



# Thailand C-Level Executive Pulse Survey: Business Sentiment during the COVID-19 Crisis

**KPMG in Thailand**

# Executive summary



**Despite deferring, reducing or cancelling investment plans, more than half of executives polled are investing in new product and service launches.** Survey respondents identified several related actions taken to counter the effects of a slowdown in economic growth, including implementing a cost-saving program (76 percent), revenue improvement initiatives (55 percent), and productivity and process improvements (48 percent).



**Investment in certain operational improvements and technology may be accelerating in response to the pandemic.** The survey findings point to investment acceleration in digitalization (67 percent) and product and service launches (53 percent). Organizations should consider preparing their operating models and systems to support the shift to more employees working remotely.



**Weak customer demand and declining revenue remain key concerns for executives. Data-driven decision-making is needed.** Almost 60 percent of respondents will drive investment in customer experience and behavior while only 22 percent will defer or cancel such investment.



**Executives are looking to balance workforce investments between hiring the right people and improving existing workforce capabilities.** The vast majority of survey respondents said that they want to improve their workforce capabilities e.g. re-deployment and re-skilling programs (74 percent) but almost half the executives also said they will still recruit talented employees to respond to the current situation.



**The risk of the global / local economy falling into recession and the uncertainty of financial risk is on the mind of many executives.** The risk of global / local recession is ranked as the top risk (83 percent). Organizations also focus on the financial impacts from the downturn and cope with the related financial risks such as interest rate risk, exchange rate and liquidity (43 percent).

## Industry trends

Highest percentage acceleration in operations expansion or improvement:  
**Industrial Markets** (46 percent versus 40 percent overall)

Highest percentage launching revenue improvement initiative to counter the effects of economic slow-down:  
**Consumer and Retail** (63 percent versus 55 percent overall)

Prioritized political risk as a top risks in the next 12 months:  
**Infrastructure, Government, Healthcare and Hotel** (35 percent versus 22 percent overall)

Least concern about cash flows in the next 12 months: **Financial Services** (24 percent versus 35 percent overall)

Highest percentage deferring business acquisition or M&A: **Technology, Media, Telecommunication** (63 percent versus 38 percent overall)

## Thought Leadership

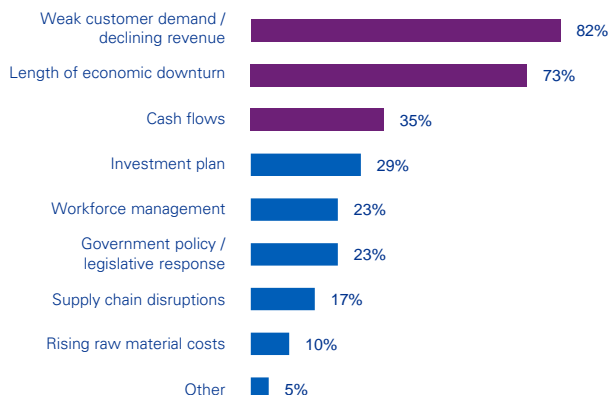
COVID-19 has created previously unthinkable consequences for our health as well as for our global and local economies. Unlike past economic downturns and crises that have had more predictable impacts, this pandemic has challenged every aspect of our businesses. In many ways it is accelerating previous trends, such as in digitalization and workforce transformation. But in other ways, it is forcing us to react to unforeseen problems and to completely re-think how we plan our investments, manage our resources and connect with our customers.

With so many new challenges, KPMG is pleased to present these findings from our survey of C-level Executives to share insights of how Thai businesses are responding to these unprecedented times. We hope these findings can be of use to your business as you continue to navigate your way through this pandemic and beyond.

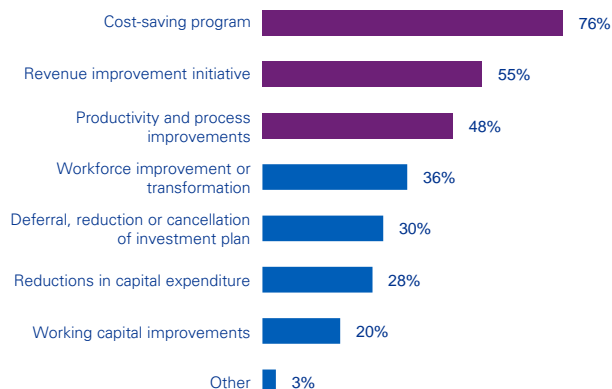
**Charoen Phosamritert**  
Chief Executive Officer  
KPMG in Thailand, Myanmar and Laos

# Key findings

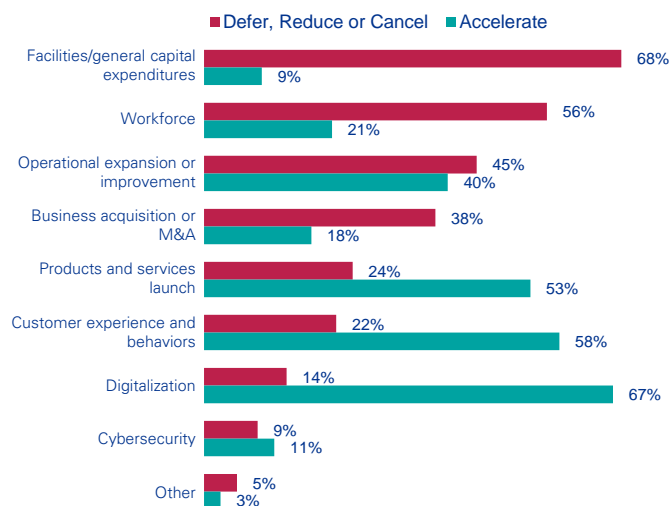
## Q1 What are the top three pressing concerns for your company in the next 12 months?



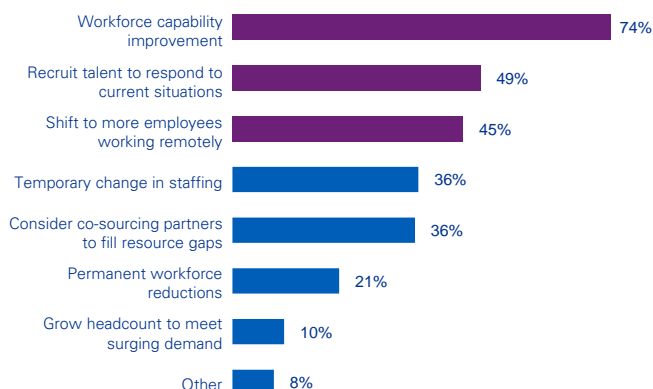
## Q2 What are the top three actions that your company is taking to counter the effects of a slowdown in economic growth?



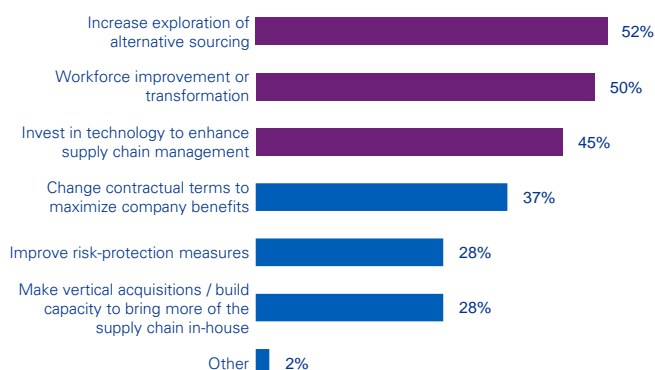
## Q3 What are the top three investment types you are considering to defer or accelerate due to COVID-19?



## Q4 What are the top three actions with respect to people that your company has taken or expects to take in the next 12 months?



## Q5 What are the top three actions for your supply chain strategy in the next 12 months?\*



## Q6 What do you see as the top three risks to your company in the next 12 months?



\*Note: Those who selected "Not applicable to my company" have been excluded.

# About the survey

KPMG, in collaboration with the Thai Listed Companies Association and Care for Thai Business, conducted this pulse survey on business sentiment during the COVID-19 crisis. We surveyed more than 150 C-Level executives and other senior management of organizations in Thailand. The title and distribution of our respondents by sector is as follows:

By title		By industry	
<b>Chief Executive Officer</b>	<b>23%</b>	<b>Industrial Markets</b>	<b>32%</b>
<b>Chief Financial Officer</b>	<b>35%</b>	<b>Consumer and Retail</b>	<b>23%</b>
<b>Chief Operations Officer</b>	<b>10%</b>	<b>Infrastructure, Government, Healthcare and Hotel</b>	<b>17%</b>
<b>Other C-level/senior management</b>	<b>19%</b>	<b>Financial Services</b>	<b>17%</b>
<b>Other</b>	<b>13%</b>	<b>Technology, Media, Telecommunications</b>	<b>11%</b>

KPMG can help you to emerge strongly from the crisis.

Reaction	Resilience	Recovery	New Reality
<ul style="list-style-type: none"> <li>Capital Structure and Liquidity Management</li> <li>Business Continuity</li> <li>Cyber Security</li> <li>Workforce/People and Change Management</li> </ul>	<ul style="list-style-type: none"> <li>Account Change and Credit Modelling</li> <li>Risk Management and Planning</li> <li>Tax and Legal Advisory</li> </ul>	<ul style="list-style-type: none"> <li>Business Transformation</li> <li>Deal Advisory</li> <li>Technology Enablement</li> <li>Reimagine Business Model</li> </ul>	<ul style="list-style-type: none"> <li>Connected Enterprise</li> <li>Changing Consumer Behavior</li> </ul>

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