from their reputation and experiences.

Nevertheless, I decided to conduct the second experiment because I still believe that the Knitting Café is relative new for Thai customers and only few players in the market. As the problem from the Experiment I is only two parties involve in the experiment and the same background as well as knowledge. I decided to add more people in the second experiment. As the time is limited, I cannot arrange live discussion with many parties. Therefore, I decided to

use social network website: www.facebook.com. I posted the topic of discussion into my facebook page, because I would like to control the experiment and did not want to confuse the customer of Muffin House if I use Ms. Salila Klongboonjit's page.

I post the topic of discussion as "Assume that we have a business idea of knitting café, unfortunately, "Big Knit Café" is already apply this idea into her business which is restaurant and knitting school. What should we do in order to make our knitting café different from Big Knit café?"

I just wait for the comments, encourage more ideas and stop killing idea. Because some of my friends comment each other idea, some of them might stop sharing idea because they do not want to be criticized. Finally, I receive more than 30 ideas from different people who have different background.

Next step is inviting Ms. Salila Klongboonjit to discuss about these new ideas. We select 4 ideas that we most like. We combined these four ideas and developed them to new idea. Our new idea is the knitting café that is a place for family who love muffin and knitting can enjoy activities together and the activities will related to knitting and bakery. For example, we will arrange the activities for family such as Muffin decoration. There will be a variety of yarn, knitting needles and other knitting products that made from sugar. The children can use these sugars to decorate the muffin while the mothers enjoy making knitting for their children. We position this knitting café as "Eatable Knitting & Uneatable Bakery" which refers to a place where family can enjoy fun activities.

From this experiment, I reflect that the more people who involve in the Medici Effect process, the more chance of successful for the Medici Effect. Because it involves with many people who come from different background, knowledge and interest.

I learned that networks are a valuable asset for entrepreneurs. The networks can help entrepreneurs both in the entrepreneur process and generate the idea for the Medici Effect. Moreover, only few change and adaptation can lead to a big change of idea. From the experiment, Ms. Salila Klongboonjit and I combined as well as adjust the selected four ideas which become different from the original idea. If we are able to apply the "Eatable Knitting & Uneatable Bakery" into real business, this will make a big different in the customer's mind when they compare the "Big Knit Café" and "Eatable Knitting & Uneatable Bakery".