

TMA EXCELLENCE AWARDS 2022

Thailand
Corporate Excellence
Awards



SMEs Excellence
Awards



Thailand
Digital Excellence
Awards



CONTENTS

03

Preface

05

Thailand Corporate Excellence Awards 2022

06

Unlocking Excellence Towards the End of COVID-19

09

Thailand Corporate Excellence Awards Results



29

SMEs Excellence Awards 2022

30

Decoding Essential Winning Factors
for SMEs : THE 4D'S

33

SMEs Excellence Awards Results

39

Thailand Digital Excellence Awards 2022

40

Accelerating Digital Transformation in Thailand

44

Thailand Digital Excellence Awards Results

52

QR Code for TMA Excellence Awards VDO

52

Acknowledgements

P R E F A C E

As the world emerges from the COVID pandemic, there is a growing realization that things will not go “back to normal” – our personal and professional lives have been permanently altered by the pandemic and there is no reset button. The “new normal” that we have all faced in 2022 is characterized by constant change and requires companies and individuals to quickly adapt to new conditions and new challenges. Macroeconomic challenges are also putting pressure on businesses and households as economies around the world grapple with inflation and the threat of recession. In this post-pandemic world, the most successful businesses will be the ones that demonstrate resilience, are quick to embrace transformation, and effectively develop and adhere to a foundational purpose.

Resilience

Over the past three years, companies have endured supply chain turmoil, “remote customers”, and in many cases, have had to change their entire business model. The lessons from this period are that businesses today must plan for and adapt to constant and ongoing change and disruption. They must face new customer relationships on new platforms. They must retain customers in a saturated marketplace and ensure that their customers are satisfied with their products and services. And they must do this in the face of hyper-competition, and the introduction of new technologies in an environment in which the security of personal data is crucial.

Businesses today must adopt the best practices of change management to remain agile, create innovation, and demonstrate sustainable and long-term resilience to not only survive, but to thrive.



Transformation

“Digital transformation” has been a buzz phrase for several years, as technology has become more and more ubiquitous in our personal and professional lives. But much like “digital marketing” has just become “marketing”, perhaps it’s time to recognize that we are now in an era of “transformation” as organizations become more *fluid*, with new structures and new paradigms.

The pandemic accelerated many of the changes in the way we live and work. Work-from-anywhere, e-learning, e-commerce, and many online platforms have all become mainstream and are an essential part of the transformation that companies are facing. Learning, unlearning, and relearning have also become part of the “new normal” for both individuals and entire organizations.

As employees have gotten used to work-from-home options, businesses now face the challenge of retaining talent in the age of the “Great Resignation” (or the “Great Reshuffle”). Companies are starting to recognize that employee engagement and employee health and well-being need to be a priority if they want to keep their top talent. And many companies are now offering flexible, hybrid work options to meet the demands of the modern workforce.

It’s clear that *transformation* in 2022 is not a temporary change but a long-term and ongoing process that will require vigilance and constant attention from business leaders to ensure that their organization remains viable and competitive.

Purpose

The existential crisis of the pandemic has forced many people to reflect on our personal and professional choices. We have considered our careers, our work-life balance, and what we value the most. Many organizations have also had to recalibrate and reassess their positioning, their direction, and their purpose.

Customers and employees alike are now more aware of the values and the purpose of a business or an organization. And if company’s values don’t align with their own values, they are likely to take their business elsewhere.

As the world faces another existential crisis in the form of climate change, we must all find purpose and adhere to core values of which we can be proud. These values must lead to decisions and choices that take into consideration and are in the best interest of our people, our communities, and our planet. To succeed as a long-term and sustainable business, companies must meet the needs of current and future stakeholders.



THAILAND CORPORATE EXCELLENCE AWARDS 2022



UNLOCKING EXCELLENCE TOWARDS THE END OF COVID-19

Excellence denotes the feature of being extremely good. During the COVID-19 pandemic, when the world was strongly shaken in every dimension - including the technological, societal, economic, and political - corporations maintained and demonstrated their excellence, which arguably went beyond being extremely good. The winners of the Thailand Corporate Excellence Awards in 2022 are, therefore, imbued with such special characteristics.

Although the shock of the COVID-19 pandemic has not left us, restrictions worldwide have become less stringent. As such, firm strategies of the Thailand Corporate Excellence Awards in 2022 elucidate key excellence factors that help us move beyond the pandemic. Accordingly, four key management components besides basic success factors (e.g., good product quality and cost management) have been identified in the awardees of all nine categories.

-Resilience-

In difficult times, the ability to accept, adjust, and recover becomes vital. To gain resilience, management should be ready for risk and uncertainty. All major activities should be well planned in case of an emergency, and concrete business continuity procedures should be put in place. Additionally, tangible tools and human resource abilities to cope with continuous changes must be embedded in the company culture and way of work. AIS is a very clear example of a corporation with great resilience. The company was one of the first big

corporations to allow 100% of its employees to work from home during the pandemic. By equipping them with all the necessary devices, free internet and calling services, and knowledge on how to work from home, AIS was able to ensure it conducted its services smoothly, flawlessly and managed its customer experiences. Additionally, employee activities seamlessly switched to the hybrid mode. As a result, AIS efficiently ran its business operations, despite the surge in demand during the pandemic.

Huawei, both in Thailand and around the world, has been experiencing many threats by uncontrollable factors. It is obvious that Huawei is equipped with exceptional tolerance and resilience abilities. In the meantime, the company continues its mission to better people's lives. For example, Huawei Thailand enabled Siriraj Hospital to be a smart hospital by developing the comprehensive and secure 5G network and multi-access edge computing. The medical staff, accordingly, can get access to data and provide healthcare more accurately, productively, and efficiently.

-Responsiveness-

Dynamic changes require prompt responses. Although being resilient is crucial, changes and adjustments should be made consistently. Many companies have deliberately slowed down their activities, whereas several leading companies have chosen to move forward and, many times, move even faster when excess capacity is available because of a decrease in demand.

Krungthai Bank is a financial institution that offered clear customer solutions during the pandemic. With the ability to identify new social and business problems effectively, Krungthai has become a strategic partner for its clients in both the retail and business sectors. The “invisible banking” policy, where financial solutions are seamlessly embedded in people’s lives despite lacking a physical presence, aligns with the dynamic changes in modern society during the pandemic, such as the need to avoid basic interactions. Krungthai properly designed products and services, including five integrated ecosystems - payment, government agencies, educational institutions, health-care entities, and transportation - and these will drive the nation’s exceptional economic growth and, more importantly, the well-being of Thais in the long run.



-Responsibility-

Responsibility to stakeholders has been considered a major business foundation. The key excellence factor elicited here must go beyond the basic level. It was found from the winners of Thailand Corporate Excellence Awards 2022 that all the firms adopted unique approaches that took their sense of responsibilities to the next level.

SCG's very strong focus on ESG – environmental, social, and governance - gives an even clearer direction to the company. Although SCG has been emphasizing sustainability for more than a decade, its new ESG policy pushes the company forward in at least two additional dimensions: urgency and inclusivity. SCG executed its “ESG Pathway” with speed and encouraged all sectors, including the government, the private sector, and the public, to come together and solve the global crisis. The company set four goals to affirm its highest responsibility to all three dimensions: achieving net-zero emissions by 2050, going green, reducing inequality, and embracing collaboration.

Bangchak's key success factor is being responsible to all its stakeholders, and it integrates all its strategic elements, from its core business foundation, “To Be the Leading Asian Greenovation Group,” to its vision, “Crafting a Sustainable World with Evolving Greenovation.” Accordingly, each strategic business unit employs a clear strategic direction and thoroughly executes its approaches. For instance, Bangchak conducts its business through service stations using the concept of “Greenovative Experience,” where great customer experience and responsibility to society and the environment converge.

-Revision-

With the dramatic changes in the past two and a half years, management teams may need to adjust their outlook completely. It was common among the excellent corporations that they completely refined or revised their strategic directions, including vision and purpose.

KBank aims to be the most innovative, proactive, and customer-centric financial institution, delivering world class financial services and sustainable value for all stakeholders by harmoniously combining technology and talent. The bank has a clear purpose to empower every customer's life and business. During the pandemic, the bank has continuously offered its special relief program to assist customers in boosting liquidity, retaining their workforce and easing their expense burden. For example, the “Zero Interest-rate Loan to Retain SME Staff” aids small businesses so that they have sufficient funds to retain their employees. The loans have been offered to more than 1,000 participating companies and have helped over 46,000 employees.

SCB 10x has its “Moonshot Mission” to create long-term value through exponential technologies, innovations, and investment via two important pillars: venture capital and venture building. By leveraging on partnership with great speed and effectiveness using asset-light strategies, the company can diversify and grow its business very rapidly. More importantly, the company becomes an inspiration to many other firms.

The four key elements of resilience, responsiveness, responsibility, and revision are not at all mutually exclusive. All of them are included in both strategic and practical levels of the “Thailand Corporate Excellence Awards 2022” winners and many other highly regarded firms to cope with the shock of the pandemic. The concept should then be integrated and employed consistently.



THAILAND CORPORATE EXCELLENCE AWARDS RESULTS

Financial Management Excellence

- **KASIKORN BANK PUBLIC COMPANY LIMITED**
- PTT PUBLIC COMPANY LIMITED
- SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED
- SCG
- PTT GLOBAL CHEMICAL PUBLIC COMPANY LIMITED

Human Resource Management Excellence

- **SCG**
- ADVANCED INFO SERVICE PUBLIC COMPANY LIMITED
- CP ALL PUBLIC COMPANY LIMITED
- BETAGRO PUBLIC COMPANY LIMITED
- THAI BEVERAGE PUBLIC COMPANY LIMITED

Innovation Excellence

- **HUAWEI TECHNOLOGIES (THAILAND) COMPANY LIMITED**
- ADVANCED INFO SERVICE PUBLIC COMPANY LIMITED
- THAI UNION GROUP PUBLIC COMPANY LIMITED
- SCG
- SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED

Leadership Excellence

- **SCG**
- PTT PUBLIC COMPANY LIMITED
- SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED
- BANGCHAK CORPORATION PUBLIC COMPANY LIMITED
- KRUNG THAI BANK PUBLIC COMPANY LIMITED
- PTT GLOBAL CHEMICAL PUBLIC COMPANY LIMITED

Marketing Excellence

- **ADVANCED INFO SERVICE PUBLIC COMPANY LIMITED**
- CENTRAL RETAIL CORPORATION PUBLIC COMPANY LIMITED
- CHAROEN POKPHAND GROUP COMPANY LIMITED
- BETAGRO PUBLIC COMPANY LIMITED
- KRUNG THAI BANK PUBLIC COMPANY LIMITED
- OSOTSPA PUBLIC COMPANY LIMITED

Product/Service Excellence

- **KRUNG THAI BANK PUBLIC COMPANY LIMITED**
- THAI LIFE INSURANCE PUBLIC COMPANY LIMITED
- SCG CEMENT-BUILDING MATERIALS COMPANY LIMITED
- CENTRAL PATTANA PUBLIC COMPANY LIMITED
- CHAROEN POKPHAND FOODS PUBLIC COMPANY LIMITED

Sustainable Development Excellence

- **BANGCHAK CORPORATION PUBLIC COMPANY LIMITED**
- SCG
- PTT PUBLIC COMPANY LIMITED
- SCG CEMENT-BUILDING MATERIALS COMPANY LIMITED
- THAI BEVERAGE PUBLIC COMPANY LIMITED

Corporate Improvement Excellence

- **ADVANCED INFO SERVICE PUBLIC COMPANY LIMITED**

Corporate Management Excellence

- **SCB 10X COMPANY LIMITED**
- STARBUCKS COFFEE (THAILAND) COMPANY LIMITED
- WHA CORPORATION PUBLIC COMPANY LIMITED
- THAI UNION SEAFOOD COMPANY LIMITED
- MICROSOFT (THAILAND) LIMITED



Thailand Corporate
Excellence Awards
2022

Financial Management Excellence

Kasikornbank Public Company Limited

Even with the pandemic subsiding, the period of uncertainty is not behind us. Besides the likelihood of economic recession in the US and many economies, the war in Ukraine, conflicts, trade wars in many parts of the world, and continued high inflation, disruptive forces induced by technologies and rapid changes in marketplaces are continuing to provide challenges and opportunities for every organization. Prudent and well-planned financial management is necessary for organizations to survive and thrive in any circumstance.

Considering all key criteria of the Financial Management Excellence Award, the Thailand Management Association overwhelmingly agrees to give recognition to KASIKORNBANK Public Company Limited (KBANK) this year. Taking risk management as an integral part of its corporate culture, KBANK has established a role model for financial management which has supported the bank's sustainable and proactive growth initiatives.



Amid the multiple challenges in the operating environment, KBANK has operated its business in line with the principles of sustainability, taking a balanced approach in the three dimensions - environment, society, and governance - along with appropriate risk management and effective cost management. The bank has focused on providing assistance to customers facing the impacts of the Covid-19 crisis while continuing to bolster the capabilities and cyber security of its services. The bank has maintained a robust capital position which is adequate for continuously operating business under both normal and stressed situations.

Recognizing threats and opportunities from digital technology, KBANK has initiated both defensive and proactive strategies including digital risk management and a “Challenger Bank” approach to reach unbanked and underbanked populations. The bank has continued to transform the way banking is done along with people’s expectations to of the bank. Thanks to its successful adoption of technology, during the first nine months of 2022, KBANK, among many accomplishments, achieved a 40% reduction in credit model development time, a 66% reduction for criterial adjustment, 1.3x year-on-year growth in newly acquired credit customers, and 1.5x year-on-year growth in applications via its K PLUS mobile application.





Thailand Corporate
Excellence Awards
2022

Human Resource Management Excellence

SCG

SCG's human resources management practice has been widely admired. Not merely paying lip service or adopting an inconsistent approach, SCG has demonstrated throughout the years that it has always been serious with human resources, treating them as its most important assets.

SCG's immense significance given to its employees has been deeply rooted in its core value - "Belief in the Value of the Individual" The group is convinced that it has managed to survive and prosper throughout crises and challenges, in Thailand and elsewhere, because of the efforts of its good and competent people, who have chosen to spend their careers with the group.

Adaptive to Changes

Amid the Covid-19 epidemic, rising energy and raw materials costs, and many other challenges, SCG has managed to achieve satisfactory business growth thanks to the rapid transformation of all business units which cannot be done without the agility, capability, and devotion of its 50,000 strong workforce.



The group's human resource management and strategies have continuously been adapted to changes. Moving forward to the post Covid-19 and New Normal era, SCG has made many initiatives on the HR front, including combining its Cement Building Materials HR unit with its Corporate HR function in a bid to leverage services to employees and reduce operating costs. The shared service initiative, utilizing a lean concept and digital platform (SNOW, RPA, Power BI, SAP Fiori) has resulted in an increase of efficiency and cost reduction by 13 million baht and a customer satisfaction score of 89%.

The group has also transformed its HR processes to enhance efficiencies and reduce cost. Seventeen improvement projects have been accomplished in 2022 including robotic payroll reporting and RPA tax submission. It has been able to reduce operating costs from job board digitization and form recruitment activities by 30% and 48%, respectively. Besides leveraging its HR capabilities internally, SCG has initiated the sharing of its best practices and knowledge to networks and clients, providing HR consultancy services to more than 70 network companies in 2022.





Thailand Corporate
Excellence Awards
2022

Innovation Excellence

Huawei Technologies (Thailand) Company Limited

At this time of fast-paced technological and disruptive change, organizations' competitiveness depends greatly upon their capability to constantly innovate and be adaptive to changes. According to the World Economic Forum, it is now also clear that innovative organizations can have significant impacts on business and society as a whole while outperforming their peers in a number of ways.

But amid economic whirlwinds and disruptions, it is only organizations whose leaders possess long-term vision and commitment to invest in the future that can truly thrive over the long run. Considering this and many other key factors, Huawei Technologies (Thailand) Company Limited should be recognized in the Innovation Excellence Award 2022. Huawei Thailand has shown clear commitment to which have not only benefited its own competitiveness and resilience, but have also contributed to the economic and social development of its host country.



As a holder of more than 110,000 patents and a research and development (R&D) budget accounting for more than 10% of its revenue, Huawei has often been recognized as one of the most innovative companies in the world. The company established a regional headquarters in Bangkok in 2016. The ICT infrastructure group has played a vital role in assisting the kingdom's drive toward the digital economy, especially in the areas of fifth-generation mobile networks, smart cities, cloud computing, and digital transformation initiatives in both public and private sectors. While demonstrating its business resilience on a global scale, Huawei has continued its mission to better people's lives. Amid the Covid-19 crisis, Huawei Thailand assisted Siriraj Hospital to become a "smart hospital" through developing a comprehensive and secure 5G network and multi-access edge computing. The medical staff has been enabled to access necessary data and can provide healthcare services in a more accurate, productive, and efficient manner.

With its mission to "Grow in Thailand, Contribute to Thailand," Huawei has employed more than 2,600 people in the country. It has won many awards and recognition both internationally and in Thailand which included Digital International Corporation of the Year, Thailand TOP Company Awards 2021, and the 2022 Cyber Security Prime Minister Awards.





Thailand Corporate
Excellence Awards
2022

Leadership Excellence

SCG

The Covid-19 crisis has been a good testing time for all leaders. Since it involves a pandemic with no predictable end or severity level, leaders have to prepare for both the worst and the unknown. The best leaders have to do even better - to prepare for the worst while looking for an opportunity to grow and come back even stronger after the crisis.

Considering the aforementioned practice, the top business executives unanimously voted SCG as the winner of this year's Leadership Excellence Award. Amid one of the darkest times for the Thai economy, SCG has come up with risk management and prudent financial measures while stepping up efforts to transform and strengthen its businesses.



Accelerating Transformation

A crisis doesn't slow transformation but speeds it up, as the management took the chance to accelerate transformations especially through digital technologies and moving toward greener, higher-value and more solution-based and service-based products based products and businesses. Among many initiatives, SCG Cleanergy was established as a new business to provide renewable power solutions in Thailand and overseas, whereas "Innovation KPIs" were introduced to gauge the progress of contributions from high value-added product, new product development, and service solutions, as a percentage of the total revenues in every quarter.

It was also during the crisis when SCG successfully pushed ahead the initial public offering of its packaging business for which 45 billion baht funding was raised to strengthen the capital base and fuel organic and inorganic expansion in Thailand and abroad.

The leadership quality has also been reflected in its policy and practices toward its employees and society at large which have won much praise during the crisis.

Bold ESG initiatives

SCG has taken a lead on sustainability through integrating ESG – environmental, social and governance practices into business operations with bold initiatives including the "SCG Circular Way" and its announcement to become a "Net Zero" company by 2050.





Thailand Corporate
Excellence Awards
2022

Marketing Excellence

Advanced Info Service Public Company Limited

The Marketing Excellence Award goes to Advanced Info Service Public Company Limited (AIS), the No.1 telecommunications company in Thailand which - amid difficult economic and market conditions - has not only maintained the leading position in its core mobile business, but also managed to solidly expand into future growth areas.

Amplifying its customer-centric strategy, AIS has made a significant move toward becoming a “Cognitive Telco” this year, levelling up its network productivity as an Intelligent Network to better serve consumers in the digital era. To strengthen its core mobile business, AIS has launched the AIS 5G campaign under the concept “WE ARE LIMITLESS” to emphasize that it can serve and exceed limitations of consumer needs.



Brand Love

The company has also taken a leading role in upgrading the Thai market toward 5G and many new frontiers such as Metaverse, virtual reality, and augmented reality, which has not only provided a new growth opportunity but also allowed it to stay foremost in the minds of consumers of all generations. For example, AIS launched V-Avenue.Co, the first virtual 360 online platform in Thailand in 2021, which includes features such as the AVATARPARK that allows users to create their own avatar. It has also introduced AiAilynn, the country's first virtual influencer. On the content front, the company announced a partnership with Disney+ Hotstar, offering an exclusive experience for AIS customers for a special price.

Growing into the Future

Amid rising inflation which affected consumer demand and price competition in the market, AIS has maintained its dominant market position and sales revenue in its core mobile business, while rigorously expanding into new growth areas including fixed broadband and the enterprise businesses, both of which have achieved double-digit growth in the first nine months of 2022.

Paving the way for new S-curve opportunities, AIS has forged strategic partnerships with leading companies in targeted growth industries including Gulf Energy Development Public Company Limited and Singapore Telecommunications Limited in the data center business, and VMware in the cloud business.





Thailand Corporate
Excellence Awards
2022

Product/Service Excellence

Krungthai Bank Public Company Limited

The Covid-19 pandemic has accelerated the digitalization process from e-commerce and e-warehousing to digital finance as people shy away from making unnecessary physical contact. However, the economic hardships have meant more people are entitled to state assistance.

As a state-owned bank, Krungthai Bank Public Company Limited (KTB) is tasked by the government to serve millions of people who receive financial assistance or welfare from the state, and the bank has taken the opportunity to offer a better service to these people, while at the same time introducing them to the world of digital finance.



Innovation for the Grassroots

KTB has introduced the Krungthai Happy Life debit card, a new product designed specifically for low-income earners who receive benefits provided by the state, including holders of the Welfare Card and recipients of certain financial aid such as elderly citizens. The introduction of this card is a game changer in how low-income earners manage the monthly allowance they receive from the state.

Prior to this, they would have to travel all the way to a bank branch to withdraw the money every month, resulting in long queues around payday. With an annual fee of only 50 baht, the Krungthai Happy Life debit card allows them to withdraw money from ATMs and make payments at shops equipped with EDC terminals. For many, this could be their first experience with non-cash payment that could lead them to take up other digital financial services in the future. Besides the convenience offered from the cashless feature, the Krungthai Happy Life debit card also comes with unprecedented insurance coverage for the poor. With no extra fee, the debit card provides micro-insurance with 20,000 baht coverage for death from an accident and 1,500 baht funeral expenses for death from four major diseases - cancer, acute heart attack, major stroke, and chronic kidney failure.

While improving financial inclusiveness, this product innovation can help introduce more people to digital banking channels, thus reducing workloads at the branches, while contributing to the establishment of a cashless society at the grassroots level.





Thailand Corporate
Excellence Awards
2022

Sustainable Development Excellence

Bangchak Corporation Public Company Limited

Sustainable development is not just a corporate or “nice-to-have” PR initiative. Leading corporations have recognized that we are all living in our one and only world and what is good for the world can also be good for our stakeholders and businesses over the long run.

The Thailand Management Association has bestowed the Sustainable Development Excellence Award 2022 to Bangchak Corporation Public Company Limited, an integrated oil and green energy company which has made sustainable development an integral part of its business.

Striving to become an “energy transition leader,” Bangchak has committed to help accelerating a global transition toward sustainable green energy, as well as to “craft a sustainable world with evolving greenovation”



To make this vision and mission statement become true, Bangchak has deployed its 4G Sustainability Strategy with an aim to create sustainable business, responding to stakeholders' expectations and the United Nations' Sustainable Development Goals (SDGs), comprising of:

1. Green Business: Generating power from renewable and clean energy, and developing biofuel and bio-based product businesses.
2. Green Production: Increasing efficiency and reducing environmental impact to be a "green & friendly producer."
3. Greenovative Experience: Responding to modern lifestyles and sustainability through "greenovative" service stations.
4. Green Society: Improving communities' quality of life.

The company has addressed the nine SDGs on two levels, comprising of Tier-1: using business processes to meet SDGs (in process) and Tier-2: creating social value (after process). It has committed to becoming carbon neutral by 2030 and net zero emission by 2050 through its BCP 316 NET program consisting of breakthrough performance, conserving nature and society, proactive business growth and transition, and its Net Zero ecosystem.

Bangchak's sustainability policy has followed the international guidelines and its shareholders' expectations with commitments along the business value chain including good governance, fair business conduct, responsible product/service, promotion of a sustainable society, sustainability due-diligence assessment, new innovative business for sustainability, worthwhile resources and environmental management, and human rights and sustainable social development.





Thailand Corporate
Excellence Awards
2022

Corporate Improvement Excellence

Advanced Info Service Public Company Limited

The Corporate Improvement Award is provided to the organization which has obtained the highest increased scores compared to last year's ranking in all categories. In other words, it is the firm which has been performing well in all aspects.

This year, the award goes to Advanced Info Service Public Company Limited (AIS) which has continued to lead the mobile market - not only as the leader in profitability and market share but also as a preferred brand for consumers, while expanding rigorously to new growth areas.

Management Vision

Like most well-performing organizations, AIS the success of AIS owes much to its management's vision which made an important change pre-pandemic. The management's decision several years back to transform the company from a mobile operator to a digital life service provider has started to pay dividends as new businesses are seeing double-digit growth whereas the core mobile business remains a cash cow but is maturing fast.



Still, the company has managed to beat its own target to increase 5G adoption to 5.5 million users by the third quarter of 2022, ahead of its previous goal to achieve 5 million 5G users by year-end. The 5G leadership is expected to help improve the bottom line as 5G users tend to provide an average revenue per user (ARPU) uplift of between 10-15%.

The New S-Curve

Through forging strategic partnerships with leading players in each field, AIS is making headway to new growth areas including with Gulf Energy Development Public Company Limited and Singapore Telecommunications Limited in data centers and with VMware in cloud businesses.

Customer-centric at its core of business conduct, AIS also made a significant leap this year to evolve itself into a “Cognitive Telco” or a smart enterprise which can adapt intelligently to consumer demand and behaviors in the digital age.

Furthermore, as a Cognitive Telco, the company is committed to operating its business in line with a sustainable development approach through the three pillars - Drive Digital Economy, Promote Digital Inclusion and Act on Climate.





Thailand Corporate
Excellence Awards
2022

Corporate Management Excellence

SCB 10X Company Limited

Rapid technological development and innovations are accelerating changes in every industry. Companies can choose to be disrupted or to exploit these technologies and innovative opportunities to capture accelerated growth and potentially disrupt others. SCB 10X belongs to the latter category. While the traditional banking industry is being threatened by rapid development in financial technologies, SCB 10X has been formed with its proactive “Moonshot Mission” to achieve exponential growth through investing and partnering with passionate entrepreneurs and startups.

The New S-Curve

Leveraging on its parent Siam Commercial Bank's strong capital base and more than 16 million-customer portfolio, SCB 10X's first-mover strategy sets a model that is not only inspiring others but will also benefit the Thai economy as it strives to support talents and entrepreneurs as well as the tech ecosystem as a whole.



Focusing on blockchain, digital assets, Metaverse, and Web 3.0 technologies, SCB 10X has provided funding and networking support to talented individuals and business entrepreneurs through its Venture Builder unit. Through its Venture Capital arm, the company also invests in early-to-growth stage startups in promising technology areas globally. The venture capital fund has deployed over 75% of its budget to 48 investments across 15 countries with more than 10 startups added to its portfolio during 2020-2021. It has also initiated many events to bolster the development of the tech ecosystem including the SCB 10X BlockCamp 2022, the METATHON 2022, the third annual worldwide DeFi & Web 3.0 Virtual Summit, among others.

Financially, SCB 10X's key financial figures from FY2020 to FY2021 presented a substantial growth with revenue rising 68% and net profit increasing 11.5%. Financial results in FY2021 and forecasted FY2022 figures suggest a promising outlook toward deploying more than the 20% capital IRR target in FY2025.

Awards and Recognitions

Although just established in January 2020, SCB 10X has already bagged many awards and recognitions including the Top Corporate Venture Capital Investor on the CB Insights State of Fintech Global 2021, Global Corporate Venturing 2022 Emerging Leaders Award by Global Corporate Venturing, Best New Tech Investment Company for Start-ups by International Finance Awards 2022, the winner of DAOHacks by ETHGlobal, the Sauciest Company by Techsauce Awards 2020, and Best Venture Capital Company - Finance -Thailand 2022 by GBO Awards 2022.



SMEs EXCELLENCE AWARDS 2022



DECODING ESSENTIAL WINNING FACTORS FOR SMEs: THE 4D'S

SMEs comprise the largest and most dynamic business sector in the global economy; therefore, the sector is vital to each country's national development strategy. In Thailand, SMEs account for more than 90% of the population of business enterprises, and they contribute more than one-third to the Thai GDP (OSMEP, 2022). SMEs also are key drivers in employment, innovation, and well-being. Fortunately, Thai SMEs have been wholly and continuously supported by the government and large firms. Therefore, many SMEs have flourished and demonstrated exceptional business performances. In fact, many times they have produced new standards for their industries.

The winners of TMA's SMEs Excellence Awards 2022 are examples of SMEs that have set new benchmarks in their industries. Therefore, it is appropriate to decode the winners' management strategies to illustrate the key success factors for SMEs. In this article, the basic requirements for good management are omitted, including good cash flow, proper receivables, decent product quality, and competent HR systems. Ultimately, four factors, - delegation, digital literacy, dynamics, and data and innovations - are crucial for the success and sustainability of SMEs.

Delegation:

Profitable SMEs share one important characteristic: the owners' business abilities. The owners have generally demonstrated a high sense of ownership, expertise, and leadership. However, to become outstanding SMEs, the owner also must be able to create such abilities within the team and delegate key responsibilities to subordinates. Effective decentralization certainly leads to new growth for SMEs. It is clear that "one-man show" companies have found it is difficult to excel beyond a certain point.

Such SMEs also must trust the members of their teams and have the abilities to put the right person in the right job, allowing them play vital roles. In addition, the owners of SMEs who can effectively and smoothly diversify their key decisions clearly attract better talent pools and retain the talented members.

SMEs that have a clear delegation strategy can experience accelerated growth in both domestic and international markets. For instance, **K Fresh, the Excellence Awards Winner in the category of Manufacturing**, has delegated key decisions to the team, even including the farmers who initially are responsible for quality control. Accordingly, the company exports almost 20 million aromatic coconuts per year to more than 20 countries, including USA, Canada, Russia, the UK, and China, and the company has become one of the world's largest producers of aromatic coconuts.

Dynamic:

SMEs should take advantage of their size in terms of leaner processes, flatter organizations, and higher flexibility. The sense of responsiveness to the changes in the market distinguishes SMEs from large corporations. There are traps in various industries where SMEs tried to copy the management strategies of large corporates. As a result, the SMEs lost their unique competitive advantages.

Several winners of TMA's SMEs Excellence Awards 2022 demonstrated the understanding and the usage of the advantages of being "small and medium". For example, Real Smart Co.,Ltd. (formerly Saenruk) provides full-service digital marketing solutions to its clients. The key advantage of Real Smart Co.,Ltd. is that it provides a one-stop solution with a strong relationship. Along with the company's very flexible team and workstyle, its employees offer deep understanding of each communication task they have to deal with in order to determine the optimal solution. The one-stop solution with customized and attentive services have led to Real Smart's significant competitive advantage, which other companies find difficult to imitate.

Despite the fact that a paper manufacturer normally focuses on standardized products to reduce costs, Ekarach Paper Industry Co., Ltd. offers various types of papers and paper packaging which can be customized as needed. With such flexibility, the company has gained many customers who are willing to pay more for the additional value they receive.

Digital Literacy:

Digital strategy, including digital marketing, digital HRM, and digital operation have key roles in moving SMEs beyond the normal competitive landscape. Starting from having a digital mindset to sufficiently employing digital platforms and technologies, outstanding SMEs can elevate their success beyond the usual normal thresholds.

Copper Buffet (Chaiya Charoenkij Co., Ltd.), which is among the most popular super premium international buffet restaurant, has its presence in many e-market places and social commerce platforms, and the company uses many digital marketing techniques, including SEO, SEM, and shadow marketing. As a result, the company can encourage purchase decisions, and can also build its brand and create loyal customers in a short period of time.

Data for Innovation:

It is certain that innovation is key to the success of SMEs. However, creating innovative approaches comes with high cost. Activating both internal and external data with proper data literacy as the basis for creating innovative changes and reducing costs significantly reduce the chances of failure. Many winners of SMEs Excellence Awards share another common characteristic: activating and using data to create innovations.

ATGenes, the Excellence Awards Winner in the category of Services, invented the DNA technology for a comprehensive diagnosis that covers over 99% of genetic mutations that are the causes of thalassemia and hemoglobin disorders. The company also provides services for molecular diagnosis of more than 60 other genetic diseases. With its innovations, the company has created a high barrier to competitors' entry and a strong brand premium which, in turn, will lead to the company's success in the long run.

Orthopeasia offers a complete array of high-quality and cost-effective spinal instruments and accessories. The Company's metal instruments are well designed for the ease of use and to ensure patients' quality of life after surgery. With all of the dimensions and widths of the types of products, lengths of the product lines, and the multiple types of individual products, Orthopeasia effectively has gained customers' trust.





SMEs EXCELLENCE AWARDS 2022

MANUFACTURING

Winner

K FRESH COMPANY LIMITED

Nominated by TMBTHANACHART BANK PUBLIC COMPANY LIMITED

Gold

ORTHOPESIA COMPANY LIMITED

Nominated by BANGKOK BANK PUBLIC COMPANY LIMITED

PROLOG TITANIUM CORPORATION COMPANY LIMITED

Nominated by KASIKORNBANK PUBLIC COMPANY LIMITED

EKARACH PAPER INDUSTRY COMPANY LIMITED

Nominated by SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED

Silver

KING EGGS (THAILAND) COMPANY LIMITED

Nominated by BANK FOR AGRICULTURE AND
AGRICULTURAL COOPERATIVES

C.N.I. ENGINEERING SUPPLY COMPANY LIMITED

Nominated by SCG

SERVICES

Winner



AT GENES COMPANY LIMITED
Nominated by BANGKOK BANK PUBLIC COMPANY LIMITED

Gold



REAL SMART COMPANY LIMITED
Nominated by SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED

CHAIYA CHAROENKIJ COMPANY LIMITED
Nominated by BETAGRO PUBLIC COMPANY LIMITED

Silver



NITTAYA KAI YANG FOOD AND BEVERAGE COMPANY LIMITED
Nominated by BETAGRO PUBLIC COMPANY LIMITED

E-EMPOWERMENT COMPANY LIMITED
Nominated by SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED

SUWAPEE HOLDING COMPANY LIMITED
Nominated by BANK OF AYUDHYA PUBLIC COMPANY LIMITED

TRADING

Gold



ABBRA CORPORATION COMPANY LIMITED
Nominated by BANGKOK BANK PUBLIC COMPANY LIMITED

Silver



THE ONE SUPERCENTER COMPANY LIMITED
Nominated by KRUNG THAI BANK PUBLIC COMPANY LIMITED

BELL-BOW AGRICULTURE COMPANY LIMITED
Nominated by BANK FOR AGRICULTURE AND AGRICULTURAL COOPERATIVES



SMEs
Excellence Awards
2022

ATGenes Company Limited

Vision: The World Class Biotechnology Company

Mission: Provide a health service based on biotechnology from cradle to golden age

Corporate Value: Professional, Priority, Public Interest

Prof. Dr. Vip Viprakasit, President of ATGenes Co., Ltd. has been a medical expert in academic and research fields for more than 20 years. He has received research funding from leading medical organizations both domestically and internationally. He is a consultant to the World Health Organization (WHO) and many other leading organizations. He received the National Outstanding Researcher Award from the National Research Council, Thailand (NRCT), and the Prime Minister Award: Innovation for Crisis from the Prime Minister in 2021 and the 2022 Outstanding Scientist Award.

ATGenes Co., Ltd. specializes in DNA and RNA testing. It was established on 6th March, 2014 to provide services related to genetic testing, covering various genetic diseases. Its focus is diagnosing the cause of the disease for the fastest, most precise and effective treatment and prevention with the aim of establishing a World Class Biotechnology Company owned and run by Thai people. Relevant and necessary genetic information is used for lifestyle modifications, diagnosis, treatment, and appropriate use of drugs in order to provide customers with maximum medical benefits. In addition to providing services related to diagnosis and treatment, the company is also a distributor of medical devices related to diagnosis that requires advanced medical technology, with the aim of building a medically beneficial molecular biotechnology industry to increase access and enhance the quality of life of people in Thailand and around the world. At present, ATGenes Co., Ltd. has been providing genetic testing services for 8 years with the availability of specialists and modern technology. There is a complete set of diagnostic tools and equipment, growth and expansion and opening of branches to other regions in 7 provinces - namely Chiang Mai, Phuket, Khon Kaen, Phitsanulok, Songkhla, Chonburi and Nakhon Ratchasima - in order to support the work of public health for the maximum benefit to both the people and the nation. In the last 5 years, the company has provided more than 1,500,000 genetic testing services. ATGenes Co., Ltd. has been recognized as a top-tiered and experienced genetic testing company in Thailand.



Our tests

- **Family Genetic Testing** Family genetic screening and planning for pregnancy to prevent your child's genetic risk including thalassemia with Preimplantation Genetic Screening (PGS)
- **Infectious Disease** Detecting the genetics of pathogenic microorganisms such as COVID-19, HPV, and mycoplasma
- **Pharmacogenetics** Gene detection related to drug allergy for the appropriate selection of personalized medicine
- **Cancer** Genetic risk detection related to cancer caused by heredity, the consequences of living and the environment
- **Check-Up** Health check-up to analyze the function of the liver, kidneys and internal organs
- **Genetic Diseases** Genetic testing related to rare genetic diseases using Next Generation Sequencing (NGS)
- **Stem cells** Own stem cell segregation and proliferation by collecting prototype cells from bone marrow or fat for use in health promotion and treatment
- **Wellness** Gene analysis for nutritional preparation, exercises, and telomere length detection for a better quality of life



SMEs
Excellence Awards
2022

K Fresh Company Limited

Established in 2004, K Fresh is currently one of the world's biggest producers and exporters of Nam Hom aromatic coconuts, exporting 30 million aromatic coconuts annually to more than 20 countries, including the United States, Canada, Russia, the United Kingdom, France, Netherlands, Australia, New Zealand, China, Japan, South Korea, and many others. We pride ourselves on our consistent innovation, our creativity, and our attention to detail in all points of the supply chain, from agriculture, harvest, production, and logistics to customer service.

K Fresh's factory of Nam Hom coconut products is located in the heart of four provinces in central Thailand. The proximity to the coast lends the land its superior fertility. Add in the presence of year-round sunlight, and the area is primed for growing aromatic coconut palms. Apart from the fertile farmland, great consideration is given to the planting and maintenance of the coconut crop by our local farmers.

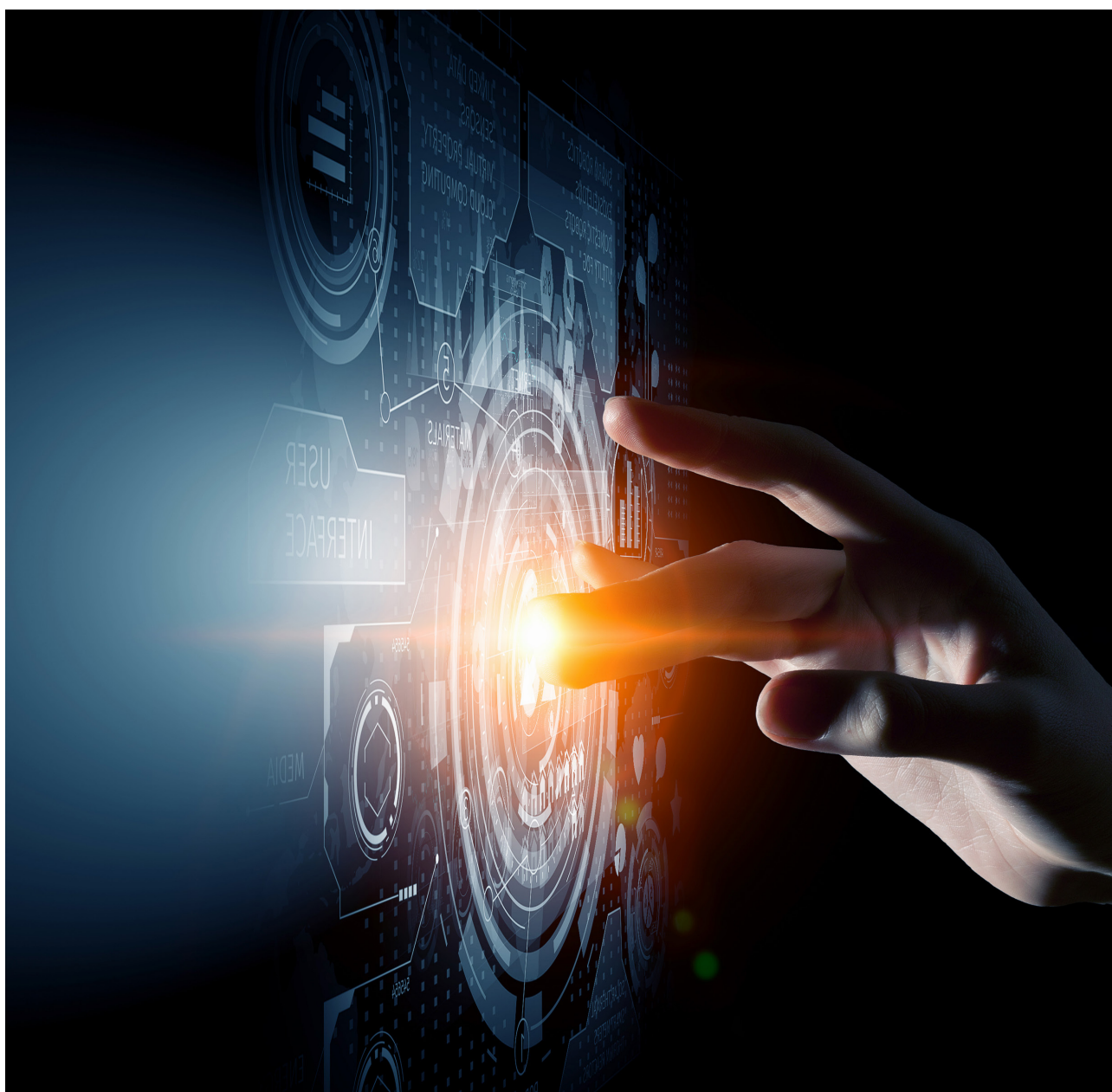
We oversee the entire supply chain, from the growing of coconuts on 1,600 hectares of land with the support of local farmers (40% of the coconut farms being exclusively K Fresh's). All our skilled farmers are long-term residents who are highly familiar with growing this varieties of coconut. Every step, from selecting qualified seedlings and determining the appropriate time for planting to inspecting the produce's compliance with standards of good agricultural practice (GAP and Global GAP) is under strict observation. Also, we practice regenerative agriculture through integrative farming to reduce our impact on climate change.



The quality of our Nam Hom coconuts is nothing short of world-class, and we've got the certifications and accolades to prove it. At K Fresh, we're not just focused on the raw materials but the processes of production as well. Our safety standards, including hygiene, food safety and the safety of our workers, apply to each stage of our closed system production. Once the production of coconuts is completed, they are stored under proper temperatures to ensure their freshness and are strictly inspected and quality-controlled. All these standards were made possible to achieve with our specialized coconut factory that was expressly designed to process young Nam Hom coconuts with delicate care. We also utilize modern traceability technology to track and verify that each batch of coconuts moves safely from the farming zones to the consumer. All this is absolutely necessary to ensure the reputable and unchallenged quality of our coconuts. Our aromatic coconuts are internationally guaranteed by GHP, HACCP, Global GAP and USDA Organic standards.

K Fresh also invented the easy opening coconut product, Coco Thumb. With just one press, you can enjoy a fresh, delicious, nutritious, and additive-free drink made from 100% organic Nam Hom coconut. Coco Thumb has everything you love about fresh coconuts - without the hassle! Coupled with an eco-friendly and bio-degradable cap and straw, this product is internationally patented.

THAILAND DIGITAL EXCELLENCE AWARDS



ACCELERATING DIGITAL TRANSFORMATION IN THAILAND

Digital transformation remains a top priority for companies globally and in Thailand. Business executives and government officials alike strive to succeed in executing digital change across their organizations with the objective of not only enabling innovation and growth, but also creating resilience in an environment of uncertainty and frequent crises. Digital transformation, however, is difficult. New priorities such as (responsible) AI and sustainability continue to emerge, requiring leaders to adjust course constantly, making digital transformation a matter of ‘always-on execution’ rather than a ‘one-off project.’

No matter how difficult, achieving digital excellence pays off. A study by the Boston Consulting Group (BCG) shows that ‘digital champions’ outperform peers across major business metrics, with 39% stronger revenue growth, 43% higher enterprise value increase, and 45% higher EBIT impact from AI, among other KPIs. Digital Champions also demonstrated far greater resilience throughout the Covid-19 pandemic with smaller declines and faster rebounds, demonstrating average market capitalization growth eight percentage points higher than peers since the beginning of the crisis.

Unsurprisingly, organizations such as the Thailand Management Association (TMA) make significant investments to support and accelerate digital transformation at the national level, a crucial factor in boosting Thailand’s competitiveness in the global marketplace. In 2020, TMA and BCG jointly introduced the Thailand Digital Excellence Awards with the intention to understand the state of digital transformation in Thailand against global benchmarks and to identify and promote digital transformation success stories ‘made in Thailand.’ Beyond recognizing successful transformation examples, the award serves as a platform for local and global companies and digital transformation experts to exchange experiences and best practices and explore opportunities to partner and form ecosystems.

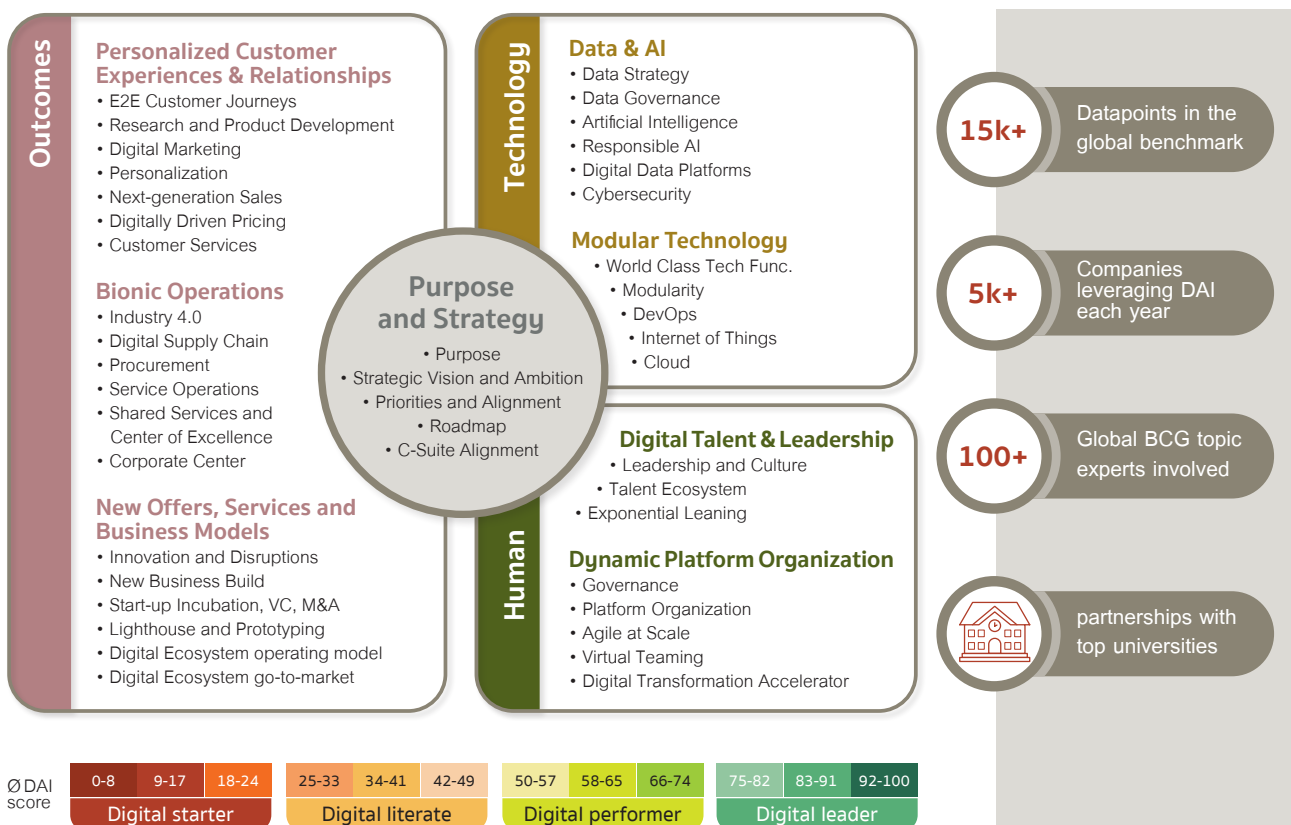
BCG Digital Acceleration Index (DAI)

Thailand Digital Excellence Awards is based on BCG's Digital Acceleration Index (DAI). The DAI is widely recognized as a world-leading digital maturity assessment and allows BCG to track the digital journey of more than 15,000 businesses worldwide across eight domains and 42 dimensions of digital maturity.

The DAI categorizes companies along four maturity stages, from Digital Starters, who take first steps with isolated digital use cases, to Digital Champions who derive significant new value from fundamentally transforming existing business models through digital means and ways of working. The DAI's domains span digital capabilities from defining a clear purpose and strategy for a company's digital transformation to the digitization of the entire value chain or building enabling foundations such as technology, data, people, or organizational governance.

The purpose of the DAI is not just to assess a company's digital maturity but also to provide practical guidance on how to define the company's digital ambition, prioritize its digital initiatives, investments, and ultimately accelerate its digital transformation journey in practical terms.

BCG DIGITAL ACCELERATION INDEX TO ASSESS DIGITAL MATURITY



Making Thai companies globally competitive

Our study in 2020 showed that Thailand's businesses, on average, are at relatively early stages on the digital maturity curve, well behind regional and global peers. Yet the country appears to be approaching an inflection point, with Thai companies in a position to accelerate their digital advancements significantly if their leaders commit to a step change in digital investments. But already in 2020, we saw notable exceptions such as SCB, Samitivej Hospital, Krungthai Bank, and Chevron, all category winners of the Digital Excellence Award 2020, offering proof that there is no reason why Thai companies should lag behind their international peers.

The following year's study did not offer digital salvation just yet: Thailand Digital Excellence Awards 2021 data revealed that the hoped-for acceleration of Thailand's digital transformations was yet to take place. In fact, Thai companies had fallen further behind, with the exception of the financial sector, which continued to perform on par with regional and global peers. This was not to say that Thai companies had not stepped up their efforts throughout 2021. On the contrary, roughly a third (36%) of surveyed companies had now dedicated at least 10% of their employees full-time to digital roles, a full 13 percentage points up from the previous year, and 57% had planned to digitally upskill at least 10% of full-time employees, up nine percentage points from 2020. Thailand's international peers, however, also had further accelerated their own efforts, widening the gap.

Insufficient levels of digital investment appeared most critical, with only 33% of Thai companies spending at least 10% of OPEX on digital, virtually no change from the previous year. The global average, by comparison, had increased from an already high 75% to 84% over the same period. Our data had indicated that Thailand was risking falling behind to an equal degree on other crucial digital dimensions while 40% of Thai companies were set to invest in application program interfaces (APIs) to enable their businesses to form parts of digital ecosystems (up from 37% in 2020), international peers had lifted that number from 62% to a whopping 83% over the same period. The same trend could be observed for data-centricity. While 40% of Thai companies had at least 10% of their data mapped to a unified data model (unchanged vs. 2020), global peers lifted the average from 62% to 86% throughout the year. But, as in the year before, there had been notable exceptions, including Frasers Property Thailand, Kasikornbank, and L'Oréal Thailand, the winners of the Thailand Digital Excellence Awards 2021 in the categories 'Rapid Business Digitization,' 'Cultural Transformation,' and 'Go To Market Reimagination,' respectively, proving yet again that there is no reason why Thai companies should lag behind their international peers.

Encouragingly, our study showed that the majority of Thai companies were still enthusiastic about the prospects of digital transformation. A vast majority reported having a digital strategy in place to get their transformation back on track. Yet, our data also showed that success would require a true step change with respect to the level of investment Thai companies made available to fund the digital transformation.

Catching Up – Findings from the Thailand Digital Excellence Awards 2022

2022 marks the third year of Thailand Digital Excellence Awards. So, have Thai companies stepped up the level of investment into digital, and can we already see the fruits of this investment? One year, of course, is not much time, and unsurprisingly we find Thai companies are still lagging behind their global peers, with the average DAI score across industries in Thailand at 42 (out of 100), compared to the global average of 59, and 62 for Thailand's Asian peers. We see, however, three reasons to be cautiously optimistic about the future of digital in Thailand.

Firstly, Thailand appears to have crossed the inflection point at a time when the maturity ascend of our international peers shows signs of tapering off. Thailand's average DAI score jumped twelve points over the past twelve months, from 30 to 42 points on the DAI scale. During the same period, the global average gained 'only' six points (from 53 to 59), and the Asian peers five points (from 57 to 62). We interpret this advance on the DAI maturity scale as a sign that Thailand's companies are beginning to catch up to regional and global competition.

Secondly, the data shows us that Thailand's companies are in the process of stepping up their investment into crucial enablers of accelerated digital investment. Data, AI, and Modular Technology is one domain that has seen a particularly strong step change in terms of DAI maturity scores (up around 10 DAI points). Digital Talent & Leadership and Dynamic Platform Organization are the other domains that gained disproportionately (also up around 10 DAI points), indicating targeted investments into what is the core of any successful digital transformation. However, that does not mean it is time to relax. While 36% of Thai companies reported to allocate more than 10% of OPEX to digital, it is already 90% for global peers. Thai companies will need to keep up the momentum and continue to make bold investments into digital.

Awards and Recognition

The third reason for our cautious optimism about the future of accelerated digital transformation in Thailand is that the winners of this year's Thailand Digital Excellence Awards, all of which have demonstrated that Thai companies not only can 'get it done,' in fact lead the field in terms of digital innovations. This year, we see SCG Cement-Building Materials Company Limited taking the prize for 'Company of the Future' for their holistic, innovative, and far-advanced approach to digital across the organization. Unilever Thai Trading Limited takes the prize for 'Data & AI Leadership' for their highly impactful successes in stitching data from various sources together to offer their customers an unmatched end-to-end experience. Central Restaurants Group Company Limited takes the prize for 'ESG Revolution' for their success in leveraging digital use cases to significantly reduce the waste of food and energy. Pomelo Fashion Company Limited takes the prize for 'Digital Disruption' as a formerly 'digital only' player that successfully combined the best of online and offline with their network of physical stores. Lastly, Real Smart Company Limited takes the prize for 'Digital Enablement', walking the walk while helping their customers to advance on their digital transformations.

With winners such as these, there remains no doubt that digital transformation in Thailand cannot only succeed in Thailand, it can be invented here.



THAILAND DIGITAL EXCELLENCE AWARDS 2022

1

Company
of the Future

SCG CEMENT-BUILDING MATERIALS COMPANY LIMITED

2

Data &
AI Leadership

UNILEVER THAI TRADING LIMITED

3

Digital
Disruption

POMELO FASHION COMPANY LIMITED

4

Digital
Enablement

REAL SMART COMPANY LIMITED

5

ESG
Revolution

CENTRAL RESTAURANTS GROUP COMPANY LIMITED



Thailand
Digital Excellence
Awards
2022

Company of the Future

SCG Cement-Building Materials Company Limited

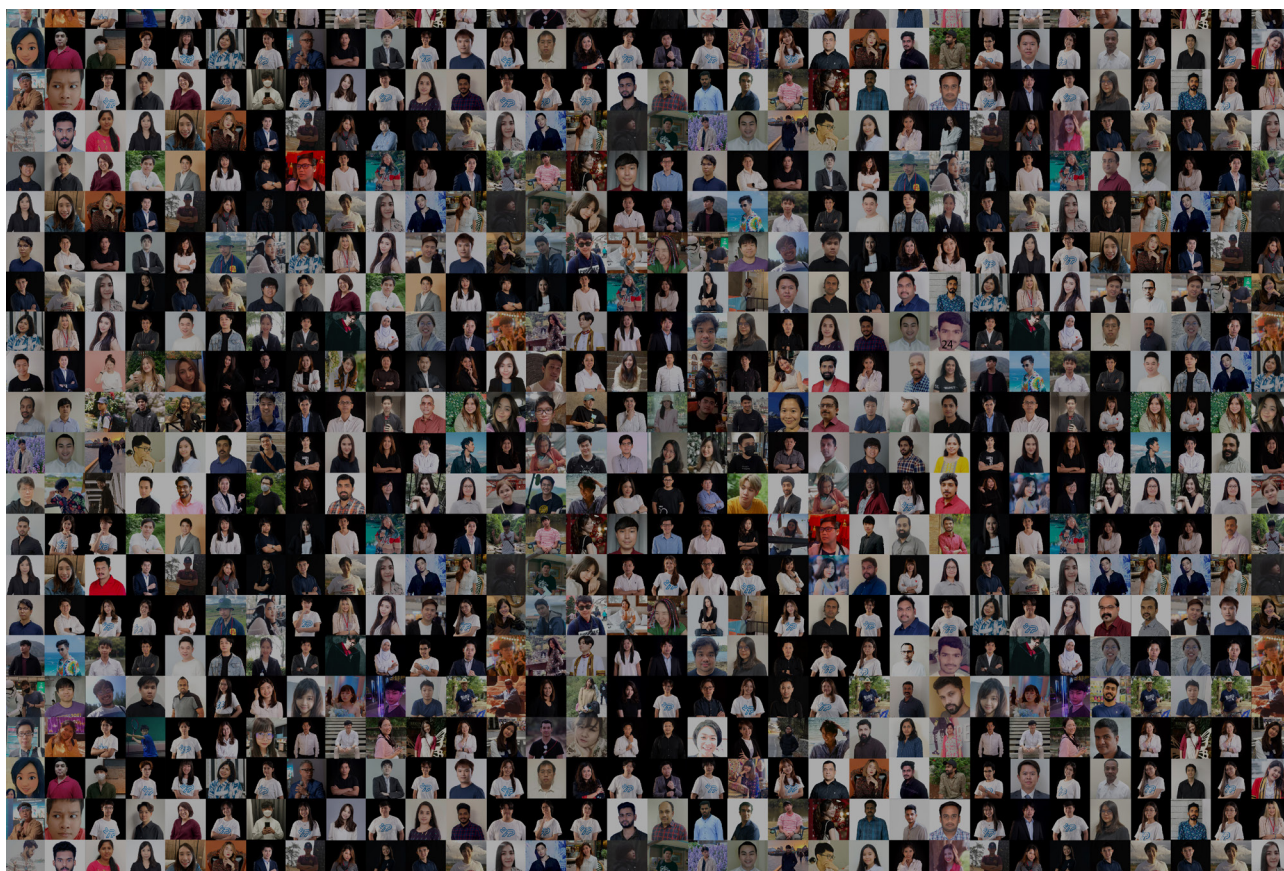
When the "Future of Thailand" is in the hands of the "Companies of the Future"

The inescapable fact that the future is uncertain, only what is certain in the future is the challenges against uncertainty from various driving forces worldwide, including economics, politics, technologies, and environmental change. Moreover, there are also challenges in moving our country forward together and leaving no-one behind as future opportunities must belong to everyone equally. Advanced technology solutions and impactful innovations can make this happen.

The future of Thailand is driven by the "Future Economy" - the economy that generates economic growth and high income by using innovation, technology, and creativity - the so-called "Digital Economy" and "Constructive Economy." Technological and innovation advancements are the key drivers in building a relatively high-value business enough to help move our country out of the 'middle income' economic trap to become one of the high-income countries.

SCG has been dedicated to developing innovation and has become the group of companies that has been relentlessly creating economic and social impacts in Thailand over the past 100 years. These days, innovations have progressed more rapidly and intensely, connecting to all sectors of the economy. WEDO has been established to be a machine that drives SCG's and Thailand's "Digital Economy." WEDO is designed to be an organization with a high capability of resolving the future challenges and is equipped with high potential, speed, and agility. Most importantly, it has become a tangible benefit to everyone. With these qualities, WEDO empowers SCG to become a big and fast fish that has significant potential in creating timely national impact.

WEDO has been focusing not only on creating Deep Digital Technology related to intelligent systems, Smart IoT, robots and drones, but also on creating innovators and innovations to help transform Thailand towards becoming one of the world's most technologically advanced countries.



WEDO's capabilities are Quality by Design, to resolve future challenges and high uncertainties, while providing equal access to opportunities and resources - inclusivity - by using future predictions and trends in conjunction with design thinking and sustainability. WEDO works in a maximum alignment; as in a small team with strong collaboration with all sectors, including educational, public, and private sectors. This alignment is an essential quality for today's businesses to effectively cope with the future challenges and uncertainties.

WEDO's practical achievements as a "Company of the Future" are highlighted in our technology and innovation forecasts for future investments that are not affected by short-term situations and uncertainties, such as Smart Industry, Smart Living, Smart City, and ESG, etc. Additionally, there are many more projects that WEDO has been doing as a result of "seeing" and "giving opportunities" to everyone. Those are: Work From Where You Are project - giving the opportunities for talents from anywhere to work for WEDO; the Young At Heart project - giving opportunities for talented seniors or retirees to join forces in driving our country forward, or creating innovations for every groups of people in our society, including the Natural Language Processing (NLP) innovation for the illiterate and blind people, and the Brain-Computer Interface (BCI) innovation to help people with physical impairments to perform everyday tasks and live relatively normal lives.

WEDO

is an example of the organization with strong passion in seeing that "everyone" has the potential to "think and create" what is tangible and "everyone" is a vital cog in driving Thailand's future economy. And more importantly, being a Company of the Future is not an exaggeration but a tangible example. Any other organizations in Thailand can become a Company of the Future as well. And when the time comes, when there is a large number of "companies of the future", the objective to move our country out of the middle-income economy trap will be achieved in no time at all.



Thailand
Digital Excellence
Awards
2022

Data & AI Leadership

Unilever Thai Trading Limited

Unilever is one of the world's leading suppliers of beauty & wellbeing, personal care, home care, nutrition and ice cream products, with 3.4 billion people using our products every day in more than 190 countries.

We have been here in Thailand for more than 89 years and will be celebrating 90 years this December. We are proud that 99% of Thai households use Unilever products three times per day, from waking up in the morning to taking a shower, eating breakfast, doing laundry early in the morning, or applying face lotion before going to bed. Unilever is one of the companies in Thailand with the most penetration and this is because at Unilever everything we do starts with the consumer we serve.

AI and ML in Manufacturing

Our vision is to innovate boldly for people and the planet. Technology sits at the heart of our approach to innovation to translate our scientific discoveries into everyday products that care for the planet and improve people's health, confidence and well-being, and we're constantly evolving alongside our consumers' ever-changing lives and tastes. The UK Materials Innovation Factory (MIF) has the highest concentration of robots doing material chemistry work in the world. It delivers data ten times faster than traditional methods. We run virtual tests and scenarios to optimize products before the lab stage, thereby innovating sooner and cutting time to market - in one year we can perform 12,000 rapid product tests.

Shanghai, China, is home to our AI Hub where we use insights from real time data to prototype innovations and test them via e-commerce in just a matter of days, ensuring fast, efficient, and effective innovating.

We invested €800 million into R&D in 2020 and we have over 20,000 patents protecting the ideas, discoveries, and breakthroughs that our global team of 5,000 world-leading experts produce.



Unilever's largest R&D hub in Southeast Asia is located in Minburi, Bangkok, with around 200 scientists. We have six factories in Thailand which supply more than 90% of our products sold in the country. On top of smart, sustainable, and safe factories, we have digitalized our factories and adopted various industry 4.0 technologies to be more agile and responsive to demand shift to better serve our consumer. As an example, we have a computerized maintenance management system to plan maintenance and improve communication, as well as an automatic case packer and palletizer that uses both collaborative and industrial robots. Within the manufacturing line, data is also democratized. As a result, we can see a single point of view on truth.

AI and ML in Marketing and Media

At Unilever, we have teams of analysts working hard to process the large volumes of data that we receive from our consumers each day. Our aim is to understand their wants and needs better, so we can provide the best possible products and services.

Our data-driven approach not only helps drive faster, sharper, and smarter decisions when it comes to optimizing our portfolio of brands and products, but also allows us to take the consumer engagement journey through marketing and media to the next level. Unilever has established a Digital Media, Marketing, and Commerce Hub to accelerate the digital agenda where we invest in advanced technology and have a full team of digital experts working together across the globe.

Our priority is to create meaningful consumer journeys. Consumer data are collected based on business strategy. Those data are centralized in a data lake which can be processed, stored, and used for analysis, insights, and deployment. With the assistance of AI/ML and marketing technology, we can make a strategic decision to communicate to the right segmentation with the right product and content.

By utilizing multiple data sources, both online and offline, and collaborating with other partners, not only is a single view of the consumer formed and a new way of working for driving business growth established, but we are also able to move consumers through the purchasing funnel which, in turn, drives sales.

Unilever has evolved into a Data-Driven Marketing company. This gives us an advantage in building and shaping how we enable technology to better serve consumers and become a pioneer in the area of data and AI.

AI and ML in Analytics

Unilever seeks opportunities to unlock growth through innovative, future-fit systems, as well as formalized processes and metrics that are aligned with the stakeholders' needs. We create digital and data solutions. As an example:

- Analytics for Trade Promotion Machine Learning that can evaluate pre- and post-promotion using internal and external data. With AI and ML built-in, we can predict full-price elasticity and cross-cannibalization. As a result, we can fully optimize and improve our planning process.

- Forecast Engine Tool - Unilever uses end-to-end connected supply chain technology, ranging from machine learning to concurrent supply planning, to manage upstream supply planning to factories and suppliers.

We also have a full team of data scientists who create advanced statistical models to help businesses make decisions.





AI and ML in Human Resources Planning

One of Unilever's mottos is "People with Purpose Thrive." We want our employees to have future-fit skills. This concept has been woven throughout the Employee Experience journey, from recruitment to upskilling and learning programs. We have had a Digital Acceleration Program for years to drive knowledge on all things digital to every Unilever employee from factory to office.

Given Unilever's four highlighted AI/ML areas, we have AI responsibilities of:

1. Fairness: AI systems should be fair to all people
2. Reliability and Safety: AI systems must be reliable and safe
3. Privacy and Security: AI systems must be safe and secure
4. Inclusion: AI systems should empower and engage everyone
5. Transparency: AI systems should be easy to understand
6. Accountability: Individuals should be held accountable for AI systems

Doing good sits at the heart of everything we do. Our purpose is to make sustainable living commonplace. It's why we come to work. It's why we're in business. It's how we inspire exceptional performance. So when you spot a Unilever logo whilst scrubbing, brushing, licking or sipping one of our products, you can feel proud that we are committed to creating a better world for everyone.



Thailand
Digital Excellence
Awards
2022

Digital Disruption

Pomelo Fashion Company Limited

About Us

Launched in 2013, Pomelo is Southeast Asia's first and leading omnichannel fashion platform that offers thousands of fashion-forward products from over 700 local and international brands.

Our success is driven by our best-in-class tech capabilities that power every step of the business. From internal process automation, intelligent demand forecasting, personalization systems, and use of real-time data, we remain focused on being a fashion tech company that provides the most convenient and seamless shopping experience for our customers.

Our Journey

- **2013 Brand:** We started as the largest Digitally Native Vertical Brand in SEA
- **2018 Omnichannel:** We expanded our presence beyond the digital world by rolling out 27 retail stores across the region
- **2019 Multi-Brand Platform:** We onboarded 700+ local and international brands to become a holistic fashion destination offering extensive categories
- **2021 Brand Services:** We developed Prism, a proprietary service, to support third party brand performance on our Pomelo platform

Our Achievements

We are recognized as the market leader for SEA's fashion omnichannel platform.

- 41 million app & web visits
- 93% revenue growth for H1 2022
- 700+ brands
- 30 retail stores
- A True Fashion Super App with three core O2O channels: retail, eCommerce, and our unique omnichannel service, "Tap. Try. Buy."



TAP
to shop from over
700+ brands

TRY
up to 8 products from
the comfort of home

BUY
only what you keep

We are building our capabilities and ecosystem through People, Process, and Technology.

- **People:** We take pride in our highly-skilled tech team, comprised of data scientists, full-stack engineers, and product managers
- **Process:** We standardize and automate processes and workflows and pioneer industry-leading practices on data collection & ownership
- **Technology:** We leverage real-time data, machine learning, and omnichannel management to optimize our performance

Our Integrated Commerce Platform covers three core areas - Customer, Channel, and Supply Chain - which are driven by Real-time Data and Machine Learning

- Our proprietary technology has helped us address previously unsolvable problems:

Machine Learning Models

- Demand forecasting helped us to stay ahead of trends
- Inventory management ensured sufficient stock availability
- Automated pricing streamlined our pricing, merchandising and design processes

Omnichannel Management

- Tap. Try. Buy alleviated customers' pain points in the O2O customer experience

Best-in-Class Customer Layer

- Personalization system aided better customer retention
- Loyalty program drove higher customer satisfaction
- Social engagement features increased spend per user

Our success stories span across our business

- We transformed our end-to-end supply chain performance with in-house technology
- Our machine learning model optimized our predictions and demands of new arrivals with an accuracy of 82%
- During the height of the pandemic, we launched Tap. Try. Buy at Home to address the shift in customers' behavior leading to 347% order growth for H1 2022 and 26% contribution to total revenue
- Our new social features and richer content helped increase impressions by 24%, gaining up to 78% CTR on a featured product story, and drove engagement rates by 54%
- We collected millions of data points to truly understand customer preferences and deliver exactly what they want, which led to 30% revenue uplift, 12% higher conversion, and 6% higher page views per user
- We optimized our return & drop-off process automations, shortening the process from 4 hours to 1 minute



Thailand
Digital Excellence
Awards
2022

Digital Enablement

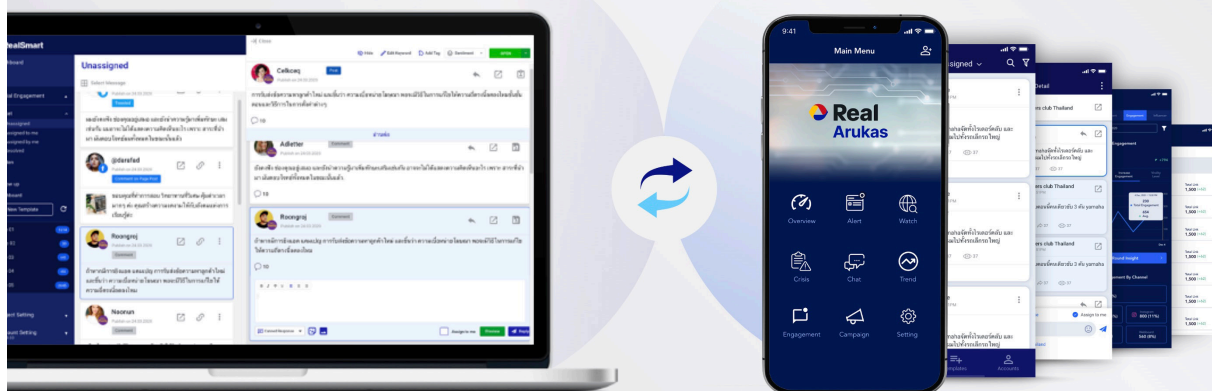
Real Smart Company Limited

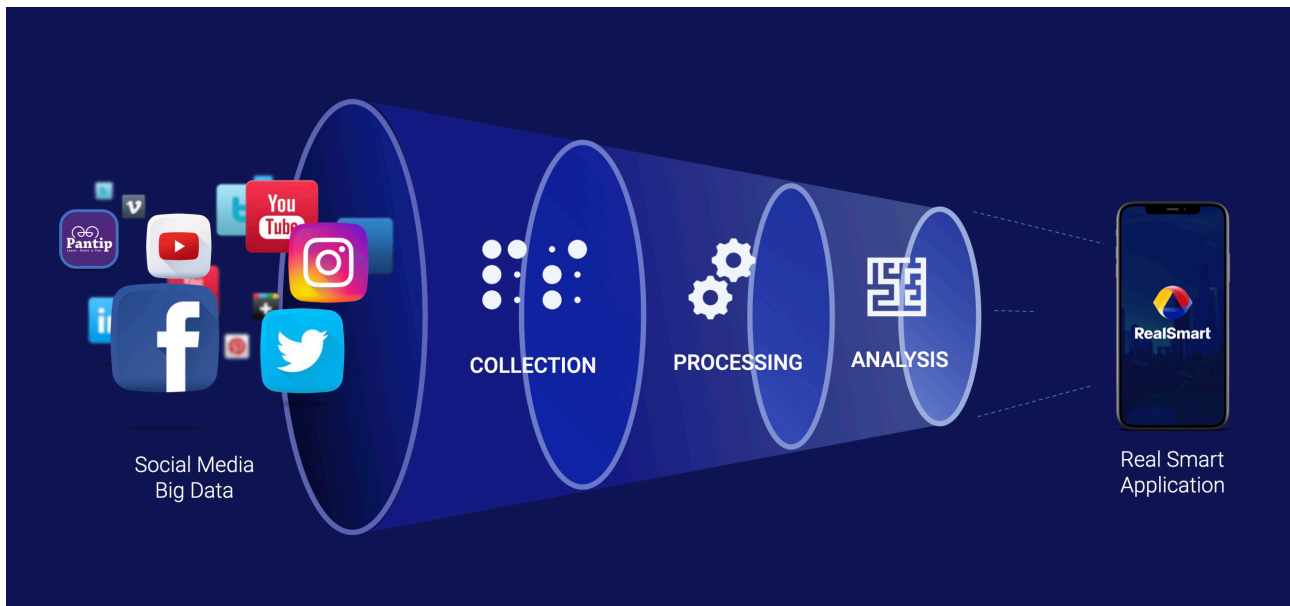
Real Smart Company Limited . is Thailand's leading Marketing Technology (MarTech) company, providing full-service digital marketing solutions which combine social listening, real-time online monitoring, data analytics, consultative strategy, crisis prevention, and exceptional creativity to deliver measurable success for our clients – more than 100 brands across various industries. We strongly believe in fostering a long-term relationship with our clients, a relationship in which we embody our clients' imagination and integrate it into the online strategy in order to create digital experiences which excite, inspire, challenge, motivate, and engage users.

Real Smart has a clear vision to become a leader in big data analytics in order to deliver digital insights and best-in-class business strategies to customers. Combining international work standards in both design and programming, we deliver cutting-edge innovations ranging from touchscreen and mobile application developments to new technology solutions so that customers achieve their ultimate business goals.

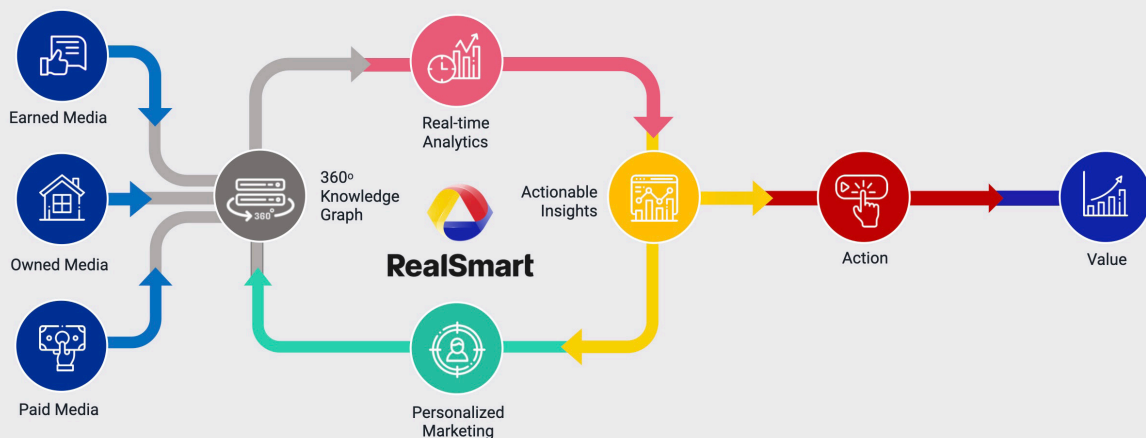
Engagement on Mobile Application

สะดวกและรวดเร็วมากกว่า เมื่อใช้งานบนมือถือ





Value for Your Business



We turn **BIG DATA** into **ACTIONABLE INSIGHTS** and **TAKE ACTION** to deliver **VALUE for YOUR BUSINESS**



Copyright © 2021 Real Smart Company Limited. All rights reserved. Reproduction in whole or in part without the permission of the copyright holder is strictly prohibited.

With the experience and expertise of the management team - in digital marketing, the software industry and big data analytics, and corporate communications and issues & crisis management in public and private sectors (Thai & MNCs) - for more than 20 years, together with more than 200 qualified employees, Real Smart is an ultra-reliable digital agency you can always go to for all your digital solutions.

Receiving the award in category of Digital Enablement from Thailand Digital Excellence Awards 2022 reflects the success of the company in strategic planning and operations in the area of digital technology that is outstanding as well as the readiness to adapt and transform the organization into the digital disruption era. Real Smart is well-prepared to respond to the needs of both customers and the industry that are always changing. We are ready to deliver memorable experiences to stakeholders in all sectors.



ESG Revolution

Central Restaurants Group Company Limited

VISION	To be the #1 restaurant business in Thailand in the hearts of our consumers, leading with innovations and delivering value-for-money for all occasions.
MISSION	To deliver delicious and affordable meals to all our customers and always provide our service warmly from our hearts. We strive to create product innovations and store experiences that respond to our customers' ever-evolving lifestyles in order to provide a truly memorable dining experience. All this in supporting and serving CRG's long-term commitment to the community around us and our unwavering commitment to sustainable growth.

Our Brands



We aim to become the leader in food business by:

1. Expanding channels to respond to various customer needs within one meal using the strength of an expansive restaurant network under 17 restaurant brands (including JVs) with over 1,300 branches and 10,000 employees, to meet the needs of customers in all age groups and lifestyles
2. Expanding branches under a new business model to reach customers and explore new areas
3. Promoting delivery services and cloud kitchens
4. Tapping into online channels and using Go Digital and omnichannel strategies with a focus on online-to-offline (O2O) to expand distribution channels via leading online shopping platforms
5. Introducing new brands, new types of restaurant, and new businesses
6. Developing products to respond to new sales channels in order to expand the customer base and respond to new trends such as delivery services, grab and go, cook-at-home products, and ready-to-eat (RTE) products, as well as tap into new groups of customers such as catering services
7. Enhancing efficiency in all aspects and managing and controlling sales and service costs to improve profit margins
8. Adopting technology as a tool to increase customer service efficiency to respond to various consumer needs and lifestyles in delivery services, online channels, and QR code ordering systems to improve the efficiency of restaurants and increase business opportunities from access to customer bases of its partners

Digital Transformation

The Next Gen of Restaurant Business

We began initiating a "digital transformation" in 2019. Then the COVID-19 pandemic hit, leading to challenges that came with pressure to transform our business rapidly. The crisis has generated a significant impact on the food industry including loss of revenue, additional expenses, and changes in demand of consumers. As a result of the pandemic, customer behaviors have been disrupted in every aspect of their lives including daily life, working style, and shopping behaviors.

In order to deal with the situation and quickly adapt to changes, we have accelerated the transformation by adopting innovation and technology in many aspects of the company including sales and marketing, customer experience, products and services, operation processes, and organization management.

3 Key Digital Transformation Initiatives

E-Commerce (Digital sales push)

– CRG's digital sales growth 450% from 2019 with the proportion of digital sales mix increasing from 7% to 30%.

We have driven digital sales through 4 main channels:

- DRIVE DELIVERY SALES – Streamline all our 1,300 physical stores network to sell via online & delivery
- CLOUD KITCHEN – Be #1 cloud kitchen in Thailand by opening 11 locations with 100+ kitchens
- VIRTUAL BRAND – 8 owned brands and 7 partner brands were leveraged through 100+ existing stores.
- O2O – Push customer decisions to buy at home (online to offline) via JD Central, Shopee, Lazada.

Intelligent Sourcing Chatbot (NOO YIM) (Digital Interaction with candidate experiences) – NooYim was developed using AI technology as an intermediary between the Company and applicants - a real-time private communication with the recruiter with 1,100 questions and answers under 6 categories based on the recruiter's direct experience.

Experience with NooYim

- 7 days 24 hrs Quick Response
- Job Search
- Submit online application
- PDPA Consent
- Real-time notification to recruiters
- Chitchat (candidate engagement)

Impact of NooYim (from Jun 2020)

- 16,905 applications with 1,053 from disabled persons
- 4,618 were hired
- 26,060 friends (increased 205% from last year)
- Saving 221% per hiring

Restaurant of The Future

(Digitalize Operations Process & Customer Journey)



NET ZERO^{CO₂} 2050

เป้าหมายแรก Carbon Neutrality 2030



อ่านรายละเอียด
เพิ่มเติม ↗

B

3

Breakthrough Performance

เน้นกระบวนการผลิต
ที่มีประสิทธิภาพสูง
ด้วยเทคโนโลยีปัจจุบัน
ปล่อยคาร์บอนต่ำและ
เป็นมิตรกับสิ่งแวดล้อม

C

1

Conserving Nature and Society

สนับสนุนการสร้างสมดุล
ทางระบบนิเวศและเชื่อมโยง
สู่สังคมคาร์บอนต่ำ
(Green Carbon ,
Blue Carbon)

P

6

Proactive Business Growth and Transition

เปลี่ยนผ่านธุรกิจสู่
พลังงานสะอาด
ด้วยเทคโนโลยีเพื่อ
การเติบโตอย่างยั่งยืน
เพิ่มสัดส่วนรายได้
จากธุรกิจสีเขียว
เน้นขยายการลงทุนใหม่ ๆ
ที่ช่วยลดการปล่อย
ก๊าซเรือนกระจก

NET

Net Zero Ecosystem

สร้างระบบนิเวศ
เพื่อรองรับการไปสู่
เป้าหมาย Net Zero

CARBON
Markets Club



สมัครสมาชิกโดยไม่เสียค่าใช้จ่าย



CREATING VALUE for a Sustainable Future

สรรค์สร้างคุณค่า สู่อนาคตที่ยั่งยืน

ธนาคารยึดมั่นในเจตนารมณ์ของ ‘เพื่อนคู่คิด มิตรคู่บ้าน’ ซึ่งเป็นมากกว่าผู้ให้บริการทางการเงิน ด้วยการให้คำปรึกษา และการสนับสนุนผู้มีส่วนได้เสียทุกกลุ่ม ใส่ใจดูแลความเป็นอยู่ และพัฒนาศักยภาพของบุคลากร ส่งเสริมการเข้าถึงบริการทางการเงินอย่างทั่วถึง และดำเนินธุรกิจอย่างมีความรับผิดชอบต่อสังคม สิ่งแวดล้อม สังคม และธรรมาภิบาล



THE MAKING OF THE DIGITAL BOARD **BATCH 2**

The Exclusive Best-In-Class Digital Transformation Program for The Board

Every Thursday

plus networking dinner and extra activities at 5-star Hotel or Equivalent

The Program
16 February - 18 May, 2023

Program Fee **300,000 THB**

(plus VAT 7% = 321,000 THB)

*Remark : Program fee does not include a round-trip airfare (BKK- destination)



Applications for "Batch 2" Now open!!!

ไม่ว่า **สถานการณ์** ไหน



เปิด **K PLUS** ก่อน



ดีสารพลัส

ใหม่! ตัวช่วยการลงทุน



WEALTH4U

รู้ใจ กองไหนเหมาะกับคุณ

คิดสรรด้วยระบบ Data Intelligence และเทคโนโลยี AI
เริ่มแค่ 1 บาทก็ลงทุนได้*



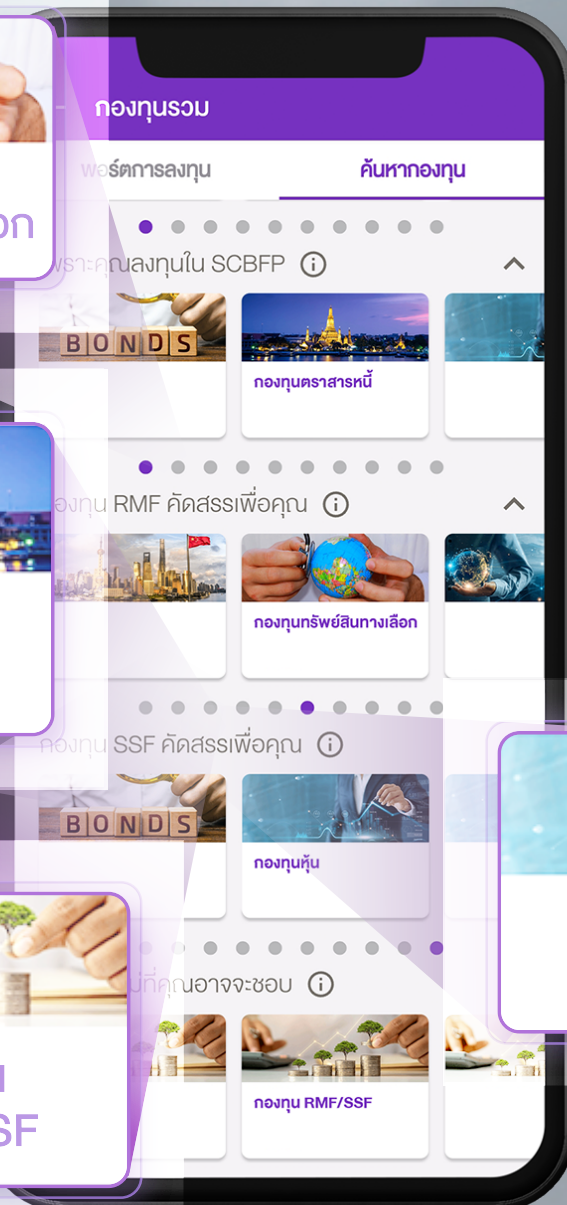
กองทุน
ทรัพย์สินทางเลือก



กองทุน
ตราสารหนี้



กองทุน
RMF/SSF



กองทุนหุ้น

แอป SCB EASY

ยิ่งใช้ ยิ่งรู้ใจ ยิ่งลงทุนง่ายย

*ตามเงื่อนไขนโยบายกองทุนกำหนด การลงทุนมีความเสี่ยง ผู้ลงทุนควรทำความเข้าใจลักษณะสินค้า เงื่อนไขผลตอบแทน และความเสี่ยง ก่อนตัดสินใจลงทุน และสามารถศึกษารายละเอียดกองทุนรวมเพิ่มเติมผ่าน SCB EASY App สอบถามรายละเอียดและข้อมูลเพิ่มเติมได้ที่ SCB Call Center โทร. 02-777-7777

เอสซีจี ธุรกิจยั่งยืนอันดับ 1 ของโลก จาก DJSI

ด้วยกลยุทธ์ ESG 4 Plus



- 1 

มุ่ง Net Zero
ลดการปล่อยก๊าซเรือนกระจกสุทธิเป็นศูนย์ในปี 2050
- 2 

Go Green
เพิ่มนวัตกรรมที่เป็นมิตรกับสิ่งแวดล้อมให้เรารักโลกไปด้วยกัน
- 3 

Lean เหลือมั่ง
พัฒนากักขยะอาชีพที่ตลาดต้องการให้ชุมชนและ SMEs 50,000 คน ในปี 2030
- 4 

ย้าร่วมมือ
ขับเคลื่อน ESG ร่วมกับหน่วยงานระดับประเทศ อาเซียน และระดับโลก

Plus เชื้อมั่น โปร่งใส ในทุกการดำเนินงาน



รายละเอียดเพิ่มเติม

เอสซีจีได้รับการประเมินและจัดอันดับให้เป็นที่ 1 ของโลก* จากดัชนีความยั่งยืนดาวโจนส์ (Dow Jones Sustainability Indices - DJSI) โดยได้คะแนนเป็นอันดับ 1 ในกลุ่มอุตสาหกรรมวัสดุก่อสร้าง (Construction Materials) ทั้งยังเป็นองค์กรแรกในอาเซียนที่ได้รับการประเมินให้เป็นสมาชิกตั้งแต่ปี 2547

เอสซีจีมุ่งพัฒนานวัตกรรมเพื่อคุณภาพชีวิตที่ดีและโลกที่ยั่งยืน ด้วยกลยุทธ์ ESG 4 Plus “มุ่ง Net Zero - Go Green - Lean เหลือมั่ง - ย้าร่วมมือ” โดยยึดหลักเชื้อมั่นและโปร่งใสในทุกการดำเนินงาน

* ข้อมูล ณ วันที่ 23 กันยายน 2565

TMA EXCELLENCE AWARDS VDO



ACKNOWLEDGEMENTS

Many thanks to all business executives and professionals who participated in this year's Thailand Corporate Excellence Program, SMEs Excellence Program, Thailand Digital Excellence Program and to the following companies for their gracious sponsorship:

- Bangchak Corporation Public Co.,Ltd.
- Bangkok Bank Public Co.,Ltd
- Be Musical Studio
- Digital Economy Promotion Agency
- Kasikorn Bank Public Co.,Ltd.
- SCG
- Siam Commercial Bank Public Co.,Ltd
- Thai Beverage Public Co.,Ltd.

This report was prepared with material from the following sources:

- Asst. Prof. Ake Pattaratanakun,
Chairman of TMA Marketing Management Group and Head of Marketing
Department, Chulalongkorn Business School
- Boston Consulting Group
- Department of Business Development Ministry of Commerce
- SASIN School of Management

TMA EXCELLENCE AWARDS 2022

Knowledge Partner



Data Partner



Sponsored by

