

**CREATING SHARED VALUE COMMUNICATION
FOR THAI COMPANIES**

Chanatta Satsue

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Communication Arts and Innovation)
The Graduate School of Communication Arts
and Management Innovation
National Institute of Development Administration
2020**

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Chanatta Satsue

**The Graduate School of Communication Arts
and Management Innovation**

Associate Professor..... *Kullatip Satararuj*Major Advisor
(Kullatip Satararuj, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Communication Arts and Innovation).

Professor..... *Yubol Benjarongkij*Committee Chairperson
(Yubol Benjarongkij, Ph.D.)

Professor..... *Parichart Sthapitanonda*Committee
(Parichart Sthapitanonda, Ph.D.)

Associate Professor..... *Kullatip Satararuj*Committee
(Kullatip Satararuj, Ph.D.)

Professor..... *Yubol Benjarongkij*Dean
(Yubol Benjarongkij, Ph.D.)

June 2021

ABSTRACT

Title of Dissertation	Creating Shared Value Communication for Thai Companies
Author	Miss Chanatta Satsue
Degree	Doctor of Philosophy (Communication Arts and Innovation)
Year	2021

In the past, business organizations focused only on the highest profitability by neglecting social and environmental responsibility. However, with the changes in society, economy, politics, and environment, including innovation and technology, the organization has to communicate to all stakeholders more about social responsibility issues as a result. Therefore, this case study qualitative research aimed to study the process of creating shared value (CSV) and the impact of the shared value communication process in the context of Thai society. It aimed to use as a conceptual framework for developing the process of communicating CSV in business organizations in Thailand. Two large business organizations in Thailand: Bangkok Corporation Public Company Limited (BCP) and The Siam Cement Public Company Limited (SCG), were selected as study cases. Ten key informants were purposively selected from each organization, consisting of three middle-level executives and fourteen general employees, with a total of twenty. The tools used for data collection were in-depth interviews and structured group interviews with the observation form without participation. Data were analyzed and synthesized by the content analysis method.

The research study results were summarized into two parts, namely the communication process of creating shared values; it was found that there was a change according to the context of Thai society in each era. Especially in the present, business organizations are increasingly focused on communicating information through

activities that demonstrate social and environmental responsibility by communicating that they were using their limited natural resources for maximum efficiency and minimizing disruption to the world. The communication process is the communication from the inside out, emphasizing stakeholder participation from personnel within the organization to trading partners, customers, society, and communities by using innovation and modern technology to help cover the reach of all sectors. It emphasizes both formal and informal styles and focuses on communication at all levels: top-down, bottom-up, and communication at the same level.

As for the impact of the shared value communication process, it was found that BCP's organizational value communication process was still unable to convey the present-day "values" of the organization to employees within the organization in terms of creating an understanding of responsiveness to clearly responds to change mutually. This causes employees with different values of view to conflict. Therefore, it is imperative to re-shape the communication process based on the harmonization of the collective goals of the organization and the individual goals to enable the company to deliver the actual value of the organization to its employees sustainably.

On the part of SCG, it was found that the company has implemented a process of communicating future-oriented shared values and creating innovations since the beginning, resulting in greater clarity on the delivery of shared values from generation to generation. Therefore, the approach to developing an organization's communication process to create shared value requires consideration of the main factors: social, economic, environmental, political, and technological factors. Besides, it must include the participation of stakeholders so that the organization can gain trust from all of them, leading to satisfaction in using the service and affecting the organization's sustainability.

ACKNOWLEDGEMENT

From the first day of being a Ph.D. student until this dissertation was published, It was a long and critical important journey for me. Moreover, this journey will not reach the destination without the help and mercy of these people.

First of all, I would like to express sincere thanks to my adviser, Assoc. Prof. Kullatip Satararuji for her compassionate advice and for supporting this topic. Moreover, admonish me when I might have gone astray and continue to be a mentor who has encouraged me until I finished the dissertation.

I also wish to extend thanks and appreciation to all of the committees, including Prof. Dr. Parichart Sthapitanonda, Prof. Yubol Benjarongkij, and Assoc. Prof. Asawin Nedpogaeo, for thoughtful comments and suggestions.

Thanks to the Graduate School of Communication Arts and Management Innovation team, especially Ms. Sakunee, for supporting the educational process.

Thank is also dedicated to all informants, GSCM 2 colleagues, especially Dr. Sarun and Dr. Napapa. Furthermore, Bangchak Corporation Public Company Limited, the second home of mine, for inspiration this dissertation.

Special thanks to my parents, Mr. Wiwat and Mrs. Natthakul, for love, support, and dedication, which was the most important driving force for me.

Chanatta Satsue

June 2021

TABLE OF CONTENTS

ABSTRACT	III
ACKNOWLEDGEMENT	V
TABLE OF CONTENTS	VI
LIST OF TABLES	IX
LIST OF FIGURES	X
CHAPTER 1 INTRODUCTION	1
1.1 Background and Significance of the Research Problem	1
1.2 Research Objectives	19
1.3 Research Questions	19
1.4 Research Assumptions	19
1.5 Scope of Study	20
1.6 The Definitions of Key Terminology	21
1.7 Expected Benefits of the Research	23
1.8 Research Framework	24
CHAPTER 2 THE REVIEW OF LITERATURE	26
2.1 Concepts of Corporate Social Responsibility: CSR	26
2.2 Concepts of Creating Shared Value: CSV	30
2.2.1 Definitions	30
2.2.2 Composition	33
2.2.3 Shared Value Creation Stage	35
2.3 Concepts and Theories Related to Communication	39
2.4 Concepts and Theories of Organizational Communication	43
2.4.1 Perspectives on Communication within the Organization	43
2.4.2 Corporate Management Concept	44
2.4.3 Goals and Functions of Internal Communication	45
2.4.4 The Value of Corporate Communication	47
2.5 Theoretical Concepts of Factors Affecting Consumer Behavior	50

2.5.1	Theoretical Concept of Motivation	50
2.5.2	Theoretical Concepts about Consumer Behavior	51
2.5.3	Concepts of Modern Consumer Behavior	53
2.6	Related Research	56
CHAPTER 3 RESEARCH METHODS		84
3.1	Research Methodology	84
3.2	Criteria for Selecting a Case Study	87
3.3	Information and Sources of Information	90
3.4	Research Tools	91
3.5	Data Collection	92
3.6	Data Analysis	92
CHAPTER 4 RESULTS		93
4.1	Social Context Affects the Corporate Social Responsibility (CSR) Communication and Corporate Sustainability as well as the Creation of Shared Values between the Organizations and Stakeholders	93
4.1.1	Bangchak Corporation Public Company Limited (BCP)	94
4.1.2	SCG Public Company Limited (“SCG”)	111
4.2	Communication Process for Creating Shared Values of CSR Activities and Corporate Sustainability	114
4.2.1	Bangchak Corporation Public Company Limited (BCP)	115
4.2.2	SCG Public Company Limited (SCG)	138
4.3	Factors Influencing Communication Process in Creating Shared Value between the Organization and Multiple Stakeholders	156
4.3.1	Social Change	156
4.3.2	Environmental Changes	163
4.3.3	Technological Changes	168
4.4	The Impact of Shared Value Communication on Stakeholders	173
CHAPTER 5 CONCLUSION, DISCUSSION, AND RECOMMENDATIONS		179
5.1	Summary of Research Findings	179
5.2	Discussion	207

5.3 Recommendations	217
BIBLIOGRAPHY	219
APPENDIX	228
BIOGRAPHY	231

LIST OF TABLES

Table	Page
1.1 Examples of Organizations that Adapted Direction of Shared Value Communication to Become Strategic	9
4.1 Examples of Communication Processes to Create Shared Value between the Organization and the BCP Stakeholders	126
4.2 Examples of Communication Processes to Create Shared Value between the Organization and SCG Stakeholders	152
5.1 Effects of Thai Social Context on CSV Communication in Comparison between BCP and SCG	183
5.2 Communication Process to Create Shared Value of CSR and Sustainability - A Comparison between BCP and SCG	193
5.3 Factors Affecting Communication Process on Creating Shared Value between The Organization and Multiple Stakeholders: A Comparison between BCP and SCG	201

LIST OF FIGURES

Figure	Page
1.1 Growth Ratio of Green Innovations in the EU	4
1.2 Comments on who are most Responsible for the Future of the Environment in the US, 2018	5
1.3 Relationship of Society and Environment with the Business Operation of the Organization	8
1.4 Elements for Creating Shared Value Integrated with the Corporate Strategy	15
1.5 Research Conceptual Framework	25
2.1 Defining Corporate Social Responsibility	27
2.2 Principle Core Subject by ISO 26000	28
2.3 The Business in Society	30
2.4 CSV Characteristics	32
2.5 Business and Social Value when Comparing the cases of Philanthropy, Strategic CSR and Shared Value	33
2.6 Skanska's CSR Communication Relationship to Stakeholders	34
2.7 The Cycle of Failed and Successful CSR Communications	35
2.8 The Stage of Creating Shared Value	36
2.9 Corporate and Social Value Outcomes Obtained from CSV Activities at Each Level	37
2.10 Measurement of CSV for the Organization on Each Issue	38
2.11 Shared Value Opportunity Identification (SVOI) Process Diagram	39
2.12 Mobarakeh Steel Company CSR Flow Chart	72
2.13 CSR Transition to CSV	76
3.1 Research Framework	86
4.1 Pictorial from Newspapers in 1959	100
4.2 Logo of Bangchak Corporation	103

4.3	Sri Prachan Agricultural Cooperative Limited, Suphanburi Province: Thailand's First Community Gas Station	105
4.4	Lemon Green Mini-Mart, Bangchak Gas Station, Bangna-Trad Road Km.13	107
4.5	Business Sustainability Report (Sustainability Report) Timeline	110
4.6	BCP's Intranet Communication	116
4.7	BCP Communication via LINE Application	117
4.8	Directions of Three Types of Internal Communication at BCP	119
4.9	Top-Down Communication	120
4.10	Bottom-Up Communication	122
4.11	Horizontal Communication	124
4.12	Knowledge Management Activities	139
4.13	Self-exploration	140
4.14	SCG "Cascading" Communication Approach	142
4.15	Chart of Three Communication Approaches at SCG	144
4.16	Strategy Map of SCG Social Activities	145
4.17	SCG Social Activities: Building dikes	146
4.18	SCG Social Activities with Communities, Educational Institutions, and Children	146
4.19	SCG Social Activities with the ASEAN Countries	147
4.20	Role Model in Transformational Leadership	147
4.21	SCG Vision	148
4.22	Example of BCP Communication on Employee Stewardship	158
4.23	Conceptual Framework of Employee Stewardship under the BEST Employer Approach	159
4.24	Operational Outcomes of Community Relation	159
4.25	Summary of Social Return on Investment Analysis for 'Agriculture Sharing Happiness', Khok Tum	160
4.26	SCG Innovation Model	161
4.28	SCG's Strategic Plan for Sustainable Development	166
4.29	Example of SCG Plan on Climate Change Resilience	167

4.30 Conceptual Framework of Corporate Communication Process on Creating Shared Value (CSV) in the Thai Social Context	178
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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Research Problem

Since the first Industrial Revolution, people's lifestyle has changed dramatically. From production for household usage along with exchange for living, it has come to be for satisfaction of consumer demands in each era. The scope of production has expanded into the business organization that aims for maximized profit with value added to their products and services. As a result, whether in the first, second, or third Industrial Revolution, the manufacture, provision, and distribution processes of the organization will focus on cost reduction, economy of scales, mass production, and production efficiency & effectiveness. The goal is to create maximized profit and highest financial and marketing value added. In other words, the business operation bears no greater responsibility than generating maximized profit for shareholders (Friedman, 1970).

When the time comes that a product or service cannot engage people any further, the organization will use communication and marketing activities to create new consumer demand. Since the demand is endless, the production for satisfaction of consumer demands is an ongoing process. Therefore, regardless of the management method, business organizations only concentrate on "profit" (Sutthisak Kraisornsuthasini, 2013, pp. 12-32).

Thus, it could be seen that from the 70's to the late 90's when society and humanity had first known the terms "industry" and "business organization", the issue of social and environmental responsibility was not of much interest or concern among business organizations. In the 70's, economist Milton Friedman said: "...Companies that wish to be successful must value corporate social responsibility, not raising the wealth of shareholders. Corporate social responsibility is often a broader and more complete concept than just business ethics alone. It also takes into account other

concepts such as helping communities and being global citizens...” (Friedman & Friedman, 2009, p.14)

Later on, with the influence of innovation and technology born from each era of the Industrial Revolution, connection with the world at all times. Production, communication, trade liberalization, labor movement, and social conditions all make the competitive area of the business organization expand into a global competition arena. This means that it is a world that provide opportunities to every person, every organization, or even every country. As seen from China and India, a poor country can transform itself and become a major global economic superpower. It all depends on the ability to manage available resources and knowledge, coupled with the ability to seize unlimited opportunities in the world, which has flatten (Friedman, 2007). On the other hand, it is discovered that natural resources are used wastefully. There are considerable differences in the class and economic status, as well as violations of rights of the society and environment in the pursuit of business profit. Illegal use of child labor, harmful chemicals in production, and leakage of chemicals and toxins into the environment are prevalent examples. Society has consequently began to demand business organizations to have bigger roles and more responsibilities towards society and the environment, to compensate for what is taken from society (Ottman, 2011). This means that satisfaction of customer demands and maximized profit are not the main priority of the organization. Rather it has to be accountable to other stakeholders, society, and environment at the same time through the organization’s own business processes (Jones, 1980).

The issue of responsibility toward society was first officially acknowledged at the United Nations Conference on Environment and Development (UNCED) or the Earth Summit in 1992. The aforementioned situation was made even more concrete when the direction of development was referred in a framework called “Sustainable Development”. It emphasized that development must consider the environment and society along with economic benefits. In 1999, Kofi Annan, the Secretary-General of the United Nations at the time, declared a framework for sustainable business practices, “The UN Global Compact”. It is a call on business organizations around the globe to demonstrate their position of being more than just a business through good global citizenship. This intention was announced through the Kyoto Protocol. Its main

objective was to maintain the density of greenhouse gases in the atmosphere at a constant and safe level, to ensure sustainable economic and social development for humanity. As a result, the issue was expanded in 2000 by the Organization for Economic Cooperation and Development (OECD). This led to the announcement of the OECD Guidelines for Multinational Enterprise, proposing that multinational corporations, which are members of the OECD must have CSR (Corporate Social Responsibility) and must conduct commercial transactions only with other business partners that also have CSR initiatives (Pipat Nontanathorn, 2010). This laid out the framework for business organizations across the globe to concentrate on CSR henceforth. It can be said that, in this era, the “values” of the business organization around the world are “corporate social and environmental responsibility” as the main principle followed by producing returns for the stakeholders. The framework has resulted in many leading business organizations having to adapt their business practices by taking the issue of social responsibility as one of the organization’s core missions.

In 2011, the Klynveld Peat Marwick Goerdeler (KPMG) company surveyed 250 companies (G250), selected from organizations that appeared in the list of Fortune Global 500 from different industry sectors. According to the survey, 95% of the G250 was reporting or providing information about social service activities of their organization for society. Information reported was mostly from organizations in Europe, America, and the Middle East. As for organizations from Asia, only half of all social service activities were disclosed. KPMG also noted that in a previous survey in 2008, corporate attitudes toward social service activities have changed. The organization formerly thought that social service activities were just an alternative, which was good for business (optional but nice). However, now an organization should focus on social service activities. It is an important tool in driving the organization to the future and is what gives the organization a competitive advantage compared to its competitors in the same industry (KPMG, 2011).

Over time, social and environmental dimensions have become structural and strategic elements of corporations that achieve success through the concept of Corporate Social Responsibility (CSR). The challenge for business is drawing up a new paradigm for operational procedures and business condition improvement of accountability to society and the environment. Companies give importance to eco-

innovation and manufacture of “Green products”. Companies and organizations of all sizes can use green innovation or green technology to create a wide range of incentives to implement eco-friendly strategies or processes. Consumers, on the other hand, are more likely to turn to green products because it makes them feel like they are also protecting the environment. For instance, in the European Union, according to the ISO 14000, International Standards Organization, can perceive that their systems are registered as “eco-friendly” in recent years. Data in this study was obtained from a survey of companies in EU member countries conducted by the World Economic Forum. After researching the global competitiveness index, findings revealed that a good relationship between innovation and “being green” is important and positively correlates with “being environmentally friendly”. Accessing a green environment adds innovation for competitors to offer eco-friendly products. Furthermore, it is also found that corporate ethics influence companies in implementing environment-friendly business practices as well (Lončar, Paunković, Jovanović, & Krstić, 2019), as shown in Figure 1.1.

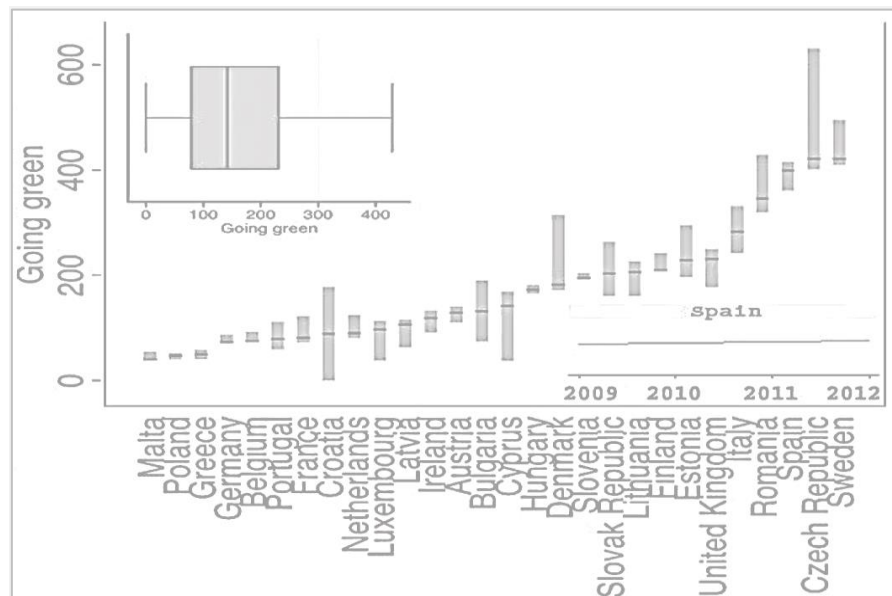


Figure 1.1 Growth Ratio of Green Innovations in the EU

Source: Lončar et al., 2019.

The situation of countries on the American side are presented in Figure 1.2, which shows the statistics of US adults' opinions in 2018. They have been asked who must be most responsible for the future of the environment, which were consumers (70%) and manufacturer / production unit or establishment (52%) (Statista, 2018).

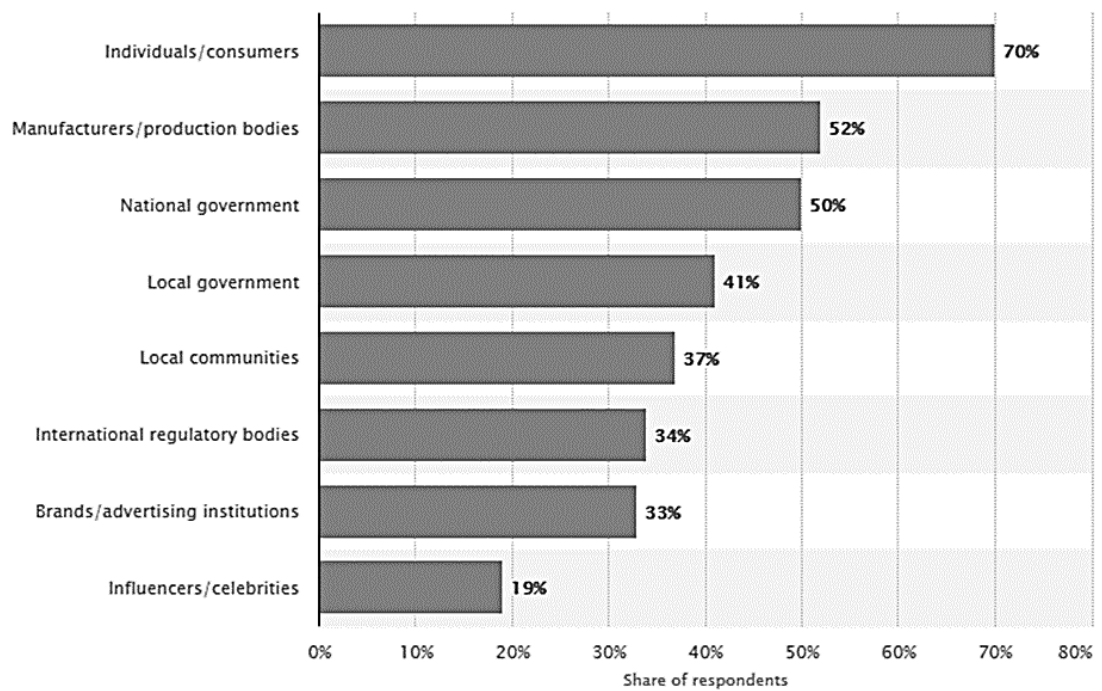


Figure 1.2 Comments on who are most Responsible for the Future of the Environment in the US, 2018

Source: Statista, 2018.

Consequently, when the context of the global business society is compared with business organizations in Thailand, it can be seen that corporate social responsibility has been part of Thai business organizations for a long time. It is in the form of charitable donations, volunteer work, social service work, or doing good deeds on behalf of the organization in any way. Nonetheless, Thai people have not defined these activities as clear social responsibility (Woraphan Euaahporn, 2012). Furthermore, in accordance with the foundation of Thailand, which have Buddhism as an anchor for the people. The basis is deeply rooted in Thai customs, traditions, and way of life for ages, along with the religious institute as a supporting pillar of Thai society. Thus, the

implementation of CSR is based on religious principles. These are some common examples: provision; communication of useful information; sacrifice of physical effort, time, and funds; and equal treatment (Pipat Nontanathorn, 2010). It is therefore not difficult to access the business approach of each Thai organization. For instance, the “Breeze’s Playing Fields, Energizing Learning” project created playgrounds to jointly develop the intelligence in playing of children in more than 200 schools across the country. Toyota’s “White Road” project aimed at reducing accidents. The Bangchak Petroleum Public Company Limited’s “The Senior Mentor the Young” project had employees of the company spent time after work to take care of and provide additional education to children living in communities surrounding Bang Chak Oil Refinery (Pongsaran Polsrilert, n.d.).

Despite that, due to the variety of social, economic, and cultural structures, the differences in each social context and local way of life where the organization operates lead to inaccurate and differing understanding of Corporate Responsibility (CSR). Thaipat Institute, Foundation for Thailand Rural Reconstruction Movement Under Royal Patronage has presented a preliminary research report on the topic “Responsible Business Conduct in Thailand” at the regional meeting on Corporate Responsibility under the subject “Why Responsible Business Conduct Matters”. Research results revealed that there are significant differences in the CSR awareness of business organizations in the 76 provinces nationwide. From the total number of 4,350 respondents, Bangkok and the metropolitan areas know CSR at the proportion of 69.54%, while the remaining 30.46% had never known CSR before. Whereas in the regional area, CSR was already known at the proportion of 38.32% and the remaining 61.68% did not know it. The fact that an organization is not aware of CSR before does not mean that the organization does not perform CSR. This is born of the organization not recognizing its past actions as CSR: good governance, business ethics, fair practice, product responsibility, social contribution, donation, volunteer work. All of these activities or operations are part of the CSR. After explaining that organization actions are a matter of CSR, survey results showed that 96% of the total number of 3,853 respondents from all across the country have better understanding (Thaipat Institute, Foundation for Thailand Rural Reconstruction Movement Under Royal Patronage, n.d.). The findings suggested that in order to communicate and understand CSR, the

organization must be able to communicate with clarity both internally and externally. This has to be achieved before successful performance of CSR is able to imprint the organization identity in terms of social responsibility out to the public (Thanawut Naiyagowit & Pornprom Chomngam, n.d.).

Business approaches have been changed from purely doing CSR separately from the organization operation, such as money donation or volunteer activities, also known as CSR-after-process. Current approaches now conduct business with responsibility and taking into account the impact on society and environment as well as creating value for both internal and external stakeholders. This will lead to sustainability in addition to corporate financial returns, also known as CSR-in-process. Business organizations therefore are increasingly starting to develop their own CSR as a strategy for their operations (Thaipat Institute, n.d.). The organization ought to communicate to the public through various media in the form of a vision or corporate missions, creating a positive attitude and increasing the acceptance of the corporate social responsibility image (Thammaporn Phoman, n.d.). Likewise, for unethical businesses, such as the liquor trade, CSR communication can be used to benefit society and create positive feelings among young people both for their brands and CSR activities. It was found that the youth had a positive impression of corporate social responsibility activities of alcohol businesses from organizational activities. Young heavy drinkers especially view corporate social responsibility activities more positively than youths with light drinking behavior. The youth, who do not drink alcohol, have a negative impression of corporate social responsibility activities (Parichat Sathapitanon, Nattawipha Sinsuwan, & Charamporn Aisanon, 2010).

On the contrary, there are many opinions that reflect the confusion caused by attempts of the organization to convey their social and environmental responsibility in a conflicting manner. As a result, the value of CSR has reduced; it shows that countless business organizations still view CSR as a marketing communication tool to create a good image for their own organization, rather than an expression of true social responsibility. The majority of CSR actions have yet to create real value for society. It is instead just the shell that the organization deploys in order to receive marketing compensation and obtain good public image (Kotler, Hessekiel, & Lee, 2013).

Thus, Porter and Kramer have devised new ways to develop competitiveness capacity so that CSR could really contribute to the creation of value for society. The idea has been mentioned since 1999 in an article called, “Philanthropy’s New Agenda: Creating Value”. There was discussion of the creation of economic and social value from corporate social responsibility activities once again in an article published in 2002 titled, “The Competitive Advantage of Corporate Philanthropy”. The term “Shared Value” was officially used in 2006 in an article named “The Link Between Competitive Advantage and Corporate Social Responsibility”, which was under the definition of the organization’s conduct of strategic CSR activities at the time until 2011. The term “Creating Shared Value” (CSV) was officially introduced in the publication of “The Big Idea: Creating Shared Value” (Thaipat Institute, 2014). It defines CSV as follows: “Creating Shared Value is policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates” (Porter & Kramer , 2011). The relationship between society and environment with the business practice of the organization is presented in Figure 1.3

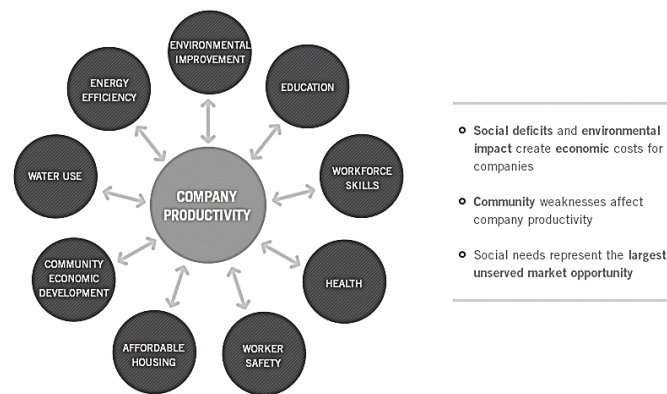


Figure 1.3 Relationship of Society and Environment with the Business Operation of the Organization

Source: Institute for Strategy & Competitiveness Harvard Business School, n.d.

Porter and Kramer (2011) emphasized that the key features of the CSV ought to be the duality of values for society and the organization held at the same time (Thaipat Institute, Foundation for Thailand Rural Reconstruction Movement Under Royal

Patronage, 2014). CSV focuses on social issues or topics that provide the opportunity to deploy organizational assets and expertise (Thaipat Institute, 2014). On a global stage, there are organizations that have already applied the concept to their practices, such as Nestlé, IBM, Pearson, and Discovery Health Insurance.

Table 1.1 Examples of Organizations that Adapted Direction of Shared Value Communication to Become Strategic

Brands	Traditional Positioning	New Positioning
Nestlé	Food and Beverage Company	Nutrition, Health and Wellness Company
IBM	Computers and Technology	Smarter Planet
Pearson	Textbook Publishing	Improving Educational Outcomes
Discovery Health Insurance	Health Insurance	Making People Healthier and Enhancing Their Lives

Source: Porter, 2014.

In Thailand, many business organizations have studied and applied the aforementioned concepts to the organization, but there are still misunderstandings and confusion between philanthropy, CSR-in-process, and CSV. In practice, CSV complements the demonstration of social responsibility under the approach of conducting business with responsibility, in the context of the organization's CSR-in-process (Thaipat Institute, 2014). This makes communication of existing shared value of the organization in the present not well defined. Organizations have attempted to communicate the CSV activities performed. For example, PTT Group's "Unite Thais' Power and Change Hearts, for Sustainable Happiness" was established on the basis of the sufficiency economy philosophy. It conveyed self-reliance to the public, imparting how to think under the way of self-sufficiency and transmitting it via a Reality Movie starring five leading actors. There was also a project to support the sports circles by Thai Beverage Public Company Limited, which both directly and indirectly supported

major national sports associations. The “Plookpanya” project by True Corporation Public Company Limited had employed all forms of True communication technology. This allows the public to exchange knowledge and experiences with each other for free, as well as concentrated on the development of the “Trueplookpanya.com Website” (www.trueplookpanya.com). Lastly, Double A Paper’s “Paper-Tree on KHAN-NA” project encouraged farmers to take “Double A Paper-Tree” seedlings and plant them along the ridges between plots as extra income for their families (Patinee Saththammakul, 2014). The Double A company would have good-quality, raw materials to produce paper that is of higher quality than its competitors. There would be additional benefits from the paper trees that contribute to absorbing carbon dioxide, helping to lessen the issue of global warming (Warunee Soontorncharoenon, n.d.).

The aforementioned discussion provides an overview of communication on CSV. Each organization uses different media to present the value that their organization wishes to deliver to society continually for at least 10 years. The organizational aim of shared value communication to stakeholders and society is a business that receives value in terms of economic returns. This includes increased income, market share, market growth, lower costs, and stable sources of supply as well as better productivity, quality, basic infrastructure for distribution and services, higher levels of labor access, and higher profitability. Also, the value that stakeholders and society gained will go hand in hand. This includes reduced usage of natural resources such as energy, water, and electricity. In addition, there would be improved work skills, employee income, patient care system, and decreased carbon footprint, as well as better nutrition, education, more job creation, and better health (Thaipat Institute, 2014).

The thesis titled, “Communication Strategy for Creating Shared Value of the Double A (1991) Public Company Limited: A Practical Model of ‘Paper from KHAN-NA’ Innovation” by Patinee Saththammakul (2014), however, found that the three studied groups of external stakeholders - farmers, consumers, and the media - had different attitudes and acceptance for communication of shared value from the Paper-Tree on KHAN-NA project. Farmers have a positive attitude and acceptance toward extra income. Consumers would instead have a positive attitude and acceptance of the use of materials from planted trees and contribution to lessening global warming. However, they did not see any difference from the original species of eucalyptus and

were not certain if it helped farmers to earn extra income. Lastly, the media group is the one that had both positive and negative attitudes toward corporate communication.

Likewise, Nestlé (Thailand) has addressed creating shared value with society via its corporate website, emphasizing on three main areas: nutrition, agriculture and community, and sustainable water resource and environment stewardship (Nestlé Thailand, NCC). An example of activities that Nestlé endeavors in order to convey shared value to society is continuous development of products for nutrition and health to create delicious and healthy products. This is done through listing the nutrition details on the package label in an understandable format, along with the addition of production lines for popular products in a more modest size for low-income consumers. The value that Nestlé aims for is that the organization with its food and nutrition products will have sustainable growth, gain market share, and be profitable. Society will also have a wider variety of safe, high-quality, nutritious food products to choose from; have more knowledge concerning health; and get to consume delicious food along with maintaining good health.

In the aspect of agriculture and the community, Nestlé Thailand has been supporting and imparting production technology, not to mention supporting funding sources to create a material source of the organization for farmers in the countries with Nestlé investments. Thus this provides high-quality materials for the organization and generates income for the community. Whereas in the aspect of water resource and environment stewardship, Nestlé strictly implements environmental measures in the company's factory areas to minimize the impact of Nestlé production on the society and environment around the factory. Considering that in terms of practices, Nestlé (Thailand) CSV activities are greatly done in accordance with the CSV principles, explained by Porter and Kramer. They actually create a value chain between the community and the organization (Rapheepan Wongprasert, 2013). Besides the organization operation with the community and close society, another essential and indispensable element is the various forms of communication, in order for all stakeholders to recognize and understand, as well as participate to create shared value in a wide circle, truly creating shared value (Warunee Soontorncharoenon, n.d.).

The entry of CSV into Thai business organizations attempts to expand from CSR-in-process. This results in the Thaipat Institute, an organization which has been

engaged in the development of CSR in business enterprise management processes since 2005. There was a noticeable possible trend that business organizations will adopt the CSV concept to demonstrate corporate social responsibility through business conduct. It takes advantage of core assets and expertise of the organization to create value for society, with the incentive of business returns as a driver. Therefore, CSV Forum (Thailand) was established to serve as a learning center to present information on the movement of mutual value creation between the business and society in Thailand. Interested organizations are encouraged to develop operation strategies according to Michael E. Porter and Mark Kramer's CSV model, to deliver value to society while creating value for the organization (Thaipat Institute, n.d.). Organizations that have officially joined as a member are Kasikornbank, Bangchak Petroleum Public Company Limited, Charoen Pokphand Foods Public Company Limited, and Pruksa Real Estate Company Limited. These are organizations that have actually applied CSV in their operations in Thailand. The Thaipat Institute has identified CSV formats that member organizations have performed, as follows:

An example of CSV at the level of Products: The K-Energy Saving Guarantee Program by Kasikornbank. The bank has provided the program to entrepreneurs in the form of leasing credit / hire purchase of machinery and equipment, and/or long-term loans. The objective is to support investment in an efficient energy management project through the use of services from the Energy Service Company (ESCO), a comprehensive energy consultant and management company. The results of energy saving obtained from investing in said project are guaranteed. This enables entrepreneurs to be confident that the energy saving results from their investment in the project will be the primary source of loan repayments for clients (Self-Financing Project) without affecting the cash flow from normal business operations. The outcome from reduction in energy costs, besides being good for the environment and general national energy consumption as a whole, is that the company would have better financial status along with competitiveness in the long run.

An example of CSV at the level of Value Chains: Pruksa Real Estate's Real Estate Manufacturing (REM) house construction control technology, which is adapted from the industrial production process. Through planning of the operation with contractors and suppliers in the value chain so that they are only responsible for a single

activity in the areas in which they have expertise. The technology is applied until the completion of a phase or the complete project at the construction point for the achievement of maximum construction efficiency. This includes obtained control of the work process according to appropriate procedures, consistent operation rhythm, continuous work in the construction line between the contractor and supplier, and inspection and quality-control system during construction at every stage. It shortens the average construction time from 45 days to just 21 days, allowing the company to deliver quality houses of the same standard and in a short time to clients.

An example of CSV at the level of Cluster: the gas station cooperative at Bangchak Petroleum. With the basis from the notion “Exchange oil for rice”, it was established to share and exchange sustenance factors. The company donated the rice received from the cooperative to be the lunch for students in schools located near the distillery. The cooperatives then sell the company’s oil at low prices to its members, developing from pure trust and elevates into a modern business in the form of establishing the gas station cooperative and community gas station. Currently, there are 618 community gas stations, which the members and owners are all people of the community. It is a business practice with the thinking approach and culture of support each other, providing Thai people the opportunity to become part of a business network. In addition to gaining income from oil sales, community members also receive year-end dividends, and increase the income for more than 1.2 million families. The project is both economically and socially beneficial.

The executives of Kasikornbank, Bangchak Petroleum Public Company Limited, and Pruksa Real Estate Company Limited, participated in the “Shared Value Opportunities in Thailand” seminar held jointly by the Stock Exchange of Thailand and Thaipat Institute, Foundation of Thailand Rural Restoration Movement Under Royal Patronage on September 25, 2014. They however said that before the discussion about the definition. Of CSV, they had never known about it at all. Regardless, their actual organization practices are undoubtedly becoming CSV in line with Porter and Kramer’s principles (Thaipat Institute, 2014). This reflects that communication of CSV definition has not been successful, especially when the practitioner does not know the meaning and value of CSV yet.

At the same time, in the Thai capital market, the Securities and Exchange Commission and the Stock Market Exchange had composed the Sustainability Development Roadmap for listed companies in 2014-2018. It had drawn up CSV, specifying guidelines for enhancing corporate social and environmental responsibility at 3 levels: Compliance / Do No Harm -> Integrated Business & SD Strategies -> Developing business towards Creating Shared Value. Also, the CSR Club, Thai Listed Companies Association included CSV in the Strategic Plan 2014-2017, consistent with the SEC's Sustainability Development Plan as well as global trends according to the approach for creating shared value. It identifies the role of CSR Club in supporting listed companies at 3 levels: CSR-in-process -> SD Integration -> Shared Value Creation. It is highly possible to link CSV in Thailand with the Shared Value Initiative internationally to support the Thai private sector interested in developing a strategy according to the CSV guidelines. The CSV movement in Thailand was formed accordingly to the direction of international development. Resources are prepared in the form of knowledge, tools, examples, and case studies for creating shared value, both at the level of organizational activities and the overall organization. In other words, a platform for exchanging knowledge and experiences of creating shared value among interested organizations is a necessity that creates the ecosystem to move the matter forward (Pipat Yodprudtikan, 2014).

It is consequently fascinating that, CSV elements used in designing an initiative or a work plan, establishment of the level for creating shared value integrated with corporate strategies, and governance of shared value creation collectively using the business and social index. If there is an organization capable of implementing them to achieve success, it would be in the framework as presented in Figure 1.4.

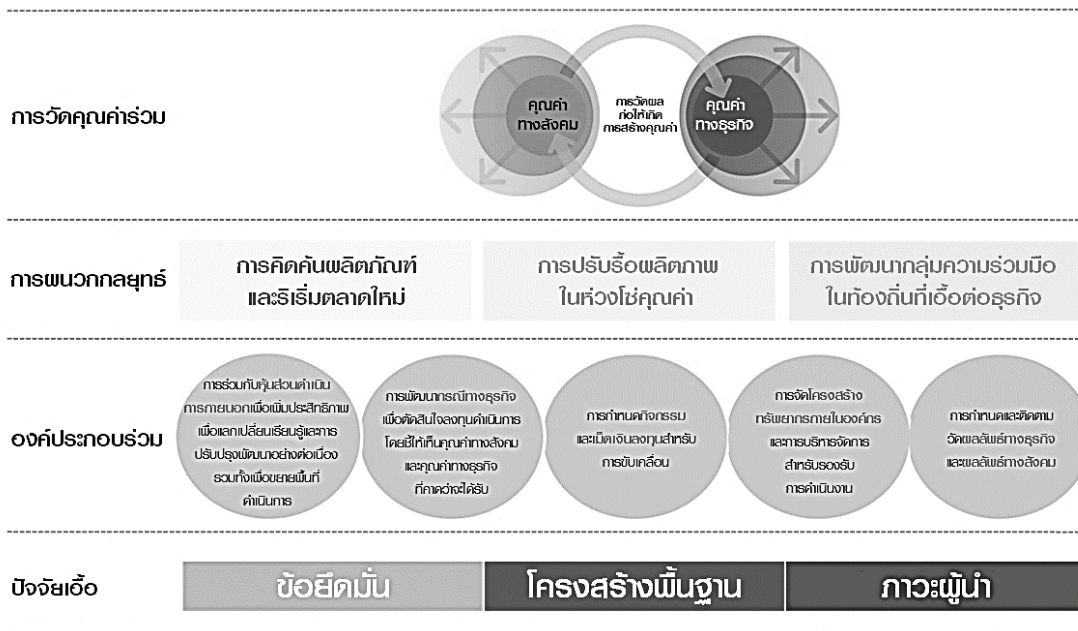


Figure 1.4 Elements for Creating Shared Value Integrated with the Corporate Strategy
Source: Thaipat Institute, n.d.

The research by Putri et al. (2015) reaffirmed the importance of communication to the organization and corporate social responsibility. Through research findings on the communication within Nestlé, it revealed that Nestlé is a company that connects business branches of a business network that constantly communicates its assistance with social issues. This corresponded to what Porter and Kreamer (2011) had described identifying the importance of creating shared value (CSV). It defined CSV as a business strategy concept for the purpose of emphasizing the importance of social issues, which required collective strategic planning, including communicating, and interacting with consumers via various channels. The communication activities about creating shared value of Nestlé Indonesia and consumers were explained with Berlo’s model of communication, diffusion of innovations theory, marketing communication, participation, one-way and two-way communication, and cause-related marketing (CRM). A qualitative narrative was used, employing a rational research method and also case studies as the research method. The findings of Putri et al. (2015) demonstrated that Nestlé Indonesia implements a strategy of CSV essence communication as the business strategy. Nestlé Indonesia’s CSV consists of a group of

programs derived from a mix of marketing communications, which provides some corresponding information. The intersection of corporate value and global consumer value (value creation) is the communication process between consumers and Nestlé through a dialogue of collaborative learning experiences and creation by imparting innovation and knowledge to customers. Furthermore, there is the addition of shared value to co-production activities in the CSV activity chain. The core element of this process is the relevant link between roles of the virtual and non-virtual community as well as the roles of the thought leaders and creators. Sharing responses from customers' interaction with one another (C2C), with emphasis on the fact that the media is still a key factor in bracing the value inherent in CSV programs. The aim is to gain acceptance from more audience. Interconnected networks are then created between one component with another to form a communication network.

However, the aspect of communication on shared value in the context of Thailand is still unmentioned, even though communication will help the success of sustainable CSV implementation, which is very different from CSR communication. In the context of Thailand, Anthika Sonranansri (2013) had summarized a model of successful CSR communication in Thailand that consists of five factors. This includes the social responsibility communication concept, communication from the inside to the outside, the social responsibility communication strategy, the social responsibility communication process, and balanced effectiveness. This will help connect the organization and stakeholders together to enable the organization to continue its business. While the research by Patinee Sathathammakul (2014) studied strategies for communicating shared values from Double A company's KHAN-NA paper innovation. The researcher discovered that even if the organization uses Message Strategy and Media Mix to communicate shared values to the three stakeholder groups. It is found that the organization, the consumers, and the media, who do not feel as involved with the value that the organization endeavors to communicate as much as the farmers. This is because their received benefits are not the same, reflecting that shared value communication of the organization with the stakeholders still contain a communication gap.

Therefore, communicating the shared values of the organization in Thailand is still an issue. The organization has to develop a communication framework that is more

apparent, both internally and externally, in order for shared value creation to be real and sustainable. This should be done on the basis of corresponding knowledge and understanding of all stakeholders of the organization. Moreover, in the complex context of Thai society, the shared value that the organization attempts to communicate and impart to each stakeholder be mutually accepted in the end. Moreover, it might be something that the organization, as a messenger, tries to impart one-sidedly, incapable of sharing the value with others as it is unable to fulfill the demands of the other party. Likewise, from the example of Double A's KHAN-NA paper, farmers quickly recognize their value due to the increased income from participating in the project, while consumers and the media, who are purely the product users do not feel the shared value in the matter (Patinee Saththammakul, 2014).

Communication with incomprehensive planning is included as well in causing product value reduction. For instance, the drink "Peptein" positions itself in the market as a functional drink with original soy peptide. The value that the organization wants to present to consumers is that it is a high-quality product that can increase the performance of neurotransmitters. It uses rational communication to promote benefits of the drink's medicinal properties as the value proposition of the product, while also holding academic seminars and boasting various experiment results from overseas to guarantee the product quality. The customer group however interprets the information Peptein imparted differently. This is because Thai customers are already more familiar with other brain nutrients like Omega 3, DHA, or even extracted chicken soup. Peptein's communication also emphasizes that "it is soy protein extract" leading to the perception of customers that the beverage is too expensive, since it is compared with tofu or soy milk, which is much cheaper. Along with the factors of selling locations that do not correspond to the market position of the product. There were complaints about advertising exaggeration and the taste that does not suit the taste of Thai people. As a result, Peptein is unable to deliver the value of its own product to customers as much as other brain nourishing food groups (Attawut Khumpitak et al., 2010).

Therefore, the study "Communication for Creating Shared Value for Thai Business Organizations" will be of great benefit to the development of Thai business organizations to fully understand the communication of shared values. The researcher will use the case study research approach to understand the process of communicating

the shared values of the organization through education, organizations recognized for their practice and communicating CSR activities through organizational media. The organizations that have CSR operations and communicate through various media of the organization and has been accepted by the Stock Exchange of Thailand. It tends to be relatively easy to establish future CSV communications as they are already based on strategic CSR communication. By searching for information from the Stock Exchange of Thailand. It was found that Thailand has set the criteria and conditions for business organizations operating in Thailand for CSR development since 2005, making CSR almost immediately an imperative and urgent agenda for businesses looking to grow both in terms of sales. Social acceptance and throughout the past until now (ending December 31, 2019). For a full 14 years, the Stock Exchange of Thailand has supported and encourage business organizations to use CSR as part of their business operations. It was found that from the 2014 Set Awards announcement, there were business organizations that were awarded the SET Award of Honor. Consecutively for 3 years or more. It was found that the business organization that received the SET Award of Honor for the longest time. It has been recognized for its excellence in corporate social responsibility consecutively from 2008 - 2014 (totaling 7 years in a row). There are two organizations: Bangchak Petroleum Public Company Limited. It is Bangchak Corporation Public Company Limited (BCP) and the Siam Cement Public Company Limited (SCG) (The Stock Exchange of Thailand, 2015). Therefore, considering the timing and business model, the study of communication models to create shared value for Thai business organizations, were conducted based on two companies in the Stock Exchange of Thailand as follows:

Organization 1: Bangchak Corporation Public (BCP) as an organization in the resource group Energy and Utilities Business represented as BCP in this study.

Organization 2: Siam Cement Public Company Limited (SCG) as an organization in the real estate and construction industry. It represents construction material business in this research paper represented as SCG.

These two organizations tend to have the readiness to develop from the current Corporate Social Responsibility (CSR) to the communication to create shared values in the context of society.

1.2 Research Objectives

- 1) To study the process of Creating Shared Value (CSV) in Thai society.
- 2) To study the impact of the shared value communication process in the context of Thai society.
- 3) To develop a conceptual framework for the shared value communication process of business organizations in Thai society.

1.3 Research Questions

- 1) How is Creating Shared Value (CSV) communication process in Thai society? How is the Creating Shared Value (CSV) communication model developed from the CSR of Thai business organizations? What is the context of Thai society that contributes to the meaning of the word “shared value” between business organizations and stakeholders?
- 2) What are the factors affecting the shared value communication process in the context of Thai society of business organizations and stakeholders?
- 3) What should be the conceptual framework of the process for communicating the shared values of business organizations in the context of Thai society?

1.4 Research Assumptions

- 1) The context of Thai society affects the process of communicating the shared values of the organization.
- 2) Social, environmental, and technological factors influence the organization’s Creating Shared Value (CSV) communication process in the Thai society context.
- 3) The shared value of business organizations has an impact on the behavior of each stakeholder in the context of Thai society.

1.5 Scope of Study

The scope of the study of communication processes to Create Shared Value for Thai business organizations is presented as follows:

1) To study the concepts and theories related to corporate social and environmental responsibility (CSR), concept of communication process, Creating Shared Value (CSV), concepts and theory of communication and corporate communication, and the theory of modern consumer behavior to be used as a base for data analysis.

2) To study the process of developing communication methods for communication of creating shared value of Thai business and society in two organizations. First is Bangchak Corporation Public Company Limited (BCP), an organization in the energy business sector and utilities. Second is Siam Cement Public Company Limited (SCG), as an organization in the real estate and construction industry, construction materials sector. These organizations would be examined using the case study research method. The example organizations are the large business organization and accredited by the Stock Exchange of Thailand for excellence for corporate social responsibility and plays a role in various industries in Thailand.

3) To study the communication process to create shared value of both companies through collecting qualitative data including education, documents and print media, online documents, and media. This is considered together with in-depth interviews and focus group interviews. Key informants are corporate executives and staff involved in communication to create shared value of the organization as well as study from various media, the organization uses to communicate with stakeholders.

4) To study the relationship of attitude and acceptance of stakeholders. In this study, the stakeholders were divided into 2 groups: group 1, internal stakeholders, namely employees of the organization and group 2 external stakeholders were BCP gas station operators and entrepreneurs of SCG.

5) The duration of the study is from January 2015 to December 2019.

1.6 The Definitions of Key Terminology

1) The impact on the shared value communication process refers to the influence of the change in the recipient unit within the organization, i.e. employees within the organization and the recipient unit outside the organization, namely entrepreneurs / business partners / business networks, communities and society.

2) Factors affecting the process of shared value communication refers to things that influence and cause a change to the communication process to create shared value between the messenger unit, namely the organization and the recipient, both internal and external, such as social changes, environmental changes, and technological changes.

3) Organizational communication process refers to the process of interactions with the organizational recipient unit, namely executives and employees at different levels, namely formal communication and informal communication in a different way, such as top-down communication, bottom-up communication, and communication at the same level, which consists of the main components. It includes the organization as a messenger (Sender) content, information that is the main issue that the organization aims to communicate to be value together with society (Message), communication channels, issues of shared value of the organization (Channel), and the recipient (Receiver), which is the goal of transmitting a message of common value issues of the organization and feedback of corporate communication (Feedback).

4) External communication process refers to the process of an external communication model, for instance, customers, entrepreneurs / partners / business networks, communities and society, which comprises the core components of the organization as a messenger (Sender) content, information that is the main issue that the organization aims to communicate to be value together with society (Message), channel of communication of issues of shared value of the organization (Channel), the receiver (Receiver), which is the goal of transmitting the message of shared value issues of the organization and feedback of corporate communication (Feedback).

5) The conceptual framework of the shared value communication process refers to the conceptual framework for creating shared value of organizations that differ according to the context of business, society and environment. It is strategically planned

to achieve the organizational objectives of presenting the shared value of business and society, where it focuses on processes related to social activity (CSR) and corporate sustainability.

6) Corporate Social Responsibility means conducting activities inside and outside the organization by utilizing the resources available in the organization or resources from outside the organization that take into account the impact on society both within or outside the organization. This allows organizations to continue their business operations without negative impact on the society surrounding the organization.

7) Stakeholders refers to an individual or group of people who benefit or lose benefit from the activities and decisions of the organization as a case study here refers to: 1) Employees of all levels of the organization, such as employees working in an affiliated company, Bangchak Corporation Public Company Limited and SCG Public Company Limited, including employees under the parent company, but went to perform duties in subsidiaries of both organizations These are divided into 1) general employees, supervisor and senior executives of the organization; 2) customers of both organizations; 3) entrepreneurs / business partners / business networks such as operators of Bangchak gas stations. This includes SCG Authorized Dealers, which consists of companies, partnerships, ordinary partnership, cooperative, juristic group or ordinary persons legally entitled to sell the organization's products and services with a duty to comply with commercial contract policies and terms. It also manages the sale of products and services under the organization's trademark; 4) communities in the surrounding area of every operating unit; and 5) society.

8) Organizational management refers to the process of managing a group of people in the same organization or business to be able to work together effectively. If any company has a good organizational management system, they can achieve organizational objectives together.

9) Core value refers to what is the core belief of an organization, which is a characteristic that each organization has differently, including the norms that organizations use to define and lay the foundations of their behaviors of personnel within the organization.

10) Brand value means what is important when starting a brand or running a business, which is one of the direction pointer of the brand in the future. It is also considered as one of the important factors in setting strategy for the brand. If the brand value is not clearly defined, work or business planning may not be successful.

11) Shared value means a form of organizational and organizational development tool. It is a framework for action beyond the existing rules of the organization. Cultures that influence how people behave in the organization. It reflects the thinking process, decision making, and organizational strategic planning and affects organizational change.

12) Context of Thai society means the context of Thai society, economy and politics and governance, which clearly affects the communication of social responsibility (CSR) and corporate sustainability of SCG and BCP.

13) BCP means Bangchak Corporation Company Limited, also known as Bangchak. It is a Thai oil and gas public company headquartered in Phra Khanong District, Bangkok. Bangchak operates an oil refining business to produce oil, petrochemicals, and chemicals as well as generating electricity from renewable energy, biological products, and trade.

14) SCG means the Siam Cement Public Company Limited. At present, SCG consists of 3 main businesses, namely the cement and construction products business, chemicals business, and packaging business.

1.7 Expected Benefits of the Research

1) To know and understand the development of the communication process from communication, social responsibility to communication of Creating Shared Value (CSV) in the context of Thai society.

2) To obtain a conceptual framework for developing strategies for communicating the issue of shared value creation of the organization and appropriate stakeholders to the context of Thai society.

3) To develop communication knowledge to create shared value in Thai business organizations.

4) It is a development guideline for organizational communication in action to create shared values.

5) It is useful to academic circles in communication science, business administration, academics, researchers and general public who are interested in communication to create shared values.

1.8 Research Framework

This research study aims to examine the process of developing the communication process towards creating shared values of business organizations and Thai society. This is done through the application where the theory of theories on corporate social and environmental responsibility or Corporate Social Responsibility (CSR), concepts of communication process of Creating Shared Value (CSV), concepts and theories of communication and organizational communication, and concept theory of modern consumer behavior as a base for studying and analyzing data together with the conceptual study of 3 important factors that may affect the communication process to create shared values, namely social factors, environmental factors, and technological factors. Furthermore, this also study the participation of all stakeholders both inside and outside the organization. This will lead to the setting of an appropriate conceptual framework for the communication process to create shared value in the context of Thai society that affects the sustainability of the organization as shown in figure 1.5

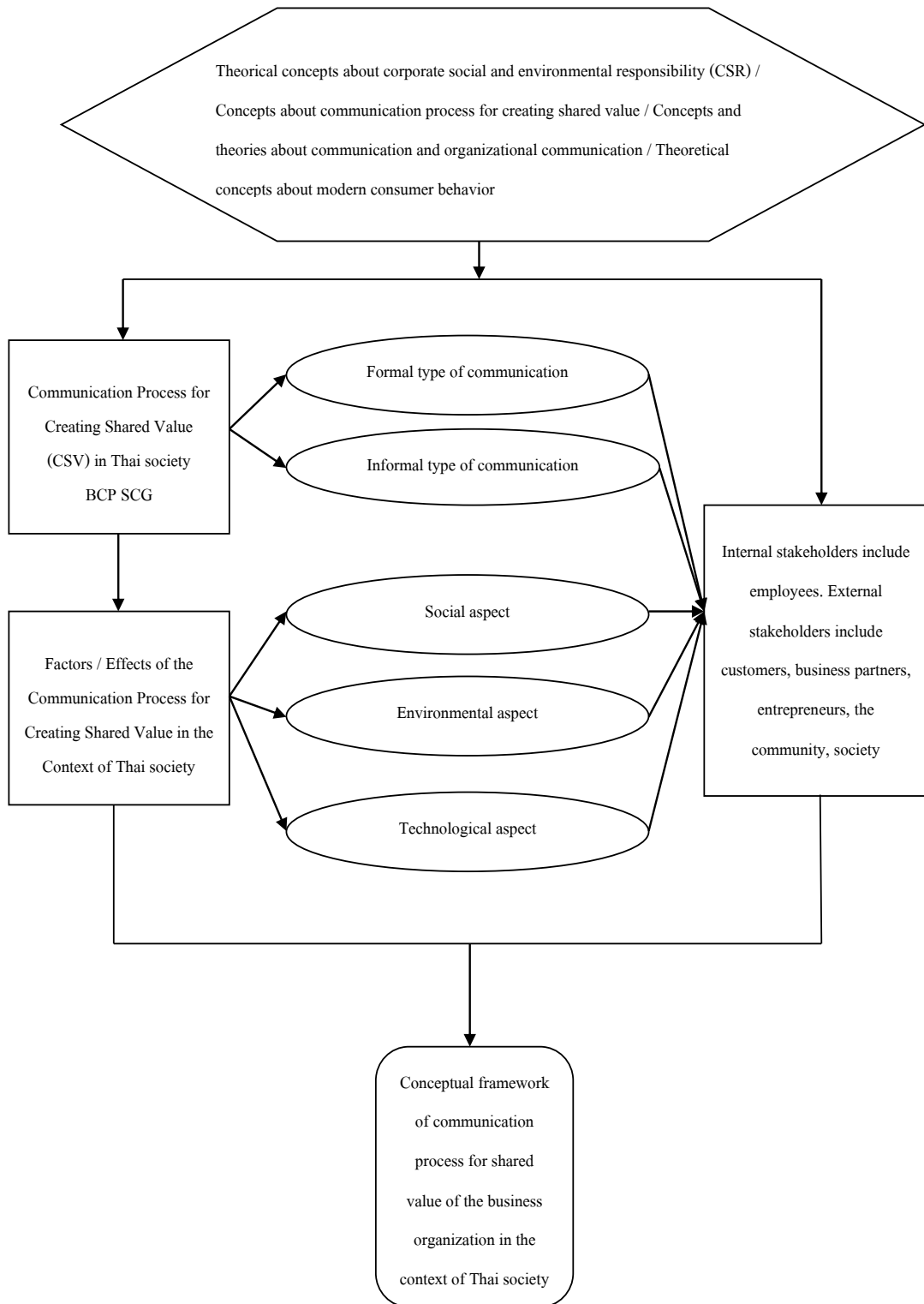


Figure 1.5 Research Conceptual Framework

CHAPTER 2

THE REVIEW OF LITERATURE

The study examining the communication to create shared value for Thai business organizations aims to find ways to develop a communication framework for creating shared values for Thai business organizations. It is appropriate for the context of Thai society and with the goal of creating shared values that are shared between the organization and its stakeholders, as reflected in the perception of stakeholders. As a result, the following principles, concepts, documents, and related studies are used as a basis for the study:

- 2.1 Concepts of Corporate Social Responsibility: CSR
- 2.2 Concepts of Creating Shared Value: CSV
- 2.3 Concepts and Theories Related to Communication
- 2.4 Concepts and Theories of Organizational Communication
- 2.5 Theoretical Concepts of Factors Affecting Consumer Behavior
- 2.6 Related Research

2.1 Concepts of Corporate Social Responsibility: CSR

Thaipat Institute (2012) defines that Corporate Social Responsibility (CSR) is the implementation of internal and external activities taking into account the social impact both within the organization and at short and long term by using the available resources in the organization or outsider in order to coexist with the society normally.

Corporate Social Responsibility Institute (2010), the Stock Exchange of Thailand defines that Corporate Social Responsibility (CSR) refers to conducting business under the principles of ethics and good corporate governance, along with caring for society and environment to lead to sustainable business development.

The United Nations Industrial Organization: UNIDO (UNIDO, N/A) defines that CSR is a management concept in which the organization focuses on the integration

of the organization's business operations with the environment and society, taking into account the interests of all stakeholders of the organization. It uses the principle of Triple-Bottom-Line-Approach to manage returns in economics, society, and environment together as presented in the figure below.

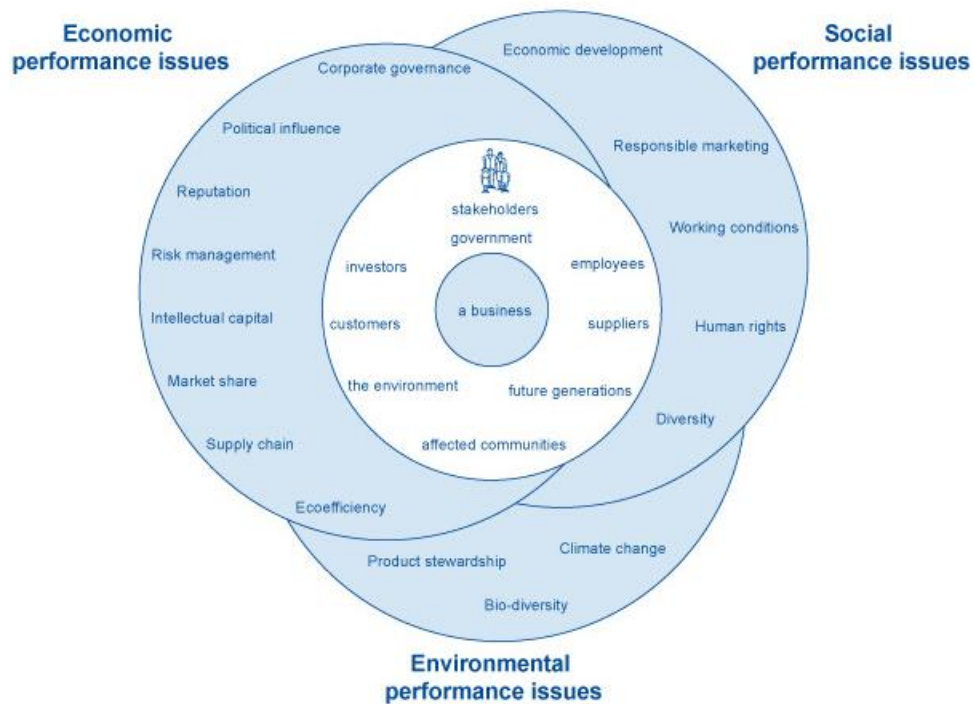


Figure 2.1 Defining Corporate Social Responsibility

Source: UNIDO, n.d.

World Business Council for Sustainable Development: WBCSD defines that CSR is an organization's long-term commitment to conducting business ethically and fostering common values in its business operations with society. This includes complying with the legal regulations of the areas where the business organization is being strictly executed (Holme & Watts, 2000).

The International Organization for Standardization - ISO has developed a definition of social responsibility based on the principles of ISO 26000: Social Responsibility. There are guidelines for the implementation of social responsibility to be carried out in the same scope in seven main principles: 1. Organization Governance;

2. Human Rights; 3. Labor Practice; 4. Environment; 5. Fair Operating; 6. Consumer Issues; and 7. Community involvement and Development (Social Responsibility Center (SR Center), PORC).



Figure 2.2 Principle Core Subject by ISO 26000

Source: Social Responsibility Center (SR Center), PORC.

United Nation Conference on Trade and Development-UNCTAD) defines that CSR is the way business organizations get involved with the public and have a positive impact on the needs and goals of society.

Thaipat Institute Rural Restoration Foundation of Thailand in Royal Patronage (2021) states that “corporate” comes from the word corporation + corporation, meaning all out and around. But it also encompasses all stakeholders surrounding the business with the condition of a sense of social responsibility as a member of that society (Corporate Citizen) with morality with respect to the stakeholders. This is in line with Carroll (1979, 2008) wherein corporate social and environmental responsibility (CSR) refers to the corporate social responsibility of a business that covers business expectations. In addition, Andrew et al. (2009) and Santana and Wood (2009) further define CSR as a concept in which companies are concerned by combining social and environmental concerns in business practices in voluntary interactions with

stakeholders. It identified the launch of the CSR concept in the EU in October 2011, defining CSR as a “corporate responsibility with social impact”.

Baker (2004) stated that organizations have different frameworks for CSR definitions. Although there are many common backgrounds, and Baker has defined CSR as about the way companies organize business processes to create a positive impact or create overall social and ethical responsibilities on society that affect the sustainability of the business and the revenue generation of the organization. There are two operational problems: 1) quality of management in terms of people and processes (inner circle) and 2) nature and quantity of impact on society in various areas. As external stakeholders are becoming more interested in company activities. Most of which look outside of the circle is what the company has actually done as good or bad in terms of products and services. In terms of the impact on the environment and on local communities, or the company’s practice and human resource development through a diverse stakeholder perspective. This could be a financial analyst with a focus on financial performance in the past and the quality of the management will be an indicator of future performance.



Figure 2.3 The Business in Society

Source: Baker, 2004.

It can be concluded that CSR is an organization's business process that takes into account the impact on society and the environment as well as various stakeholders. It does so by allocating and making the best use of internal and external resources within the framework of business ethics that will bring about sustainable development.

2.2 Concepts of Creating Shared Value: CSV

2.2.1 Definitions

Thaipat Institute (2014) has translated the meaning of Creating Shared Value (CSV) is a business practice that focuses on creating economic value for businesses and society at the same time for long-term success. The role of business in society in the context of CSV is based on long-term thinking, emphasizing the benefit of shareholders, and society for mutual benefit. The concept of co-value creation was developed by Porter and Kramer to address the incompatibility between the needs of

society and business. It is a hindrance and creates a disparity in business development that wants to operate on the path of CSV needs to create value for society along with creating value for shareholders for long-term success.

Since shared value is so generic, it is in common use, not limited to CSV, but Porter and Kramer have adopted the term shared value to describe what has been thought crystallization since the first article. “Philanthropy’s New Agenda: Creating Value”, published in 1999, mentions the Creating Value of Nonprofit Organization in a New Context. “The Competitive Advantage of Corporate Philanthropy” in 2002, introduced economic and social value creation from corporate social action. Then “The Link Between Competitive Advantage and Corporate Social Responsibility” published 2006, the word “Shared Value” first appeared under the strategic CSR activities of the business sector. This led to the article “The Big Idea: Creating Shared Value,” published in 2011, which was the official issue for CSV.

CSV is not about sharing or delivering the value that has already been achieved in the form of donations (Philanthropy) or any merit-making or volunteer activity of an organization where such activity is considered social responsibility outside the business process and comes after (CSR-after-process). The characteristic of the CSV must be “Duality” of values that occur both to the organization and society at the same time. As a result, CSV initiatives have to consider three factors: challenges or business opportunities, social issues waiting to be resolved, and the expertise and assets owned the organization (Thaipat Institute, PORC) as shown in Figure 2.4.



Figure 2.4 CSV Characteristics

Source: Thaipat Institute, PORC

All 3 factors have mutual support that creates shared values as follows:

1) Business Opportunities & Challenges result in economic returns for the organization in the form of income, profits, market share, creating new markets, as well as reducing expenses or losses in various fields.

2) Social Needs have resulted in social change, focusing on development, remediation, improvement of quality of life, treatment and restoration of the environment as well as reducing inequality, and creating social opportunities in various fields.

3) Corporate Assets & Expertise results in the delivery of both business and social outcomes, efficiency, and full value by making use of the organization's own internal resources and expertise.

Based on this concept, CSV development differs from that of strategic CSR and philanthropy. It starts with the motivation that organizations seek to increase their

competitiveness, not to demonstrate philanthropy to the community or to demonstrate their responsible commitment to the stakeholders as shown in Figure 2.5.



Figure 2.5 Business and Social Value when Comparing the cases of Philanthropy, Strategic CSR and Shared Value

Source: Thai CSR Network, PORC.

2.2.2 Composition

Schantz (2005) studied and proposed the components of the social responsibility communication process, including: news source (CSR Source), information content (CSR Source), communication channel (CSR Channel), and receiver (CSR Receiver) using the case study of the organization called Skanska. The results showed that when receiving messages from the organization, stakeholders may interact with or stay inactive, where participation or inaction depends on the exposure of the media from other channels and the stakeholder's sense of involvement with the issue. This can be summarized in Figure 2.6.

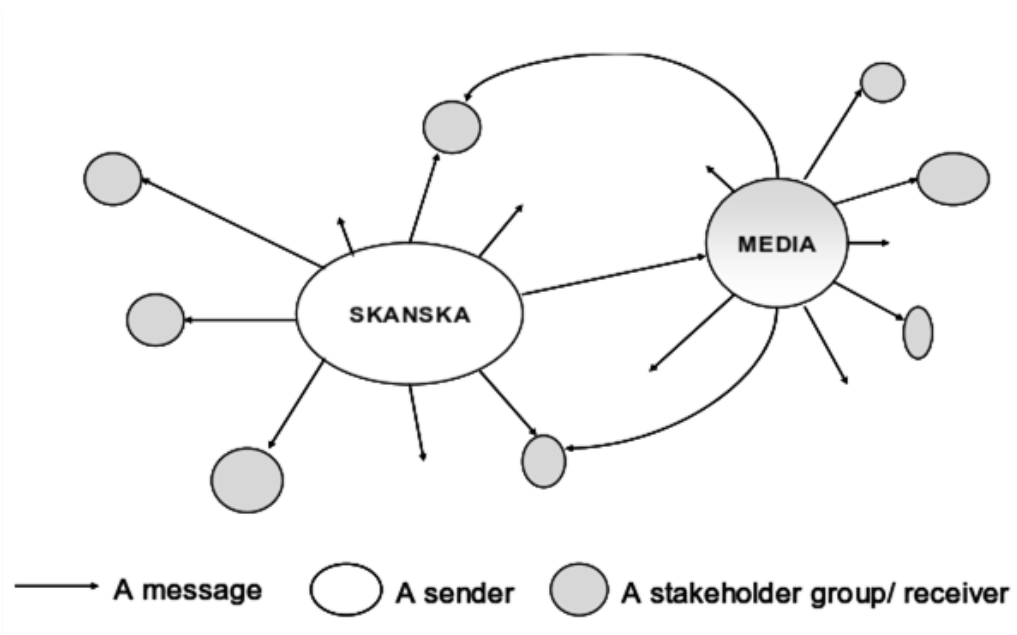


Figure 2.6 Skanska's CSR Communication Relationship to Stakeholders

Source: Schantz, 2005.

Figure 2.7 shows that an organization's CSR communication must be consistent with corporate practices and policies. Communication must be ongoing and evolving at all times, in conjunction with business operations that are responsive to the needs of all stakeholders effectively. Therefore, CSR communication will be successful in the long term (Schantz, 2005).

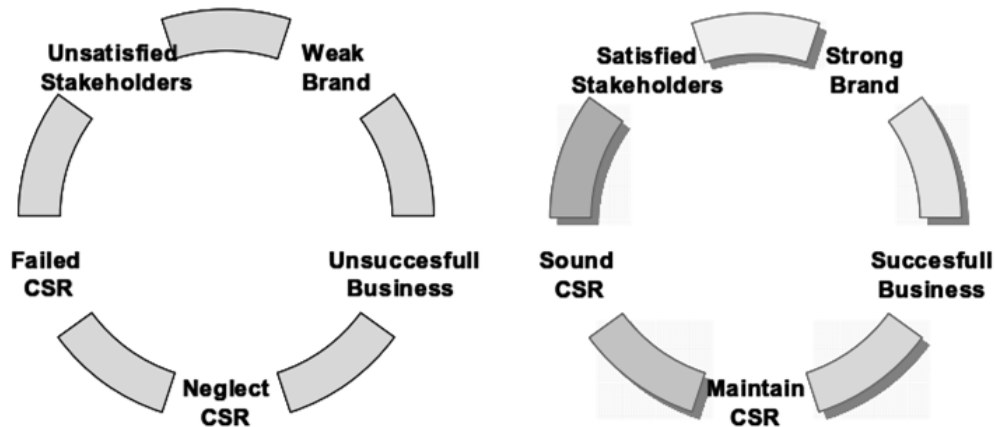


Figure 2.7 The Cycle of Failed and Successful CSR Communications

Source: Schantz, 2005.

2.2.3 Shared Value Creation Stage

Collective values, or shared values, are the last elements of the McKinsey 7S model, suggesting that the organizational concept / approach must clearly demonstrate the work processes in conjunction with the external environment in connection with the management of internal culture. Omitting the organization's shared values may expose it to the risk of losing direction to compete with other organizations. On the other hand, employees may not feel connected to their personal role in the company, resulting in decreased productivity.

Creating shared value is therefore important in the organization operation. There are three levels of the joint value creation process (Porter & Kramer, 2011): 1) creating new products and markets (Change the value proposition to meet the needs of society through products and services that satisfy underserved or disadvantaged customers in the market); 2) Redefining the value chain (Creating new values of performance and productivity based on data access, resource use, innovation and efficiency); and 3) enabling local cluster development (Providing supporting industries and logistics infrastructure around the source's interconnected communities) as shown in Figure 2.8 below.

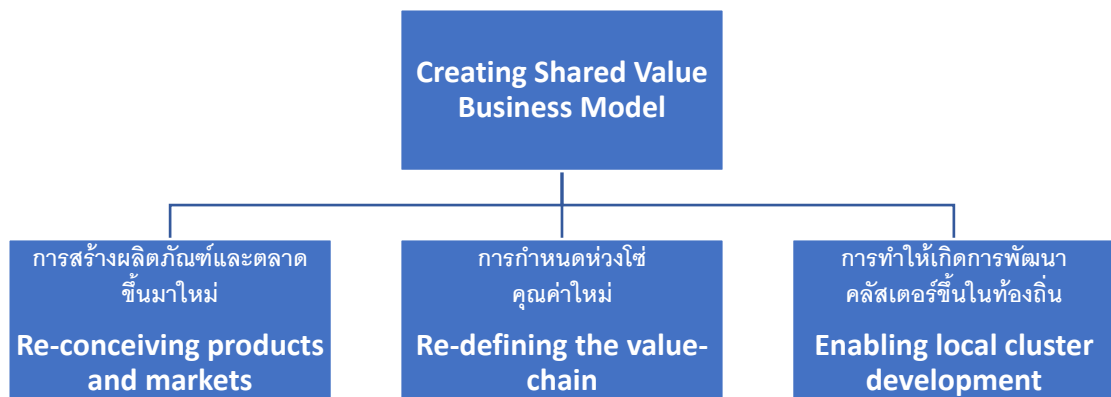


Figure 2.8 The Stage of Creating Shared Value

Source: Porter & Kramer, 2011.

In addition, each level of the CV will deliver different results of the value received by the organization and society. The higher the CSV level, the higher the value that the organization and society receives, respectively (Porter, Hills, Pfitzer, Patscheke, & Hawkins, 2012), as shown in Figure 2.9.

LEVELS OF SHARED VALUE	BUSINESS RESULTS	SOCIAL RESULTS
<p>Reconceiving product and markets: How targeting unmet needs drives incremental revenue and profits</p>	<ul style="list-style-type: none"> • Increased revenue • Increased market share • Increased market growth • Improved profitability 	<ul style="list-style-type: none"> • Improved patient care • Reduced carbon footprint • Improved nutrition • Improved education
<p>Redefining productivity in the value chain: How better management of internal operations increases productivity and reduces risks</p>	<ul style="list-style-type: none"> • Improved productivity • Reduced logistical and operating costs • Secured supply • Improved quality • Improved profitability 	<ul style="list-style-type: none"> • Reduced energy use • Reduced water use • Reduced raw materials • Improved job skills • Improved employee incomes
<p>Enabling cluster development: How changing societal conditions outside the company unleashes new growth and productivity gains</p>	<ul style="list-style-type: none"> • Reduced costs • Secured supply • Improved distribution infrastructure • Improved workforce access • Improved profitability 	<ul style="list-style-type: none"> • Improved education • Increased job creation • Improved health • Improved incomes

Figure 2.9 Corporate and Social Value Outcomes Obtained from CSV Activities at Each Level

Source: Porter et al., 2012.

For CSV measurement, it must be done step by step so that it can determine whether the organizational value is truly achievable or not. This includes consideration of factors that will need to be revised in the future, as shown in the figure 2.10.

MEASUREMENT FOCUS	WHAT TO MEASURE?	WHY MEASURE?	FOR WHOM?
Shared Value	Joint business and social value creation	<ul style="list-style-type: none"> • Grow the total shared value created 	<ul style="list-style-type: none"> • Primarily for management • Targeted communication to external stakeholders
Sustainability	Efficiency in the use of input factors (e.g., natural resources and labor) and improved product and community impacts	<ul style="list-style-type: none"> • Minimize negative externalities and augment positive impacts • Maintain a license to operate 	<ul style="list-style-type: none"> • Management • Communication to external stakeholders
Impact Assessment	The long term social and economic development impacts of operations and/or philanthropy	<ul style="list-style-type: none"> • Track progress on social and economic development impact • Maintain a license to operate 	<ul style="list-style-type: none"> • Communication to external stakeholders
Reputation	How societal impacts contribute to company reputation	<ul style="list-style-type: none"> • Manage reputation 	<ul style="list-style-type: none"> • Primarily for management
Compliance	Compliance with laws and voluntary policies, standards, and codes	<ul style="list-style-type: none"> • Ensure adoption and compliance • Maintain a license to operate 	<ul style="list-style-type: none"> • Management • Communication to external stakeholders

Figure 2.10 Measurement of CSV for the Organization on Each Issue

Source: Porter et al., 2012.

Therefore, it can be seen that at each stage of CSV measurement, communication must be used to support the mutual understanding in order to enable the organization to accurately measure the shared value that the organization wants to deliver to society clearly. It can be summarized into 4 processes (Pipat Yodprudtikan, 2017) as shown in Figure 2.11.

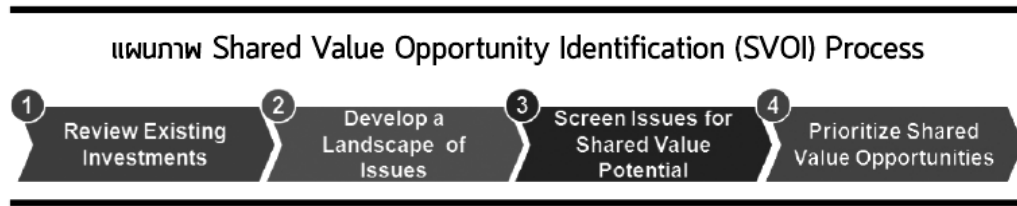


Figure 2.11 Shared Value Opportunity Identification (SVOI) Process Diagram

Source: Pipat Yodprudtikan, 2017.

2.3 Concepts and Theories Related to Communication

Communication is a process and exchange concept, with the essence that the messengers act for both the sender and the receiver. In the meantime, it is not possible to determine where the communication begins and ends, as it is considered a circular and infinite nature. The recipient and the messenger, in addition to the function of both encryption and decryption, are the operators of the news and the behavior. With scholars to limit communication in the form of a process. Rogers (1976) stated that it is the transmission and exchange of facts, feelings, thoughts or actions with the intention of changing a person's behavior. This behavior is meant to change the knowledge and understanding for attitudes and behaviors that are openly expressed.

While Schramm (1973) has attempted to describe the process of communicating as a cycle of exchanging information between two people, the process of communication starts from the interpretation of the mutual transmission of messages as a repeating process until both parties understand each other. This process is in line with the definition of Keyton (2011), communication is the process of passing information and creating mutual understanding from one person to another (Berelson & Steiner, 1964). While scholars refer to communication in stimuli refers to all types of communication behaviors in order to convey information which is stimulated from the messenger to the recipient (Newcomb, 1966). This is consistent with Stevens (1950) explaining the response of sensory organs to stimuli.

In short, there is no one definition of communication that can be applied to any form of communication behavior. This is because definitions have different objectives and outcomes, thus making the meaning of communication are broad and applied in

various situations. Therefore, considering the meaning of communication, it must be chosen appropriate for the communication activities. Thus, communication must involve three key elements: sender, receiver, and message. When taken together, it is called communication, as it is a dynamic, ever-changing, and complex activity.

The communication process is at the heart of effective corporate operations, and the communication model provides a clear view of communication. The researcher used the David Berlo model (Berlo, 1960), in which the development of the model was based on the Process Models, emphasizing that communication is an interactive process between elements without beginning, the end point, or the exact sequence of events, and every element have an impact on each other. Therefore, the model consists of the following important parts: sender, message, channel and receiver.

1) Sender: A sender is an essential component of the communication process, with a sender referring to the initiator to communicate with another person or group. The sender can be one person or it may be more than one person. Anyone who initiates communication can be regarded as a sender in which a person or group of people with ideas, needs, with the intention of conveying information, emotions, thoughts, opinions, attitudes, beliefs and so on to the receiver to cause any effect on the receiver. Therefore, the sender is an element that relates to other elements in terms of choosing the information to be transmitted, the choice of means, and the channel through which the message reaches the recipient, including the select and try to determine who will be the recipient of the information with the aim of wanting to bring about a certain degree of change to the recipient, such as the need to change perception or knowledge, change in belief, attitudes, and behaviors of individuals, groups or societies.

2) A message refers to a meaningful story and is expressed by any language or symbol that can evoke awareness of the meaning and react to the given meaning. However, Berlo's terms, it was said that the message includes words, sounds, reddening with facial expressions, man-made gestures while acting as sender. In general, the message consists of 3 important parts:

(1) Message Code, including language or symbols or signs that humans have invented to express thoughts, feelings, beliefs, values and purposes of the sender, the code of the message may be expressed as a substance that is both spoken

language, written language (Verbal Message Codes) and codes of substances that are not spoken or written language (Nonverbal Message Codes), such as posture verbs, verb symptoms. For example, how the sender chooses to use the code depends on the social system, culture, residence conditions of both the person, the sender and the receiver, how much they can understand the meaning of the common code.

(2) Message content refers to the stories that the sender wants to convey or send to the recipient. The content of a substance can be divided into several categories based on the content of a substance in various forms such as general and specific content, academic content, and non-academic content, or it may be informative. For example, opinion content, news content, entertainment content, as well as persuasion content, and so on.

(3) Message Treatment refers to a method for composing a substance code in order to obtain the desired content, which is often dependent on the structure of the language and the individuality of the individual. In most cases, the order of the messages comes out in personal style or personalities of the sender.

(4) Communication or media means a tool or channel that a messenger will use to reach a given person or group of people. A channel to send a message or any other medium to carry the message to the recipient as intended by the messenger. The communication channel can refer to the channel through which the substance leads to the five human senses that perceive the meaning of things: sight, hearing, smell, touch and taste, and so on.

(5) Receiver or Decoder, Listener, Audience: The qualities of the recipient are the same as the messengers, namely communication skills, attitudes, knowledge, social and cultural systems, whether the communication will be successful or not depends on whether the receiver chooses to receive the message or choose to interpret and understand the message: how did I get it? Hence, the recipient is the person or group of people who can acknowledge the message of the messenger. The receiver is the destination of the message; it is the key person in deciding whether the communication is effective or not.

(6) Communication is a process that involves a sender, content or message, a communication channel and a receiver. Therefore, the effective communication should be 7 key characteristics (Cutlip & Center, 1952) as follows:

(6.1) Completeness: The receiver must be provided with the information they need to take action, as the completeness of the information reduces inquiries to the messenger and facilitates the smooth communication process.

(6.2) Conciseness: Conciseness of the message helps maintain the content sent to the recipient. It is related to the content of the message rather than the length of the message. Even a short memo can cut irrelevant or redundant messages. A concise message lets the recipient know what is important to focus on. Speed up the delivery of messages for improving mutual understanding.

(6.3) Consideration of effective communication takes into account the background and perspective of the audience. If the message has a stirring or showing offensive tone It can affect the emotional reaction of the recipient of the perception of your message. Consequently, tailoring the message to the audience makes it easier to translate the content or text, such as the use of arguments or examples that are relevant to the audience or audience's experience.

(6.4) Concreteness: Concrete messages are specific, tangible, and vivid in that they support facts and figures to be more believable, helping the audience get a broader perspective. It also reduces the risk of misunderstandings, promotes trust and supports constructive criticism.

(6.5) Courtesy: The sender must respect the recipient's culture, values and beliefs, such as creating a message that is polite, friendly, and free from prejudice.

(6.6) Clarity: A clear message will allow the receiver to decode it more precisely as intended. While observable voices may arise from a lack of clarity, therefore, initiating a message, the messenger must have a clear and accurate communication goal, and reduce the ambiguity or confusion in the communication process.

(6.7) Correctness: Grammatical correctness increases the performance and reliability of the text, with official errors that can affect the clarity of the text, ambiguity, and suspicion. It may also adversely affect the overall perception of a message that can be seen as sloppy or negative.

2.4 Concepts and Theories of Organizational Communication

Intra-organizational communication, scholars began to study concrete in the 1950s by a prominent figure, W. Charles Redding, in which communication within the organization began to be seriously studied after social studies and behavioral sciences resulted in the scientific study. In organizational communication, concepts must be borrowed from other sciences such as organizational psychology, organizational sociology, and organizational behavior.

2.4.1 Perspectives on Communication within the Organization

Scholars have identified three perspectives on organizational communication (Daniels et al., 1997) as follows:

1) **Traditional Perspective or Functional Perspective** The view that an organization is considered is machine-like, which views corporate communications as objectively observable or objective activities, including measurable, categorical and correlated with other processes. It aims to study whether communication behavior is the variable that defines the organization's performance or produces results such as productivity, performance satisfaction, and engagement of its members, and study the relationship between the communication process and organizational effectiveness, the functions of the message and the different communication behaviors, focusing on the communication factors within the organization, management relies on control and cooperation to achieve communication effectiveness.

2) **Interpretive Perspective** see the organization as a culture. The culture is made up of the values, beliefs and perceptions that underpin human behavior (Haviland, 1993). These theorists seek to open up a culture that lies behind contexts and actions to focus on the exchange of knowledge and practice as well as experiences of the members of the organization include their interest in the meanings and symbols that each organization uses to describe what the members of the organization understand through the communication process and what they represent.

3) **Critical Perspective** views an organization as a tool of advantage or oppression, which emphasizes the relationship between the privileged and the lost, or oppressed membership groups within the organization by oppression arise as a result

of differences and power inequalities within the organizational structure. Critical theorists are interested in organizational structure and the use of symbols to give meaning to things at the same time, such as distorted communication (Deetz, 1982).

2.4.2 Corporate Management Concept

Roschongphon Komol Sawin (Sukhothai Thammathirat Open University, 2013) has summarized the content of organizational communication theory that It started in the 19th century after the Industrial Revolution. In the early stages, the concept of corporate communication was a machine-like communication. The content of communication relates to work and methods of work rather than social matters or interactions between employees and supervisors, thus the communication structure in this era is vertical, for instance, top-down communication. It is more one-way communication. Later, when the industrial system rapidly developed the organization is more complex. In addition, there is a competition for skilled and skilled labor between organizations. This made the organizational management concept more inclined to focus on the needs of the employees and the creation of employee interactions within the organization. This concept refuses to look at employees as machines as in the past but will pay more attention to the needs of the individual by looking at employees as the “family” of the organization.

However, these two concepts remain separate concepts of organizations, employees, society, and the environment, which are practically inseparable. Therefore, the concept of contemporary organizational management was born into a systematic concept, a cultural concept and a critical concept with different elements and ways of thinking as presented in the following section.

1) System Approaches compare the organization as a living system (Organic System), influenced by the field of biology and engineering, Von Berthalanffy defines how things are related. Katz & Kahn applied the NAB theory to explain how an organization works, saying that an organization is like a complex open system that requires interactions between elements as well as their interactions themselves with the external environment in order to be able to sustain life, the system components have the following characteristics.

2) Hierarchy ordering in the organization will consist of a supersystem and subsystems to be placed in a continuous hierarchy that are related to each other and are jointly responsible.

3) Interdependence in the organization when having a system or division in the performance of various functions can be operated at maximum efficiency. They rely on assistance from one another, either directly or indirectly. This interdependence helps smooth the mechanics of the system.

4) Permeability refers to an organization that allows various things, including external data, to enter the organization, and at the same time, the organization itself exports information and information to the outside as well. The inflow of information of each organization has different levels of concentration. It depends on the environmental factors and the policy of opening the information of the organization.

2.4.3 Goals and Functions of Internal Communication

Internal communication is essential to building a good understanding between supervisors and subordinates, executives and employees, supervisors and employees, as well as between members within the organization as well as supporting and encouraging employees to dedicate themselves to their work in order to achieve the organization's success, achieve performance, and achieve a higher level of productivity. (Opitz & Hinner, 2003; Tourish & Hargie, 2009) Hence, Thayer (1961) and Richmond, McCroskey and Powell (2008) mentioned the importance of the goals and functions of internal communication as presented in the following section.

1) To provide information to members within the organization, it is necessary to do every day to confirm the goals that are shared between the organization and the members of the organization. Any decision will not be successful if the members of the organization do not know the outcome of that decision, which is consistent with Cheijanya et.al., (2004). The researcher mentioned that internal communication plays an important role in the organization's functions and coherent as well as foster a better understanding between various functions within the organization and with individuals and institutions outside the organization as well.

2) To assess the work or results of the activities of the members of the organization on a regular basis how they perform according to the objectives of the organization.

3) To give orders to subordinates, to take orders from superiors.

4) In order to influence or be influenced by others (Persuasive), in particular, to incentivize action to enable the organization to change movement.

5) For other entities within the organization that may not be directly related to the goals or objectives of the organization. Especially with respect to individual satisfaction or meeting individual needs that are consistent or inconsistent with the organization's goals.

While Robbins (2003) stated that communication within the organization can be classified into 4 ways as follows:

1) Meaning: Communication is essential to create empowerment or motivation for employees to dedicate themselves to their performance and stay with the organization. Organizational communication management is about sharing the inner feelings of employees and executives in order to maximize the success of organizational productivity, as the organization seeks to facilitate the use of various tools for the employee of the organization. Therefore, internal communication will be a means of transmission that is essential to the transmission of meaning in order to correctly build the perception of the receiver.

2) Trust: Internal communication is something that can build trust through building a shared perception about the corporate vision of the employees throughout the organization. Communication should be open, independent, and the function of an accessible communication channel at all times. William (1992) said that the outcome of the communication process provides employees with an understanding of our values, ethics, and corporate strategy, because communication is the center of development with a continuation of trust and integrity. This is in line with Argenti (2009), which indicated that the creation of an atmosphere of mutual respect for all members of the organization and management communication should go directly from the manager to the employee as the organization grows larger and more complex. It becomes necessary to rely on internal communication.

3) Decision: Decision making is a function of direct relationship with the communication system. The quality of corporate communication can be measured from general messages from top to bottom, including providing feedback from bottom to top for decision-making, where communication is essential for sending messages across work lines in the organization.

4) Feedback: Employees prefer to provide feedback because feedback is important because the right flow of information can lead to appropriate decisions and achieve job success goals.

2.4.4 The Value of Corporate Communication

Pongsathorn Tantirittisak (2011) has addressed the value of corporate communication in terms of value creation by applying from the writings of Dr. Gary Chapman and Dr. Paul White on “Five Languages: Real Value.” “The 5 Languages of Appreciation in the Workplace” found that when an organization is united, oneness (We) and appreciates each other. The organization is livable by offering a channel for communicating genuine values in the organization. There are five channels, or called “five languages that convey real value” to use to communicate to others the appreciation as the people in the media organization are exposed to language, the atmosphere of mutual appreciation will gradually and when true values are conveyed regularly from the atmosphere. It becomes a culture of appreciation for each other.

1) First Language Words of Affirmation is a language that uses words to convey a positive message to one another. People who are good at this language tend to be able to praise others easily and will want to be appreciated by others with their word. Appreciation that conveys true and effective value be often the following three points in a person are picked up for appreciation: admiring a successful achievement, appreciation of the person’s positive personality, such as being thoughtful, being generous, being cheerful, and so no. The core of virtue in that person is that the person thinks, speaks, and acts on that virtue whether in front of or behind the back, such as honesty, tolerance, loving-kindness, courage, and so on. When people in this language-savvy organization receive sincere appreciation for all three issues, be it from a boss, a subordinate, or a friend, they will feel the feeling and know that people appreciate them.

2) Second language: Quality Time is a language that is different from the language of appreciation. While the word of appreciation will interest that “What do other people say?” Quality Time will care about that “What do other people hear?” People who are fluent in this language will immediately recognize that other people appreciate it. When other people have time to have a deep conversation, they pay attention to each other’s thoughts, feelings, and needs without interruption. Quality time doesn’t require much time, because quality lies in care. The key to this language is being together or being able to do anything together. The visiting boss asked his subordinates how they worked, where they went and what was stuck, or how they felt about this job. This will help employees who have quality time as their primary language feel appreciative and empowered to fight even when the task is difficult or hard. It helps to make an atmosphere of mutual appreciation in the workplace as well.

3) Third Language Acts of Service: People who are good at this language often say that. In an organization, there will be a group of people who do not feel encouraged by the appreciation or the time to sit and chat. People will feel empowered when the people in the organization give help to lighten the workload in necessary time. These people tend to view that “Don’t worry, show me” Getting the job done on target is very important to this group, and they will appreciate it when people join together to do the job. Assisted language is good when it comes to volunteer help, and although sometimes we may not be able to help with the task because of lack of expertise or not. Providing a service such as buying lunch for a meal or organizing documents for it can convey real value to this group of people. Although they like to be helped by people, many jobs do not need help. Therefore, asking for the needs first will enable them to help the job properly.

4) Fourth Language: (Tangible Gifts) There are people in the organization who feel empowered to work from receiving gifts, whether they are tangible gifts such as clothes, watches, glasses, or gifts that lead to new experiences, such as: movie tickets, international flight tickets, fitness membership cards, however, people whose primary language in gift languages is more interested in the mental value put in things than the price. Sometimes a message card or a flower can convey true value to him. Giving time to put effort into the gift will reflect on the recipient of how much he / she is. Giving gifts individually conveys true value more directly than the

same gift. While it may sound difficult to find things, when people in the organization know, who has this language and convey correctly, only those who use the gift language, they will be appreciated by the organization.

5) Fifth Language Physical Touch This language relies on physical touch to convey true value, whether it is a firm handshake to convey that it is doing a great job, a light pat on the shoulder to convey that there is a friend to care about, gently stroke the head to convey that there is encouragement is always given, or a gentle hug to convey that you are precious to me. If done in an appropriate manner without sexuality, consciousness, and caring, it will allow the body to communicate its true values to one another in the organization. However, personal contact in the workplace is still a concern. By touching it properly, people whose native language is spoken can be appreciated in the organization. This group of people is just being touched with care. Tears of gratitude can now flow. In addition, the exposure that is suitable for cultural traditions such as water pouring ceremony. It is an opportunity to communicate the true value through body language as well.

Zajkowska (2012) discusses the fundamentals of types and systems of organizational communication. It consists of two components: direct communication, internal or external. According to Sengupta (2011), there are three types of organizational communication: formal communication, semi-formal communication and informal communication. In addition, Zarembo (2010) divides the forms of communication within the organization into 3 categories according to the location criteria: external communication and internal communication. For formality such as formal communication, informal communication and direction such as upward and horizontally.

2.5 Theoretical Concepts of Factors Affecting Consumer Behavior

The factors that determine consumer behavior include: (1) motive-a strong need forcing a person to try to find a way to meet that demand (2) The process of motivation is the unresponsive needs, desires and desires of tension, impulses, and behavior. (3) Perception is the process by which humans experience something and interpret it to create an image in the brain. The factors affecting consumer perception are (1) intelligence and thinking readiness (2) past experience (3) emotional state (4) social and cultural factors.

2.5.1 Theoretical Concept of Motivation

1) The Kotler and Armstrong Concept of Motivation (2002) states that human behavior must be motive, or drive, a need that is pressurized enough to motivate a person to act to respond their own needs, which each person's needs are not the same. Some needs are biological needs arising from stressful conditions such as hunger, thirst, or some hardship. It's a psychological need caused by the need for recognition, esteem or belonging. Most of these needs may not be enough to motivate a person to act during that time. Demand becomes incentives when it is sufficiently stimulated that tension is created. Two of the most popular theories are Abraham Maslow's and Sigmund Freud's theories.

2) Maslow's theory motivation, (Maslow, 1970) explained why people are driven by certain needs at one point in time. Why does one devote a lot of time and energy to obtaining his own safety, but another person does those things to gain praise? Maslow's answer is that human needs are sorted in order from greatest to least stressful. Maslow's theory prioritizes needs:

(1) Physiological needs are basic needs: food, shelter, weather, and medicine.

(2) Safety needs is a superior requirement. The need for survival. It is a safety requirement from danger.

(3) Social needs are the demands of peer recognition, esteem needs, the need for personal praise, respect, and social status.

(4) Self-actualization needs are the highest needs of the individual - the desire to accomplish everything.

This explains that a person tries to satisfy the most important needs. First, when the need is satisfied that demand will be exhausted and it motivates the person to continue trying to satisfy their most important needs. For example, a starving person (physical desire) is not interested in the latest art. (Highest demand) or not wanting praise from others or not even wanting fresh air (Safety). But when each stage of requirements is satisfied, there will be a need for the next step which at this point will bring the desired value in life, but and the level will differ.

3) Freud's Theory of Motivation (Freud, 1963) - Sigmund Freud hypothesized that individuals were often unaware that the psychological power contributed to behavior. Freud found that individuals increase and control many stimuli. These stimuli are completely out of control. Thus, a person has a dream saying words that don't mean to say that emotional out of reason and haunting behavior or extreme anxiety. A person is content to do anything that makes him happy and will avoid doing what he or she will suffer or adversity. In this case, satisfaction may be categorized into 3 types as follows:

(1) Psychological hedonism is the view of the satisfaction that mankind by nature will seek personal happiness or avoid any suffering.

(2) Egoistic hedonism is the view of the contentment that human beings seek for personal happiness. But it is not necessary that the pursuit of happiness must always be human nature.

(3) Ethical hedonism view holds that human beings seek happiness for the benefit of mankind or the society in which he or she is a member, and also a beneficiary.

2.5.2 Theoretical Concepts about Consumer Behavior

Pote Jai Chansukkit (PSU) said that the behavior of consumers in the new era has changed from the original. Resulting from a variety of lifestyles, social media, technology growing, and intense competition. As a result, consumers have to adjust. As a result of both direct and indirect factors of the individual involved in the use of products and services. Expression has a profound effect on attitudes and decision-

making processes. As a result, marketers have to research, reach out and understand the factors that influence consumers' purchasing decisions. Can find a solution or adjust the behavior in making decisions on purchasing products of consumers in the society correctly Able to meet the goals of each business more clearly.

It can be seen that a person's purchasing choices are influenced by the motivation of perception, beliefs, and attitudes of their personality and concept. Therefore, the marketer needs to stimulate participation, thinking growth, creating activities that reflect opinions, driving behavior as well as focusing on communicating important issues towards stakeholders to build long-term rather than short-term relationships. Due to the intense feelings, there may be a change of mind at any time. Therefore, the communication in order to meet the needs of consumers with creating interest along with creating regular participation. It will make it possible to find a successful communication to the consumer.

It was also found that consumers are connected to the strengths of a brand that arise from the service, location, people, management or other things. That causes a touch and a memorable impression on the people. Source use community services until the people of the country to create a message, expand or speak further, recommend, tell and correct the negative image of the organization in a timely manner. Therefore, effective internal communication in the organization goes in the same direction with clear brand positioning. This will cause awareness and make brand communication connected in harmony help building relationships with each other and creating value either directly or indirectly to suit each situation.

For the matter of consumer behavior, it is a process consisting of a step-by-step activity in the purchase of a consumer's product before you buy. It will go through a long process of several steps with starting by researching a wide range of products to buy, then compare and evaluate the pros and cons of each brand and many other activities before making your final purchase. However, when purchasing certain products and services buying decisions can be made quickly. Almost immediately after seeing the product, for example buying a discounted product, showing it in a store, and so on, it can be said that the success of marketers in communicating to motivate consumers to create buying behaviors. It mostly depends on their understanding how well they understand consumer behavior. Lead marketers are keen on the exact needs

of consumers must know the purchase motive of the consumer and purchase decision criteria to meet his needs. It is important to understand how consumers collect information from different brands of products and how to evaluate their options. It also has to understand how consumers make purchasing decisions, such as where consumers like to buy products. How do marketing stimuli at point-of-purchase influence consumers? In addition, marketers need to understand that the purchasing decision process. And the reasons for the purchase of each type of consumer. There are different characteristics as well because different purchasing decisions may arise from personality influences. Or an attribute of a lifestyle as well as caused by psychological influences that occur within the mind the person. These include behavioral drives such as motivation, perception, and attitudes.

2.5.3 Concepts of Modern Consumer Behavior

Research project “Trends in media on all platforms Along with media consumption behavior and Brand Communication Affects Optimal Media Shopping and Planning” of “Kantar Worldpanel (Thailand) in 2016, it was found that digital media will see significant growth as a result of the Internet’s growth. Up to 13% from 46% in 2015 to 59% in 2016 (accounting for 56% of smartphones, 13% PC and notebook computers, and 6% tablets). Radio still has an influence on consumers. Television has grown from 97% in 2015 to 98% in 2016, while radio has grown slightly from 68% in 2015 to 67% in 2016, but the media with a noticeable drop in growth is media. Publication. Newspaper dropped from 60% in 2015 to 53% in 2016 and magazines dropped from 38% to 32% in 2016.

The growth of digital media, television and radio media “Kantar” has led to further sub-research until it is found that television consumption decreased from 3.8 hours per day to 3.4 hours, while radio media dropped from 2.5 hours per day to 1.7 hours. Digital media has seen significant growth. Both home internet use increased from 2 hours a day to 2.2 hours, while the use of outside internet increased from 1.4 hours a day to 1.6 hours.

An in-depth study of the brand’s results obtained from food listing advertisements. Consumers who watched and decided to buy products such as sauces, seasonings, instant food accounted for 6-10% more than those who did not watch the

program. Watching the program makes decisions to purchase other products and services about health and beauty increased by 20%.

Although the two traditional media types, radio and print, exhibited declining growth. But it can still be considered influential in reaching the target consumer group if the product and service owner takes into account the age group, user, and area of use. As the research results found that radio still reaches 72.5% of consumers in rural areas, followed by Bangkok and its vicinity 62.7% and upcountry 57.5%. It is a group of elderly people in the age range 50-54 years and 60 years up to 73%, followed by age 55-59 years, 68% and 45-49 years, 65%. Radio media is considered a channel for doing Elderly health products market that will be able to reach the target consumers effectively.

On the other hand, newspaper publications are suitable for marketing the segment of goods and services for the middle-high-educated middle class. It reaches 62.7% of consumers in Bangkok and its vicinity, followed by upcountry 57.6% and rural areas 47.1%. Followed by age 50-54 years accounted for 56% and age 30-34 years and 55-59 years have the same proportion is 54%. The magazine is suitable for marketing products and services for young people and working people. Early in the big city It reaches 37.3% of the consumers in the provinces, followed by Bangkok and its vicinities, 36.4%, and rural areas 27.6%. Adolescents aged 18-24 years, 35% proportion, middle aged 40-44 years, 34% proportion, similar to that of early working teenagers aged 25-29 years and 35-39 years old, proportion 33%.

It also found that smartphone internet usage was not growing in the same direction. 23% of consumers own a smartphone that do not use a data package. (13% of users who do not use the Internet at all and use the Internet via public systems from home, work, and public Wi-Fi 10%). - 36% home power, 26% public Wi-Fi, 6% workplace Wi-Fi, and 1% Wi-Fi from other smartphones.

Data from the GroupM Focal 2019 Digital Seminar Supaprakcharoen, General Manager. PLATFORM, provided information that for market driving “E-Commerce” to grow with “3 ingredients” including Data, Technology and Marketing Strategies in the modern era, communicating and creating consumer behavior through brands requires three tools: Data - Technology - Marketing Strategy. In the past, the “three” tools, organizations or brands are often “separate”, collect data and separate

departments to work. But now it's a matter of collaboration. The technology will help to connect with consumers more seamlessly. It must be a combination of these 3 tools according to the problems and business objectives of each brand.

Data is the use of technology to help store databases and link data that do not yet exist. To better understand the consumer behavior insights and analyze them individually. It is to collect data in order to create a "model" behavior of each customer group that behaves to create a message that encourages all groups to make purchases.

Technology will be a data management tool. It depends on the marketing problem of each brand and what kind of technology is needed to manage data Brand example. At present, there is a lot of information about purchasing products. Both offline and online Therefore must have in-site collection technology to find new customer profiles and new segments then market like personalization to increase sales for the brand.

Marketing strategy from the use of data and technology that are ready for management to meet marketing and business needs, the model of marketing automation is a system that can design the consumer journey that will approach consumers with any touch points by placing the journey of all channels seamlessly to generate the first purchase. This encourages them to buy more in the same group including offers for customers who are leaving the brand to come back to buy.

McKinsey findings in Germany in 2014 it said the result of the financial crisis led to prudent spending. German consumers therefore turn to peace and interest in the corporate social goals (new uncertainty) then began to have a new shopping cult (new consumerism) with the desire for simplicity and convenience and liked a classy product coupled with a price reduction. It also has the ecological values, likes fair trade products, that emphasizes sustainable consumption (new eco-dichotomy). However, consumers also want fun and comfort. From the changing population structure, increasing number of elderly people, changing roles in the family Increased individuality and multiculturalism in the population causing a variety of different lifestyles (new life models) which, when looking back to the context of Thai society. This behavior has begun in the consumer groups of Thai society as well.

In summary, Corporate Social Responsibility (CSR) is a process by which an organization conducts business with due regard to the impact on society and the

environment. Stakeholders under the framework of ethics through the organization's Creating Shared Value (CSV) communication process leading to the development of sustainable organization and society.

2.6 Related Research

Morsing and Schultz (2006) studied the principles of social responsibility communication and defined as a communication that is designed and published by the organization. The communication process must be two-way communication and it has to be in the form of creating feelings and building relationships. (sense-giving and sense-making process) between the organization and the stakeholders and the organization's role must be shifted from being an informing or responding to a closely involved stakeholder in the communication process so that they can: it will create recognition and good relationships with stakeholders in the process of communicating social responsibility.

Handan (2013) addresses trends in communicating corporate CSR issues over the next decade and will be more interactive with consumers through social networks, blogs, games and applications to provide consumers of corporate and online society the ability to quickly access information and absorb it at all times. This includes changes in the format of the operational and environmental reports that will be more interactive through website pages and online media of the organization. They use language and formats that are easy to understand to create friendliness with consumers and to attract more consumers to participate in corporate activities. This results in a positive attitude to the operation of the organization. This will lead to the creation of a corporate image with social responsibility that is clear in the minds of consumers.

Pong Saran Phollertsri (PSU) has researched the elements of charity-based marketing that affect the willingness of support of Thai consumers and found that the charity-based marketing campaign is necessary to have three key elements. Factors include the Donation Framing guidelines, the consistency between the brand and the social problems (Brand-Cause Fit), and the importance of social problems that are campaigned in the activities (Cause Important). The target amount of money needed to fund the donation is clear. The amount of money consumers will contribute to the

purchase of products per unit compared to the product price per unit should be correlated and consumers contribute to social issues that are highly consistent between the corporate image and the charity. Consumers also value consistency between products and social problems. If there is consistency in usage and inherent nature of the product with social problems, it should be a social problem with constant publicity. Problems that consumers are familiar with and close to yourself at the community level are problems with charities that are trustworthy and represent that social problem with famous people becoming a presenter. It will be supported by consumers as well.

In addition, the research results were found that the sample group of consumers had a high level of intention to support charity-based marketing activities. They are willing to support by intentionally buying, buying again and telling more. Finally, the research also found that consumers have a high level of skepticism in a CRMK charity-based marketing activity that it may be merely a marketing activity. Businesses need to provide consumers with sufficient information to make decisions to support their activities. If the more willing to support the activity, it is even more necessary to obtain detailed information and on the progress of the activity to help support by word of mouth and buy products that repeat the activity.

Mintthita Chirathamawat (2010) found that PTT's social, environmental and community activities It has a very high level of awareness. As for social activities on society have a moderate level of awareness. The awareness channels are perceived through newspapers, television, and personal media respectively.

For attitudes towards PTT's social contribution activities, overall, it's a positive attitude. PTT's environmental social activities, the sample group, had the most positive attitude. This is because the sample group believes that PTT has a clear policy to care for the environment and promote business development along with the environment. As for social activities, community and society. The sample group had a positive attitude due to the view that PTT has undertaken various activities. These activities are regularly promoted to youth and society.

From the statistics obtained from the survey, it can be concluded that PTT Public Company Limited has implemented policies related to social, social, and community activities. This is done in accordance with the principles of sustainable development because the process can be developed to create awareness and positive

attitude towards the public. This would be able to create a mission of the personnel in the organization can be concrete.

Unthika Soranunsri (2013) summarizes a model of successful CSR communication in Thailand that consists of five factors: social responsibility communication concept. Communication from inside to outside social responsibility communication strategy. Social responsibility communication process and balanced effectiveness. This will help connect the organization and stakeholders and enable the organization to continue its business

The study will find that the social responsibility communication process that organizations often choose to use are in the form of informational information for meeting the needs and enabling stakeholders to participate in corporate social responsibility activities. This allows organizations to better design a process for communicating with each group of stakeholders and able to choose a better mix of media to reach different stakeholder groups.

Pipat Yodprudtikan (2017), Director of Thaipat Institute, identified the opportunity for the implementation of the Shared Value Creation (SVOI) approach that consists of a 4-step process: 1) Review Existing Investments; 2) Develop a Landscape of Issues; 3) Screen Issues for Shared Value Potential; and 4) Prioritize Shared Value Opportunities.

1) Activities in the ongoing assisting model review phase include interviews with the initiators of the programs / projects / activities of assistance for each initiative. Currently in progress, evaluating the implementation of data gathering initiatives takes into account the business and social values that are processed and discusses the findings of the assessment in collaboration with the working group of the organization.

2) Activities in the developmental stage of the issue include discussions with senior management on critical business matters and in connection with social issues. Analyzing the links between business and social issues as they are received from discussions with senior management and making a list of issues that have the potential to create shared value.

3) Activities in the screening process for issues of co-value creation consisted of taking into account the list of issues identified as having the co-value

creation potential using the main screening criteria and the use of supplementary screening criteria to screen the additional issues (if necessary).

4) Activities in the Opportunity Prioritization phase include planning activities with potential for development, expected business and social outcomes, and organizing. Workshops to jointly define opportunities to implement joint value creation approaches in 2-3 activities, which results from the process of identifying opportunities leading to shared value creation approaches. These are important issues that can be implemented to the approach to creating joint value and activities with potential to be developed according to the guideline for creating joint value of business that has been carried out at this stage. This will result in the shared value proposition that is the corporate identity from assessing business opportunities and challenging social issues of interest to the organization. Assets and expertise that can be used will be used as the basis for designing Shared Value Initiatives will bring about the next phase of business and social performance.

Phathinee Sathathammasakul (2014) studied communication strategies for creating shared value through Double A's Kanna paper innovation by studying both the organization and attitudes of 3 stakeholders: farmers, consumers, and the media. The research results indicate that the company has a policy that is consistent with the concept of creating shared value and developing it into a practical business model, as well as managing various communication strategies from the management level to the support level that enable effective communication between corporate policies and leadership employees through a message strategy, which consists of brand messages to communicate with consumers and messages about the product being Kanna paper to communicate with farmers. For media strategy, by using media in a blended manner, stakeholder attitudes were clearly different such as farmers had positive attitudes as they were directly benefiting groups in terms of supplemental income. Consumers had a positive attitude about reducing global warming and using raw materials but they did not believe that it can actually bring farmers extra income and not see a difference in products. While the media had both positive and negative attitudes, people with positive attitudes continue to serve as a medium for further distribution to the target audience.

This clear and concrete internal communication for the implementation is consistent with the Ghasemi, Nazemi, and Hajirahimian (2014) study. The researchers

examined the case of an Iranian steelmaking company. The findings discuss corporate communications must be characterized. The use of proactive media along with relationship building (Relation) with all stakeholders of the organization. In particular, the group of employees, who will act on the policy of the organization. They must communicate all actions related to the creation of shared values that extend from CSR to all stakeholders in order to maintain and to strengthen the image of the organization as well as to create greater engagement between stakeholders and the organization.

Likewise, the Zabkar and Arslangic-Kalajdzic (2013) study looked at companies in the banking and finance industries in South-East Europe. It has been found that clear communication in the guideline and sharing information between the company and its clients. This will enhance the company to gain more customer acceptance and that good communication has a positive effect on creating shared value of the organization and customers, who use the financial services of the company.

The Cameilleri (2012) study, which examines a management style that extends from strategic CSR to the co-value creation of the hotel industry in Malta. It is found that clear and continuous forms of communication had an effect to create shared value from the awareness level to the engagement level. The organization needs to have a clear and communicated policy with a focus on the workforce through various employee management to cultivate an attitude of building shared values. This allows employees to pass on the shared values to the public. The shared value of each hotel studied will be different.

Sitthipat Teerachaiyut (2017) conducted a study on the preparation of the sustainability report of various organizations, it was found that the organization's report itself was a communication tool and a guideline for organizations to create common values and enhance management. Business towards sustainable development by referring to the era of CSR activities in which the budget for advertising is higher than the budget for CSR activities should not happen to any organization anymore because it will eventually happen. "Negative image" rather than an outrageous release of a press release, advertising can have the opposite effect over time. While there is a framework for preparing a sustainability report or (Sustainability Report) for businesses to adhere to. Framework of this report the Global Reporting Initiative (GRI), an independent organization founded in 1997, pioneered and published the first edition of the

International Reporting Framework G1. In 2000, the reporting framework has evolved into the 2013 edition of G4, which is the current reference version and the de facto standard for sustainability reporting that has been introduced. It is widely used all over the world.

Sustainability Report - It is a report that provides information on operational strategies, governance, management practices and economic, social, and environmental performance that are both positive and negative, aimed at sustainable development. There are currently more than 5,000 organizations worldwide that have provided GRI-compliant sustainability reports in more than 90 countries. Especially large companies listed on the stock exchange in different regions.

A key principle of the G4 edition of GRI's Global Reporting Framework is to create a reporting process in an organization, not just the aim of the organization to obtain a report as its main subject. It means focusing on the real action, not writing beautiful reports. The report must focus on the fact-materiality that allows the organization to operate and disclose specific information on what matters as well as concise the areas where it matters. Moreover, the reporting process can be used to integrate sustainability into an organizational strategy.

Thaipat Institute (2016) mentioned that Bangchak Corporation has operated a business related to the use of natural resources, which is an enterprise with high economic value. It is considered an upstream business in the economy with the condition of businesses that exploit natural resources. Environmental issues are, therefore, of the fundamental importance of a business, and the resources to be utilized are often in remote areas. Economic factors and the livelihoods of communities in those areas are lacking in development, which is both a risk and a business opportunity in relation to the entity's level of social responsibility. If the business does not realize that the impact on the community arising from the operation is a problem for the organization, social responsibility will be low. An entity may act with minimal ignorance or responsibility and, if inevitably, donate methods as a solution, but if an entity becomes aware that it is a problem for the organization, the level of its social responsibility will increase. Entities will use stakeholder engagement, public relations as a tool, and increase donation activities until the entity becomes conscious of its involvement in solving problems by allocating resources for problem solving,

managing, following up, inspecting and reporting on the results of any action on the problem until the completion of the problem

For businesses that have increased their level of social responsibility until they are able to take good care of and deal with negative impacts, they can take steps to deliver positive impacts. It is considered as an opportunity for businesses to contribute to community development, to strengthen the economic factors and living conditions of the local communities through the use of assets and core expertise of the entity. Engaging with external operating partners, including government agencies (Governments), non-governmental organizations (NGOs) and industry associations (Sector and Industry Associations) to create a shared value between business and society at the same time.

An example of mutual value creation at the cooperation group level is the cooperative gas station at Bangchak. “Oil for rice” to share and exchange factors for subsistence, whereby the company donated rice received from the cooperative as a lunch to students in schools around the refinery. As for the cooperatives, the company’s low-cost oil is sold to its members until it develops trust until it becomes a modern business in the form of establishing a cooperative gas station and a community gas station, respectively. Currently there is a community gas station. There are members and owners of 618 stations in the community. It is a business way of thinking and culture that support each other, giving Thais an opportunity to become a network of business partners that aside from generating income from oil sales. Community members also receive a year-end dividend, increasing the income of more than 1.2 million member families. It is both economically and socially beneficial at the same time.

Similarly, the idea of an organization that uses natural resources such as PTTEP has developed a strategy to create mutual value between business and society as a business tool by choosing current and potential projects which were developed in line with the shared value creation approach. This emphasizes the application of PTTEP expertise and the use of business networks to support the work of the community or stakeholders, who are target groups to be initiated the natural gas project for agricultural products, communities and the environment in 2007. PTT Exploration and Production Public Company Limited in collaboration with the Department of Mineral Fuels

Ministry of Energy and Community, Nong Tum Subdistrict, Kong Krailat District, Sukhothai Province, which is in the area of the Sirikit field Thailand's largest onshore crude oil field operates a project that is a prototype of a social development project. It helps build careers, increase incomes, and promote the improvement of the quality of life of local people.

The "Nong Tum" model reflects a happy coexistence between petroleum exploration and production operators and the communities in the operating area. PTTEP uses excess natural gas left over from the crude oil production process (Associated Gas) at Nong Tum-A production base, located about 1 kilometer from the community, to benefit the community under "Natural gas project for agricultural products, communities and the environment".

PTTEP supports the construction of product processing houses for Nong Tum sub-district community, as well as installs a natural gas pipeline system that is a by-product from the Nong Tum production process to transport gas to distribute to the banana processing cooperatives. Nong Tum Subdistrict Limited at prices lower than the price of LPG in the market, responding to the needs of Nong Tum community enterprises that need to use large quantities of LPG for processing community agricultural products for both domestic distributions and exporting is to help reduce the cost of processing the villagers' produce by 50%. This helps to solve environmental problems for the community and be the cost-effective use of energy for the most benefit and, most importantly, responding to the needs of the local communities.

By creating beneficial values for both Nong Tum and PTTEP sub-district communities, in addition to helping to solve environmental problems, the community can also reduce the cost of fuel for agricultural product processing by approximately 50 percent.

From data in 2018, it was found that the cooperative group was able to reduce the cost of cooking gas by 34 million baht or 1 million US dollars. This is calculated against the price of large tanks of LPG. Instead of burning the excess gas from the waste production process, PTTEP turns these excess natural gasses into a cheap fuel for the cooperative. Furthermore, it can also generate income for PTTEP totaling 6.59 million baht or 199,811 US dollars as well.

PTTEP analyzed the social returns of this project by using the social results to calculate its monetary value and then comparing it with the financial value of the costs spent on the project to determine whether the project produced results about how much is social value worth for every 1 baht invested, the social return of this project is 1.64: 1.

Pipat Yodprudtikan (2017) has published information, a shared value strategy map, saying that strategy is important to the extent that it can determine the success of an existing business. A good strategy must be able to serve the stated objectives. And create value at a level that will have a significant impact on the business by integrating the corporate social responsibility (CSR) into the corporate strategy. The organization has a holistic view and operational guidelines. Both business and social work as well as the focus of the organization to be in a unified direction, and the organization's strategy map will help to examine the integrity and relationship of the cause-and-effect strategy between the corners and help to examine the integrity and relationship of cause-and-effect strategies between different perspectives, whereby an organizational strategy map covering both business and social operations that creates shared value should be involving these principles.

Strategies must deliver values that are not limited to just shareholders but also with different stakeholder groups in mind. The fact that an organization's strategy is designed to address the value of its shareholders alone may not be sufficient to make the organization socially acceptable, which is a key factor in the business's sustainability. Therefore, the strategic weighting of the organization must create a balance between financial objectives and non-financial objectives, such as increasing the credibility of the organization or reducing conflicts and disputes that affect the organization.

The strategy must expand customer value proposition to social value proposition because of the product features other than price, quality, easy to find, suitable, good service, widespread and reliable. For customers' health, safety, confidentiality, and privacy. Other factors that need to be taken into account, human rights, labor practices, fair and environmentally friendly contractual practices, which is what society expects. The organization's strategy therefore has to focus on what society or the consumer as a whole needs, not less than what the target customers want.

The strategy must create value through internal processes and external processes. The organization should focus on creating value through operational management, production and delivery of products and services to customers. Customer relations, innovation in products, services, processes, and relationships, compliance with regulations and social expectations as well as strengthening communities as well as initiating CSR activities with various groups and external communication of stakeholder organizations.

The strategy must promote learning and growth along with caring and sustainability. Entities must create a capital equation that contributes to development into a “smart” organization and a “good” organization consisting of six main types of capital: human, information, organization, morality, society and environment whereas these funds may not be individually measured or valued independently.

Taking into account the above four principles in strategic mapping will reduce the risk of operational failures caused by inter-rational neglect of the implantation, whether implantation morality and ethics to employees, lack of effective communication and public relations processes, initiatives for external social activities that do not correlate with the values that society needs.

Supaporn Kummayee (2013) conducted a study on PTT Global Chemical Public Company Limited’s policy and communication strategy for creating shared value concepts (CSV). The importance of two-way communication is more focused on building knowledge, understanding, exchanging experiences and ideas, as well as creating behaviors that lead to participation in various activities with the first targeting of communication. This will lead to the planning process of the issue and the content of the message to be communicated, which must be considered from the annual work plan. Proactive activities and situations to design content, messages and special events that are relevant to the objectives. This will bring participation and the company also attaches importance to communication by organizing special events to create participation between the company and target groups with the aim of creating brand experience in target groups as a tool to reach target mind. In addition, the company also uses communication tools that are diverse and consistent with the identity of each project, such as individual media, electronic media, mass media, radio media, television media, special events, other media. Notable is the use of social media (Facebook) to

immediately spread the project's operational message and as a two-way communication channel to open up opportunities for recipients to participate.

A case study of the NESCAFÉ Plan project (2018), a global project of NESCAFÉ for the community that Nestlé has initiated to create sustainability for coffee farmers and reaffirms the confidence of Thai coffee lovers in the quality of coffee that is delivered directly from the farm to their favorite cup. Therefore, the NESCAFÉ PLAN project has brought agricultural scholars to educate and work closely with the growers, as well as providing good varieties of coffee to farmers and hill tribes to create sustainable careers. There is also a point to purchase coffee beans directly from farmers, which is a long-term benefit for both parties, which underscores the quality concern of Nescafé which has accumulated a reputation for over 40 years. To ensure that strong coffee in every Nescafé's cups is born with care of both the ingredients and the essence. It is also a part of helping farmers and hill tribes communities to have jobs, sustainable income, support their families and communities for the long term and, most importantly, to maintain standards in terms of quantity and quality of coffee beans to meet It is a global brand and has been trusted by consumers for a long time, and all this back to a satisfactory performance as well.

An interview with Central Group's CSV lesson by Mr. Pichai Chirathivat, Executive Director of Central Group of Companies, found that the direction of doing CSV of Central Group, which is an example of the Success Case of CSV under the project called "Central do" by initiating the model "Sufficiency Greenhouse Raising Laying Hens". It is a model that Central Group has built in the conceptual learning process according to the sufficiency economy principles, extending the model to increase incomes in various forms for the quality of life of teachers and students, as well as the education of teachers and students. People can sustain themselves as a sustainable development of people. In terms of education, which is consistent with Central Group being one of the organizations in the Pracharat Power Project for Fundamental Education and Leadership Development, the "Lay Chicken Sufficiency Project" is a learning process that the Central Group transmitted to Pracharat School, which has 9 schools in 5 provinces: Ranong has 2 schools, Phuket has 1 school, Nakhon Si Thammarat has 1 school, Krabi 3 schools, Trang 2 schools). It is covering approximately 2,000 students and 180 teachers.

For the project implementation steps Central Group cooperated with Betagro to implement the Sufficiency Program for Laying Hens. Central Group supports the investment budget of 9 houses, totaling more than 1,800,000 baht. (Building materials, cages, troughs, water systems, electrical systems), 100 breeds of chickens and 4 months of feed chickens, totaling more than 200,000 baht by breeding chickens and chicken feed. Central Group purchases direct from Betagro to provide antibiotic-free, non-hormonal or growth-accelerated chicken breeds, as well as standardized chicken feed for safe egg production. In addition, officials of the Central Group were also sent to the area to explore the area and supervise. (Sheds cannot be adjacent to school buildings, football fields, cafeterias, or toilets because of the risk of pathogens affecting both chickens and schoolchildren). Betagro will provide help with know-how or Knowing in raising laying hens, there is a systematic training and help QC. How to feed and water? Is the light system turned off and on at the right time? There is also an animal husbandry to take care of the disease at least once a month. What is obtained from this project is the produce that will be returned to be sold in the Central Group's centers to generate income and the school has sufficient food to consume. There is a body of knowledge to be passed on to youth in their further careers which will lead to sustained economic and social growth.

Chutima Ketsadayurat (2018) conducted a study of mutual value creation and relationship management strategies on online media, and found that mutual value creation requires two-way communication, positive integration, and interaction. This gives trust to each other so that both the organization and the customer can see the value together in the long run.

This is consistent with the study of Rapheepan Wongprasert (2014) found that in the current business administration. The competitiveness of the organization is one of the key elements in order to gain a competitive advantage and survive in the long run, but how competitive a business can depend on the relationship it has with society. This is because society needs a successful and thriving business organization as a source of income and advancement for the people in society. At the same time, business organizations have to rely on society. In terms of being a consumer, products that are produced and provide a conducive environment for business operations, therefore, creating value together with society is a good practice that business organizations can

leverage on CSR activities. Policies and practices have been established to promote the competitiveness of businesses while promoting the economic and social development of the communities where the organization is located. It also produces new innovations that create great value and benefits to business and society organizations, which not only emphasize long-term sustainable development but add value to both shareholders, quality of life of employees in the organization, community, consumption and society as a whole. It can be said that creating values together with society. It is a practice that is truly beneficial. It is an approach that leads to enhancing the competitiveness of the organization while enhancing the capacity and social growth of the surrounding communities and reaching sustainability of business organizations.

Likewise, Nipawiriyapat (2017), a study on CSR to CSV, creating shared value between business and society, found that organizational leaders have a strong role in applying the concept of CSV to carry out the work of the organization, leaders need to review and have a clear direction on the organization's CSV, with the following factors:

- 1) Establishing CSV as part of the corporate vision, leaders must have serious knowledge and understanding, recognize the shared values that businesses and society will receive, and are committed to support it. It must be part of the vision, mission and link in every strategy of the organization in order for employees to recognize the intent of the organization and to take it seriously.

- 2) Choosing a CSV issue taking into account the social, community, or stakeholder needs relevant to the organization's business operations and the availability of the organization's resources, capabilities, expertise to determine an appropriate CSV level.

- 3) Designing a program with (1) defining CSV objectives and goals comprises of the shared values that the business expects to achieve, such as increased source profits, cost reductions, rapid distribution and social values for concrete aspects such as reduced energy consumption, more employees' incomes, better educated people and better quality of life, and so on; (2) Bringing selected CSV issues to innovate and create new innovations that meet the needs of society and communities while increasing business opportunities; (3) Determining the necessary resources and the budget required to allocate the available resources for maximum benefit and value for businesses and society at the same time; (4) building partnerships with skilled external

partners to enable more effective co-learning, support, and development of CSVs; and (5) monitoring and evaluation.

4) Appoint employees or teams to take the primary role of driving CSV into action. The leadership role in this process is:

(1) Communicate to employees or work teams to understand and recognize the importance of CSV in order to create awareness and encourage implementation of CSV programs.

(2) Develop and empower the employees and the teams involved by training, brainstorming, and joint directional work.

(3) Control and follow up the performance to assess the progress and success that the goals are met or not. Does it create a shared value between the organization and society? What problems and obstacles do you have in order to use the information received (Feedback) to make the CSV plan more effective.

(4) Establishing an evaluation and incentive system by assigning CSV results as part of annual performance indicators and incentivizing them to motivate employees to become more committed to performance. In turn it leads to behavior to connect to an organizational culture that transmits common values and between business and society.

Case study abroad

Ghasemi, Nazemi, and Hajirahimian (2014) case study research. It is intended to describe CSR practices in Mobarakeh Steel and examine the transition process from corporate social responsibility training to co-value creation, design / methodology / approach using document review methods, observation and interviewing with managers and employees at Mobarakeh Steel Company (MSC) to collect the necessary data for the study. The findings show the evolution of CSR in four key moments in Mobarakeh Steel Company history, followed by discussing of how companies are transitioning to shared value creation. Details are provided in the following section.

Overall, the research focuses on three main areas: CSR evolution, CSR incentives and CSR practices, summarized as follows:

1) CSR evolution in Mobarakeh Steel

Mobarakeh Steel Company is an Iranian steel giant located about 65 kilometers southwest of Esfahan. MSC is the largest steelmaker in Iran and one of the

largest industrial plants operating in the country. MSC produces plates and hot and cold rolled coil, narrow strip coil, tinplate sheet and coil, and galvanized coil. According to national and international standards, coils and prefabricated slabs, CSR activities and initiatives at Mobarakeh Steel Company can be categorized into four key moments in the company's history presented in the following section.

(1) Structuring Period: The structured timeline plays an important role in shaping the concept of corporate social responsibility in this industrial plant construction company. In regions with traditional infrastructure, this is a new phenomenon for local communities that has created a growing need to assess the environmental and cultural impacts of this industry in local regions. Hence, the company conducted a preliminary study with assistance from top local universities in 1983 to investigate regional issues and characteristics. In addition, the new agency called "Regional Development and Evolution Management" to coordinate issues related to industry and communities.

(2) Launching Period: The launch period involves an ongoing positive interaction with the surrounding environment between the main stakeholders and the company during this period. Many of the company's HR and energy divisions were established in accordance with relevant regulations and under constructive interactions with the community. "Industry and Village Relations" and launched the green belt concept in the company. This resulted in cooperation with local villagers and farmers in providing water through the construction of suitable ponds and educating villagers on how to use them, construct new roads for easier access, as well as planting trees in the area of communities.

(3) Operation Period: The timeline focuses on reducing the Company's conflicts with the surrounding society about responding to the expectations of local residents, including assessing the potential outcomes of the activities, processes and making decisions about the surrounding environment, and taking necessary steps to control impacts. As a result, a new body called the "Research Council" was established, comprised of several university professors from the region in the fields of sociology, management of economy, agriculture and environment. In addition, other sub-committees such as "Industrial Affairs" and "Service Business" have been established.

(4) Development Period: The development period begins after the increase in the company's stock price in the stock market and the planned investment development. The company's growing value product diversity, maintaining a minimum 45% national market share, and the 2010 corporate excellence award enhances the brand's national and global significance. This began to change the company's perception of corporate social responsibility and to the creation of shared value (CSV), striving to earn the global award of excellence and to empower the company's competition in the world market.

2) Motivation for dealing with social responsibility

The company's main objective of practicing CSR is to gain a competitive advantage in the global marketplace. Social responsibility initiatives can increase a company's brand value and facilitate profitability for the company. Other important incentives for dealing with corporate social responsibility by Mobarakeh Steel include social awareness rules and regulations at regional, national and international levels. The existing standards and the commitment of the Company's management team in meeting the social responsibility standards are shown in Figure 2.12.

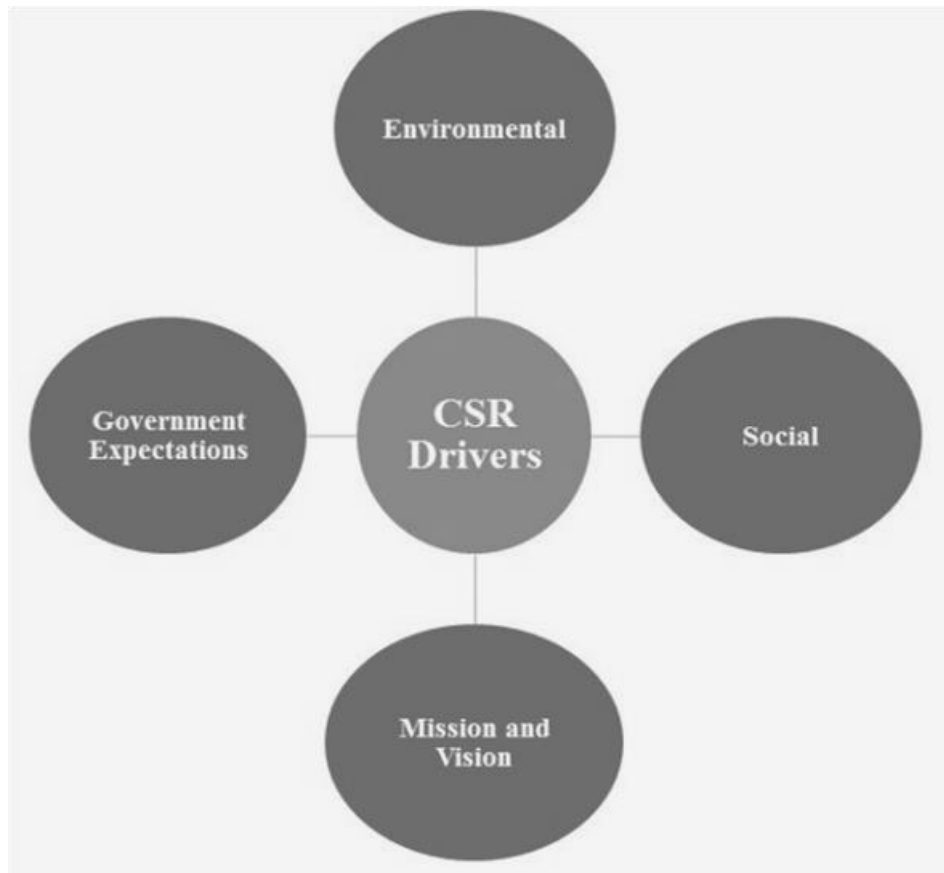


Figure 2.12 Mobarakeh Steel Company CSR Flow Chart

Source: Ghasemi et al., 2014.

3) Mobarakeh Steel Company CSR Guidelines

Mobarakeh Steel's CSR Code of Conduct addresses seven key areas: local community interaction, compatibility, transparency, workforce, environment, culture and sport and philanthropy.

(1) Interaction with the local community

The company is committed to building relationships with local communities and building win-win relationships.

(2) Compatibility

All activities of the company are audited to ensure compliance with rules and regulations before undertaking any activity on the social responsibility area. Relevant rules and regulations will be reviewed to avoid any conflicts and ensure consistent compatibility.

(3) Transparency

Mobarakeh Steel Company increases transparency through a variety of activities and initiatives.

(4) Personnel

The strengths of corporate social activities towards employees include raising awareness among employees (and workers) of CSR and encouraging them to participate in social initiatives to meet the needs and expectations of the company, employee training and development programs, incentives, employee motivation programs, health plans, employee medicine, employee appreciation in a variety of ways for all employees including minorities and female employees, create work-life balance, create a safe and healthy work environment, and respect the elders, and expert opinion.

(5) Environment

Environment is one of the most important stakeholders and one of the key drivers for Mobarakeh Steel Company's CSR operations.

(6) Culture and sports

The company promotes fitness among employees and their families, supports sports activities of female athletes, and seeks to monitor and support the talent of young people in various sports fields.

(7) Charity

Mobarakeh Steel Company is committed to philanthropic activities by providing financial and non-financial support to humanitarian organizations, NGOs and cultural and religious centers.

In short, companies are able to control and optimize their environmental, social, and economic performance with environment in mind (Castka et al., 2004; Smith, 2007) because successful CSR implementation requires knowledge and skills. (Shinnaranantanaet, Dimmitt, & Siengthai, 2013). Business leaders should have an in-depth understanding of the social responsibility of their businesses through examining the extent of their influence. This study describes Mobarakeh Steel's CSR practices and outlines the process of developing CSR in detail into the transition to shared value creation in the company over the years. Overall, current case studies support the idea

that in addressing the sustainability challenges of companies, learning processes must be implemented (Maon et al., 2010; Spitzbeck, 2009; Zadek, 2004).

Lapiņa, Borkus, and Starīneca (2012) argues that co-value creation (CSV) is a new concept. It is the essence and expression of the relationship with corporate social responsibility (CSR) and its impact on business and society, which is at the heart of the management and social responsibility debate of the scientific world. The research was therefore conducted to gain a clearer understanding of the CSR and CSV concept, its implementation and role in sustainable organizational development in Latvia by discussing and comparing the two concepts through the sustainability index analysis (SI) and publicly available corporate data analysis, evaluating Latvian operations and summarizing the development trends and potential of these guidelines in Latvia. From a comparative study, the findings are as follows:

Both CSR and CSV focus on the needs and challenges of society and stimulate the engagement of businesses. There are significant differences between the two approaches, most importantly the company's perspective on society and its issues, while both call upon businesses to take into account the interests and needs of their communities and their environment together with shareholders, employees and customers. CSR sees this as external, meaning doing good for someone or something outside the organization and to one's own needs. CSR refers to meeting social expectations, meeting requirements, and conducting additional activities to: Improve the quality of life of society. CSV, on the other hand, looks at the surrounding environment and society as part of its business model. It is for this reason that doing good for society is essential for doing good business. This divergence drives other points of differentiation.

CSR companies tend to view issues that society considers important, regardless of their relevance to their daily activities and needs. The company endeavors to maintain the good spirit of its stakeholders. It responds to the needs of a wide variety of stakeholders. CSV's primary focus is on social issues related to business and hence it qualifies for better handling of them. But at the same time, it may be less capable of operating on a global scale. On matters such as human rights or bribery and corruption (Porter & Kramer, 2011).

CSR companies demonstrate responsibility by considering “Corporate Social Responsible and Sustainable Businesses” by investing in safer and more environmentally friendly technologies. The implementation of individual social development programs by supporting selected social initiatives and announcing their stance on global social issues. As a result, CSR is often viewed as a tool for building and refining a company’s image.

The CSV strategy is a new, deeper, ethical way of thinking for a company. CSV companies have a holistic view of both internal and external sustainability issues. Therefore, the company values the value of profit. “CSV creates economic value by contributing to the prosperity of the broader society and the company rather than by donating to charity in order to enhance the goodness of the company” (Minor & Morgan, 2011).

As it is evident the difference between the two concepts in multiple dimensions, according to five key points representing the transition from CSR to CSV, the Mind-set is shown in Figure 2.12 with CSV, the CSR value of “doing good” will be Change to the CSR concept of citizenship, philanthropy and sustainability is taken to the next level of associates. While CSR is often used as a means of increasing protection of its position in the marketplace and in society, CSV is an integral part of the competitive strategy (Porter & Kramer, 2011).

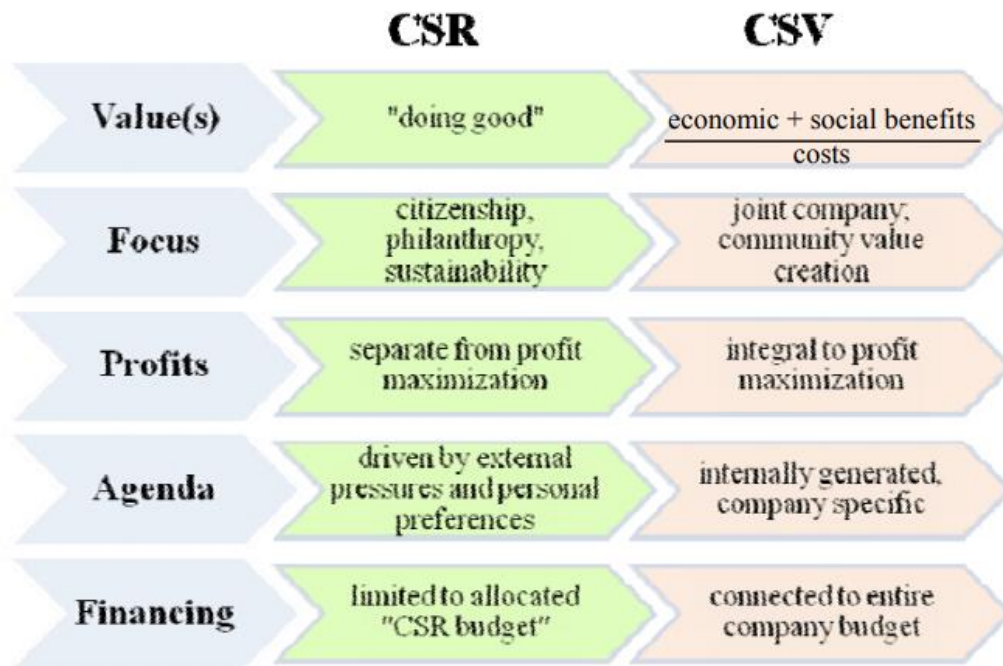


Figure 2.13 CSR Transition to CSV

Source: Porter and Kramer, 2011.

In short, CSR is a popular concept used in Latvia because of its significant potential for its development. This includes the transition to CSV, where many companies are already implementing CSR with varying successes to take their approach and consistent attitude towards corporate social responsibility to the next level.

Suripto (2019) states that Indonesia, as a country authorized to operate energy companies and other industrial companies, is businesses that use raw materials from the world. This includes oil, coal, gold, iron, copper and other minerals, and process in the industry in mineral extraction, including drilling and pumping, quarrying, to undertake the Corporate Social Responsibility Program (CSR). Indonesia places great emphasis on CSR and Common Value Creation (CSV) practices as CSV is a new concept. This is more comprehensive compared to CSR. The aim of this study is to provide a preliminary picture of how stakeholders understand and differentiate perceptions of both CSR and CSV concepts among different CSR and CSV stakeholders. The sample group comprises 50 stakeholders from companies that create shared value and disclose their operations through sustainability reports, annual reports

and websites. An independent sample matchmaking test, an independent sample T-Test, and the use of the variance test as an analytical method, the findings revealed different perceptions among stakeholders of CSR and CSV concepts in Indonesia. Different types of stakeholders both internally and externally, it contributes to different awareness of CSR and CSV. Likewise, the diversity of stakeholder positions, including managing director, company secretary, worker, producer, and district chief (Camat & Lurah) affects different perceptions of CSR and CSV. In contrast, gender differences between the stakeholders did not result in a significant difference in perceived CSR and CSV concepts. This pilot study developed a questionnaire that uses a theory that highlights the differences between CSR and CSV concepts. Previously, there was no stakeholder research focused on different CSR and CSV concepts in Indonesia and other countries. It will fill in some gaps which will lead to completing a master study in the same field.

Cedillo Torres, Garcia-French, and Hordijk (2012) address different social responsibility (CSR) issues. It takes place within four multinationals (Apple, Canon, Coca-Cola and Walmart) through a clear CSR definition of corporate social responsibility in accordance with the legal framework. Based on the definition of the European Commission that defines CSR as ‘corporate responsibility for social impact’, this is the most appropriate definition for the research context. As this article will focus on companies from the United States and Japan.

In the United States, there are no governmental regulations on CSR or business best practices, according to Bennett American research. Principles that the overall members of the company would like to follow. Japanese companies, on the other hand, want to focus on areas where their participation statistically can be measured.

The four case studies are compared by studying the CSR conflicts faced by each multinational corporation, which is the turning point of these multinationals’ CSR policies. This includes comparing the responses of individual multinationals to conflicts. It analyzes how the company resolves the conflict and analyzes whether the CSR policy it uses in response to the conflict, using publicly available information on its website, publications, online documentation, and NGO reports, according to which the parent companies of the multinationals are located, are Japan and the United States, meaning they have different legal systems and jurisdictions.

The comparative study found four case studies on CSR policies of Apple, Canon, Coca-Cola and Walmart, these multinational companies, to answer the question of whether or not they were involved in social and environmental conflicts. The findings conclude that Apple, Coca-Cola and Walmart case studies show that Multinational corporations have adopted changes to their CSRs and reporting policies following the conflict. These companies are transparent about such conflicts publicly through the media or in their annual reports or sustainability reports, though Canon. It will not mention labor issues. But Internet research has found that Canon has been involved in labor issues as well, in order to maintain sustainability standards, it is important for companies to be transparent.

In short, Apple, Coca-Cola and Walmart are all under public scrutiny and are now seen as a prototype for their industry. Coca-Cola has taken a proactive approach and taken initiatives to counteract and resolve it. Walmart is committed to being the greenest company in the world, and Apple aims to set new standards in the industry. Only time will tell whether to stick to a contract to change supplier responsibility practices. Canon is different in this respect as CSR policies are not affected by media pressure. At first, it might seem incompatible with the other companies mentioned, however, this article shows that companies like Canon need to be closely monitored as well.

Tetrevova (2018) studies web communication issues of corporate social responsibility (CSR) activities of companies in large industries, especially chemical industry entrepreneurs operating in the Czech Republic. The researchers used a web site analysis methodology of the Czech Chemical Industry Association, which employs 60 percent of its workers to generate more than 70 percent of the industry's production. The CSR communication levels of these companies were then analyzed and evaluated in various dimensions: economic, social, environmental, ethical, and charitable. The results of the study showed that the level of CSR communication of chemical companies in the Czech Republic was low and consistent with the low levels of CSR communication in this country. Most chemical companies communicate activities within the scope of economic and environmental responsibility, completely ignoring other ethical responsibility activities. In addition, it was found that CSR of large companies communicates more diverse activities than small and medium-sized

enterprises, with no significant differences in communication between domestic and foreign companies. Therefore, it is imperative to present a set of measures both at the enterprise level, government, and individual level.

In summary, the level of communication CSR of the chemical industry, domestic companies. One of the latter is the Czech Republic. As a whole, CSR is communicated and the level of CSR communication depends on the terms of ownership and the size of the company. In view of each area, CSR focuses especially on CSR communication in the environment. This is because the chemical industry is a very detailed industry and carries a high environmental risk.

Hence, the advice to high-profile industry firms that can be used by companies in other industries, regardless of country, is that their operations should increase measures to enhance CSR communications by dividing. The first group consists of national regulatory measures by governments of each country. The second group consists of measures that are self-administered by the organization, suggesting the implementation of the measures divided into groups as follows:

- 1) Rules and procedures for CSR communication are the need for organizations to disseminate diverse and sufficient information on the activities. It has developed to provide stakeholders with a comprehensive view of the ongoing CSR activities. The data consists of inputs, outputs, and impacts, as well as indicators of developing activity (KPMG, 2014), which are non-distorted releases of information to increase the reliability of information communicated. That is, the information has been audited by an independent agency.

- 2) Technical means of CSR communication, namely publications, annual reports or CSR reports, is considered a traditional CSR communication channel (Habek & Brodny, 2017). The importance of internet information is on the rise in communication, so we can recommend that these reports be made on the Company's website as they relate to web-based CSR communications. It recommended to place a bookmark. "Corporate Social Responsibility" in the main menu of the Company's website. This bookmark should contain information about CSR activities broken down by individual CSR or areas that correspond to 5 CSR concepts, as today we cannot ignore communications through social networks such as Facebook, Twitter or Instagram.

3) Content of CSR communication Selecting the CSR activities to be communicated May be in accordance with an international framework such as the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises / G4 Sustainability Reporting Guidelines or ISO 26000 Guidelines for selecting activities to be communicated may use a presentation method to communicate the activities. The economic, social, environmental, ethical, and charitable aspects provide a comprehensive view of the CSR activities undertaken in the case of high-profile industries. Other CSR activities related to the increased sensitivity of the company's perceived organizational activities.

4) Development of cooperation an important role in today's knowledge society is due to the collaboration that allows knowledge transfer. Therefore, in order to increase the level of CSR communication, companies should first consider developing partnerships with non-profit organizations that promote corporate citizenship. An example is the CSR Europe - European Business Network for Corporate Social Responsibility, for example in the Czech Republic: the Business Leaders Forum or the Business for Society for disseminating and sharing knowledge and inspiring ideas. Cooperate within professional associations and finally Cooperation with universities can be considered a useful form of cooperation. It is advisable to work with academics as creators of new knowledge as well as university students.

5) Implementation of examples of good practice The company builds on its ability to increase the level of CSR communication by taking measures that can be considered exemplary good practice. From the perspective of CSR communication, the practice is typically performed by large companies. In the Czech Republic, mobile operator Vodafone Czech Republic a.s. holds the best practice in web-based CSR communications, the source of inspirational ideas. Particularly in the area of charitable responsibility is the website of the energy company CEZ, a.s. T-Mobile Czech Republic a.s., a banking institution. Bankingskoslovenská obchodni banka, as and Ceska sporitelna as Philip Morris Tobacco Company ČR as or Lottery Company SAZKA as a Source of interesting ideas could be a contest for creating socially responsible business behavior in terms of: At corners such as the European CSR Awards, International CSR Excellence Awards or Best Employers, participating in such contests

bring valuable feedback and appreciation, ultimately improving the company's image and able to gain a competitive advantage in every competitions.

In summary, the CSR communication issue from the perspective of the small post-communist economy in the Czech Republic may be the only source of knowledge that can be used for comparison within EU countries. However, this study and follow-up could not only serve as a stimulus. But it can be used to present the government's appropriate regulatory measures.

García, Arimany-Serrat, Salazar, and Aliberch (2016) conducted research to examine the relationship between CSR communications on the corporate website and the financial performance of Catalan meat companies. The qualitative and quantitative methods of analyzing the CSR communication variables of the corporate websites were designed to identify the Company's best CSR web communication practices and conduct comparative analysis. The economy and finance and financial returns were modeled to determine how CSR communication as an independent variable would influence the net profit generated by stakeholder investments, using 130 Catalan beef companies in the analysis. The results showed that the diagnosis showed a correlation between CSR web communication and the financial position of the company during the study period. Thus, the relationship between CSR and financial performance can be discussed. And the researchers further noted that a longer period of economic and financial analysis would be helpful, as well as an in-depth study of online communication strategies to consolidate the views of those responsible for the strategy and with stakeholders.

Baumann-Pauly, Wickert, Spence, and Scherer (2013) states that based on qualitative empirical studies on corporate social responsibility (CSR) in Swiss MNCs and SMEs, the researchers suggest that: Smaller companies don't need to be less progressive in organizing CSR than larger corporations. The results according to the evaluation framework obtained theoretically demonstrate the status of the implementation of CSR in organizational practice. This is contrary to the perceptions that occur commonly in the CSR literature. Smaller companies have several organizational characteristics that can promote function-based integration of CSR-related practices in their core business. While large multinational corporations have a number of characteristics that promote communication and reporting on CSRs,

theoretical explanations of these differences can be applied to CSR actions in MNCs and SMEs because of their results. Research has shown a correlation between the size of Company and corporate costs are related to each other.

Mehera (2017) conducted a research study on co-value creation, stating that while assessing current trends of value creation, including the value creation framework and business model, it was found that two components, such as stakeholder engagement. And social innovation has emerged as a standout in education as organizations focus on the common value framework in practice. (Porter & Kramer, 2014) In the latter age, large corporations have come close to where they can take advantage of different perspectives, such as community resilience through social inclusion, finance, sustainable development, by engaging stakeholders to gain an edge in the competition. On the other hand, Joint value is still considered a more popular term than other theoretical concepts (Dembek et al., 2016) through studies of stakeholder-centered approaches. The Voltan et al. (2017) research suggests that “CSV’s status is” win-win “and that the transformative solution is not popular, especially in non-western contexts.”

The future direction of value creation research will depend on the fact that how can a shared value business model integrate stakeholder engagement and social innovation? According to the World Bank and the United Nations, it is important to create a significant shift in business fields. Corporate management ethics, company theory and contract inspiration are similar to instrumental stakeholder theories (Donaldson & Preston, 1995) and the lack of identity. (Crane et al., 2014; Strand & Freeman, 2015; Strand et al., 2015) The shared value has grown into a proven theoretical / concept framework from robust value-added case studies such as IKEA, Yarra Nestle and others around the world. Stakeholder engagement and social innovation, and these two areas can reinforce common values as a comprehensive framework for co-creation of value. (Prahalad & Ramaswamy, 2004) Future research could lead to the development of multi-level business models for CSV, including non-corporate and non-institutional perspectives, within both Western and non-Western contexts. It is also possible to differentiate integrative approaches and tools to create shared value, along with examining four key elements: thought, experience, context of interaction, engagement platform, and networking. (Ramaswamy & Guillard, 2010)

This may expand the scope of research on stakeholder engagement, (Hovring, 2017) social innovation and entrepreneurship (Crane et al., 2014) as far as creating social and economic value at the same time.

CHAPTER 3

RESEARCH METHODS

The study examining the communication process for creating shared value for Thai business organizations was a qualitative research study by using a case study method to find a way to develop a conceptual framework, a communication process to create shared values for business organizations suitable for the context of Thai society to create true shared values between organizations and stakeholders. This is reflected by the perceptions, attitudes and behaviors of stakeholders towards the communication process in order to create shared values of the organization. There are 3 objectives: 1) to study communication process in Creating Shared Value (CSV) in Thai society; 2) to study the impact of the shared value communication process in the context of Thai society; and 3) to develop a conceptual framework for the process of communicating the shared values of business organizations in the context of Thai society. The methods of conducting research are presented in the following section.

3.1 Research Methodology

For the research methodology of this study, the researcher divided the steps into 3 steps. The first is the secondary data study followed by primary data study, and finally is the summarization of the data in steps 1 and 2 to design a conceptual framework. The details of the process are presented in the following section.

Step 1 - Secondary Data Study

The researcher required secondary data to be collected by searching / examining documents (documentary study) from both print and online media that the target organization used to communicate with employees and the public. These include reports of meeting employees quarterly of executives - the President, Vice President; various CSR activity reports; annual reports; development reports; and news journals or information appeared in various public media, formal and informal formats,

including online reports on the internet (intranet) and website of the organization, as well as the study of concepts, theories and related research, including the context of Thai society; concepts of corporate social responsibility (CSR); concepts of communication process in Creating Shared Value (CSV); modern consumer behavior theory and concepts and theories in communication and corporate communication.

Step 2 - Primary Data Study

The researcher required primary data to be collected by using structured interviews in in-depth interviews with middle management groups and above, to collect data on how to formulate a sustainability policy; CSR activities and shared value creation; how to communicate with employees; attitudes towards business operation of the organization; and focus group interview with a group of employees working in departments involved in social activities and employees who participated in activities to collect information about their attitudes towards the organization's social activities, including their level of understanding in shared values. Participant observation was used to collect information on behaviors that occurred in the performance of their duties and participation in social activities of employees and executives.

Step 3 - Summarizing the development of the conceptual framework of the shared value communication process of business organizations in the context of Thai society by Content Analysis. Chart 3.1 showed the research framework as reported.

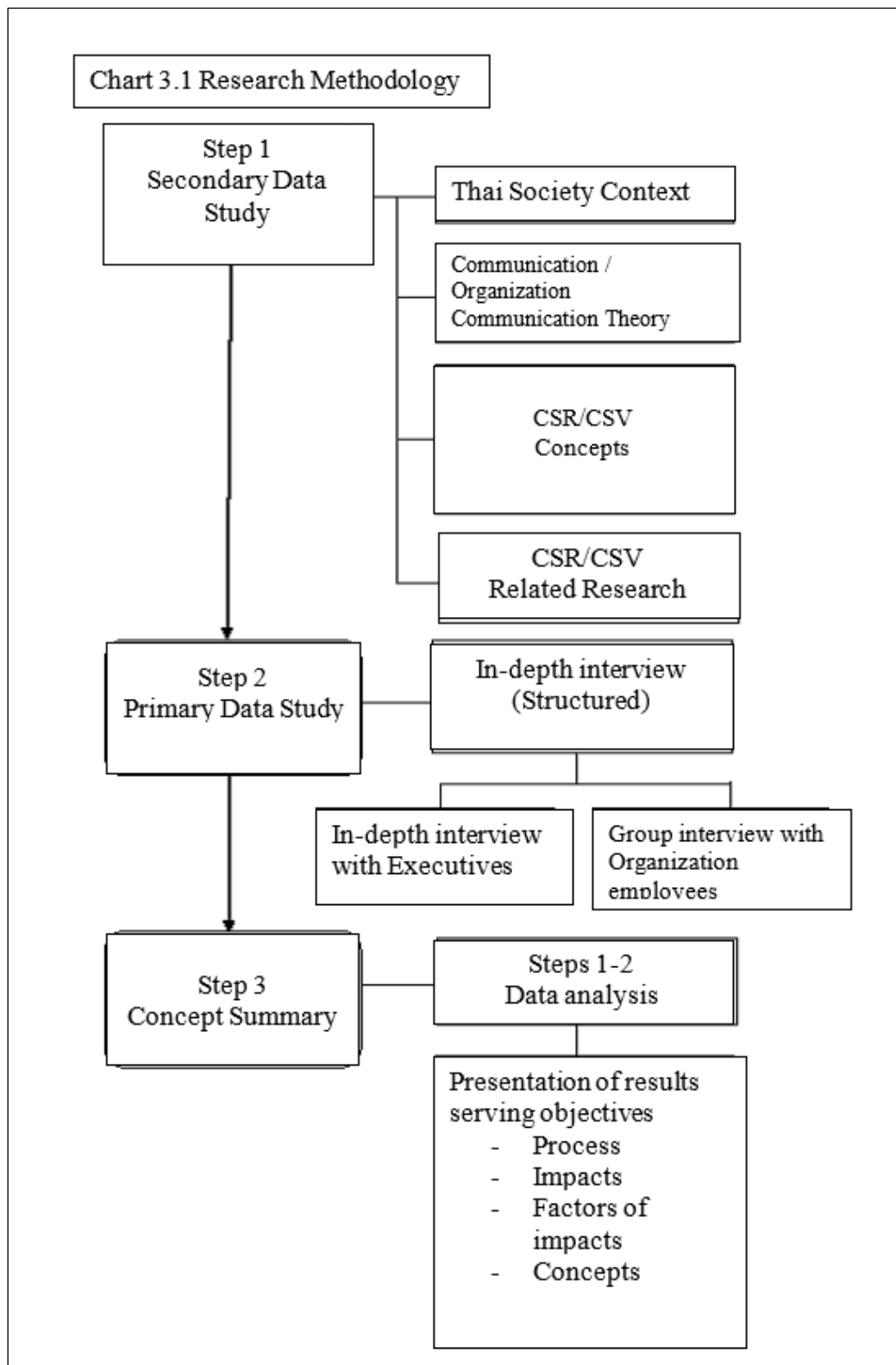


Figure 3.1 Research Framework

The research methodology was divided into 5 parts: 1) population group, target group, and information providing group; 2) data and sources; 3) research tools; 4) data collection; and 5) data analysis, presented as follows:

Population group, target group, and informants

1) Population group of this research, the researcher defined it as a business group in Thailand, conducting a communication process to create shared values.

2) Target group of research, the researcher used a specific selection method to select the target group for this case study.

3.2 Criteria for Selecting a Case Study

The researcher set the criteria for the selection that the case study must be a business organization located in Thailand, large size, and certified by the Stock Exchange of Thailand for excellence in corporate social responsibility and playing a role in various industries of Thailand. The two organizations meeting the criteria and selected were Bangchak Corporation Public Company Limited (BCP) as an organization in the resource group of Energy and Utility Business and the second was the Siam Cement Public Company Limited (SCG) as an organization in the real estate and construction industry, construction material business. The details are presented in the following section.

Organization 1 - Bangchak Corporation Public Company Limited (BCP) as an organization in the resource group of Energy and Utility Business. It is a representative of an organization operating business that has a direct impact on natural resources and the environment and is a resource considered to be of national security. It is an organization that is recognized both in terms of CSR activities and operations in the category of CSV. It is a Thai organization operating energy and related businesses with the aim since establishment in 1985 to be a stable Thai company in line with its mission, common benefits, and taking part in improving the well-being of Thai society. Therefore, it has established and adhered to a culture of operation in “Developing sustainable business with the environment and society” as a framework for driving the business with a culture of employees to “Be good, knowledgeable and beneficial to

others” resulting in beneficial business innovations, along with benefits to the community and society, resulting in added value to the organization. The mentioned consistency has made Bangchak committed to creating a balance between “cost” and “value”. That is to accept the profit at a modest level and be reasonable. In addition to not taking advantage of trade partners and not creating an impact on the community and society, it also aims to benefit the community. It is a valued organization of society, reflected as the principle of modesty, reasonableness, immunity, under the conditions of knowledge, and virtue (Bangchak Petroleum Public Company Limited).

The received certifying awards include Set Award of Honor at the Set Awards 2013 organized by the Stock Exchange of Thailand and Money & Banking Magazine; receiving the excellence award for corporate social responsibility for the 7th consecutive year. The Corporate Governance Asia Recognition Awards 2013 - The Best of Asia, was organized by the Corporate Governance Asia Magazine; receiving the Asian Corporate Director Recognition Award 2013 for the 3rd consecutive year; given to organization leaders who have created business growth with consideration of social and environmental responsibility. This includes efforts to raise the level of good corporate governance in the country; receiving the CSR-DIW Advance Award Level 5 (the highest level) as a socially responsible industrial plant, creating a network of activities for society and communities from the Department of Industrial Works; receiving the Distinction Winner in Website-Branding and Website-Corporate Communication category from Communicator Awards 2013, awarded to organizations with creativity in marketing and communication, organized by the International Academy of The Visual Arts (Bangchak Petroleum Public Company Limited).

BCP’s corporate social responsibility communication process has been reflected from internal and external communication to all stakeholders to acknowledge about sustainable business development with the environment and society. It is used to create value through the corporate community gas station to create economic value for the organization and society, which has continued good development and expanded to various businesses of BCP in the future. This is done by communicating through various media continuously in transferring the concept of sustainable energy business development and sharing with society together with encouraging society to be self-reliant and to create added value for the products.

Organization 2 - The Siam Cement Public Company Limited (SCG) as an organization in the real estate and construction industry, construction material business, which is a representative of a Thai organization engaged in the production of construction materials relying on natural resources from soil and stone. This creates the same high environmental and social impact as BCP, but at the same time, it is a Thai organization that has been operating for more than 100 years and creating new innovations to the Thai society by adhering to the ideology of the organization “Set firmly in fairness; strive for excellence; believe in the value of people; committed to social responsibility.” Or, it may be said that SCG is committed to “quality and fairness” throughout the period of business operation. The vision for operation in 2015 was “To be an organization recognized as an innovative organization to work with and a role model for governance and sustainable development”. SCG aims to become a market leader in the region with a focus on conducting business while fostering sustainable progress for ASEAN and communities; aiming at creating value for customers, employees and all stakeholders under world-class management quality. It is consistent with corporate governance principles; having high safety standards; aiming at improving the quality of life and well-being of people with quality products and services from operating processes. With excellent technology and innovation, the organization believes in the value and potential of the employees who work together creatively in an open and transparent working atmosphere, full of energy of enthusiasm. All employees adhere to and abide by SCG ideology 4 and code of conduct. In addition, employees of diverse races, cultures and experiences will be developed to be committed to responding to the needs of customers; having a broader world vision ...” (SCG).

SCG has received a number of awards for corporate social responsibility and sustainability, such as the HRH Princess Maha Chakri Sirindhorn Award; Thailand Corporate Excellence Awards 2012 from the Thailand Business Management Association and Sasin Graduate Institute of Business Administration of Chulalongkorn University - Excellence in Social Responsibility; A Decade of Excellence: Hall of Fame, and was ranked as the world’s 1st Sustainability Model Organization (Industry Leader) in the construction material industry for 3 consecutive years from Dow Jones Sustainability Indices (DJSI) and was in the highest level (Gold Class) for 6 consecutive years (2008-2013), including SET Award of Honor for the 7th consecutive year (2008-

2014) from the Stock Exchange of Thailand and Money & Banking Magazine, Asia's Best Corporate Social Responsibility Award, Excellence Recognition Awards 2013, organized by Corporate Governance Asia Magazine, and awards that reflect operating while communicating effectively were the Enterprise with the highest brand value of 2013 in the real estate and construction segment for 3 consecutive years by Chulalongkorn University and a group of managers.

In communicating SCG's social responsibility and shared value creation with society, SCG has communicated internally and externally in terms of innovation and technology in environmentally friendly construction materials, and the advancement of society that can coexist with nature through various media of the organization. In addition, it has played the role in communicating the role model of water conservation such as "SCG Love Water for the Future" that has been conducted with communities for 7 years and expanded the project to become a community enterprise, the Clean Energy Network for the Environment, Baan Sam Kha. There is a development of the organization's production process that makes the industry coexist with the community and environment harmoniously. Every project will be communicated to the stakeholders continuously through various channels all the time.

Key Information Providers In the interview, the researcher used purposive sampling method to select 867 key informants aged 5 years up (data as of 31 December 2018), who were relevant with the organization's CSR activities, directly and indirectly. Those who met the criteria consisted of 3 senior executives from the director level upwards; each organization's 3 middle management level people from department manager to senior manager, and 14 general employees each organization, totaling 2 organizations 20 people.

3.3 Information and Sources of Information

Primary Data was carried out by case study for each organization through in-depth interviews with executives and group interviews with staff responsible for developing the shared value communication strategies of the organization and stakeholders, as well as inquiring experts or corporate consultants on the shared value creation policy.

Secondary Data: Conducting a documentary study through the study of various documents of the two sample organizations, both in print media and online, such as corporate website, annual report, sustainability report, internal and external documents in both physical and electronic media formats. This includes various reports which is a presentation of investment information, marketing tools, and communication, both inside and outside the organization, to study the concept of organizational communication on the issue of shared value creation both inside and outside the organization, strategies and processes for communicating the issue of shared value creation of the organization.

3.4 Research Tools

The tools used for in-depth and group interviews were structured interviews obtained from studying and reviewing relevant concepts, theories and research. Testing for the quality of the instrument to be used for measurement would be both internal audit and external audit, divided into 3 steps as follows:

- 1) Internal auditing with a focus on the source of information was reliable, certified by the organization or an educational institution or research institute and organize information by physical category for orderliness and system of analysis.

- 2) External inspection started with the use of a triangular inspection technique (Triangulation) by first checking from different sources by interviewing the stakeholders in both areas, namely: the organization side and the employees or customers; secondly, check by various methods: from the documents, in-depth interviews; and thirdly, validate from different theories. Theories related to shared value communication, CSR communication and marketing communication were used in the interpretation for data analysis.

The reliability of the interviews was examined by experimenting with samples and developing observations. It would then be sent to the dissertation advisor for checking again.

3.5 Data Collection

The researcher collected the data by means of in-depth interviews and group interviews. The structured interview was used and the non-participation observation was performed during the interview to understand the perspectives and methods of managing the sample group's shared value issues both internally and externally, as well as various factors significantly affecting the creation of shared value between the organization and each selected stakeholder group. Interview took approximately 30-45 minutes. Examples of questions can be found in the Appendix.

- 1) Impact of social, environmental and technological changes on the communication process for creating shared value of the organization
- 2) Opinions reflecting perspective and change in thinking; how to communicate to society to realize corporate responsibility towards society and environment to create good image and relationship
- 3) Confidence in receiving services from the organization

3.6 Data Analysis

The researcher took the data obtained from the primary data study and secondary in steps 1 and 2 to analyze and synthesize by using the content analysis method. This includes classifying the content into categories, formatting, grouping, sorting and extracting non-important information. They then linked the information that could be grouped according to substance (meaning) with concepts together to find a relationship, examine the subject or phenomenon studied according to the purpose, and expand the scope of connections to visualize the subject or phenomenon studied.

CHAPTER 4

RESULTS

This study examines the communication process to create shared value for Thai business organizations utilizing the qualitative research methodology. The research objectives includes: 1) To examine the communication process in creating shared value (CSV) in Thai society; 2) To investigate the impact of shared value communication in the context of Thai society; and 3) To develop a conceptual framework for communicating shared value in the context of Thai society. The presentation of research findings are provided in the following sections: 4.1 Social contexts affecting communication on corporate social responsibility (CSR) and corporate sustainability that have affected the creation of shared values between the organizations and stakeholders; 4.2 Communication process to create shared values on CSR activities and corporate sustainability (Answers objective 1); 4.3 Factors contributing to the shared value communication process between organizations and stakeholders; and 4.4 The impact of shared value communication on each group of stakeholders of the organizations (Answers objective 2). The final part is the summarization of the communication process conceptual framework impacting shared values of business organizations in the Thai social context (Answers objective 3). The research findings are presented in the following sections.

4.1 Social Context Affects the Corporate Social Responsibility (CSR)

Communication and Corporate Sustainability as well as the Creation of Shared Values between the Organizations and Stakeholders

The results revealed that the context of Thai society, especially the social, economic, and political contexts, have affected the corporate social responsibility (CSR) communication and corporate sustainability. These include social changes with environmental awareness and partnership with various organizations. Thus, the

organization is required to communicate social responsibility and corporate sustainability in writing. This would be disclosed to government agencies and related parties in a given report format, including the impact on the social activities that the organization is determined to carry out as stated and communicated to employees, entrepreneurs, and customers. The goal is to create awareness of the social responsibility and corporate sustainability. Data is processed from print media, including Annual Report, Sustainability Report, and public relations media through internal channels such as Outlook and Intranet and other media by internet searching. This includes online columns, news from various websites, video clips from television media, organizations' main YouTube channel, and Facebook. Analysis of the in-depth interviews with senior-level executives and employees from both organizations revealed that both BCP and SCG were affected by changes in social contexts both globally and locally. This resulted in a change in the communication system of the organization, reflected by the change in corporate culture to create new values in the organization's human resource management. An example of communicating the culture or new values of SCG to employees within the organization and the public with a change in organizational development goals for excellence, known in English as SCG Best Practice (SCG, 2560), states that SCG will become an organization with quality operations, creating good impression, and creating innovations professionally. The innovations communicated to all parties have been characterized by 1) individual's talent; 2) trust; 3) idea time; 4) playfulness and humor; 5) conflicts; and 6) idea support. Changes for each company are outlined in the following section.

4.1.1 Bangchak Corporation Public Company Limited (BCP)

The results derived from print media and online media, including newspapers, financial reports, sustainability report, and corporate website, together with the findings derived from in-depth interviews with BCP's executives, employees, entrepreneurs, and customers, reveal that the apparent changes in Thai social context that have affected the CSR communication and corporate sustainability. In addition, it created shared values between the BCP and its stakeholders, which BCP was established for Thailand's energy stability and security since 1940 to the present day. This particularly

impacts the social, economic, and political context on BCP's communication are outlined in the following section.

1) Social Context

Search results via www.bangchak.co.th and various websites revealed that the context of Thai society has affected the organization since 1940, an initial phase of establishment. The Department of Fuels, the Ministry of Defense established the country's first oil refinery at Chong Nonsi, Yannawa District, Phra Nakhon Province. Shortly thereafter, the Great East Asia War broke out, which continued to become World War 2, in 1945 the Department of Fuels' refinery and power plants were destroyed by explosions. During the war, the foreign oil companies entering the business in Thailand must be shut down, thereby Thai people were short of both oil and electricity.

Later, following World War 2, it was settled with post-world war agreement, Thailand was forced to repeal the Fuel Oils Control Act and dissolve the Department of Fuels. The government had to sell all businesses and assets to foreign oil companies, thereby allowing the foreigners to trade oil freely and monopolize the sale of oil to the government. The government then cannot sell oil to government agencies and the public, except for military affairs. As a result, Thailand lost its energy security implicitly, because the oil business in Thailand at that time was almost completely controlled by foreign oil companies. Thai people cannot do energy business at all.

In 1955, the government of Field Marshal Plaek Phibunsongkhram resolved to establish a new refinery located on the Chao Phraya River, Phra Nakhon Province. The Royal Decree to expropriate the land, which mainly was 600-rai coconut plantations was issued. In 1957 the Defense Energy Department was approved to construct the refinery at Bang Chak Subdistrict, the production capacity of 5,000 barrels per day, to further be the foundation of energy for Thailand. Domestically, although the political and domestic situation remained unstable, the military government continued to look at Thailand's energy security. As a result, in 1960, Field Marshal Sarit Thanarat's government established "Fuel Organization", a state enterprise to conduct business in oil production and trades. This is the beginning of "Three Soldiers Gas Station".

One of the BCP executives, namely, Jongprod Kochapoom, commented that

“We are about to focus on what the society and environment need at the present? BCP members must realize and be aware of that as well as to think and act consistently with the situation at the moment.”

However, some viewpoints of the executives remained uncertain about the impact of society and on how the company communicates to society. This is because it's understood that the issues that the company always adheres are social and environmental responsibility. Since the company's product is oil, which arises from the need for a green product with less environmental impact than the other brand products, as claimed by Warakorn Kosolpisitku.

“Is it called ‘affected’? I’m not sure, because, in market communications, the main issue that we try to maintain at all times is clean energy for the environment and society. However, we have to adjust the aspects of the contents to be in line with social and environmental issues from time to time. For example, if the government campaigns for renewable energy consumption while our customers are still not confident, our media content produced focuses on communicating education by the experts. For instance, our Euro 5 Ad uses fuel experts to give instruction, or if it is a slow economy at that time when car users are affected by the cost. Our content will be mainly focused on value for money. During the occurrence of PM 2.5, our oil products will be focused on reducing dust and reducing environmental problems. The content modification would be conducted by the real social, economic, and environmental conditions.”

As an example, an image from the Bangchak Super Power D Euro 4 advertisement, and sustainability ad are used to communicate information. As a result, the users of diesel vehicles to be confident that Bangchak oil is friendly-environmental and friendly to car users in order to help reduce the cost of using cars as consequently discussed.

2) Economic Context

However, during the years 1973-1974, the oil shock crisis occurred during Field Marshal Thanom Kittikachorn's government as the global society began to recover from the war. The economic and social development occurred rapidly in each country, resulting in oil, the only natural resource at that time, and power driving the world was insufficient to meet demand due to the limited production ability of oil producers. Furthermore, the Arab nations belonging to OPEC had a dispute with Israel. Consequently, OPEC used oil as a political negotiator, thereby resulting in a decreased amount of oil in the world market while the price has skyrocketed many times during when Thailand was still constructing the refinery. The shortage of oil also affected the well-being of people in society greatly. The government was required to issue the Emergency Degree on Remedy and Prevention of Shortage of Fuel Oil B.E. 2516 to control the situation as well as to issue fuel-saving measures.

Later in 1974, the construction was completed. When the refinery began to operate under the administration of the state, it suffered a loss until the state had to open an auction for private rental to be responsible for construction cost and expansion of the refining capacity up to 20,000 barrels per day. The Department of Energy entered an agreement with Summit Industrial Corporation (Panama) to lease Bangchak refinery for 15 years. The company would be obligated to expand production capacity of the second distillation unit to 15,000 barrels per day and expanded to 65,000 barrels per day in 1972.

In 1978, during the government of Gen. Kriengsak Chamanan, the 2nd Oil Shock in Thailand reoccurred because of the political problems in Iran, the world's largest oil producer. The country was protesting to stop oil production, thereby resulting in reduced productivity and shortage whereas oil price skyrocketed exponentially. As a result, the Thai government announced to freeze the price of domestic oil to alleviate the plight of the people. For this reason, the oil companies under the foreigners' administration had an opportunity to sell oil in the country at the higher price. This had a material impact on Thailand to the extent that the government at a particular time estimated that there were oil reserves left for only two days in generating power. Such oil shortage greatly affected the well-being of Thai people. Farming and transportation

were affected. The government at that time was required to issue more intensive energy-saving measures.

From this crisis, the government perceived that energy is a resource that will create stability for Thailand and should be managed effectively. This became the starting point to set up the “Petroleum Authority of Thailand” or “PTT”. With the issuance of the Petroleum Authority of Thailand Act 1978, which is like starting a new state enterprise by transferring and combining the businesses of the Fuel Organization and the Natural Gas Organization into one to create sustainable energy security. In the beginning, Gen. Kriangsak Chamanan, Prime Minister, was the 1st PTT Board Chairman, and Gen. Prem Tinsulanonda, who was at that time Minister of Defense, joined the Board of Directors. The main mission of PTT at that time was to deal with procuring crude oil, control the amount of refining oil, oil reserves management, and oil distribution to gas stations through Three Soldiers Gas Stations. It was announced that PTT would be responsible for supervising “oil”, “natural gas” and “all refineries of the country” for united stability of the country”.

3) Political Context

In addition, during that time, a social event that happened simultaneously was the advent of socialism into the country. This caused political unrest nationwide while the government was vulnerable to revolution. As a result, the government in the era of Gen. Kriangsak Chamanan implemented policies that are different from other military governments, such the implementation of political lenient policies. This includes free expression of opinion, re-opening of the ties with socialist countries such as China, amnesties for students arrested in the October 6 incident, as well as the introduction to suppression of communism in the form of political policies ahead of military, amnesty proclamation causing the students, who had fled into the forest at the time to surrender and become an important force in the development of the country. As General Prem Tinsulanonda was in the position of Prime Minister, this intention for the peace and stability of Thailand has been inherited.

Later in 1981, after the political situation began to calm down, the government realized beforehand that the oil crisis in the past affected the general public and the country’s economic security. The Ministry of Defense terminated the lease agreement

with Summit after breaching a contract. The partial interview with General Prem Tinsulanonda, saying

“...As the Prime Minister, I knew this in advance. The Bangchak Refinery in the past was like Xiang Kong...like going into an antique shop, everything was just rusty...so I decided that I had to cancel the contract. I just waited for Pee Wee, or Admiral Kawee Singha, Deputy Minister of Defense. I am the Prime Minister, I told him to terminate the contract, he then decided to terminate the contract... At first, we decided to terminate the contract, he acted unsatisfied, the other party will bring an action. I told him, let them sue and we will disclose how he broke the promise. In the end, he did not sue.” (Bangchak Corporation Public Company Limited, 2015)

In 1981, it was considered the beginning of the splendid era, beginning from a discovery of the Erawan natural gas in the Thai Gulf for the first time. Gen. Prem Tinsulanonda presided over the opening of the natural gas pipeline system from Map Ta Phut Subdistrict, Rayong to Bang Pakong Power Plant. This is the beginning of Thailand's first commercial production of natural gas substituting the imported fuel oil to generate electricity in Thailand. As a result, Thailand had more energy stability. In the same year, Thailand has also discovered crude oil fields on the earth in the Kong Krailas District of Sukhothai and Lan Krabue District of Kamphaengphet. Thus, it is regarded as the year for Thailand to possess its energy source and no longer heavily rely on foreign countries, further leading to the national development plan in other dimensions.



Figure 4.1 Pictorial from Newspapers in 1959

Source: Bangchak Corporation Public Company Limited, 2015.

Later in 1984, the Cabinet approved the establishment of BCP in June before registering a legal entity in the name of Bangchak Petroleum Company Limited on 8th November and appointed Mr. Sophon Supaphong as the first Managing Director. In a speech Gen. Prem Tinsulanonda, said

“I never knew Khun Sophon before. Khun Sophon joined my government when he worked for PTT with a huge salary, which it is a large sum at that time. I met him at the meeting and was told that Khun Sophon is a skillful man. After knowing each other for a while, I told him and asked him for help. He then resigned from PTT and joined the Bangchak with a salary of less than ten thousand baht... I saw that Khun Sophon is very talented, honest, and aggressive enough. I invited him as I said before, and he was ready to join” (Bangchak Corporation Public Company Limited, 2015)

In April 1985, Bangchak Petroleum Company Limited started business and operation as a private company with 232 employees as of December 31, 1985, under the leadership of Sophon Supapong at that time. Interviews with employees, who were put in the position in 1989, said,

“...In the beginning, Bangchak’s senior members told that Bangchak was at a loss, no profit, and this is the first profitable year. Khun Sophon came and thanked everyone and everything got better”. Led by Khun Sophon, the firm emphasized selecting qualified employees and training them to be skillful so that the firm may find out a way to operate a refinery business differently from PTT and other major foreign oil companies at that time. “The first thing I’ve done is cutting grass for him and fixing bathrooms... everything about life I give priority... It appears that from 5 years requested, just 3 months we made a profit after a long period of loss ... I said whenever I’m tired, I’m sad, I go home ... at home, we are neither poor, nor to be rich, nor to be good, nor to be stupid, nor to be smart, but we can be anything. Our home will always be on our side, let’s have a new spirit, every morning let’s come out and do it again and fight again. I’m about to say that I will make Bangchak a home. ...I said it is our ultimate goal. I’m determined, it will become a culture, a way of life. I set a goal to be a good, knowledgeable, useful man. Between a good person and a skillful person, I choose a good person because a person is required to make a fulfillment himself, but for a skillful one, I may help...” said Sophon Supapong.

In the initial phase, the role of the Bangchak Refinery is the refining of oil for wholesale to Section 7 traders and factories in various industries. Bangchak Refinery in the form of state-owned enterprise under state supervision to secure a foundation of energy security alongside PTT. It has to counterbalance the foreign oil companies, which in that period the context of Thai society focused on the well-being and national development primarily. The organization, therefore, focuses mainly on production to meet the country’s energy needs, along with taking care of employees and neighboring communities to have a better living. The Director for Supplies Management, who joined the firm in 1989, said in the interview

“...The advent of lunch program is not just because we want to give the money. Our refinery at that time began to be profitable. Our employees wish to celebrate their success, and we’re thinking about where to celebrate. Mr. Sophon said, “Are you sure... that our refinery is already profitable? Have we survived? Have you and your staff ever walk around the refinery? ...” At that time, the staff

wondered why and why could not celebrate?. So, they went out for a walk to the communities located nearby the refinery. Poonsin School, Wachiratham School still had to rely on rice from the temples to stay alive and support children live as the best they could. After then, the employees got back to inform Khun Sophon if they could have a lunch program for schools nearby the refinery. They were willing to share their salary because the children were not as full as the employees ... The executive at that time accepted the employees' request, and issued a fundraising policy, stating that the company will make additional contributions equal to the amount of money supported by the employees...". This is consistent with the Thai social context that pays more attention to the life and living of the people after the economy and politics stabilizes to prevent the return of communism in those days.

Consistent with the notion of General Prem Tinsulanonda, making a speech to the employees on the occasion of visiting Bangchak's business in January 1987, saying, "I wish that all of you make sense of a plentiful presence of good and skillful people in our country. They are smart with a righteous sense and be a good exemplar for the country. Yes they are all of us. I'm very happy to hear about cultivating a sense of working that we will for good for others, not for ours. The so-called 'company culture' is all virtue." (Bangchak Corporation Public Company Limited, 2015)

Later in 1987, for the first time "Bangchak People Culture" or employee culture appeared on the 1987 Annual Report ,which is disclosed publicly. It declares the values that the organization would deliver to the society as an organization with "ethics, knowledge, competencies, and acting for the common interest continuously" and eventually becoming a "good and knowledgeable citizen and self-sacrifice for other persons". It has always been within the Thai society context to develop the country sustainably regardless of political, economic, and social change. Employee culture would pass on from generation to generation through the administrative leadership of the organization as well as former generation employees (Role Model).

In 1989, society began to raise more and more questions about environmental and social maintenance to the business organizations. BCP has changed the logo of the company from the original English alphabet into a green leaf in a blue square frame, a reference to the same handwriting style without lifting the point of a pen. As Khun Sophon Supapong said: "...This is a picture of a square enclosed in a circle. In a general sense, square means industry. The industry is usually referred to as the square while nature is represented by a sphere or rounded square. The square is a sphere that represents an industry that lives with the environment..."

BCP Logo of the Year 1986-1988

Bangchak



BCP Logo of the Year 1989-1995



BCP Logo of the Year 1996 to Present



Figure 4.2 Logo of Bangchak Corporation

Source: Bangchak Corporation Public Company Limited, 2019.

The change in the BCP logo during the aforementioned period resulted from the context of the change in economic and social conditions at that time. Namely, the firm

began to get involved in politics where PTT played a role in the management. According to the words of employees' interview at that time

“...Bangchak operates petroleum wholesale while the executives initiated to look for business guidelines that contribute the organization is more stable. The gas station construction is what they are interested in. Since in the petroleum wholesale, it ought to accept that customers have questions about who Bangchak is, how effective the oil is to compete with PTT and Esso in those days. Thereby our sales have a more difficult time. Meanwhile, the Ministry of Finance supervises many state-owned enterprises. It was found that the BMTA was at a loss with debt restructuring by handling the shares held by Bangchak to settle debts with PTT. At that time, PTT came in, people felt that if we want to continue this industry stably, we have to do something for Bangchak. We are free to run our business...”

The change of the BCP logo was explained to employees about the messages hidden in the logo, leading to the corporate culture. “Develop business stably with the environment and society” and turned into “Sustainable business development with the environment and society” at present.

In addition, during that time the agricultural sector, which has been supported by the government to be a backbone of the country. It has been facing problems of agricultural products with low prices, oversupply, and farmers' huge expenses. Consequently the leaders of the Cooperative League at that time, that is, the executive of Sri Prachan Agricultural Cooperative, Suphan Buri Province, attended the meeting with the BCP executives. Then, the “Oil Exchange Rice” project was born with the aim that cooperatives would have their gas stations for internal consumption in agriculture or own business. The proceeds from cooperative oil purchases will return to the dividends of the members. Moreover, Bangchak's policy on selling fuel oil to cooperatives includes-selling oil at retail prices in line with government regulations, which will have a difference from the wholesale price. Therefore, to make sure that the cooperatives are capable of managing their gas stations stably, Bangchak will accept the payment for differences. Thus, the rice produced by the cooperatives will be evaluated in the market price instead. The rice will be taken to support the lunch

program as delivery of value between Bangchak, cooperatives, and participating schools rather than making profits in business, but for the sake of the neighboring farmers and students' life, thus raising the standard of quality of life for stakeholders materially. The opening of the first community gas station at Sri Prachan Agricultural Cooperative Ltd., Suphan Buri Province in 1990. BCP became a provider of knowledge and laying the foundation for community gas station management for cooperatives. The cooperatives are responsible for managing their income and dividends paid back to their members. The development of these community gas stations at that time had no given definition for such activities. However, when compared to the present, this is Thailand's first CSR in process for business organizations in the petroleum and retail industries.



Figure 4.3 Sri Prachan Agricultural Cooperative Limited, Suphanburi Province:
Thailand's First Community Gas Station

Source: Bangchak Corporation Public Company Limited, 2019.

Later, since the global communities have been increasingly aware of the climate changes problems, in 1991 Bangchak began to produce and distribute “Bangchak Green Oil”, unleaded green gasoline and Bangchak Diesel 357, low sulfur diesel. The Bangchak gas stations reaffirm society that BCP will become a business organization concerned about environment and society. It had initiated with the production of own oil product, which is regarded as CSR in Process in the production process. The interviews with refinery staffs during the year 1989 revealed that

“...Actually, in addition to various oil formulas we believe are clean and friendly-environmental, as introduced by Khun Sophon to our organization. Did

you know that since the establishment of the refinery, and after Khun Sophon has finished fixing our hearts, Khun Sophon paid attention to the production process of the whole refinery. He walks around and supervises the distillery. As for me, I have senior followers walking along the pipeline and were taught what to observe, what to do, what to be careful. This is because we as oil refinery if something goes wrong, it would affect many lives. He takes us to see the wastewater treatment ponds, which at that time has not been a serious issue yet. Some factories drained the wastewater directly into the Chao Phraya River, but we didn't. Wastewater has to undergo treatment first, and make sure that the water is as clean as possible so that it can be released into the river. It was very clean at that time, but now when the time changes, we may not tell you much. What you see is the water generated by the production process that is rested in the treatment ponds before draining into the river is so clean that it can be used to raise carp fish...”.

Delivering the value of being good, knowledgeable, and useful people have been transmitted from the conducts and earnest business of the organization. This allowed employees at that time have the opportunity to be close to many executives and absorb the idea to deliver such a value to society from that period until the present.

On April 23, 1993, a year after the world community was introduced to global warming problems by the Earth Summit and announced the UN Global Compact, the BPC began to intervene in politics. It was the idea to transform the state-owned enterprises into a public limited company for reasons of the flexibility in competition and administration. In this year, the only change that occurred was to register as a legal entity in the form of a private company. However, the administration has remained in the form of a state enterprise. As a result, the company changed its name to Bangchak Petroleum Public Company Limited along with the expansion of the organization and the change in the increasing number of employees. The communication between the managing director and employees began to be distant and arising resistance to privatization at the initial phase. However, the executives make the understanding with the employees to enable the organization to operate stably. Following entrance into the stock market, the organization can raise additional funds to expand the refinery and

increase its competitiveness, which in such a period, the Thai economy and the world economy were in an upward trend with the fullest extent of household consumption, and rapidly advanced development of the country as well as considerable urbanization while the BCP itself increased the refinery's production capacity to 120,000 barrels per day and be equipped with the Isomerization Unit, a unit of increasing quality of gasoline and eco-friendly oils. It is regarded as the first refinery equipped with an Isomerization Unit in Southeast Asia.

In the same year, BCP launched its first mini-mart under the "Lemon Green" brand at the Bangchak gas station, Bangna-Trad Road Km.13. In the store, the "Green-Corner" served fresh organic vegetables and natural health supplements in particular with cooperation from various network partners. In those days, the delivery of goods to sell required cooperation that BCP desires to communicate with the customers who come to use gas station services. BCP is not just an oil company but also cares for every life.



Figure 4.4 Lemon Green Mini-Mart, Bangchak Gas Station, Bangna-Trad Road Km.13

Source: Bangchak Corporation Public Company Limited, 2019.

In 1994, Bangchak shares were listed on the Stock Exchange of Thailand (SET), together with the introduction of the Bangchak ISO Green product. It was Thailand's first unleaded oil introduced into the market in 1995. Bangchak Petroleum Public Company Limited (Public) Co., Ltd. at that time received a resolution from the Cabinet

meeting to be completely transformed into a private business company. During the transitional period, there was resistance from certain groups of employees while the management team understood and confirmed the policy of taking care of employees as before. The staff explained,

“...at that time, suppose a question raised whether or not I was offended, ‘Yes!’ I was offended and wonder why it had to be this way. We protested, but our protest was just made in writing and submitted to the ministers or administrators at that time. That’s all. However, when the top management seniors came down to make understanding with us. They explained the issue of changes regarding the country’s competitiveness, then we began to understand. In addition, the seniors confirmed the sense of Bangchak’s identity, which remained unchanged whether we are a state-owned enterprise or a private sector, we are still like this...”

In 1996, the economic situation began to show signs of instability. Consequently, that organization tried to save cost and manage production costs more carefully. There was a slight change in the organization logo from a square to a rounded frame. Finally, in 1997, Thailand’s first economic crisis occurred. The “Tom Yam Kung” crisis caused the Thai baht to float and the state-controlled oil price reflected the actual industry prices. As a result, Thai society at that time including all sectors including industry, agriculture, transportation, and investment were in a state of stagnation. A lot of people were affected. Many factories were shut down, Bangchak refineries were also affected. However, the administration of the organization took good care of the employees and avoided laying off people. As the employees at that time said, “We were all shocked at that time. Mr. Sophon convened the staff to a meeting and told us the story. What Khun Sophon asks for is, could the employee salary be frozen for just a time first? There would be no salary increase so that the organization can have sufficient money to pay back debts with partners. The staff understood the situation and followed his instruction. Khun Sophon himself is a model for us from the first day. Until today, he does not get away from us, but stays with us. He acts like all of us. As the crisis arrives, many people got fired and unemployed, but we still had our jobs and our salary. We are much luckier than others...”. Meanwhile, major partners of

Bangchak are agricultural cooperatives which at that time were affected in terms of agricultural products. Thus, Bangchak launched a community product distribution project which is promotional products at Bangchak gas stations across the country. As a result, Bangchak gas stations became one of the marketing channels for agricultural products and community products. This may drive the communities to stand up during such critical times. As of December 31, 1997, the company reported a total number of 1,095 gas stations across the country both in the form of standard gas station and community gas station.

In the wake of globalization in 2002 aiming at social development together with the environment, BCP began to establish a sustainability report to provide information about Bangchak activities. The company provided information on the operation of the activities and how it affects the environment and society. As the interview with one of the key informants, Director of Corporate Sustainability Development, mentioning in part the context of Thai society towards the notion of preparing a sustainability report as follows:

“...In 2002, Dr. Anusorn had an idea and talked to me. As a senior, who had the experience as an environmental researcher, he wanted to have a report addressing the activities that Bangchak has done as well as how activities have affected the environment and the surrounding society ... At that time, the SET has not issued any regulations. Dr. Anusorn merely would like to know more than monetary Bangchak has laid down and activities are done. I am assigned to attend additional training programs. Thailand at that time has no explicit framework. So, the initial report was released in 2002. The year 2003-2004 was a period the environmental report was simply introduced to the organization's meeting. Until 2006, there is a standard sustainability report form according to the conditions set forth by the Stock Exchange of Thailand...”



Figure 4.5 Business Sustainability Report (Sustainability Report) Timeline

Source: Bangchak Corporation Public Company Limited, 2019.

Generally speaking, the communication process affected by the three contexts can be summarized from the perspective of Chongprod Kotchapoom, Senior Executive, noted in terms of employee-level communication as follows:

“On every employee communication, social and environmental stewardship have been emphasized. This includes policies, products or activities, provided that the content varies with the social and environmental trends at the respective period when there are social and environmental changes, for instance, sluggish economy. In addition to tracking sales and fixing problems, I have to communicate about ensuring the financial strength of the organization and occupational confidence. With the executives’ letter of statement to provide the employees with more clarified information. However, in the event of occurrences anywhere under Bangchak’s way, the first thing to do is to report verbally as soon as possible, contact by phone first to report employee safety and total damage. Then the seniors would give the order to follow the predetermined countermeasures immediately. As for political issues, we are neutral and communicate with all employees and staff to understand that the

organization is impartial and not taking sides. On this sensitive issue, the organization provides practice guidelines for everyone to avoid conflicts among employees. It emphasizes that we always respect the right to privacy. So, at work, separating personal from work life is required.”

4.1.2 SCG Public Company Limited (“SCG”)

SCG has operated in the business format since 1913 under the royal command of His Majesty King Rama VI. The company was tasked to produce cement, which is an important building material in the development of the country at that time. Through learning, adaptation, and continual development of the organization, it now has been recognized as a leading prototyped organization in the ASEAN region with readiness to the global competition. Currently, it is composed of three main businesses, including cement and building materials business, chemicals business, and packaging business, which have been affected by the social, economic and political context as explained in the following section.

1) Social Context

The current Thai society context affects the internal communication in the organization, which emphasizes social and community responsibility. Therefore, SCG requires adherence to the ideology of ethical business practices, corporate social responsibility, and all stakeholders to create sustainable benefits for all parties. SCG has designed a framework for sustainable development regarding international practices guidelines under Good Corporate Governance to achieve consistent operations in all business groups. Therefore, the SCG Sustainable Development Committee was appointed in 1995 to set goals and practice guidelines for all businesses to implement, including the preparation of the “Sustainable Development Practice Guidelines” in 2008. This would be used as a manual for implementation in various matters, leading to the effective implementation, and the operational connection. The multiple departments share the responsibilities on each case, as shown in the SCG ideology to hold on to social responsibility with the commitment that SCG would operate a business with awareness of the sound duties and responsibilities toward the community and the country. It shall behave as a good citizen, contribution to communities and society where the SCG operates through creating innovations in

products, services, processes, work and business models to create added value and meet the needs of all involved parties. In addition, the SCG also aims to create prosperity for the communities where it operates, and be ready to step into a model organization for sustainable development in the ASEAN region.

In the latter era, the SCG executives' notion of communication has begun to vary with the context of contemporary society. It was viewed that one of the important elements of preparing the ideas of the organization members as it is about to change corporate culture is to make people "open their minds". The process of creating a culture by this way is called 'Open Culture' or open-mind, as said by Kan Trakulhun, one of the executives.

"An organization is required to focus on having an open-minded attitude through "lessons learned" from individual's mistakes". Namely, starting with the courage to review, criticize, and convey errors to learn rather than only telling of success. Saying that "self-criticism" is a new culture is not something wrong. Probably, it is unexpected by the general public that large corporation like SCG has adopted self-criticism approach. "Rather than talking about own success, direct storytelling of own mistakes, that would be a lesson for others." I also made a mistake causing the factory to stop working for a couple of days, losing huge sums of money. This is damage I shared with the members as a lesson. As "mistake" is an expensive "lesson", the more open to the people to learn this "lesson", the lesser average "price" they would have to pay for the lesson." (The Siam Cement Public Company Limited, 1994).

2) Economic Context

Comprehensive changes in the country's economy in various eras, for instance, the Tom Yum Kung era, caused SCG to continually strive to create value for society through a completely eco-friendly business operation. This is done through readiness to transfer knowledge, experience, and success through the participation process for all sectors. This includes businesses related to SCG from upstream to downstream, business organizations and institutions, community and society in all areas where SCG robustly operates to drive society to sustainable progress.

In addition to external communication such as society and communities, the volatility of the economy has caused the organization to adjust the way it communicates with employees internally. For example, in the period when SCG's subsidiary, Siam Craft, was in a loss situation, its employees came out to claim for bonuses. Mr. Avirut Wongputthapithak, former President of Cement Siam Property (2001) Public Company Limited, a wire-puller, who supervised the orderliness of the company, came out to communicate with employees. He used the idea of human management in an interesting manner.

“In those days, Siam Craft was incurring serious losses while employees were demanding bonuses like other businesses in SCG. I entered with the explanation that they were employed with the salary inclusive of a partial bonus. If you want a bonus, your salary in part will be reduced and shall be combined for payment at the end of the year. That would be a bonus, right?”

The partial interview with the SCG employee revealed that.

“...I have been here for 17 years. What I've seen here is continuous human development and allowing us to do good for society and partners.... I used to work as purchase staff. I have to ponder how the company acquires quality goods at a reasonable price. Again I say “reasonable price” because we believe that reasonable price enables our partners to operate their business sustainably as well.” (The Siam Cement Public Company Limited, 1994)

Ms. Anukul Kongrit, Country Director-Philippines and President of Mariwasa-Siam Ceramics, Inc. Philippines, said,

“To recover the company from the economic crisis, the executives would have to nurture and instill a sense of pride in their employees. This is done through setting challenging goals, working together as a team, and striving to achieve the common ultimate goals. This is considered an important technique, when I was the Managing Director of Siam Fiberglass Co., Ltd.

“We know our mission. The company's situation is not so good, thus convening and communicating with employees is something difficult. They don't understand the company's situation. They don't consider whether we've

done successfully or not, pass or fail, profit or loss, how many millions of turnovers, or what the goal is. How can we make them share the feeling of belonging to achieve the same goals? I went down and talked to each of the employees. They are in divergence. They have differences in opinion. Nobody agrees to a convergence. Thus, I began to modify communication for employees to envision the same and challenging goals. For example, if production exceeds 800 tons, it is profitable every month. Thus, a campaign for the production of 800 tons per month is designed clearly and communicated to them. I instruct them to post on a large board at the warehouse, which would report the daily sale, output leaving the factory, and plotting graph daily at the factory.” (The Siam Cement Public Company Limited, 1994)

3) Political Context

The political and administrative impact has greatly affected the organizational development activities. In addition, due to the volatile political situation, SCG has prioritized human resource development first. This means emphasizing taking care of employees totally through promoting a better quality of life and work. Particularly this allows employees to manage participation and organizational engagement as much as possible. The company realizes and is aware of the importance of nurturing and cultivating a culture of shared values in good faith. Ideally employees should follow the shared values of the organization. This is potential to drive the organization toward management for excellence and achieve the business goals regardless of the fluctuation of the situation in the country.

4.2 Communication Process for Creating Shared Values of CSR Activities and Corporate Sustainability

In the present study, the results revealed that the communication process to create shared values of CSR activities and corporate sustainability in both firms. BCP and SCG have common internal communication styles, namely, starting from internal communication to external communication as explained in the following section.

4.2.1 Bangchak Corporation Public Company Limited (BCP)

4.2.1.1 Internal Communication Process

1) The styles of internal communication process at Bangchak Corporation Public Company Limited (BCP) could be classified into two types-formal and informal communication.

(1) Formal communication – the organization uses the type of formal communication based on the context and content to communicate across the organization through a written message. This is done in the form of annual report, memo, or bulletin board, determining issues of formal communication through communicating formats such as Town Hall meetings, Broad Committee meetings, messages from Chief Executive Officer (CEO), intranet, and short messages (SMS). Communication issues include general information or work guidelines such as rules, regulations, holidays, and leaves. Examples of communication via the intranet (Figure 4.6), is a system used for Bangchak employees only. Data were collected regarding employees' practices. Accessible links to various operating systems of BCP, including web-based and in-house links, which can be connected via Cisco. It replaces the VPN system, allowing employees access to information from anywhere and anytime. As Warakorn Kosolpisitkul proposed his view on the issue.

“Formal communication is still required to announce and report intended to inform everyone. However, channels through which employees may receive information have increased much from the past. In the past, employees needed to read from bulletin boards, internal circulars, or booklets located at the center only. Of course, some people may not have the opportunity to access it at all. Today, everything is available on the intranet by category. The announcements are forwarded via outlook to everyone. The objective of this type of communication is to keep employees informed of the company's situation, practice guidelines and policies to understand and follow them appropriately in order to avoid miscommunication.”



Figure 4.6 BCP's Intranet Communication

Source: BCP, 2021a.

(2) Informal communication is an instrument, which is currently used. This includes communication through the LINE Application (Figure 4.7) or Facebook. This is because it helps to foster faster communications that are more effective forming groups for collaboration. Employees can perceive information or news concurrently. This would reduce the communication gap and build closer relationships between supervisors and employees in the department. Communication through activities such as a management team meeting staff, holding workshop or caravan activities need to be implemented. Since informal communication helps to reduce gaps and create more intimacy among employees. As Warakorn Kosolpisitkul shared his views on the issue.

“Informal communication, I think that this type of informal communication is more widely used. I sometimes can't differentiate between formal and informal thing. As for meetings, I think it's semi-formal. We still have to carry on, but the meeting methods have changed. For example, in the past, we had to sit together. Now we have a conference call meeting everywhere. It is unnecessary to enter the head office. We can use Line application to talk to each other, share and send information quickly. It is less formal than actions previously mentioned. In addition to work matters, we wish to deliver good people and sustainable business. We do not take advantage of other people. If you notice, you can see that when we have a meet or personal matters, we, seniors, always try to address this. For example, policies on contribution to partnerships,

I encourage everyone to think completely about the results that may happen to both parties, the company, and partners, whether or not. It contributes to the sustainability in just a short time or caring for each other. During the meeting time, we don't just talk about work, we ask about all sufferings and happiness in general. At the time I visited the district center. We would have a meal together, giving, and encouraging each other. At the time they are sick, we don't leave them. We have to visit and find the best way to take care of them. Even in the case of death, we not only host the funeral ceremony. I take further care of them and remedy employee family. The objective of this type of communication is to supplement the official communication. We are exposed to 2-way communication with feedback and a closer relationship with our employees. We, seniors, are trying to open up for everyone to come and talk.”



Figure 4.7 BCP Communication via LINE Application

Source: BCP, 2021a.

2) Establishing criteria for internal communication is carried out by examining information to be communicated. The next step is then to determine

the criteria for determination of content, news or messages on issues related to the content accuracy and format, and appropriate communication channels, provided that regarding formal communication content. The majority of businesses have teams and procedures for content review specifically, such as Corporate Communications Dept., Office Efficiency, and Human Resources Development Dept., Corporate Sustainability Development Dept., and Marketing Activities Communication Dept.

3) On internal communication direction, three types of internal communications were identified, including a. Top-Down communication aimed to communicate policies, plans, and organizational directions to ensure the product line to implement strategies and add story-telling activities wherein communication is more formal than other types of communications; b. The same level communication is intended to communicate the matters of the organization. Conversation is informal; and c. Bottom-Up communication is to report performance results, add semi-formal show and share (Figure 4.8), as noted below regarding communication to create organizational values.

“We communicate in two ways at all times. When I’ve delivered a policy and everybody follows and gives feedback. I’m responsible for monitoring the outcomes. On sales, it is measured by numbers, right? But a matter of the feeling, it’s rather difficult. I have to listen to the juniors and further find a solution to ensure the best results and effectiveness onsite. It conveys the Bangchak identity to our partners and customers. If this objective is met, that is to increase sales. Also, fair treatment for partners is most important. Conversation among employees, which at this point I believe is prevailing definitely. Otherwise, I won’t be asked a lot of both direct and indirect questions from them. At this point, I think it’s good because I may grasp their viewpoints more. I believe after they have talks each other. They are eager for clarity; they may ask for answers about job transfer, salary adjustment, and workload. I think that comfort and confidence in works are essential. As previously mentioned, we always try to be a good exemplar to the juniors. This is because I believe that the best communication is to act appropriately as a good exemplar. At the same time, we, the seniors, have to learn from the juniors regarding technology

transformation. This is because the juniors are likely more modern and more advanced in ideas than the seniors.”

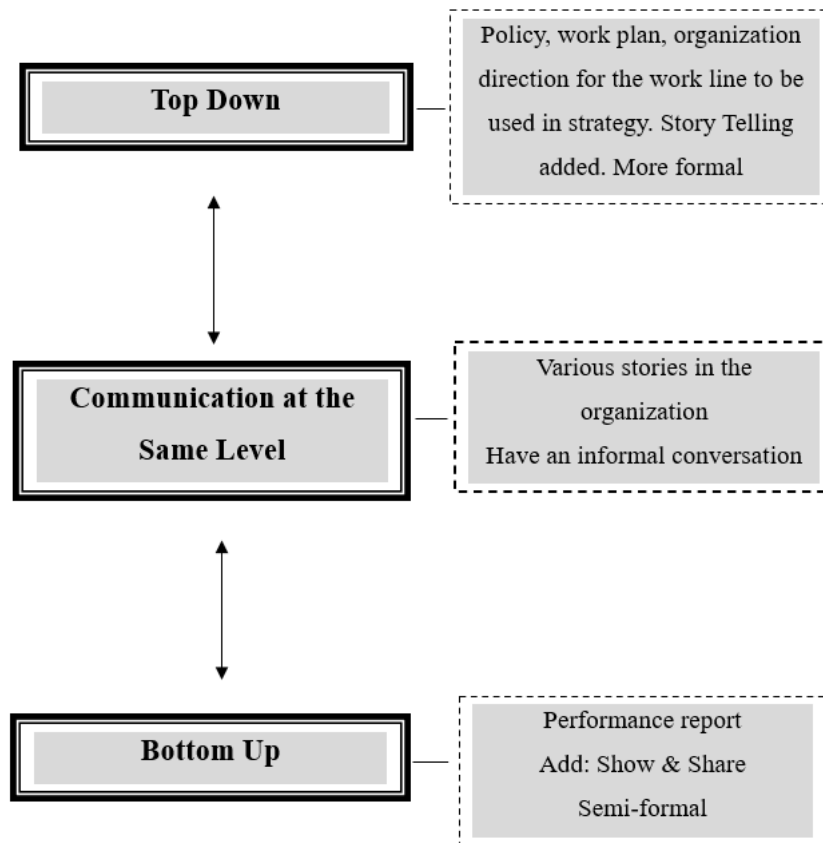


Figure 4.8 Directions of Three Types of Internal Communication at BCP

Three types of communication can be described as follows:

(1) Top-Down communication is cascading information within an organization from management to subordinate level, as Jongprod Kochapoom, one of the senior-level executives explained.

“Communication to create shared values can be characterized by Top-Down communication. It delivers corporate and employee culture to the juniors through various media, such as Townhall reports, and activities in both formal and informal styles, or mix styles where appropriate. Feedback given by the juniors can be observed through the Townhall where everyone post questions via Slido to be answered. This reflects what the juniors are concerned about or

doubtful about as individuals. As previously said, it represents behaving as an exemplar for the employees. This clarification needs to be done.”

The purpose of communication in this direction is mainly to communicate the corporate policies, direction, target, operating results of the organization, performance monitoring, and practices informed to employees. Top-Down communication was revealed through Town Hall meetings, monthly meetings, Executive/CEO’s message, skip-level meetings, and special occasion speech. Consequently, the subordinates grasp the operational direction of the company. This develop closeness between high-level executives and lower-level employees. The structure of hierarchical communication within the organization is outlined below.

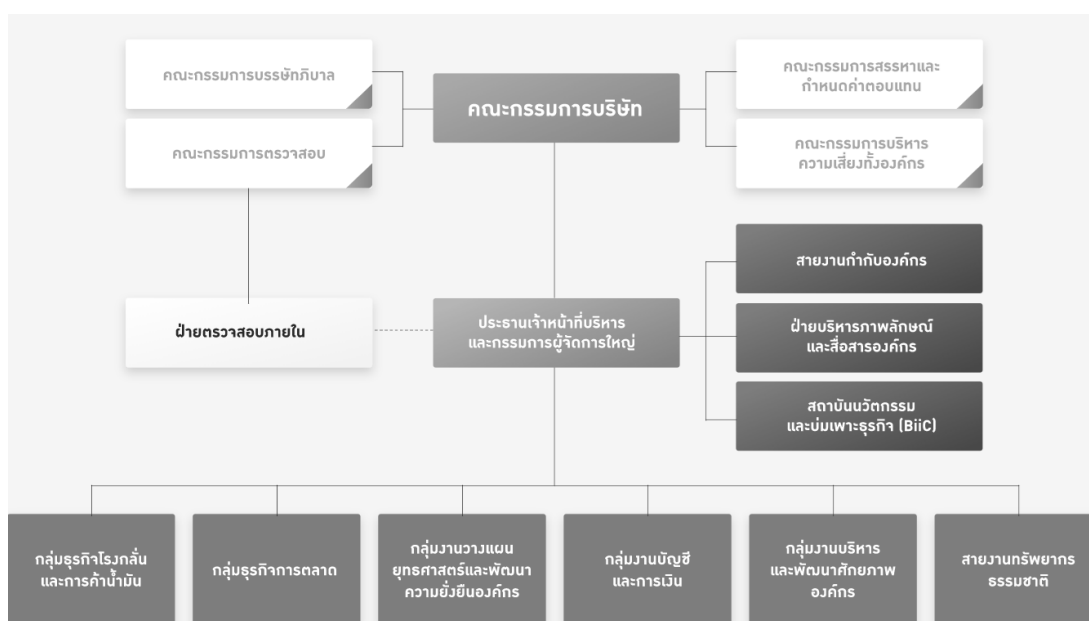


Figure 4.9 Top-Down Communication

Source: BCP, 2021b.

(2) Bottom-Up communication within the organization is inclusive of internal communication from the subordinates to the supervisors. The purpose of Bottom-Up communication is to provide opportunities for operational employees to propose opinions and suggestions to form a shared space for listening and solving problems or obstacles at work. The Bottom-Up communication approach works

through meetings in the office, morning talking before starting work, and direct communication channels to the management including e-mail or applications to communicate or send useful information to top management. Transforming into bottom-up communication is more focused. This is because the bottom-up approach helps the management know and understand what employees have valued in the performance at department at the individual level. This can be adapted to create communication and encourage the shared value of work performance. An example of bottom-up communication within the Town Hall is exhibited below.



Figure 4.10 Bottom-Up Communication

(3) Horizontal communication is the flow of information and messages on the same level in the same product line or across the product lines. The objective of this communication is mainly to talk or work coordination, requesting for cooperation or organizing activities, and troubleshooting while working. Horizontal communication is informal style. It includes face-to-face conversations, talking on the

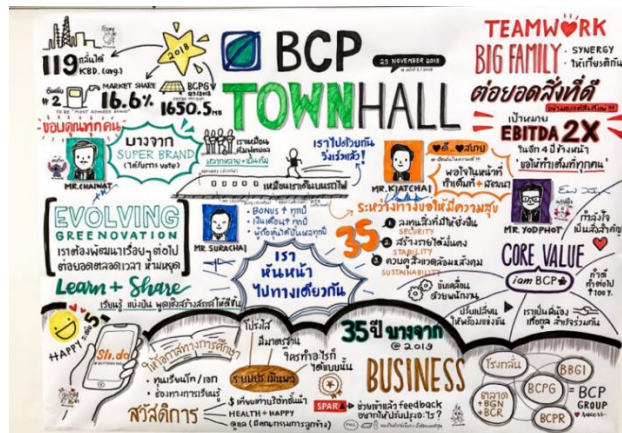
phone, sub-unit meetings, or organizing activities within the organization, as well as communication via electronic channels such as <https://www.facebook.com/Bangchak>, <https://www.facebook.com/groups/1033696166792572> (Group Proud to be BCP), <http://newintranet/>, and <https://auth-kms.bangchak.co.th/login>.

This type of communication enables the employees to absorb the different values and interpretation individually in an independent manner, thereby resulting in associating for organizational activities purpose, many of which are activities that values are transferred into the activities, as the example of employee relations activities, mind mapping activities within the Town Hall, and Facebook Proud to be BCP#2 in a particular closed group for BCP's Bangchak employees as shown below:

Employee Relations Activities



Mind Mapping in Townhall



Facebook Proud to be BCP#2

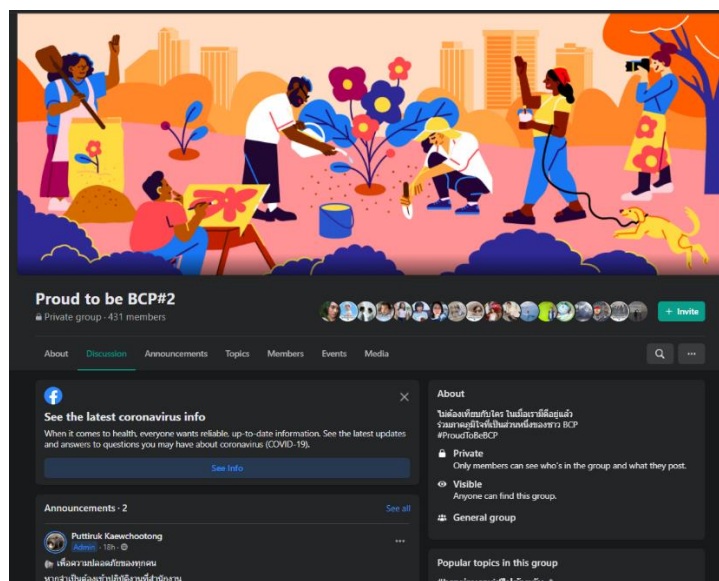


Figure 4.11 Horizontal Communication

4.2.1.2 External Communication Process

This article focuses on external communication with customers, entrepreneurs, partners, business networks, communities, and society. It was found that communication with entrepreneurs typically has been formal through corporate public relation or advertisements. This includes annual entrepreneurial seminars, coupled with supervision by marketing representatives, which communication is more likely to be informal. It would be closer and more understandable through close supervision of marketing representatives or corporate employees. Consequently, the entrepreneurs feel at ease and comfortable in doing business. They tend to follow corporate policies cooperatively, wherein the transfer of shared values by this way is more likely to occur than monetary returns.

As for communication with customers, entrepreneurs, partners, business networks, communities, and society, the organization is most likely to communicate through its distribution channels, marketing, and promotion activities. The organization views that the value delivered to the customers shall first meet the basic needs of the individuals, that is worth money, value for money, and good quality. Therefore, the delivery of goods and services occurs mainly at the point of sale. As for the delivery of value, BCP views that apart from regulated fuel products, it also includes clean fuel, good quality, and eco-friendly. Several customers are responsive and more likely to refuel alternative energy. This is because they wish to be part of those who take care of the environment, as summarized in Table 4.1.

Table 4.1 Examples of Communication Processes to Create Shared Value between the Organization and the BCP Stakeholders

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
1. Employees	<p>1. To transmit information, processes, work systems, and work procedures; to reinforce employee motivation at all levels, such as pay & contributions; and to attract quality personnel to stay in the organization, as well as opportunities and career advancement</p> <p>2. To transmit shared values from top management to operators and from operators to executives, and among workers themselves</p>	<p>1. Formal communication including meetings, CEO Town Hall activities; the establishment of employee committees, internal notification, HR communication, smart notice boards, various boards/engagement ambassadors</p> <p>2. Informal communication including CEO BOX (comment box), voice-over, health promotion activities, “Step Count Project”, HR Site Visit</p>	<p>1. Marketing Representative (personal mobile number)</p> <p>2. Electronic communication, for example Outlook (employee email), Group Proud to be BCP / https://www.bangchakmarketplace.com/Bangchak Call center 1651</p>
2. Customers			
- General customers	<p>Promote the brand image of the service stations on various matters. For example, fast service rendered by</p>	<p>1. Customer survey/dealer feedback & focus group / CRM database, customer complaints</p>	<p>1. Gas stations and service staff at the front yard, marketing representatives</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
	<p>staff, quality of service station, convenience store, coffee shop, good service and politeness of staff, sufficient and clean bathroom, appropriateness of service station location, variety of goods in stores inside the service stations, promotion, refueling, and shops</p>	<p>2. Build service experience through the organic vegetable garden project in the service station, planting vegetables in service stations and distributed vegetables to staff and customers, Road Side Assistants project giving assistance when car batteries run out or change tires, Lost and Found project at Bangchak gas service stations</p> <p>3. Customer participation activities to sharing to society, for examples, the Bangchak membership program to share kindness towards endless giving, Merit Basket project together with members to donate to charities, Fuel Sharing project to bring community products or agricultural products over the market to</p>	<p>2. Electronic communication, for example, Bangchak application, Line Official Bangchak, Bangchak Call center 1651/Telephone 02-335-4999</p> <p>https://www.bangchak.co.th/th/contact/form</p> <p>https://www.facebook.com/bangchakmemberclub/</p> <p>https://www.facebook.com/Bangchak</p> <p>https://www.bangchakmarketplace.com</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
- Industrial customers	Delivery of quality products and easy-to-purchase	distribute to customers, Green Non-Oil project (reduce the use of plastic straws, plastic bags, foam, and use of biodegradable plastic)	<ol style="list-style-type: none"> 1. Marketing representatives 2. Technical Service Engineer 3. Satisfaction Assessment Form 4. Customer Complaint 5. Bangchak Call center 1651
Engine oil customers	- Product quality and easy-to-purchase	<ol style="list-style-type: none"> 1. Develop the potential of marketing representatives by providing online training 2. Provide training for the sales team of wholesalers 3. Improve and update the website to display content that is easy to understand. 4. Develop special lubricants for particular groups and long-life 	

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
		<p>industrial lubricants that are more durable than general products</p> <p>5. Increase outsource sales to draw closer to customers</p> <p>6. Develop new packaging to reduce the amount of plastic</p> <p>7. Organize the promotion events reaching the end-users continuously</p>	
<p>Government agency, central and local section</p>	<p>1. Compliance or higher than mandated by law</p> <p>2. Social and environmental responsibility, stainable coexistence with communities with effective safety and environmental management system, cooperation in providing accurate and timely information, and supporting projects held by government agencies</p>	<p>1. Meeting, clarifying, discussing on a monthly/quarterly basis</p> <p>2. Join projects held by government agencies</p> <p>3. Visiting the business of government agencies</p> <p>4. Legal Assessment and SHEE Audit project</p> <p>5. Providing proactive environment and safety management system and</p>	<p>1. Display signs of air quality and wastewater at the front of the refinery and the points of civilizations nearby the refinery</p> <p>2. Employees assigned by various departments</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
	3. Opportunities for stakeholder participation	introducing PSM, Carbon Footprint, Water Footprint, 3Rs system to the operations	
3. Entrepreneurs, partners, business networks			
Contractors	1. Speed in the procurement process 2. Digital Transformation	1. Annual partnership seminar 2. Monthly performance meeting 3. Supplier satisfaction, needs, and expectations survey 4. Visiting partners	Electronic communications- Call 02-335-4999 Bangchak Call center 1651
Oil industry	1. Build a sustainable and stable participatory understanding of returns, incomes, and profits, fair and transparent quality of goods and services, focus on happiness at work 2. Build stability in sustainable business cooperation, consistent operation by the plan, time,	1. Organize an annual seminar for transport contractors 2. Arrange a monthly KPI meeting for transport contractors to communicate works and solve problems together 3. Organize CSR activities to meet and talk together regularly	Electronic communications - Call 02-335-4999 Bangchak Call center 1651

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
Gas Service Stations	<p>flexibility, accuracy, and problem-solving.</p> <p>1. Communicate support, care, and consultancy in various areas; such as product quality standards, readiness in competition, device performance, on-time, and complete fuel delivery service, no loss, promotional programs, effective advertising of the service station to confirm a better performance</p> <p>2. Training to provide knowledge in various fields such as business and service, non-oil business expansion of marketing representatives and related departments to meet the needs of customers more effectively</p>	<p>1. Small group meeting, Dealer Empower project, COOP DC meeting</p> <p>2. Training on sales support, gas service station area development, business image development, and retail alliances, customer relationship management with P&L online system, BCPSS system, membership card project, Bangchak Go Green project, Fast Service, Flagship Service Station Incentive, Service Warm-up, and improve the quality of life of employees in the pesticide-free vegetable planting project</p>	<p>1. Marketing representatives (personal mobile number)</p> <p>2. Electronic communication such as BCP Link application, Bangchak Call center 165 / Line BCP@1651 / Facebook Bangchak Member Club: https://www.facebook.com/bangchakmemberclub/ https://www.facebook.com/Bangchak https://eportal.bangchak.co.th https://bcpss.bangchak.co.th</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
		3. Support incremental sales, Service Beyond Expectations project, Our Service Our Life project, community support cooperatives, Annual Marketing Activities Contest project	
4. Society and Community			
Community and family	1. Organize activities to promote quality of life and help the public. 2. Notify the company’s operations in advance to the community 3. Always inspect and maintain equipment to be efficient. 4. Provide knowledge on environmental impact prevention and company safety 5. Support and giving people a chance in the community to work in the organization	1. Employees and community relations 2. The ‘Same Family’ activities at the Bangchak Refinery and off-site 3. Community needs and engagement assessment by the third party 4. Community relations activities, emergency drills, such as, visiting sufficiency economy activists, environmental activities, and investment	1. Leaf Family booklets 2. Electronic communication such as direct phone calls to community relations staff (personal number) / Facebook Baibangchak family https://www.facebook.com/krobkruabai.maibangchak

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
Nearby communities	<ol style="list-style-type: none"> 1. Operate business safely 2. Notify the company's operations in advance to the communities 3. Participate in community relations activities to improve quality of life, promote community income and economy, and develop the environment in the communities 	<ol style="list-style-type: none"> 1. Community relations staff and field visit to talk 2. Community relations activities, such as, equipment inspection, community safety, support for youth education in the community, training activities on finance, and income generation 	<ol style="list-style-type: none"> 1. Brochures, pamphlets 2. Public relations sign 3. Community voice-over 4. Electronic communication such as LINE Application, direct call
Educational institution community	<ol style="list-style-type: none"> 1. Educational development and the potential of school personnel 2. Technology support 3. Education in case of emergency 	<ol style="list-style-type: none"> 1. Community relations staff and field visit to talk 2. Community relations activities 3. Educational projects, such as, Bangchak Scholarship Program, 7 HABITS Lighthouse School, Project Citizen, and BCP Environmental Learning Project, support IT equipment, fire drills together with schools, and support firefighting equipment 	<p>Electronic communication such as direct call to community relations staff (personal number) / Telephone 02-335-4999 / Bangchak Call center 1651</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
Youth community	<p>1. Contribute to the creation of a student-centered learning process through the creation of innovative works.</p> <p>2. Organize activities and consistent with the courses taught continuously</p> <p>3. Upgrade and improve academic quality for educational institutions based on evaluation by the original agency</p>	<p>4. Opening visits to the refinery and field trips</p> <p>5. Needs and Community Engagement Assessment by the third party</p> <p>1. Survey and meet with administrators, board of directors, parents, and students</p> <p>2. Organize learning activities to solve reading and writing problems and agribusiness activities</p> <p>3. Organize business competition and online social projects through which social, environmental, economic problems are used as an origin of the initiatives</p> <p>4. Organize the Green Impact project to encourage the youth to</p>	<p>Electronic communication such as Line, Green Impact, Bangchak Call center 1651</p> <p>https://www.facebook.com/Bangchak</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
		<p>submit innovative works on the contest.</p> <p>5. Cooperate with agricultural cooperatives, service station operators to organize the learner development activities and promote the development of a pilot school under guidelines of the Partnership School project</p> <p>6. Pilot agribusiness activities in schools to real practice within the school</p>	
Farmer Community	Meeting, follow-up, field visits, and organize training for farmers in the area regularly	<p>“Farmers’ Shared Happiness” project together with agricultural cooperatives, organize farmers training and development, support funding to change the way of farming, organize</p>	

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
		<p>the 'Labor Sharing' activities to mobilize resources and labor to transform the area. Employees subject to BCP are allowed to participate in the project.</p>	

A summary of the above findings indicate that the BCP communication process create shared value. There have been of characteristics and implemented various approaches. However, the characteristics that are recognized the most outstanding to be described. This includes, for example, Town Hall, a communication in which the process focuses on participatory communication mainly and emphasizes three-level communication at the same time. Namely these are top-down, horizontal, and bottom-up communication approach, using a variety of strategic communication formats and techniques. For example, offline communication including face-to-face communication, top-down communication in which top management conveys messages to an employee, mapping activities to communicate ideas from employees to executives or bottom-up communication, and communication among employees. This is the same level and informal communication. Online communication includes communicating on social media platforms like Facebook, or so-called “Proud to be BCP#2”, allowing informal communication where the outsiders are exposed to participate in the conversation. This reflects the company’s alertness to the impacts caused by changes in the social, economic, and political environment. It results in the company’s necessity to be adaptive through the change in the organization’s entire communication system both internally and externally. It’s evident that technology has been introduced to facilitate communication system management. This reduces the barriers to communication in terms of time and space, increasing the opportunity for internal and external communication efficiently.

However, some executives viewed that corporate communication was not substantially affected by social or environmental, or political contexts. As one of the company’s executives, Warakorn Kosolpisitkul, explained.

“On the part of the employees, I viewed that our communication has not been affected by social and environmental changes. This is because our business is already aware of this as explained in the following section.

- 1) Overall communications with employees emphasize social and environmental stewardship through policies, products, or activities. The content may vary with social and environmental trends at that moment.

- 2) If there are social and environmental changes, for instance, the sluggish economy, in addition to tracking sales and fixing problems, I’m required

to communicate. This is done to ensure the corporate financial strength and confidence in the job. For instance a management letter is written to explain and provide clearer information to employees

However, if an incident occurs under Bangchak's existence, the first and foremost thing is to report verbally as soon as possible. It is not necessary to have a formal report, but talk on the phone first. It is crucial to report employee safety and gross damage first. Then the seniors will instruct how to follow the countermeasures predetermined as soon as possible.

In terms of political issues, we are neutral and communicate with everyone to understand that our company is neutral. On this sensitive issue, practice guidelines are provided to avoid conflicts among employees themselves and emphasize that we always respect the right to privacy. So, at work, separating work and personal life is required.”

On communication, modern technology has been introduced, Warakorn Kosolpisitkul explained.

“Technology is a positive factor that enables effective communications that is faster. In the past, the seniors necessarily read sales volumes in reports. Few people are accessing computers or mobile phones, sometimes using facsimile to communicate. But now no matter where you are, you can report or communicate with the seniors at any time, access to the reports you want anywhere as long as you connect to the Internet. This includes mobile phone or Line to connect each other comfortably and easily. I think is beneficial. Also, I, senior, shall have to learn media technology on different platforms that the new generation is using to have a better understanding and not to be out of trend.”

4.2.2 SCG Public Company Limited (SCG)

4.2.2.1 Internal Communication Process

1) Internal communication process at the SCG includes two communication styles, namely formal and informal communication.

(1) Formal communication style is adopted among the members of the organization through meetings such as Town Hall meetings, Board Committee meeting, CEO's messages to employees at all levels, memo, bulletin board,

as well as electronic communication such as an intranet and short messaging (SMS). The communications include notification of general news or practice guidelines such as rules, regulations, and procedures. This includes policies communicated from top management through knowledge management activities, order to set up a working group. Executives in the hierarchical levels have been of accountability, setting standards and requirements for employee development through various tools and technologies such as Live broadcasting, as shown in Figure 4.12.



Figure 4.12 Knowledge Management Activities

(2) Informal communication style - the instruments that are commonly used today include communication via LINE Application or Facebook. This is because it helps communication be fast and efficient, and forming groups for shared use. Employees can be informed of information or news at the same time, reduced communication gaps, and help build closer relationships between supervisors and employees in the department. They can communicate through activities such as skip-

level meetings, organizing a workshop or caravan activities. Due to the informal communication style, it may reduce the gaps and promote more intimacy among employees. Examples of communication through knowledge management activities both online and offline are explained in the following section.

Activity 1 Self-exploration activity: employees are asked to fill out the form in a print document or e-document for self-reflection. This is defined as knowing what they ‘know’ and ‘don’t’ know’ and not knowing what they ‘know’ and ‘don’t’ know’, so that data obtained will be used to prepare knowledge mapping, competency, coaching counseling, and employee development.

		เรารู้อะไร	เราไม่รู้อะไร	
เรารู้ว่า...	1	2 2 3 4 5 6 7	2	2 3 5 6 7
เราไม่รู้ว่า...	3	2 3 4 5 6 7	4	

Figure 4.13 Self-exploration

Activity 2 Knowledge Mapping: Data derived from self-exploration is taken to prepare a table showing the association with the knowledge that the organization needs. This enables the company to know who possesses the knowledge the company is requiring, what knowledge they know in the way the company needs, what knowledge the company and employees are missing. This will be beneficial for assigning tasks appropriately matching the existing knowledge and abilities of individual employees. The company should identify the missing knowledge by the purchase of technology and hiring qualified people with competencies suitable for the job.

Activity 3: Learn and Share Forum: Fixing a timetable, for instance, every Monday morning. The time spent should be no more than 1.30 hours. In addition, it is important to determine a narrative such as Book Briefing, visiting experience, recording with easily accessible media, a transfer of tacit knowledge from person to person, and from person to easily accessible media. This results in of stimulating the exchange of knowledge within the organization.

Activity 4 Book Briefing: Methodologically, selecting interesting books, and being categorized. For example innovation, marketing, and HRM issue announcements to find people who are interested in reading, applying as a team of 2-3 persons. The scheduled presentation would be made throughout the year. The announcement would allow the interested people to attend to the presentation, save content to multimedia for publishing, and gather and categorize all works into the organization's knowledge base.

Activity 5 Counselling System: a person who has questions about works is allowed to post questions onto the system. The experts of each category upon receiving e-mail shall notify of answering. If the informed expert is not able to provide the answer, he may transfer to other experts to answer. The answer would be posted onto the system so that those asking the questions or interested persons can access to read the answers at any time. This can be applied as the norm for works. Any person, who still has doubts about the respective answer, may add further questions without starting over.

Activity 6 KM Web Portal: It comprises of multiple systems, namely, user management systems such as registration and user data collection. The knowledge management system includes establishing, collecting, searching, and applying. The learning management system includes learner management, course arrangement, assessment, the interaction between learners and learners or between students and teachers. Community of practice includes community building community, community membership management, communication among community members, learn and share, web board, blogs, chat room, Wiki, video clip sharing, knowledge mapping to know where and from whom the informative sources required are found. The report system would identify system utilization and user behavior.

Activities 7 Other systems and projects, examples of projects, “Mentoring System”, “Knowledge Transfer before Retirement”, “After Action Review” activity, “Save& Store Knowledge with Multimedia Technology”

2) Determine criteria for information to be communicated, consider correctness, form, and channels of communication, content, news, or messages on appropriate topics. Especially for official content, the organization would set up a team and procedures to consider or review content specifically. This includes the Corporate Communications Dept., Office Efficiency and Human Resources Development Dept., Corporate Sustainability Development Dept., and Marketing Communication Dept.

3) Internal communication direction includes three types, “cascading” or so-called “waterfall” communication is emphasized, as shown in Figure 4.14.

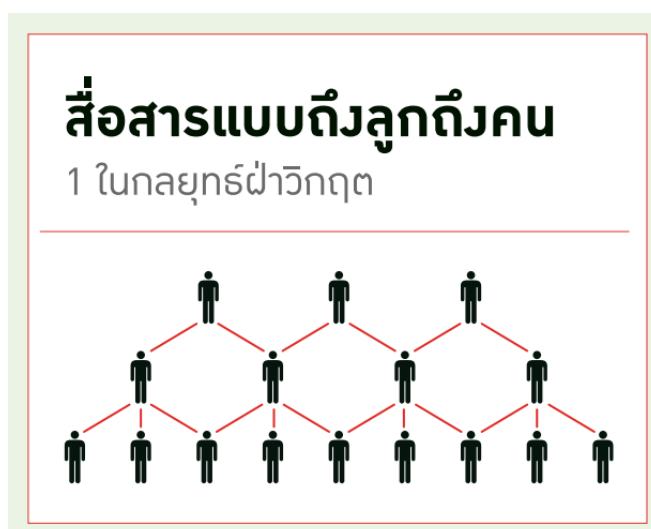


Figure 4.14 SCG “Cascading” Communication Approach

As an example of an interview with one of SCG’s executives, Pipat Kanjanavirote, explained.

“The company has a rule that if there are any matters. This includes any resolutions or requirements that may affect employees, an explanation will be passed downward staff to understand hierarchically that all employees are informed.

We have descending management teams to describe what the utmost top management is performing. Employees at all levels are allowed to ask questions until they understand the situation well. This enables the operations to go smoothly so employees would not be anxious.”

Consistent with the commentary given by one of SCG’s executives, Yupa Buathara, explained.

“The company has adopted the cascading communication approach, transfer of information from the highest levels in the organization to company’s staff, and the Board of Directors is the highest level. One of the directors is a supervisor for lower hierarchy, as represented by small overlapping triangles like a cascading waterfall. This cascading communication style is impressionable and forceful. It’s an impressionable and forceful communication. Head of hierarchical level convey information from top down, word-of-mouth, and be comprehensively informed across the organization.”

Like BCP, communication level is divided into 3 levels as described in the following section.

(1) Top-Down communication is communication within the organization from the highest-ranking officials down to the subordinate level. The purpose of this type of communication is mainly to communicate the corporate policies, direction, goal, operating results, performance follow-up, and work procedures to the employees. Top-Down communication includes Town Hall meetings, monthly meetings, executive/CEO’s message, skip-level meetings, and special occasion speech. Consequently, the subordinates understand the corporate business direction and promote closeness between top management and lower-level employees.

(2) Bottom-Up communication is a communication style from the subordinates up to the top management. The purpose of this Bottom-Up approach is to provide the subordinate employees with opportunities to propose opinions and suggestions, creating space for listening, and solving problems or obstacles associated with work. Bottom-Up communication includes meetings or morning talks before starting work, and direct communication channels to senior-level executives. This includes using e-mail and Applications to help communicate or send

useful information to top management. Both BCP and SCG have more focused on transforming communication into a Bottom-Up approach. This is because the Bottom-Up communication enables the management to know and understand what employees value in their performance at departments individually. In addition, it can be modified to promote communication and to stimulate the recognition with shared values among the employees.

(3) Horizontal communication is a communication style in the same product line or across the product lines. The objective of communication on the same level is mainly to talk or coordinate at work, asking for cooperation at works, organizing activities, and troubleshooting at work. This is an informal communication including face-to-face dialogue, talking on the phone, sub-unit meeting, or organizing activities within the organization. This informal communication style allows employees to absorb the different values among employees. It can be interpreted in their way. Consequently, it enables group formation to do corporate activities, many of which shared value is transferred to activities as presented below.

พนักงาน	สื่อสารข้อมูลให้บริษัททราบอย่างสม่ำเสมอผ่านวารสารเผยแพร่ขององค์กร	ไตรมาสละครั้ง	<ul style="list-style-type: none"> • ทิศทางธุรกิจและการปรับตัว • ความมั่นคงก้าวหน้าในหน้าที่การงาน • สวัสดิการและค่าตอบแทน 	<ul style="list-style-type: none"> • ปรับเพิ่มสวัสดิการให้แก่พนักงาน เช่น การจัดตั้ง Health Center • โครงการ Re-employment ให้แก่พนักงานที่มีศักยภาพและเกษียณอายุ
	จัดกิจกรรมผู้บริหารพบพนักงาน	ไตรมาสละครั้ง		
	สำรวจความพึงพอใจของพนักงาน	ปีละครั้ง		
	สำรวจความคิดเห็นอย่างเป็นทางการและไม่เป็นทางการ	ปีละหลายครั้ง		
	อีเมล			
	Whistle Blower	ตลอดเวลา		

Figure 4.15 Chart of Three Communication Approaches at SCG

4.2.2.2 External Communication Process

This study focuses on external communication with customers, entrepreneurs, partners, business networks, community, and society. It found that external communication with entrepreneurs is more formal through corporate PR media and advertisements. This includes various annual entrepreneurial seminars, coupled with supervision by marketing representatives which communication is more likely to be informal. It would appear closer and more understandable with close supervision of

marketing representatives or corporate employees. Consequently, entrepreneurs may feel at ease and comfortable in doing business, are likely to follow corporate policies efficiently. The transfer of shared values by this way is more productive than monetary returns.

External communication is done with customers, entrepreneurs, partners, business networks, community, and society. SCG customers choose SCG construction materials based on quality and safety for health and communication through distribution channels, marketing activities. The products delivered by the organization are instrumental to deliver values effectively.

While BCP has implemented communication strategies that focus on delivering products, quality, and value delivered to customers and partners. SCG’s external communication focuses on strategies on giving back to society primarily, social participation, together with the organization, in giving back good things the society, as shown in Figure 4.16. Social activities are an important mechanism to communicate with customers, partners, society and communities. For example, water conservation for the future, include activities related to disaster relief, various charitable foundations such as the royal project, foundation for the blind, prosthetic leg foundation, as well as shared activities with other ASEAN countries like ‘SCG Sharing the Dream’.



Figure 4.16 Strategy Map of SCG Social Activities

Examples of social activities communicated with customers, society, and communities. These activities are developed in the region such as building dikes in Lampang province, an activity that both executives and employees participated with villagers in the community.



Figure 4.17 SCG Social Activities: Building dikes

Examples of social activities the organization leads employees to join activities with communities, educational institutions, and children.



Figure 4.18 SCG Social Activities with Communities, Educational Institutions, and Children

Examples of social activities the organization carried out together with the ASEAN countries.



Figure 4.19 SCG Social Activities with the ASEAN Countries

Also, the company communicates creating a new culture of work for the next generation through the implementation of strategies. The goal is to change the mindset from the previous generation who grew up to be a supervisor and being a role model to carry on a new work culture for the new generation of employees (Figure 4.20).



Figure 4.20 Role Model in Transformational Leadership

In addition, the corporate vision has been determined more universally, focusing on activities to give back to society and the communities both domestically and internationally, as well as the SCG vision, “SCG is an ASEAN Sustainable Business Leader”. This builds a corporate image with an emphasis to business and services that contribute to creating value for customers, employees, and all stakeholders. The corporate image of environmental awareness is formed with the declaration of corporate social responsibilities and community responsibility in the countries where SCG operates, as exhibited in Figure 4.21.



Figure 4.21 SCG Vision

Examples of activities, “Embed CSR mindset in SCG People DNA”, include Management Forum / Young Talent Manager (SD Ambassador) / SCG Seminar & Biz Trip / SD Event.

SCG Knowledge Management is very successful. This is evidenced by awards bestowed upon the SCG like communication awards such as the Thailand ICT Excellence Award 2008 in the category of Best Information and Communication Technology of the Year in the Knowledge Management Program. The company was chosen as an organization promoting knowledge management (KM) equipped with excellent IT management system, and transfer of excellent IT and communication

technology management approaches at the Thailand ICT Excellence Awards 2008 contest winner announcement. This was first organized by TMA in conjunction with NECTEC Software Park and the College of Innovation, Thammasat University on January 28, 2009.

According to Suphattha Sukchu and Piyanee Rungratthawatchai (2010)'s report, from the end of 2009 to 2010, following an initiative of the 'One Brand' campaign by Elephant branded products, the SCG communication conveys the brand's overall essence. This includes communication with employees within the organization, dealers, shareholders, customers, and communication with society and communities. An initiator of brand communication is Kan Trakulhoon, President of the SCG. His notion reflects the SCG's view of business in different dimensions from the thought that nobody believes Elephant brand is not a brand. It is just a symbol of the Thai Cement Group.

Therefore, incorporating the Elephant brand with SCG's brand movement may lead the organization towards an innovative organization with design principles. It has a unique story of its own. More importantly, it brings the SCG brand to the hearts of more than 28,000 employees, customers, and shareholders through creating an exact identity that drives everything systematically by a large number of employees within the organization.

His process represents brand integration, starting from the insiders, building awareness of people, the insiders must know what has been changing in the organization before the outsiders. People are the heart, as the universal goals targeting that brand would. deliver brand value to customers. The corporate employees would have a passion with the brand or organization first so they become a brand ambassadors, who convey the brand identity. Consequently, customers have perceived brand image in the way they expect of delivering value and what area they may experience.

Communication to create shared value in brand awareness, therefore, gets started from internal communication. All employees envision cause and effect and be aware of the organization's future and long-term growth. This is more powerful than introducing brands to customers or partners immediately. It is an easier and more cost-effective way of the investment, as the example illustrated by Mr. Kan Trakulhun.

“One of the obvious cases when our trading firm was named ‘SCT’, and just celebrated 30 years. The introduction was made, but nobody knew. It was difficult, but after renaming ‘SCG Trading Company’, but that was completely okay. I have to say at the meeting that the renaming would benefit the groups overall, including the company. This is because the SCT’s 5-year plan spreads over 60 cities. Furthermore, the introduction is beneficial, people may know who they are and where they come from. The new name will be announced by the end of this year. Also, the Elephant brand integration is not easy, talking lasts for 2-3 years.”

“For example of SCG’s roofing products, there are products from three companies: Fiber Roof, Fiber Cement, and CPAC Monia, which is a concrete production subsidiary. Three suppliers competed with each other at the same shop. I see this problem. As the huge documents were unfolded, separating companies is something difficult and handling at the same time is impossible. But SCG still hasn’t reached the brand integration at that time... 2007-2008. It’s anticipated that brand integration would be promising, because of a solution service, since it requires clarity. If the brands still have not been incorporated, probably, it will be more fragmented; each individual would be more preserved. A decision to incorporate brand three years ago marked a cessation of adding more brands. Otherwise, we would have seen many more emerging brands, systems, and even solutions brands.”

In November 2009, the SCG brand integration operation was initiated with a group of employees. Employees are expected to make sense. This is because all employees are considered brand ambassadors, where even employee expression reflects on the brand as well. This is followed by a rollout event with a group of dealers, held in Chiang Mai, lasting 6 months. In the event, brand integration was officially revealed to the public under the campaign “One Brand, Elephant Brand”, which the mechanism is supervised by the Brand Management Office or Brand Committee, coupled with setting forth brand regulations.

“Reference to ‘Quality must come first is not enough anymore. The product might be of high quality and is of real value. However, as compared to

the different brands, probably no difference is found. This is considered an unworthy investment”, said Kan Trakulhun.

“Products must be of quality first, customers use the products and are satisfied with the price. This is considered that the brand was born naturally to customer’s heart. However, how does this drive word of mouth? I don’t think that brand and the advertisement are the same things, but accidentally we make too few advertisements. It’s good to focus on this to give other people the opportunity to try and move on. Right now, I understand why in marketing, branding is top priority.”

Based on this concept, the brand is now used as the leading flag for all corporate activities and leading the brands to the international markets. Only one brand is accepted because they may see that there was no effect.

Until now, all affiliated companies, including Elephant Brand, Cotto, Tiger Cement, and CPAC whose characters are unique. They are linked to the SCG corporate brand emphasizes modernity, innovation, and econ-conscious brand. It is part of sustainable development following the corporate vision, “To Become an ASEAN, ASEAN Sustainable Business Leader by 2015”.

The emphasis is that “no more than 10 or 20 years from now, Thailand and ASEAN will all be the same market. A brand reflection is exact from inside, growing and competitive amid boundaryless business”, as summarized in the Table xx below.

Table 4.2 Examples of Communication Processes to Create Shared Value between the Organization and SCG Stakeholders

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
1. Employees	<p>1. Create a new corporate culture to understand the needs of employees, promote progress, develop skills and increase continuous potential, maintain the environment, health and occupational safety, and convenience and happiness at works</p> <p>2. Build awareness and understanding through the disclosure of informative operations in various aspects that employees are informed of the business movement of SCG</p>	<p>Raising awareness and changing work behavior through various activities to understand problems, expectations, employee skills development project, leadership forum activities, activities such as employee meeting executive, skip-level meetings, employee engagement survey, allowing employees to access to necessary information anywhere anytime, encouraging employees to learn trends and new issues throughout the year formally and informally</p>	<p>Electronic communications such as smart notice boards, other boards, Employee CONNECT applications, inform and notify movement via email, such as, Business Movement, Regional Movement, Inno Update, SD Update, SCG Circular Way and other channels like SCG Fanpage, etc.</p> <p>https://scgnewschannel.com/th/</p> <p>https://www.facebook.com/SCGofficialpage/</p> <p>https://whistleblowing.scg.com</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
2. Customers	<p>3. Promote employees participation and cooperation with other stakeholders</p> <p>1. Meet the needs of customers in various dimensions</p> <p>2. Jointly develop products with business customers</p> <p>3. Create channels for customer feedback, asking for advice and solutions, and receive complaints.</p> <p>4. Promote cooperation between business customers to develop products and services sustainably</p>	<p>1. Integrate services and solutions that fully meet the needs of customers</p> <p>2. Provide advice to customers on house building, repairing, renovating, and adding in every step through the Home Buddy Application 24 hours a day.</p> <p>3. Receive complaints, suggestions, and feedback from customers through SCG Contact Center in various channels 24 hours a day.</p> <p>4. Jointly develop products with business customers</p>	<p>Electronic communications such as telephones: 02-586-2222 email ontact@scg.com</p> <p>Line ID: @scg. contact. center</p>

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
3. Entrepreneurs, partners, business networks	1. To raise awareness and build an understanding to society on important issues of sustainable development through supervising working environment and safety of business partners, knowledge development for the most efficient operation, seek opportunities to create cooperation in driving and mobilizing the issues related to sustainability, cooperate with government agencies and propose the best guidelines for sustainable development, participate in cooperation projects to achieve the	1. Support and share knowledge of operations under the environmental, social, and corporate governance and good governance (ESG) to enhance the operations of partners, reduce risks of operation and reputation 2. Raising awareness and changing work behavior to bring about a safety culture	1. Opinion Panel 2. Announcement of operating results: 1 time/quarter 3. Electronic communications such as telephones 02-586-4444 Website: www.scg.com

Stakeholders	Objective of Communication	Communication Activities	Communication Channels
	<p>sustainable development goals (SDGs)</p> <p>2. Create a shared value culture in business operations through supporting and enhancing the operations of business partners, disclosure of information and being a good exemplar for transparency and excellence, develop cooperation projects to extend business growth, applying the expert knowledge to support collaboration projects</p>		

To sum up, the findings above indicated that the SCG's communication process to create shared value has been characterized with multiple approaches. However, the most outstanding characteristics known as an example include a communication from the inside out, emphasizing communication according to the value creation strategies for society and community, opening opportunities for participation among all stakeholders. This includes personnel within the organization such as executives, employees, customers, business partners, and communities both domestically and internationally. It was a clever and effective strategy that the organization has been rewarded many times as previously stated.

4.3 Factors Influencing Communication Process in Creating Shared Value between the Organization and Multiple Stakeholders

The results revealed that factors influencing the communication process in two companies, BCP and SCG. The communication process with employees and customers were emphasized, leading to creating shared values between the organization and its stakeholders. It could be summed up into three factors-social change environmental change, and technological changes, as presented in the following section.

4.3.1 Social Change

Social change refers to the globalization that focuses on empowering human resources, including individuals and communities. The goal is to empower individuals and local communities to adjust to the rapidly changing environments themselves, thereby leading to building a strong community with more power to make decisions to operate, manage, and solve problems. Thus, communication with people or communities in a society that has been affected by the occurrence rapidly and widely has necessitated changes (Ruangwit Kessuwan, 2012) to assimilate or link all parts together in an integrated and dependent manner. Change in communication processes by social and cultural factors has been pursued by two companies are described in the following section.

4.3.1.1 BCP

Social change affects the communication process internally and externally. This investigation focuses on the impact of social change on communication with employees and customers primarily in terms of individuals and communities. The impact report is divided into two parts: the impact on internal communication with employees and the impact on external communication with customers, as described in the following section.

1) Impact on Internal Communication with Employees

Since BCP has been aware of the impact of social and cultural change, it has therefore adjusted the internal communication process consistent with the circumstances and the rapid change in the global situation socially and culturally. As such circumstances have affected the business of the company and internal communication with employees has not only focused on the product development. But it also pays attention to caring and developing employee potential simultaneously. It is realized that employees are an important part of human capital or human resources to the company. In such communication, in addition to focusing on leveraging employee's potential to drive the organization. The company also pays attention to formulating policies or measures to sustain and promote incentives to make sure the productive employees with talent attraction and retention to be survival in the system happily. This would ensure their career growth and development, as well as stewardship in the well-being of employees, as reported in 2021. The company initiated "I AM BCP" values to create shared values between the organization and its employees as one of the stakeholders.

Figure 4.22 below shows an example of communication on safety stewardship, rated as '0%' on injury rate in employee performance, and '100%' on human rights stewardship, 15.2% on promotion rate, and 'above 50%' on employee engagement and employee excellence. This may contribute to employee satisfaction, thereby leading to customer satisfaction increasing up to 90%.



Figure 4.22 Example of BCP Communication on Employee Stewardship

Source: <https://www.bangchak.co.th/th/sustainability/social-dimension>

Figure 4.23 shows an example of communication to create shared value between company and employees through the conceptual framework of employee stewardship under the BEST Employer approach. There are four dimensions, including driving an organization efficiently, leadership performance, employee development, and employee engagement.



Figure 4.23 Conceptual Framework of Employee Stewardship under the BEST Employer Approach

Source: <https://www.bangchak.co.th/th/sustainability/social-dimension>

2) Impact on External Communication Processes

The BCP is aware of the changing social situation, believed that building trust with customers, entrepreneurs, partners, business networks, communities, and society is as important as building trust with the insiders. Therefore, the communication process has started to focus more on customers or communities. As evidenced, the company has carried out community relations beneficially during 2017–2019. the outcomes were higher than 50%, as exhibited in Figure 4.24.

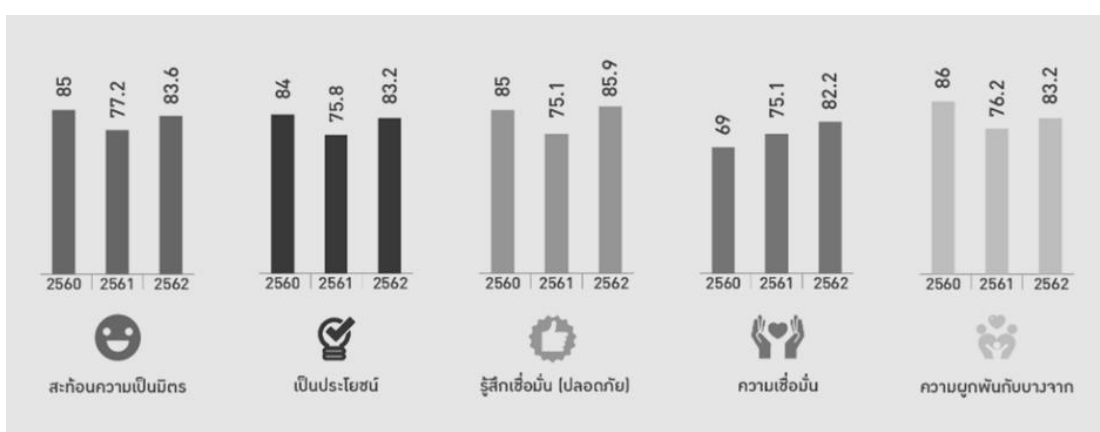


Figure 4.24 Operational Outcomes of Community Relation

Source: <https://www.bangchak.co.th/th/sustainability/social-dimension>

Figure 4.25 shows the external communication including, the agricultural community under the ‘Agriculture Sharing Happiness’ measure, Khok Tum Subdistrict, Nong Khae District, Saraburi Province. The company has invested 250,135 baht in this measure. The beneficial results were 750,770 baht. It can be seen that the cost is smaller than the benefit received by the company up to 500,635 baht, so it is considered a worthwhile investment in external communication.



Figure 4.25 Summary of Social Return on Investment Analysis for ‘Agriculture Sharing Happiness’, Khok Tum

Source: <https://www.bangchak.co.th/th/sustainability/social-dimension>

4.3.1.2 SCG

Like BCP, this study of social and cultural change factors affecting both internal and external communication processes was primarily aimed at examining the impacts of social and cultural change on communication with employees and customers both individually and locally. The impact report, therefore, was divided into two parts: the impact of social and cultural changes on internal communication with employees, and the impact of social and cultural changes on external communication with customers, entrepreneurs, partners, business networks, community, and society as described in the following section.

1) Impact of social and cultural change on internal communication

SCG has been aware of social and cultural changes as the the global and the national framework. Therefore, the company has come up with policies

and measures to communicate with the employees within the organization in a manner that may promote shared values between the company and employees across the organization. According to data retrieved, it was found that in 2017, the company implemented the communication process to create shared values through the developed corporate culture. This includes meeting on corporate culture development towards excellence with goals that are not only intended to profits or new innovations development of the organization, but also to create a society. Therefore, measures taken by the company include developing an organizational culture with the intent to create honest employees upholding the common values of the organization. This starts with changing the organizational culture in human management, focusing on employees stewardship from recruitment to post-retirement, giving fairness to employees in every process, promote employee engagement, team spirit at work. Employees dare to speak, dare to act, dare to change, and taking in an account for the organization, and passing on the corporate culture from generation to generation. In addition, it includes the communication process and transfer of diverse corporate culture buildings, such as the SCG innovation model as shown in Figure 4.26.

Talent	• มีความสามารถพิเศษของบุคคล
Trust	• มีความไว้วางใจ
Idea Time	• มีเวลาในการคิด
Playfulness Humor	• มีความสนุกสนาน
Conflicts	• มีความขัดแย้ง
Idea Support	• มีการสนับสนุนทางความคิด

Figure 4.26 SCG Innovation Model

Source: Conference on Building Corporate Culture on 13th, 16th January 2017, Meeting Room, 4th Floor, Trisorn Building

2) Impact of social and cultural changes on external communication

SCG has been aware of the importance of building a healthy society and community. Therefore, the company strives to create sustainability for society and community. SCG's communication process creates shared value between the organization and customers or communities, adhere to social and community responsibility as the norm to communicate the socially-conscious operations of the organization that are not only intended for profits. The corporate commitment is dedicated to building a business that grows together with the growth of customers, communities, and society simultaneously through efforts to deal with problems affecting the livelihoods and quality of life of people in society. The goal is to improve the quality of life for everyone in society and create a sustainable quality society. This is the ideology adhered to by the company as a practice guideline for a long time.

The examples of projects for the implementation of the communication process by the company to the community include the establishment of the SCG Foundation. This includes the creation of the Social Affairs Committee for Sustainable Development and Community Relations Services, which individual project has diverse implementation strategies. For example, developing community potential and promoting community problem-solving and self-reliance, where the experts are dispatched to the localities to provide knowledge and consultations in various areas. Employees are sent to participate in the community under cooperation networks bases. The corporate innovation experts are sent to help educate and innovate to solve community problems in order to build a model community to inspire and be a role model for other communities.

The examples of strategic implementation to the localities where customers, entrepreneurs, partners, business networks, communities, and societies in which the company operates, including Rayong, a province where the highest traffic accidents are reported in the country. The company has cooperated with Noen Phayom Community, Map Ta Phut Subdistrict, Muang District, Rayong Province as a pilot community on reducing traffic accidents through traffic and safe cycling innovations knowledge training activities. This includes the Kubdee Application and the SAFEsave Application, internally-existing applications are introduced to the communities. This is

applied together with ‘Seven Life-Saving measures’ namely, never drink and drive, never use a mobile phone while driving, wear a helmet, fasten seat belt, never drive faster than speed limit required by law, carry a driver’s license, and never drive backward. The emphasis is on thinking and doing cooperatively with the communities, from planning, survey of risk points of traffic accidents, and safety awareness campaign. The outcomes are composed of two parts, namely, business and society.

In terms of business, the finding indicated that in 2019 the accident rate of transportation business partners dropped to zero. The value of accidental damage was reduced, employees’ increased innovation skills. Kubdee Application helps reduce risks of a road accident. The SAFESave Application helps control risks of industrial operations efficiently, quickly and timely, efficiently improved participation between SCG and the National Institute of Emergency Medicine. SCG’s perceived brand recognition as safety has been trusted by Rayong Province.

In terms of social impact, it was found that skilled and responsible drivers were produced into the system. The statistic figures in the number of accidents caused by ambulance drivers, who were undergone the on safe driving course decreased the community’s changing daily life safety behavior. The statistic figures in wearing helmets increased from 50% to 70%, the implementation of the communication process to create all of the aforementioned shared values has resulted in customers, entrepreneurs, partners, business networks, communities, and public satisfaction.

4.3.2 Environmental Changes

The influence of globalization has not only affected social change, but also environmental change. Overall speaking, it was found that such changes have a prevailing effect on the globe substantially. They are likely to increase every day because the degradation of natural resources leads to climate change. Thus, many countries of the world agree to cooperatively take care of natural resources and the environment by signing global environmental conventions, such as The Basel Convention on the Control of Transboundary Movements and the Disposal of Hazardous Waste, The Vienna Convention, and the Montreal Protocol on Substances

that Deplete the Ozone Layer and The Kyoto Protocol on reducing greenhouse gas emissions. Thailand, therefore, has to raise environmental management standards to help maintain ecological balance. The goal is to develop a natural resource management system most effective in line with the emerging conventions. It has been carried out under the participation process and adjustment of production models of goods and services that are more environmentally friendly. Both organizations, BCP and SCG, have therefore adjusted the communication process with stakeholders as outlined in the following section.

4.3.2.1 BCP

The environmental impact has a broad effect on various industrial organizations and energy industries such as oil and natural gas. Since the company has engaged in the energy business, Bangchak is aware of giving cooperating with other energy organizations around the world to maintain the cleanliness of the atmosphere and the environment sustainability. The company, therefore, focuses on investing in new businesses and building on existing businesses based on innovative creation principles that are environmentally friendly. Therefore, the company's communication process with the society and community to create shared values between the organization. Its customers, entrepreneurs, partners, business networks, communities, and society would have to be changed. This should be done with adherence to the principles of creating value and sustainable business value that can generate additional income from new business and create a healthy environment for the local communities simultaneously. The multiple measures the company communicates to the community to be aware of this. For example, "Green Initiatives" measure, one of the company's explicit measures, high-value bio-products from crops based on biotechnology innovations that have been expanded from existing biofuel businesses such as Bio Plastic, Bio Food, Bio Cosmetic Ingredient, Green Energy Business, and Energy Management through the Institute of Innovation and Business Cultivation (BiiC)

In addition to advancing environmentally-friendly production processes and operations, the company has also upgraded its safety operations through the process of using resources efficiently. In particular water and energy resources, together with environmental and energy management system comply to the ISO 14001 and ISO

50001 and an occupational health and safety (OH&S) management system ISO 45001, as well as upgrading safety management with Process Safety Management (PSM).

Building a communication process to promote shared value with customer, entrepreneurs, partners, business networks, community and society. This green measure is mainly aimed to raise awareness among customers and communities of the company's environmental awareness and social responsibility. The concept of Greenovative Communities conveys the need to create a shared experience for customers, entrepreneurs, partners, business networks, community and society to make sense of belonging. They can help society and environment and sustain a good culture, such as bringing the inundate agricultural products to deliver to customers and service users, or driving the distribution of environmentally friendly products, employing people with disabilities, developing the BCP Road Side Assistant project, providing primary assistance for motorists who need assistance at Bangchak service stations. These include charging batteries, tire replacement, developing organic vegetable plots at service stations to improve the quality of life for service staff, as well as delivering excess productivity to customers.

4.3.2.2 SCG

Environmental impact has not affected the energy industry alone, but SCG as a construction industry company has been affected by the globalization in environmental conservation. Consequently this affects the communication process to create shared value with the company's customers. The company's determined to adopt the "Sustainable Development" concept in communicating with the customers to raise customer awareness of the environmental concerns of the company's executives. Also, corporate's environmental awareness has been communicated, stating that "the company places an emphasis in climate, global warming, and climate change issues at top priority since 2006. The company sets out measures and initiatives implemented by the company. This includes a continuous reduction of carbon dioxide emissions, optimizing and improving production equipment, renewable energy use, green energy development, solar cells installation over various industries. In addition, there are products and services development in the way that reduces emissions greenhouse gas, reduced use of fossil fuels which have been announced as corporate's overall goals in 2018. Figure 4.28 illustrates a strategic plan for sustainable development.

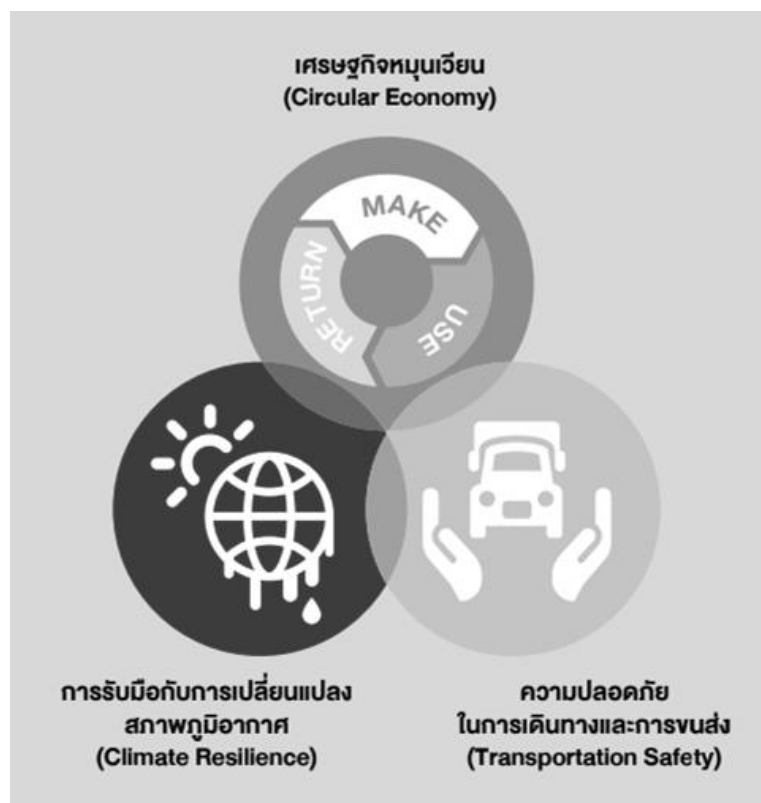


Figure 4.27 SCG’s Strategic Plan for Sustainable Development

Source: SCG’s Sustainable Development Report 2018

One example of communication to create shared value between SCG and customers, entrepreneurs, partners, business networks, communities, and society as resulting from environmental change, namely global warming which is part of the United Nations Sustainable Development Goals (SDGs). In line with the U.N climate change, SCG has contributed to building knowledge and understanding in the community directly to make the community strong and be self-reliant according to the “Conserving Water from Mountains to Mighty River” project. It creates participation with the community in dealing with climate change, restoring ecosystems from upstream forests to coastal, constructing dikes to restore water resources and to solve the problem of drought and flooding through community participation. Consequently, it encourages the community to generate income from agriculture for the better quality of life. Thereby employee engagement is developed strengthening goodwill relationships and cooperation between communities and stakeholders.

Besides, the company communicates the outstanding achievements for the year 2018 regarding environmental conservation. It has been certified as ‘Green Industry Level 5’, which is the highest level by the Ministry of Industry. It was an express manifestation of the company’s consciousness of environmental conservation, not only building a participatory awareness of customers, entrepreneurs, partners, business networks, communities and society through a circular economy concept to develop the community. A “Recycled Fish Home”, plastic recycled from the waste found along the beaches and communities, together with local fishing groups producing fish home, which is made of the plastic pipes leftover from a total of more than 1600 households, placed undersea covering areas in Rayong, Chon Buri, Chanthaburi, and Trat. A ‘recycled plastic road prototype’ under the concept of the circular economy by collecting used plastic from the separating plastic waste, then put into the granulation process, blended with asphalt to pave the road which asphalt pavement makes the road sturdier and more erosive water resistance. This technology was developed under cooperation between SCG with Dow Thailand Group, and Map Ta Phut Olefins Co., Ltd. All of these are innovative communication processes that explicitly create shared value for customers, entrepreneurs, partners, business networks, communities and society, and access focuses on the environment, as an example shown in Figure 4.29.



Figure 4.28 Example of SCG Plan on Climate Change Resilience

Source: SCG, 2020 Social and Community Stewardship

4.3.3 Technological Changes

The leap in technology, especially the rapid advancement of communication technology brings forth changes in both opportunities and threats that can trip up the industrial businesses. Industrial enterprises are required to be prepared to keep up with this rapidly changing technology. The more the organization expands, the more difficult the executives lead an organization is, thereby consequently that communicating the main idea to create shared value for employees at all levels. This is more difficult and can be interpreted differently according to the experience and attitude of individual employees. This not only affects the attitude of employees within the organization. It also affects the attitudes of customers or communities outside the organization. Thus, knowledge transmission to create shared value between the organization and its stakeholders may vary. The impact of technological change on communication processes to create shared value for both organizations are described in the following section.

4.3.3.1 BCP

The impact of technological change, particularly communication technology on the communication process to create shared values of Bangchak which emphasizes delivery of speed and update services to customers. Consequently resulting in the company's rapid communication response to technological changes, as quoted by the 'Standard' Facebook page that Bangchak Corporation PCL is one of the organizations that have adapted quickly and pursued the digital transformation seriously. This is done with the introduction of the innovative technologies in conjunction with the human development with a 'Digital Culture' to cope with the changing world of the future (The Standard Team, 2020).

An example of introducing the innovations to customer service during the COVID-19 situation under the 'Greenovative Experience' concept, allows customers to apply the 'Digital Payment' innovation under the concept of 'In-Car Fast & Trust Experiences' to payment services and comprehensive points collection just within 1 minute for the first in Thailand. Meanwhile, accelerating the new product development to meet the needs of consumers after the Covid-19 situation continuously.

In addition to a rapid adaption of customer communication processes to respond to technological challenges, the company also places importance on the

communication process with the affiliated companies and internal communication simultaneously by developing the Digital Culture for people in the organization. The result is modification the mindset and working style following the changing technology, as well as connecting data from the office networks and oil depots over various regions of the country. The solar power plants of the BCPG group that are distributed across the provinces through the SD-WAN service provided by the CAT or CAT Telecom in delivering enormous amounts of data to a centralized unit speedily and stably.

As commented by the company's executive, developing a digital mindset for employees is important, if the company has completely invested in modern technology while the practitioners have not modified their working methods and working behaviors in line with the technology, such investment is considered fruitless. Thus, the company would have to communicate to employees at all levels to motivate self-development in keeping up with technologies and to optimize technologies to the highest benefits. For example, the introduction of RPA (Robotic Process Automation) technology to the key or configure data format in place of people so that employees may have sufficient time to think and develop new things rather than wasting time doing what robots can do. Non-IT employees or just users could have the opportunity to practice basic programming skills to become superusers. As such, the company has launched the 'I AM BCP' campaign, where 'I' represents 'Innovation', innovative to create new things, and 'AM' represents 'Agility and Mobility', ready to change, introducing a new value. In addition to existing values, the 'BCP' originated from beyond expectation with seeking excellence, continuous development, and pursuit of sustainability, believing that these elements are attributed to the organization to overcome the changes sustainably.

4.3.3.2 SCG

Impact of technological change, especially communication technology, on the communication process to create shared values on SCG's policy which focuses on being a customer-centric organization. Thus, the company must communicate to the customers of the awareness and understanding that the company reaches out, recognizes, and understand the diverse needs of customers, entrepreneurs, partners, business networks, communities, and societies earnestly. This includes the corporate need to improve a responsiveness and customer services completely and appropriately

through applying digital technology and social media as tools to carry out activities. It may facilitate convenience and speeds in delivering services, paying attention to building close and continuous relationships with customers, entrepreneurs, partners, business networks, communities, and society, thereby leading to innovations for the better quality of life sustainably.

The communication process to create shared value with SCG customers aims to make the SCG brand to be recognized or recalled first by the customers when they are deciding to buy products and services of the same group. It also focuses on communication to increase the revenue of selling products, services, and solutions based on the goodwill relationship between brands and customers through communicating technological innovations, as illustrated in the following section.

- 1) Communication on creating shared value with business customers through joint product development between chemicals industrial customers and SCG

- 2) Communication on creating shared value through a safe transportation management system technologically in earnest

- 3) Applying digital technology to increase business efficiency, product development, and customer services

- 4) Expanding investment in research and development (R&D) on innovations and new business models with new procedures and instruments

- 5) Developing an ecosystem that facilitates innovation and technology development and paying attention to build cooperation with external agencies

- 6) Subsidiaries and affiliated companies have developed technological innovation to communicate with agricultural market customers, namely MeZ, an online agricultural market platform and one of the 'Hatch-Walk-Fly' projects which have launched as a business under the concept of 'Farm to Table Platform'. This allows farmers to sell crops directly to consumers, not through middlemen, via online channels including Facebook, Instagram, and MeZ's Line. In addition, MeZ also supports farmers in marketing, pricing, order management, packaging, and logistics system.

In addition, SCG continues to focus on internal communication processes, communication technology. Consequently, it has been adopted to create employee awareness and access to corporate information, for instance, Employee CONNECT application to facilitate employees to access necessary data anytime anywhere, promoting an innovative culture where employees are a power to create new business models. This is done together with the application of the circular economy concept to drive innovation and new business models.

Key informants remarked on the impact of social, environmental, and technological changes on the communication process to create shared value of the organization. They reflect viewpoints and a way of changing thinking and a way to communicate with society regarding awareness of the corporate responsibility towards society and the environment. The goal is to create a beneficial image and relationship, including confidence onto receiving services rendered by the organization as explained in the following section.

“The company has been affected and varied with the social and environmental context.”

“Khun Sophon acts as an example, making us see that any business aims at profits solely is not sustainable. We ought to make the public see that we are a friend.”

“The executives of the past jointly created the image of Bangchak, ‘operation for the sake of the environment and society. Everyone one shares the common values from the beginning.”

“He believes, people think that we are a natural person who has sustained the existing environment, society, and community.”

“We focus on what is happening to the society and community, regardless of business involvement.”

“Bangchak offers this to us. Over the past, we’ve completely had a passion for social activities.”

“The supporting factors for business have stemmed from the image perceived by society.”

“The concept of the organization is not maximum profit. But a participation in creating something beneficial to society has been transmitted from the corporate culture.”

We’ve operated a business that respects society and the environment. Consideration has to be made whether we have responded to the stakeholders. It’s within our roots. We’ve already done these actions and later found that those activities we’ve done are CSR.”

“I’m determined to work for Bangchak because of its good corporate image, namely, a reduction in energy consumption. Corporate business is not just targeted at business, but contribution to energy consumption reduction, having local products to distribute. Of course, this is a strong corporate image projected through media, websites, and perceived experiences, for example, the gas station’s translucent roof and Lemon Farm shops reflect a socially conscious business.”

“Seeking a CSR associated job, even I was not hired. However, I opinioned that it is a socially conscious company. I mean that I’m proud to work at Bangchak, the provision of welfare, compensation, salary is worthwhile and reasonable.”

“We have had executives who were interested in the community, making employees experience what a living man should behave each other. Executives are truly conscious of taking care of society. They’ve conveyed strategies and guidelines and instruction for staffs to abide by.”

“We always work for the sake of the community first.”

“Employee culture could not be emerged without the contributions of the top management in promoting and raising awareness among employees. This means improving a better quality of life for the community, giving opportunities to community engagement, and act as a role model in order to have positive reinforcement and compliment.”

“Let’s be confident that the capital invested by the company would reach the community and produce maximum benefit truly. We communicate from within the organization to the outside.”

“Products produced by the company would affect the environment. It is our standpoint. This is the main point for Bangchak’s business.”

“I viewed that it is a socially responsible organization. It’s pride. I’m proud of working at Bangchak.”

“Applying through digital apps and social media allows more people to engage with us, growing with better results, natural disasters donations reflect our social responsibilities. It makes the public know what we are socially useful and letting them experience a shared participation along together.”

To sum up, all three factors have affected the communication process in creating shared value between the organization and its stakeholders. This includes employees and customers, entrepreneurs, partners, business networks, communities, and society in both organizations, change in the communication process to create CSR awareness to employees, customers, entrepreneurs, partners, business networks, communities, society, and the environment. In addition, it includes taking into account of the social and the environmental impact, and multiple stakeholders through the import and export of modern technology innovations to society using employee engagement and developing a sense of belonging among employees and customers, entrepreneurs, partners, business networks, communities, and society. Also, such communication processes help create a positive image for the organization. It has a positive impact on the corporate business overall, and promote a positive attitude for employees and customers, entrepreneurs, partners, business networks, communities, and society.

4.4 The Impact of Shared Value Communication on Stakeholders

The impact of shared value communication on the BCP’s stakeholders is apparent that in the current way of the organization, the “value” delivered by the company to its employees remains unclear literally, but in practice. Building the understanding of the changes calling for organization-wide cooperation, thereby causing conflicts at work currently owing to the different value perspectives. It can be said that the expected behavioral changes among the employees in the ‘I AM BCP’

concept are necessary to be communicated with a good role model of performance. Thereby this activates the employees to be dedicated and perform duties with envisioning. They are reaching the corporate' common goals primarily, integrated with a spirit of "good, knowledgeable, useful people" harmoniously without leaving one's self. This enables Bangchak to deliver its actual value to the employees in a sustainable manner. Meanwhile, the SCF has conveyed shared values in the viewpoint of building the future and innovations since the beginning, consequently transferring shared values from generation to generation becomes more evident.

Key informants were of both negative and positive commentaries on the impact of the communication process to create shared corporate value by issues individually as presented in the following section.

1) Company's Impressive Communication on Organizational Management

"Upon interview I met two high-ranking executives. I was impressed with the top executives who interviewed me."

"I decided to work here, Bangchak. I felt impressed even though I don't know much about the organization, but I observed the importance it places on the interview. Two senior executives interviewed the applicants, that makes me feel important."

2) Corporate's Socially Responsible Communication

"As I listened to Khun Sophon, I say, we'll cooperate to build energy for the nation."

"I've been informed that it is a Thai company, feeling that working with the Thai company would be fine for we may help the country."

"There was a reporter, who requested for a shared donation, he was impressed."

"A senior employee, told us about the company policy he had never heard before. An original goal was to work for only 5 years, wishing to become a developer, company's ideology matches our heart. The company wishes that employees would be socially conscious. I'm very impressed and love it. The former company pays more, but we wish to be alive here, so keep on staying."

3) Corporate Communication on Social Service Participation

“It’s our strength regarding fundraising and donation to the society. The environment is the strength for our identity, and people have digital our activities.”

“Applying through digital apps and social media allows more people to engage with us, growing with better results, natural disasters donations reflect our social responsibilities, making the public know that we are have social participation enabling them to experience this shared participation together.”

“We invite members to join our activities, let them tie-up with Bangchak.”

4) Corporate’s Incomplete or Different Communication May Reduce The Shared Value

“The new generation has a different mindset and has reduced shared value.”

“The role model has changed; the time has changed. The conceptual frame has changed to some degrees, not 100%. The transmission from generation to generation has changed because the perspective becomes more commercial with an excess emphasis on business. The company would be stronger.”

“However, we would have to focus more on brand strength even though the public has viewed that it is still promising and socially- and environmentally responsible.”

“Passing on values from generation to generation will acquire the people of the same value. However, those people, who have not been cultured by the same corporate culture, may not be able to maintain its original values.”

“A changing and different perspective may create different values.”

“Stakeholder attitudes are different significantly.”

The aforesaid results may explain the conceptual framework of the corporate communication process on creating shared values in the Thai social context in three factors: social, environmental, and technological factors. They affect the

communication process to create shared values. communication process on creating shared value (CSV) between organizations and stakeholders both internally, including employees, and externally. This includes customers, entrepreneurs, partners, business networks, communities, and society through corporate's concepts and visions, causing changes in communication. The company communicates to the stakeholders, for instance, the formal and informal communication to create the CSR awareness to the stakeholders, including to society and the environment. It stimulates the organization to carry out socially-responsible activities apparently among the parties, together with cooperation between the organization and the stakeholders internally and externally in carrying out such activities. This may lead the organization to the sustainable success. Planning, creating and implementing the communication process, therefore, requires the examination and the determination of the communication process following all three factors, concerning the '3P' key elements of corporate social responsibility (CSR). This includes people, product, and the planet, as well as the participatory actions to achieve results demonstrating the socially-responsible communication to among all stakeholders, society and environment, thereby leading to the sustainable success of the organization and ultimate satisfaction of Thai consumers.

The conceptual framework of communication process development to create shared values can be summarized as follows:

- 1) Communication process of creating shared value (CSV) may vary when it has affected by the Thai social context socially, economically, and politically. Therefore, it's required to modify or change the approaches, formats, and methods in a timely manner with the changing situations in the social context individually.

- 2) Communication process on creating shared value (CSV) with focusing on CSR activities and corporate sustainability should begin from the insiders such as employees to the outsiders such as customers, entrepreneurs, partners, business networks, communities, and society. It is also composed of both informal and formal communications at all levels and in all aspects: top-down, bottom-up, and horizontal communication.

- 3) The three main factors affecting the change in the communication process to create shared values include social, environmental, and technological factors.

Thus, designing approaches, formats, and methods in the communication process to create shared values would take all of three factors into account.

4) Impact of the CSV communication on stakeholder groups can be reflected by changing or creating ideas and visions, including corporate's new innovations to create awareness of the CSR towards the stakeholders, society and the environment. This stimulates the organization to carry out socially-responsible activities apparently among the parties. This has to be done together with mutual cooperation between the organization and the stakeholders internally and externally in carrying out such activities. This may lead the organization to the sustainable success. Planning, creating and implementing the communication process therefore requires the examination and the determination of the communication process in accordance with all three factors with respect with the '3P' key elements of corporate social responsibility (CSR). This includes people, product, and planet, as well as the participatory actions to achieve results demonstrating the socially-responsible communication to among all stakeholders, society and environment, thereby leading to sustainable success of the organization and ultimate satisfaction of Thai consumers, as exhibited in Figure 4.30.

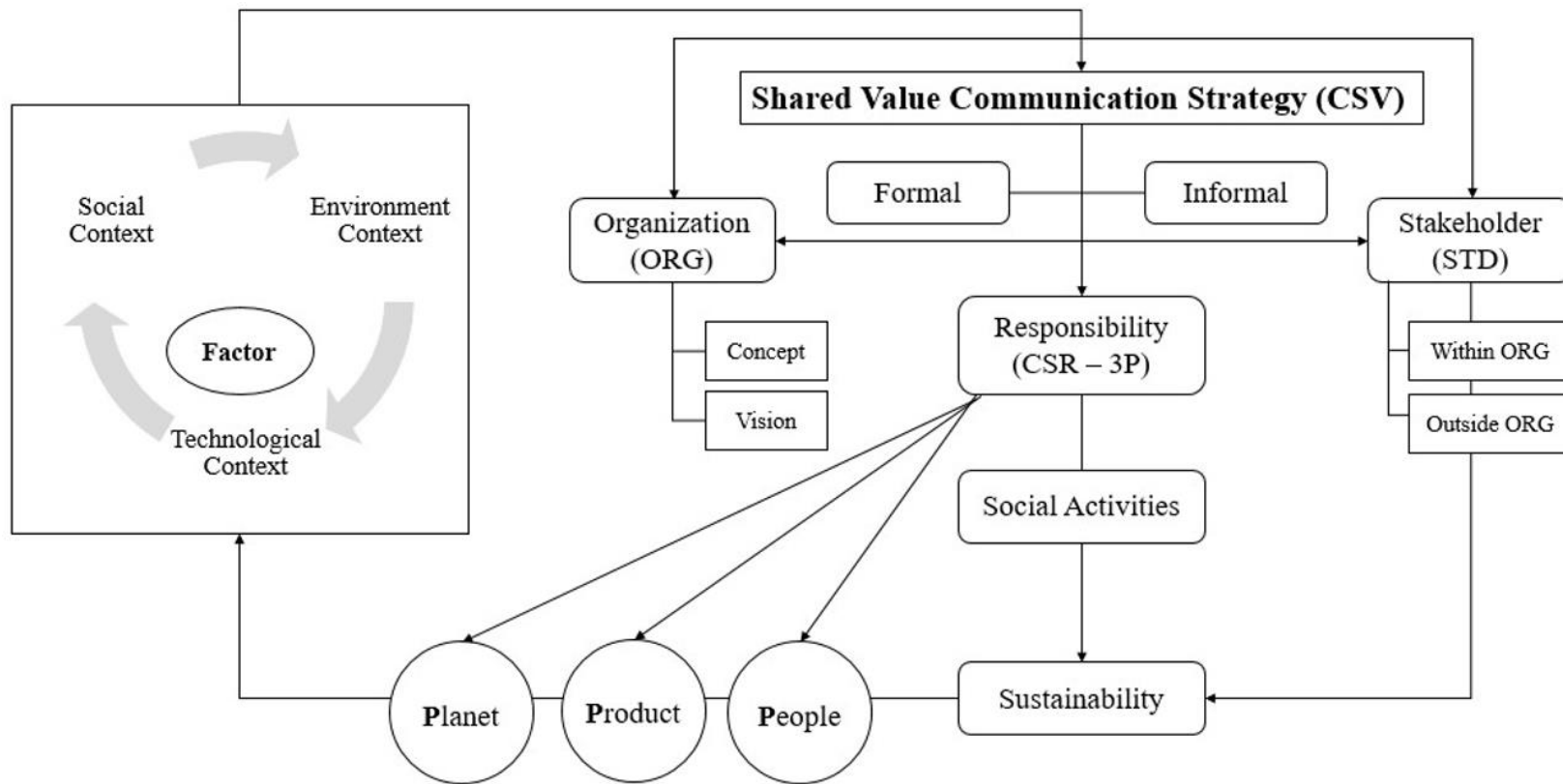


Figure 4.29 Conceptual Framework of Corporate Communication Process on Creating Shared Value (CSV) in the Thai Social Context

CHAPTER 5

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

5.1 Summary of Research Findings

The article examines communication on creating shared value (CSV) for Thai business organizations. This is a qualitative research utilizing the case study research. The aim is to investigate the communication process on creating shared value (CSV) and the impact of communication on creating shared value on employees. Two types of data collection was conducted. The first stage is primary data derived from an in-depth structured interview with middle-level or higher managers to gather data regarding the approaches in policy formulation on sustainability, CSR activities, and creating shared value, employee communication approaches, and attitudes towards the BCP business practices. Another data collection method is the employee focus group whose department concerns with CSR activities, and participating employees activities to collect elicit BKP employees' attitude towards CSR activities, the levels of understanding of CSV. Also, a participatory observation was to collect behavioral data on performing functions and duties, and employee and executive participation in CSR activities. The second stage is secondary data (documentary study) derived from various media which Bangchak has adopted to communicate with employees and the public. This includes the company's Outlook, intranet, website, quarterly employee meeting by President and Vice-President, CSR activities, annual report, sustainability reports, 56-1 One Report, news and information released in the public media both formal and informal format. Content analysis was performed. The CSV communication content from various media was categorized, formatting CSV communication approaches adopted by the company. Both primary and secondary data were expanded and associated. Data were analyzed using descriptive statistics. The conclusions are presented in the following section.

1) Social context that affects communication on corporate social responsibility (CSR) and corporate sustainability (sustainability) and impact on creating shared values with stakeholders; 2) the communication process on creating shared values on CSR activities and corporate sustainability. (Answer to Objective #1); 3) factors that contribute to the CSV communication process between the organization and multiple stakeholders; and 4) the impact of CSV communication on multiple stakeholders, (Answer to Objective # 2). Lastly, it is summarized into a conceptual framework of CSV communication process of business organizations in the context of Thai society (Answer objective # 3).

5.1.1 Social context affects communication on corporate social responsibility (CSR) and corporate sustainability and impact on creating shared values with stakeholders. It was found that the changing context of Thai society from time to time has affected the CSV communication of business organizations. For example, in a period of post-war recovery or economic crisis, communication to create shared value was limited to the framework of ensuring energy security and competition primarily to build morale and encouragement. In addition, activities carried out by the organizations were mainly intended for capital support. However, nowadays, the social context has shifted to environmental awareness and social responsibility. The business organizations may lead the communications by delivering data and activities concerning the use of limited natural resources for maximum efficiency. The goal is disturbing the planet least while the activities carried out with the stakeholders have been featured of employee/representative participation or interactive activities and communication. This is done together with community and society involvement, which is a long-term target group rather than activities with a short-term capital support

Table 5.1 shows a comparison of the impact of the Thai social context on the CSV communication between BCP and SCG, as described in the following section.

In the overall context, the country situation with social, economic, and political changes especially the current context of Thai society, have affected communications both inside and outside the organizations, namely. The two large companies, consequently have to modify the formats and content of both internal and external communication consistently with the issues of social, economic and environmental changes from time to time.

BCP has adjusted its communication style in the line with social context. For example, in the context of contemporary society, SCG's changing communication included changing corporate culture to suit the changing context through a process known as 'Open Culture', or "Open-Mindedness".

In a social context, the social situation that has arisen, for instance, the Great East Asia War crisis that caused Thailand's shortage of oil and electricity, and the country was forced to repeal the Fuel Trade Act until it was able to build its refinery. Eventually the country could build an oil refinery to operate the business of oil production and distribution to become the foundation of energy security for the country. BCP holds the primary commodity, which is fuel oil. It is required to adjust the social communication content toward raising awareness and educating the service users, demonstrating the responsibility toward society and the environment. This is done by delivering services of green energy to build consumer confidence. For example, the 'Bangchak Super Power D Euro 4' and 'Confirmation' commercials implemented to communicate the users of diesel vehicles to convince of BCP green fuel that is environmentally-friendly and beneficial to car users to help reduce the running cost. At the same time, SCB which has engaged in providing heavy industry solutions was affected by CSR-focused social trends. These trends of upholding the Code of Conduct and Good Corporate Governance both nationally and internationally have changed into a new communication approach, that is, 'learning from mistakes by using a self-criticism. "Rather than talking about own success, direct storytelling of own mistakes, that would be a lesson for others."

In the economic context, the post-war situation prompted rapid economic development, consequently that fuel oil, energy that drives the world was insufficient to meet the demand, soaring price, refinery loss, and Tom Yum Kung Crisis. The country necessitated the adaptation corresponding to negative change. This led to the establishment and issuance of the Petroleum Act B.E. 2521 to create sustainable energy security for the country. BCP necessitated improving its external communication style to emphasize the obligations of overseeing the country's energy resources, including "oil", "natural gas" and all "refineries" within the country for country's developed stability and unity. Meanwhile, the company was required to adjust the employee communication internally due to economic recession, creating awareness and

understanding of the company's status among employees, reducing employee salaries for the survival of the business, community communication, and support. This includes contribution to community's product distribution at the gas service stations. As for SCG, the "Tom Yum Kung" crisis and the volatility of the economy affected the company considerably, including, subsidiary loss, and employee claims for bonuses. Like BCP, the corporate communication style had to adjust to create awareness and understanding of the company's situation. The company's communication changed to recover from the economic crisis. The executives made an communicated effort to create and instill pride among employees. This creates employee engagement, building challenging teamwork in every process, and the determination to reach challenging goals.

In a political context, the political volatility has arisen over the different times causes unrest in the country and political party, which have played a role and get involved. Until a policy adjustment arises, the introduction of politics ahead of the military. This led to the beginning of the "Splendid" time. All sectors turned to focus on the people's life and political stability, preventing the return of the communist system. BCP had to change the way it communicates with employees and the public by creating a "Bangchak culture" and changing a logo. This also included creating awareness of corporate culture among employees, clarifying employees of reasons for the change in corporate culture from "sustainable business development" to be more "sustainable business development with the environmental and social consciousness". In the same way SCG, the company turned to communicate the corporate culture that emphasizes human resource development, creating a better quality of life and employee stewardship comprehensively. In addition, this leads to the opening of participation opportunity and creating employee engagement through the developed corporate culture or shared values as much as possible.

Table 5.1 Effects of Thai Social Context on CSV Communication in Comparison between BCP and SCG

Thai Social Context	Situation	Change in BCP Communication	Situation	Change in SCG Communication
Overall context	Social, economic, and political changes	Modify communication format and content in accordance with social-economic and environmental issues from time to time on main points issues of communication as follows:	Thai society in a social context affects internal communication.	Communication varies with the context of contemporary society, change a new corporate culture with the ‘Open Culture’, or open-minded’ process.
Social context	The Great East Asia War Crisis caused Thailand’s shortage of fuel oil and electricity. “Fuel Organization” is a state-owned enterprise, engaging in the business of production and trading	1. To create customer awareness, the communication mainly points out social and environmental responsibilities, eco-friendly green energy service as the product is oil energy. 2. To build consumer confidence, focusing on	A social trend that pays attention to social and community responsibility, adherence to Ethical Code of Conduct, and Good Corporate Governance both nationally and internationally	Communicating mistakes by using self-criticism, namely, “Instead of just talking about success, talk about own mistakes, thereby it beneficially would be a lesson for others.”

Thai Social Context	Situation	Change in BCP Communication	Situation	Change in SCG Communication
	fuel as a foundation for energy security for Thailand.	providing knowledge by experts. Examples of commercials, the “Bangchak Super Power D Euro 4” and the “Confirmation” are used to communicate the users of diesel vehicles, making them confident that Bangchak oil is environmentally friendly and good for car users, and help reduce the cost of using a vehicle		
Economic context	1. The post-war situation prompted rapid economic development, resulting in fuel oil, energy that drives the world, is	Establishment of the “Petroleum Authority of Thailand” or “PTT”, with the issuance of the Petroleum Act B.E. 2521, targeting at creating sustainable energy	“Tom Yum Kung” crisis and economic volatility, subsidiary loss, employee claim for bonuses.	Communication and building an understanding of the company’s circumstances internally to recover the company’s situation from the economic

Thai Social Context	Situation	Change in BCP Communication	Situation	Change in SCG Communication
	insufficient to meet the demand, soaring price, refinery loss, oil shock 2. “Tum Yam Kung” crisis	stability. PTT is responsible for overseeing both “oils”, “natural gas” and “refinery” wholly in the country for the sake of united stability of the country, employee communication on reducing salaries, community communication to launch community products.		crisis. Top management cultures and instill pride among employees, working as a team, determination to achieve the common goals, modifying communication that employees envision challenging goals at work and common ultimate goals.
Political context	Rising political unrest, political policy ahead of the military, the beginning of the “Splendid” time, gives attention to the people’s life and	Creating “Bangchak Culture”, change BCP logo, clarifying staff, change a corporate culture from focusing on “sustainable business development” to “sustainable business development	Political volatility and instability from time to time	Emphasis on human resource development and employee stewardship thoroughly, creating a better quality of life, opening participation opportunities and employee engagement

Thai Social Context	Situation	Change in BCP Communication	Situation	Change in SCG Communication
	political stability, preventing a return of the communist system, and became involved in politics	together with the environment and society”		as much as possible through the building and cultivating a shared culture or values

5.1.2 Communication process to create shared values on corporate social activities (CSR) and corporate sustainability in this study can be summarized into 3 areas: communication approaches, data communication requirements, and internal communication direction as explained in the following section.

1) Communication approaches – beginning at internal communication. Both companies BCP and SCG have in common internal communication in three following approaches:

(1) Formal communication is chosen depending on the context and content to be communicated. For example, a formal discussion on particular topics is communicated through formal communication such as Town Hall meetings, Broad Committee meetings, CEO Messages, meetings at all levels, Intranet, memo, announcements, or bulletins, or even short messages (SMS). This would include communication in general topics such as news and information, working guidelines, work rules, regulations, holidays, and leave.

(2) Informal communication is commonly used nowadays, including communication via LINE Application or Facebook. This is because it facilitates communication be faster and more efficient, forming a group for collaboration. Employees are informed of information and news concurrently, reduced communication gap, building closer relationships between supervisors and employees internally and communicated through activities, executive's tour to meet staff, organizing a workshop or caravan activities. Informal communication styles may reduce the gap and increase intimacy in an employee relationship.

2) Data communication requirements: a provision of criteria for consideration of content and related information, content accuracy, content format, and appropriate communication channels. Regarding the content in the formal communication, most companies provide specific teams and procedures for data examination, including Corporate Communications Dept., Office Efficiency Dept., and Human Resources Development Dept., Corporate Sustainability Development Dept., and Marketing Activities Communication Dept.

3) Internal communication direction: it found that both companies communicated in three approaches as follows:

(1) Top-Down communication approach is cascading information within an organization from the top management to the subordinate level. The objective of this communication style is mainly to convey the company's policies, direction, target, corporate performance notification, and performance follow-up, as well as notification of employee work procedures. Top-Down communication includes Town Hall meetings, monthly meetings, President /CEO Message, executive's tour to meet staff, special occasion speech. As a result, the subordinates understand the corporate' operational direction. They develop a close relationship between high-level executives and lower-level employees.

(2) Bottom-Up communication approach is communication from the subordinates up to top management. The objective of Bottom-Up communication is to open opportunities for subordinate employees to offer opinions and suggestions. It creates a space for listening and solving problems or work-associated obstacles. Bottom-Up communication includes office meetings, morning talk, and direct communication channels to the top management, including via e-mail or application that facilitates communication or data transmission to senior management. Both BCP and SCG have focused more on changing the internal communication to the bottom-up style. This is because the bottom-up communication helps the top management know and understand what employees have valued in their performance individually. It can be applied to create communication and stimulate employee awareness of shared values at work.

(3) Horizontal communication at the same level is internal communication in the same product line or across the product lines. The objective of this communication approach is mainly to talk or coordinate at work, request cooperation, organizing activities, and troubleshooting at work. Naturally, horizontal communication is informal. It can be communicated to each other in different manners, including face-to-face dialogues, talking on the phone, sub-unit meetings, or organizing activities within the organization. This communication style enables the employees to absorb the different values of individual employees and be interpreted independently. This results in assembling for corporate's particular activities, many of which are activities into which value is transferred.

Table 5.2 shows the communication process on corporate social responsibility (CSR) and corporate sustainability comparing between BCP and SCG. It can be divided into 2 parts: internal and external communication, as summarized in the following section.

5.1.2.1 Internal Communication

1) At BCP, communication styles can be divided into 2 types: online and offline. First, offline communication includes meetings at all levels, memos, announcements, or bulletin boards while online communication includes intranet and SMS. The topics in communication include general news release, practices such as rules, regulations, articles of association. Second, offline communication focuses on group-related activities between organization and employees, and between the organization with the community through offline communication. Skip-level meetings, workshops or caravan activities while online communication includes LINE Application or Facebook that communication can be achieved quickly, concurrently and efficiently. This helps reduce the communication gap and creates more intimacy. Likewise, at SCG, communication styles can be divided into 2 types - formal and informal. First, formal communication includes communication through various meetings including policy communication from top management through knowledge management (KM) activities by the hierarchical level of responsibility. The determination of standard criteria regarding employee development through a variety of tools or technologies includes live broadcasting. Informal communication is mostly communicated online and offline including such activities as self-exploration, knowledge mapping, competency, coaching counseling, learn and share forum, book briefing, consulting, KM web portal, a community of practice, and service activities such as “save & store knowledge” with multimedia technology.

2) Internal communication direction at BCP is divided into 3 types: (1) Top-Down communication with the objectives to convey policies, direction, target, report operating results, and performance follow-up. The methods of communication include meeting, message, and skip-level meeting. The outcomes include the understanding of jobs and organization, close relationship among employees at all levels. (2) Down - Top communication is aimed to give the employee opportunity to offer opinions and suggestions, creating a listening space and solutions

to problems or obstacles. The communication methods include meetings, morning talking, E-mail or application. This enables the top management to know and understand what employees have valued. The company may adjust and stimulate awareness of shared values. (3) Horizontal communication is aimed to discuss or coordinate, ask for cooperation, and solve problems, using informal communication style including face-to-face dialogue, conversations, talk on the phone, small meetings, consequently resulting in the different absorption in value, interpretation, and assembling to do activities to convey values. Consistent with SCG whose communication direction consists of three approaches, mainly including “cascading” or so-called “waterfall” communication, cascading information from highest rank to the lowest-level employees hierarchically to describe what the highest level performs. The employee can ask until you understand the situation well to continue the operation efficiently. The goal is not to upset the employees. Top-Down communication is a managerial hierarchy and the methodical transfer of information from the highest levels in the organization to company’s staff. This includes the Board of Directors is the highest level. One of the directors is a supervisor for lower level of hierarchy, as represented by small overlapping triangles like a cascading waterfall. This cascading communication style is impressionable and forceful.

3) Data communication requirements in the two organizations are similar. Namely, this includes the determination of criteria for content accuracy, formats, and diverse appropriate communication channels, prescribing the examination procedures and specific operational teams such as the Corporate Communications Dept., Office Efficiency and Human Resources Development Dept., Corporate Sustainability Development Dept., and Marketing Communications Dept.

5.1.2.2 Example of Communication through Shared Values on CSR Activities

BCP adopts shared values in delivering a corporate culture and employee culture through various media both formal, informal, or mixed as appropriate. SCG uses various communication technologies to build a community and communication among members through Learn and Share, Web board, Blog, Chat room, Wiki, and video clip sharing.

5.1.2.3 Examples of Communication through Shared Values on Corporate Sustainability

BCP carries out employee relations activities, mind mapping, Town Hall, and Facebook “Proud to be BCP#2” in a closed group for BCP employees only, in which shared value is transferred to activities.

SCG uses cascading communication through the mentoring system to transfer employee knowledge and experience before retirement, After Action Review, Elephant Brand’s One Brand initiative, all related brand communication. This includes internal communication, new culture creation communication for the next generation to the external environment. The strategies for mindset change from the previous generation who have been progressing as a supervisor. They have to be the role model to further inherit a new corporate culture.

5.1.2.4 External Communication

Communicating with customers, partners, society, and communities, both companies have similarities in communication approaches, namely, communication from the inside out and opening opportunity for stakeholders at all levels to participate. However, communication strategies have the difference in the focal points. BCP communication strategy focuses on product communication because it desires to raise awareness of customers, partners, and community in the value that the company intends to deliver. It meets the utmost basic needs, that is cost-effective, value for money, good quality with delivering the value of eco-friendly and good quality fuel. As a result, some customers respond and choose to refuel renewable energy and wish to be part of those who care for the environment. SCG focuses on a communication strategy on giving back to society by opening opportunities for social participation with the organization in giving back good things to society. This is done through CSR activities in communicating with customers, partners, society, and communities both domestically and internationally. With a more universal vision, focusing on CSR activities to give back to society and communities both in the country and abroad. Also, SCG applies the principles of communication following the universal approach, ‘people are the heart of business’ targeting toward creating employee awareness of long-term corporate growth and delivery of brand value from employees as brand ambassador to the customers, partners, society, and communities whose expectation is toward the

brand. This is a more powerful, simpler, and more cost-effective way than direct communication with customers.

5.1.2.5 Example of External Communication on Creating Shared Value in CSR Activities

BCP focuses on external communication through the distribution channel, delivery of goods and services at the point of sale primarily, that is a gas station. It introduced community products to distribute, adoption of modern technology in communication, using computers or mobile phones on platforms to report the company's progress to the public.

SCG applies external communication through CSR activities to communicate with customers, society, and communities that create regional activities. Example of CSR activities includes building a dike in Lampang wherein both executives and employees participated with the villagers in the community. Projects included water conservation for the future, disaster mitigation, non-profit foundations such as the Royal Project, Foundation for the Blind, prosthetic leg foundation as well as 'Sharing the Dream' activities carried out together with other ASEAN countries.

5.1.2.6 Examples of External Communication on Creating Share Value of Sustainability

BCP applies formal communication through annual meetings, seminars, and advertising media, coupled with informal communication through marketing representatives. This is more effective to develop the relationship, understanding, trust, and warmth.

SCG communicates with the campaign and initiative 'One Brand' of Elephant Brand products, brand communication to dealers, shareholders, customers, and communication with society and the public community, building a corporate image that prioritizes a service-driven business that creates value for customers, employees and all stakeholders. This includes the corporate image of environmental consciousness, declaration of social and public responsibility in the countries where SCG operates, more universal vision with focusing on CSR activities to give back to society and the community both in the country and abroad.

Table 5.2 Communication Process to Create Shared Value of CSR and Sustainability - A Comparison between BCP and SCG

Internal Communication	BCP	SCG	Example of CSR Activities	Example of Corporate Sustainability Activities
Approach	Both formal and informal, offline and online communication	Both formal and informal, offline and online communication	BCP	BCP
Direction	Communication direction can be divided into 3 types: 1) Top - Down, 2) Bottom-Up, and 3) Horizontal, which communication style has different specific objectives, methods and diverse outcomes desired.	Internal communication can be divided into 3 types: 1) Top - Down, 2) Bottom-Up, and 3) Horizontal, focusing on the “cascade” or so-called “waterfall” communication, a flow of cascading information where the Board of Director is on top, meaning the highest level of supervision, answering	- Communicating shared values with a delivery of corporate culture and employee culture through various media both formal and informal, or mixed style SCG - Communicate diversely with technology, building community to communicate among members through a	Employee relations activities, mind mapping, Town Hall, and Facebook “Proud to be BCP#2” in a closed group for BCP employees only, transfer of shared value to activities. SCG - Cascading communication through mentoring system to

Internal Communication	BCP	SCG	Example of CSR Activities	Example of Corporate Sustainability Activities
2) Data communication requirements	Determination of data communication requirements are similar for both companies, focusing on content accuracy, format, and diverse and appropriate channels, determination of procedures for data examination by specific teams including, Corporate Communications Dept, Office Efficiency Dept, and Human Resources Development Dept, Corporate Sustainability Development Dept, Marketing Activities Communication Dept, etc.	questions until everyone understands the situation to make things move on effectively. Cascading approach is an impressionable and forceful communication.	learning exchange system, Learn and Share, Web board, Blog/Chat room, Wiki / Video Clip Sharing.	transfer employee knowledge and experience before retirement, After Action Review, - Elephant Brand's One Brand campaign and initiative, all related brand communication including internal communication - New culture creation communication for the next generation to the external environment, strategies for mindset changing from the previous generation who

Internal Communication	BCP	SCG	Example of CSR Activities	Example of Corporate Sustainability Activities
<p>Communication from the inside out and opening opportunity for multiples stakeholders at all levels from customers, partners, and community to participate.</p>	<p>Focusing strategies on delivery of quality product and value for money to customers and partners, since the company views that value delivered must meet the utmost basic need of the customers, that is; cost-efficient, value for money, and high quality. The fuel</p>	<p>- Focusing strategies on giving back to society, corporate and social participation in returning good things to society through CSR activities primarily when communicating with customers, partners, and community, for example, determining more universal vision and</p>	<p>BCP - Focusing on communication through distribution channel, delivery of goods and service at the point of sale mainly, that is, gas service station where community products are distributed - Communication with modern technologies ,</p>	<p>have been progressing as a supervisor and being a role model in order to further inherit a new corporate culture. BCP - Formal communication through annual meetings and seminars and advertising media, and informal communication through marketing representatives that develop the relationship, understanding, trust, and warmth more effectively.</p>

Internal Communication	BCP	SCG	Example of CSR Activities	Example of Corporate Sustainability Activities
<p>products are quality and eco-friendly, thereby it is accepted by customers and is opted for refueling renewable energy because the customers wish to be part of environmental stewardship.</p>	<p>focusing on CSR in giving back to society and community inside the country and abroad.</p> <p>- Applying the universal approach, ‘people are the heart of business’ targeting at communicating to create employee awareness, delivery of brand value from employees as brand ambassador to the customers, partners, society, and communities whose expectation is toward the brand</p>	<p>computers, mobile phone on platforms to report the company status to the public.</p> <p>SCG</p> <p>- Local CSR activities communicated to customers, community and society includes building a dike in Lampang which both executives and employees participated in carried out activities with the local villagers.</p>	<p>SCG</p> <p>- Campaign and initiative ‘One Brand’ of Elephant Brand products, brand communication to dealers, shareholders, customers, and the public community</p> <p>- Building a corporate image that prioritizes a service-driven business that creates value for customers, employees and all stakeholders, as well as the corporate image of environmental consciousness through the declaration of social and</p>	

Internal Communication	BCP	SCG	Example of CSR Activities	Example of Corporate Sustainability Activities
		<p>recognition, Communicating CSV with raising awareness of long-term growth, which it is a more powerful, simpler, and more cost-effective way than direct customer communication.</p>	<p>- Such CSR activities as water conservation for the future, disaster mitigation, non-profit foundations such as the Royal Project, Foundation for the Blind, prosthetic leg foundation as well as ‘Sharing the Dream’ carried out together with other ASEAN countries.</p>	<p>public responsibility in the countries where SCG operates. - Determine more universal vision with focusing on CSR activities to give back to society and the community both in the country and abroad.</p>

5.1.3 Factors affecting the communication process on creating creates shared value between the organization and multiple stakeholders. The results found three important factors including social, environmental, and technological factors. They have affected the communication process for creating shared values between the organization and its stakeholders including employees and customers or communities. Consequently, the communication process to create shared values has shifted, namely, communication emphasizes a response to changes in each respect of area. Socially and environmentally, the communication is more likely to create perception onto socially-conscious activities carried out by the organization to express the corporate's social concern toward employees, society, community, and environment through participatory action to create a shared feeling of employees and customers or the community. Technologically, communicating an awareness of social responsibility toward stakeholders through activities that import and export modern technology innovations to society. This communication process contributes to a beneficial image for the organization. In addition, it results in a positive effect on the overall business of the organization.

Table 5.3 shows the comparison results of communication processes on creating shared value between the organization and multiple stakeholders in three domains - social, environmental, and technology context. It found that both companies have been subject to adaptation to create a new communication in the line with the changes from time to time in overall three domains in both the internal and external communication, as presented in the following section.

5.1.3.1 Social Context

BCP has adapted its communication process in the line with the changing social context. Internally, communication focuses more on human capital or human resources. Communication has been characterized by policy adjustment and measures with focusing on developing, sustaining, and reinforcing the productive employees (Talent Attraction and Retention) as a stakeholder to continue working happily. For example, a value, "I AM BCP" and a practice, "The Best Employer" has been introduced. Externally, communication emphasizes more importance on customers, entrepreneurs, partners, business networks, communities, and society. Example of

activities includes Community Relations, Farmer Sharing Happiness at Khok Tum district.

SCG transforms the communication process by creating a new corporate culture. To do this, it includes creating awareness among employees at all levels of the development of a corporate culture toward excellence, emphasizing the business that not only focuses on profit or innovation. It also creates a healthy society together with communicating the perceived awareness among customer, entrepreneurs, partners, business networks, community and society, representation of corporate social responsibility, dedication to business growth and public civilization simultaneously, not only for a profit purpose but problem-solving and improving the quality of life and sustainable society. Examples of activities include the establishment of the SCG Foundation, the appointment of the Social Affairs Committee for Sustainable Development, and community prototype.

5.1.3.2 Environmental Context

The BCP has adapted its communication process in the line with the context of environmental conservation that it is becoming one of the top global trends in connection with climate change, global warming, and other natural condition. Communicating on enhancing workplace safety and efficient use of natural resources, for example, the establishment of Green Initiatives. As for the part of the customers, entrepreneurs, partners, business networks, community, and society, BCP communication is based on value creation and sustainable business value. This is done in addition income generation, and environmental improvement for the country concurrently, for instance, introducing Greenovative Communities and the BCP Road Side Assistant project.

SCG communicates to create environmentally-conscious awareness among employees. Further, the external communication with customers, entrepreneurs, partners, business network, community, and society. SCG communicates the concept of “Sustainable Development”, to create knowledge and understanding directly to the community to strengthen the community with self-reliance through green plant activities, until it was rated ‘Green Industry Level 5, the utmost satisfactory level by the Ministry of Industry.

5.1.3.3 Technological Context

BCP has a rapidly responsive communication process to digital transformation. The innovative technology has been adopted to human development, creating 'Digital Culture' to cope with the future world. For example, creating new values following the 'I AM BCP' campaign, where 'I' represents innovation or innovative to create something new, and 'AM' represents agility and mobility, a ready for change with customers, entrepreneurs, partners, business network, community, and society. BCP communicates the concept of 'Greenovative Experience' with the innovative 'Digital Payment' under the concept of 'In-Car Fast & Trust Experiences' and introducing RPA (Robotic Process Automation) technology to key and format data in place of labor work.

SCG communication can be achieved through the application of digital technology and social media in pursuit of activities that contribute to convenience and speed for internal communication. For example, the Employee CONNECT application for external communication, focusing a communication to build a close and continuous relationship with customers, entrepreneurs, partners, business network, community, and society through quality and sustainable innovations, for example, the Hatch-Walk-Fly project. This project has begun to operate as a business under the "Farm to Table Platform" concept and create innovative technology for communication with agricultural market customers. This includes MeZ, an online agricultural market platform, and the Kubdee application and the SAFEsave application.

Table 5.3 Factors Affecting Communication Process on Creating Shared Value between The Organization and Multiple Stakeholders: A Comparison between BCP and SCG

Factors	BCP		SCG	
	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society
Social context	Communication focuses more on human capital or human resources, together with policy adjustment and measures focusing on developing, sustaining, and reinforcing the productive employees (Talent Attraction and Retention) as a	Communication emphasizes more importance on customers, entrepreneurs, partners, business networks, communities and society. Example of activities includes Community Relations, Farmer	Communication process through creating a new corporate culture, developing corporate culture toward excellence, not only focuses on profit or innovation, but also targeting goals on creating society.	Communication demonstrating corporate responsibility toward society and community, dedication to business growth and public civilization simultaneously, not only for a profit purpose, but problem-solving and improving the quality of life and sustainable society. Example of activities include

Factors	BCP		SCG	
	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society
Environmental context	stakeholder, and moving on working happily, for example, “I AM BCP” value, and “The Best Employer” practice. Communicating on enhancing workplace safety and efficient use of natural resources, for example, Green Initiatives.	Sharing Happiness at Khok Tum district. Communication adheres to value creation and sustainable business value, additional income generation and environmental improvement for the country simultaneously,	Creating environmentally-conscious awareness among employees, ‘Green Industry Level 5, the utmost satisfactory level by the Ministry of Industry.	the establishment of the SCG Foundation, appointment of the Social Affairs Committee for Sustainable Development, and community prototype. Communicating the concept of “Sustainable Development”, to create knowledge and understanding directly to the community to strengthen the community and self-reliance, for example, ‘Green Industry Level 5, the utmost

Factors	BCP		SCG	
	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society
		for example, Greenovative Communities, and the BCP Road Side Assistant project.		satisfactory level by the Ministry of Industry.
Technological context	Communication process with a rapid response to technological transformation seriously, modern technology adoption together with human and 'Digital Culture' development to	Communicates the concept of 'Greenovative Experience, innovative 'Digital Payment' under the concept of 'In-Car Fast & Trust Experiences' and introducing RPA	Communication through the digital technology and social media in pursuit to activities that contribute to convenience and speed for the internal communication, for	Emphasizing communication to build a close and continuous relationship with customers, entrepreneurs, partners, business network, community and society through the quality and sustainable innovations, leading to innovative

Factors	BCP		SCG	
	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society	Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society
	<p>cope with the future global change, for examples, ‘I AM BCP’ campaign, where ‘I’ represents innovation or innovative to create something new, and ‘AM’ represents agility and mobility, a ready for change to new value.</p>	<p>(Robotic Process Automation) technology to key and format data in place of labors.</p>	<p>example, the Employee CONNECT.</p>	<p>creativity for the quality of life and sustainability</p> <p>for example, the Hatch-Walk-Fly project. which has begun to operate as a business under the “Farm to Table Platform” , innovative communication technology for agricultural market customers, including MeZ, online agricultural market platform, and the</p>

Factors	BCP	SCG
Employees	Customers, Entrepreneurs, Partners, Business Network, Community and Society	Employees Customers, Entrepreneurs, Partners, Business Network, Community and Society
		Kubdee application and the SAFEsave application.

5.1.4 Effect of communication in shared value on multiple stakeholders: the finding showed that the BCP's communication in shared value has fallen short of communicating the employees in the existing approach of the organization concretely. In terms of building an express understanding of the responses to change, consequently the employees with a different perspective of value have been in conflict. Therefore, it necessitates modifying the communication process based on a harmonious integration between the organization's collective goals and personal goals. The company may deliver the actual value from the organization to its employees sustainably. As for SCG, it was found that the company has pursued communication in the future-oriented shared values and innovations from the beginning. As a result, the delivery of shared values from generation to generation is more evident.

5.1.5 Conceptual framework of the communication in shared values among business organizations in the context of Thai society.

The conceptual framework of the communication in shared values among business organizations in the context of Thai society can be summarized as follows:

- 1) The communication process in shared value will change when it has been affected by the social, economic, and political context of Thai society. Therefore, explicit and proactive communication is required. Communication approaches, styles, and methods would be adjusted continuously to keep up with the changing situations by the varying contexts.

- 2) Communication in the shared value of corporate social responsibility (CSR) and corporate sustainability should cover all stakeholders from inside out. This includes customers, entrepreneurs, partners, business networks, community, and society, as well as both formal and informal communication at all levels. These are the Top-Down, Bottom-Up, and Horizontal approach.

- 3) Three main factors affecting the change in the communication process in creating shared values include social, environmental, and technological factors. Thus, to designate approaches, types, and methods for communication on creating shared values would take these important factors into account.

- 4) Effect of communication in shared value on multiple stakeholders has been reflected through change/creating ideas and visions, and corporate innovations into creating awareness of CSR towards stakeholders, society, and the environment.

This prompts the organization to carry out socially-conscious activities publicly among all parties, with shared cooperation and appreciation between the organization and the stakeholders internally and externally in pursuit of such activities leading to sustainability.

5) Conceptual framework of planning, development, and communication in shared values for the organization adds to the examination and determination of the communication process consistently with three factors. It must also take into account three important elements of corporate social responsibility: CSR, namely: 3P: People, Product Planet, and adheres to the 4-stages Shared Value Strategic Plan: a) deliver a participatory value to achieve the targets of social responsibility representation to all stakeholders; b) expand customer value proposition to social value proposition, c) create value through internal processes and external processes; and d) promote 'Learning and Growth' along with 'caring and sustainability. This leads to the development six types of main capitals; including human, information, organization, morality, society and environment that contributes to the 'skillful' and 'good' organization. This will lead to sustainable success of the organization and the satisfaction of Thai consumers ultimately.

5.2 Discussion

5.2.1 Social context affecting communication on corporate social responsibility (CSR) and corporate sustainability and impact on creating shared values between the organization and stakeholders.

In the present study, the communication process on creating shared values in the organizations for both BCP and SCG in a social context and the change in Thai social context in terms of society, economy, and politics were investigated. It was found that the existing social context of Thailand has affected the communication on creating shared values both internally and externally. It is evident that both companies have necessitated an adjustment in the content format in accordance with the social, economic, and political issues from time to time. The occasional changes in Thai society require the companies to adapt to be competitive and survived both negative

and positive crises. This results in the need for communication methods to change in a faster and more efficient manner.

For example, the adjustment of the SCG has pursued modifying communication processes, content, and methods in accordance with the context of contemporary society through the renewal of corporate culture such as the internal communication process. As cited by one of the senior executives, the company introduced the concept of the ‘Open Culture’, or “Open-Mindedness”. This includes learning from mistakes, communicating responsibility and problem-solving of the past mistakes from generation to generation, create awareness and shared learning within the organization. It focuses on the sustainable organizational development, communicating corporate social responsibility. Consistent with Baker (2004)’s study, claiming that CSR involves how a company organizes business processes to create a positive impact. Consequently, it leads to social responsibilities and the sustainability and revenue generation of the organization. Moreover, SCG’s ‘Open Culture’ also demonstrates the impact of CSR trends, adherence to the code of conduct, and good corporate governance (business in society) (Baker, 2004). SCG adheres to the principle of communication under good corporate governance both national- and international level, learning lessons from mistakes through self-criticism, “Rather than talking about own success, direct storytelling of own mistakes, that would be a lesson for others.”

As for BCP, the company has become a fuel company known as the “Fuel Organization”, the only state-owned enterprise which has engaged in the fuel oil production and trade as a foundation for energy security for Thailand following the Great Asian War Crisis resulting in Thailand’s shortage of oil and electricity. It’s obvious that arising activities from time to time. BCP has been subject to the conditions on responses to the public expectations from the important business organization in Thailand, that is, ethics and social consciousness as a corporate citizen. Thus, the main point of the BCP’s communication is to raise customer awareness of social and environmental responsibility, green energy service for the environment and society. Oil is energy that builds customer confidence with the expert’s instruction. For example, the ‘Bangchak Super Power D Euro 4’ and the ‘Confirmation’ commercials are used to communicate the diesel users of the BCP’ eco-friendly oil, benefit to help reduce the running cost. Consistent with Carroll (1979, 2008), claims that corporate social

responsibility (CSR) refers to the social accountability of the business the companies can be conscious of the impacts. This covers the economic, legal, ethical and expectations and the corporate discretion toward the society at the given time.

In the economic context, it was found that economic crises in Thailand such as the Tom Yam Kung crisis had affected the communication process on creating shared values in important business organizations of the country like the BCP and SCG to some degree. In other words, both companies are required to change the format and method of both internal and external communication on creating shared value to the stakeholders. BCP communicated focusing on the national security through PTT, which is responsible for overseeing “oil”, “natural gas” and “refinery” of the whole country to raise awareness of the national unity. Meanwhile, it must communicate with the internal employees on decreased salaries and communicate with the community on local product distribution. Consistent with communication on creating shared value or the feeling of shared value among all stakeholders. In the CSV communication process, as Porter and Kramer explained in the “Philanthropy’s New Agenda: Creating Value” publication in 1999, stating “corporate’s shared value creation introduces creating economic and social value based on social activities by the business sector (Thaipat Institute, 2014; Porter and Kramer, 2011).

In a political context, as evidence that any important political events have an economic and social impact on all sectors to some degrees. This includes but is not limited to the important business organizations as the country’s energy security base. Therefore, it is necessary to rely on economic and social security to sustain the best interests of the organization in any negative situation. Organizations need to implement strategies for communication in various ways to create awareness and understanding among all parties involved, for instance. In a political crisis that causes a loss, the companies have to pursue clear communication with employees. For example, in case of facing problems and obstacles where decreased salary measures are necessitated. Meanwhile, the possible way to build the understanding among employees in such a crisis is to a shared value culture that all employees shall have common goals, expectations and needs. This is the cooperation within the organization to get through the crisis and envision to the future. As such, BCP renews the Bangchak culture and SCG creates an employee engagement. Thereby consequently this leads the

organization through the crisis without layoffs. The renewal of the corporate culture in the crisis is regarded as the most important in the political instability situation. This is consistent with the research of Thansuwan (2017), stating that in crisis situation facing the organizations. If an organization has long-term goals and farsighted visions to learn the expectations and needs of the whole stakeholders, planning strategies, and defining activities have to meet the expectations and needs of stakeholders fully. The outcomes will be positive and a favorable satisfaction.

5.2.2 Communication Process on CSR and Sustainability

The communication process of creating shared value is easily accessible, but more complicated due to corporate growth. In the past, employees have been informed directly by corporate leaders and top management regarding performance and CSR activities. Presently, with the organizational structure and changing competition, meeting with management becomes more difficult. It has been replaced by digital communication and electronic media in access to data rapidly. Therefore, this results in challenges in the individual's interpretation, which may vary with their prior experiences and sharing and exchange of ideas. This is the informality among employees, which might have interpretation variation.

The results found that communication on creating shared values has affected behavior and happiness at work. Currently, the way of the organization and the perceived value delivered to employees partly have been viewed as the ambiguity in practice. Many employees feel devalued as if they are out of date for the competition while some employees enjoy new challenges for business competition regardless of long-term growth. The actual condition of society and environment may result in the conflicts at work because of the different viewpoints of values. This results in the organizational transformation into the desired value is slower than a planned target. Consistent with the findings of Phathinee Sathathammasakul (2014), state that the attitudes of stakeholders in creating shared values contribute to the performance. Communication on policies and implementation can be achieved through internal communication strategies clearly and concretely. Consistent with the study of Ghasemi, Nazemi, and Hajirahimian (2014), claim that organizational communication should be characterized by the application of proactive media. This is coupled with building a relationship with multiple stakeholders, especially the employees who abide by the

organization's policy. In addition, the company shall communicate all CSV activities extending from CSR to all stakeholders group, maintain and strengthen the image of the organization. It creates a stronger relationship between stakeholders and the organization in the same direction. As cited in Zabkar and Arslangic-Kalajdzic (2013)'s study, effective communication has a positive effect on creating shared value for an organization and its customers. This requires clear and continuous communication policies, focusing on the employees through the human management in various area to instill an attitude on CSV and employee transfer of the CSV to the public (Cameillieri, 2012).

The results revealed that both companies have adopted communication methods covering the stakeholders internally and externally with an emphasis on communication from the inside out and open opportunities for stakeholder participation from customers, partners, to society and communities. Communication types are both formal and informal and the communication approach ranges from Top-Down, Bottom-Up, to Horizontal, with diverse content which varies with the purposes of communication. The focus is on communication to create awareness of CSR in the accordance with beneficial CSR concept. This is consistent with the Andrew et al., (2009) and Santana and Wood (2009) findings. The authors claim the definition of CSR as an approach with respect to both internal and external stakeholders equally. In addition, it further pointed out that CSR is a concept that companies incorporate social and environmental concerns into the business. This includes the voluntary implementation of stakeholder relationships. Further, consistent Zajkowska (2012)'s finding, citing that the types and systems of internal communication basically consist of two parts: direct communication (internal or external) and the level of communication (horizontal and vertical). Consistent with Sengupta (2011)'s concept, defining internal communication into three styles; formal, semi-formal, and informal communication. In addition, Zaremba (2010) divides internal communication into three types based on location, including external, internal, and formal communication. On formality, it includes formal and informal communication as well as down-top, top-down, and horizontal in terms of directionality.

Besides, at the BCP and SCG, the communication process on CSV has adapted with social, environmental, and technological contexts in a timely manner. This enables

the organizations to pass through the major arising crises and building stakeholders' confidence in the business stability and sustainability. The internal communication adheres to the universal principles applies both nationally and internationally. For examples, at SCG, overseas stakeholders of business networks have determined a more international vision with a policy or vision. It focuses on CSR activities to give back to society and the community locally and internationally, organizing activities to communicate and create awareness and understanding of SCG's operations regularly and continuously, for example, month/quarterly meeting. Similarly, at BCP, it organizes CSR activities to meet and talk with operators, partners, business networks regularly with the aim to create a sustainable and stable participatory understanding of returns, income and profits, fair and transparent quality of goods and services. This includes the emphasis of happiness at work and stability and sustainability in business cooperation, regular operation on schedule/time, flexibility, accuracy, and problem-solving. Consistent with Schant (2005)'s finding, claiming that CSR communications must be consistent with organizational practices and policies, ongoing communication and development, coupled with the responsive business operation. It meets the needs of all stakeholders effectively, thereby making the CSR communication be successful in the long run.

Besides, the results indicated that SCG initiated communication with building brand awareness under the 'One Brand', a campaign of Elephant Brand products. The aim is to communicate on brand among the dealers, shareholders, customers, society, and community, starting from the insiders and targeting to delivery of brand value to customers through corporate employees as a brand ambassador. It conveys the perceived brand identity to customers, partners, society and communities which expect brand value delivered by the company in communicating CSV and awareness of long-term growth. It was discovered that brand communication is more powerful, easier, and more cost-effective than direct communication. Consistent with Sichtmann's (2007)'s concept of brand communication, claiming that brand is a key to integrated marketing. The brand is the nucleus of customer enjoyment of good qualities. Consistent with Panda (2004), brand awareness in terms of recall and recognition, preference, strength, and the identity of the brand relevance in consumer's memory. Such dimensions may affect other aspects of brand coherence and brand relevance in the consumer's memory

in creating a positive image. This is in line with Duncan and Moriarty (1998), stating that brand communication contributes to more consumer engagement to strengthen customer relationships over time. Furthermore, this is consistent with Terrill (1992), stating that brand communication is the most important factor in the rollout of new services. Also, this is consistent with the ideas of many scholars such as Low and Lamb (2000). They argue that brand communication can promote positive attitudes to customers, which the positive attitude results in customer's brand adherence and influences their buying behavior. As Hoek et al. (2000) claimed that positive attitudes toward brands. For example, brand trust and loyalty, are important to long-term brand success and sustainability. Kempf and Smith (1998) argue that smart marketers have endeavored to create and maintain a positive attitude towards their brand through brand communication. Consistent with Turley and Moore (1995) and Grace and O'Cass (2005)'s finding that brand communication plays an important role in building a customer's positive attitude toward the brand. It can stimulate consumer feelings through trust, confidence, and preferences, which the business should not overlook. The company has to define communication channels appropriately and beneficially to building brand attitude.

5.2.3 Social, Environmental, and Technological Factors Affect the Communication Process to Create Shared Values

The results revealed that the social and environmental factors have significantly affected the communication process to create shared values in both companies. This leads to changes and improvements on activities, measures, and communication policies that emphasize the corporate social responsibility and awareness toward its stakeholders. This includes employees, customers, business partners, business networks, society and environment, and consequently resulting in beneficial outcomes for the corporate business, positive corporate image, and the sustainable success. This is consistent with Holme and Watts (2000)'s study, defining 'CSR' as a long-term corporate commitment to conduct business with integrity and create shared values to society. Consistent with Thaipat Institute (2012)'s study, stating that the corporate business process taking into account the impact on society and the environment and multiple stakeholders, appropriate allocation and utilization of existing resources available inside and outside the organization under the ethical code of conduct. This

will lead to the sustainable development of the organization. Unthika Soranunsri (2013)'s summary of strategies, claimed that the CSR communication strategies and processes will connect the organizations with stakeholders and continue business growth and survival.

Besides, as for technological factors, the participatory communication process between the organization and all stakeholders to create shared value through fieldwork and introducing the in-house technology to the public and community, and cooperation with business partners or other business networks in carrying out activities to build goodwill relationships. This would have a positive effect on the corporate image and business. This is consistent with Unthika Soranunsri (2013), summing up that one of the success factors is the concept of 'inside out' communication.

Moreover, the introduction of communication technologies such as social media and software application to communication and to carry out shared activities with employees and stakeholders. It has a positive effect on the organization in terms of creating a sense of belonging, promote a corporate's positive image, and improved trust in using other services rendered by the company. Consistent with Morsing and Schultz (2006), stating that the communication process should be characterized by 2-way communication in the manner that develops a sense of belonging and engagement. Sense-giving and sense-making process between the organization and the stakeholders. This is in line with Handan (2013), arguing that a trend in CSR communication by the business organizations. In the next decade communications will be more interactive with consumers via social networks, blogs, games, and various applications. Consumers and social networks can access information quickly and at all times. Also, operational and environmental report approaches should be adjusted to be more interactive through the website and online media. Consistent with Supaporn Velvet (2013)'s study, asserting that the communication tools are diverse and consistent with the project identity. For example of communication tools include personal devices, electronic media, mass media, radio, television, special events, other media. Using social media like Facebook to publicize information on project implementation promptly. This is a 2-way communication channel that the audiences are exposed to the participatory opportunity.

Thus, in pursuit of the CSV communication process modification based on three factors. They have been changing rapidly at all times among the important business organizations is necessitated. The organizations could be backward or outmoded or even be rejected by society if they have fallen short of development or communication modification. Consequently, the business could not sustainably sustain itself. The result demonstrated that the CSV communication methods and patterns in both BCP and SCG have been constantly changing. This is consistent with Robbins (2003)'s notion, arguing on the advantages of adaptation in response to factor changes. Firstly, creating meaning, empowering or motivating employees within the organization to devote themselves to work and live on with the organization. This includes sharing the feelings to achieve the organizational productivity ultimately. Thus, internal communication is adopted by the companies to convey meaning and upholding employee awareness. Second, building trust, communication develops trust through the perceived awareness of corporate policies or shared visions company-wide in the open, independent, and transparent manner and access anywhere anytime. Consistent with William (1992)'s study, concludes that the outcomes of the communication process are that all employees develop an understanding of corporate values, ethics, and strategies. Communication is the center of development linked to trust and integrity. Third, decision, communication is directly related to decision making. Quality communication is measured by data cascading from top to down and vice versa to support decision making. Lastly, feedback is important, leading to the right decisions corresponding to needs and achieving ultimate goals.

5.2.4 Impact of the CSV Communication on Multiple Stakeholders

The results revealed that the impact of CSV communication on multiple stakeholders. This has been reflected through the transformation and creating ideas and visions and innovations in both companies. It is purported to create awareness and stimulate the organization's responsibility toward the stakeholders, society, and environment in all dimensions. It thereby results in a change in activities which emphasize participatory communication with all parties and all levels. The determination of the communication process takes into account three key elements of corporate social responsibility (CSR), namely 3P: People, Product, Planet. This consequently leads to consumer satisfaction and sustainable success of the

organization. Alhaddi (2015), Arowoshegbe and Emmanuel (2016), Ergüden and Çatlıoğlu (2016), Gençoğlu and Aytaç (2016), Schroeder and DeNoble (2014), Tüm (2014), and Arslan and Kısacık (2017), defined “sustainability” as “meeting current needs without neglecting responses to the possible needs of the next generation”. The corporate communication on the operation focuses on responses to the expectations of the multiple stakeholders. This includes accountability, transparency, and perceived awareness to create added value for the organization through the Triple Bottom Line (TBL) concept. It consists of 1) profit or ‘economic bottom line’ in the economic dimension that the communication is intended to strengthen the organization and economic sustainability; 2) human or ‘social bottom line’ in the social dimension that communication applications have been adopted to create benefits and fairness for labor, human capital and society; and 3) earth or ‘environmental bottom line’ in the environmental dimension that communication is intended to lead the next generation to green business with more efficient use of energy sources.

5.2.5 Developing a conceptual framework of planning, establishing, and implementing sustainable shared value communication processes of Thai business organizations. In addition to examination and determination of the communication process consistently, the four factors that need to be examined include Thai social context, social factor, environmental factor, and technology factor. It necessitates taking into account the ‘3P’, three key elements of corporate social responsibility (CSR) namely, people, product, planet, consistent with the 4-stage principles of the Shared Value Strategic Plan (Pipat Yodprudtikan, 2017). These are a) participatory delivery of value to achieve the CSR communication to all stakeholders; b) extend customer value proposition to social value proposition; c) create value through internal and external processes, and d) promote learning and growth; d) caring and sustainability. This creates 6 types of main capitals namely human, information, organization, moral, social, and environmental capital. This contributes to the development of “skillful” and “good” organizations that will lead to sustainable success and Thai customer satisfaction ultimately.

In conclusion, the aforementioned results affirmed the research hypothesis as explained. 1) The context of Thai society has affected the communication process in shared values of the organization, reflected by the corporate culture. This is consistent

with Haviland (1993)'s finding, claiming that the culture behind contexts and actions in an exchange of knowledge and experiences among the corporate members. It includes attention to the meanings and symbols adopted by each organization can describe what the corporate members understand through the communication process and what they have expressed. 2) Social, environmental and technological factors have shifted the way the organization communicates in response to social and environmental changes, including adapting to modern technology that affects the communication process on creating shared value in the Thai social context. This is in line with the study of Pipat Yodprudtikan (2017), citing that incorporating CSR into the corporate strategy contributes the organization to have the holistic view and guidelines for business and corporate social responsibility. The focus is on moving on toward the same direction and unity. 3) Corporate communication on shared values has affected the behavior of the stakeholders in the context of Thai society. It creates positive shared feelings of consumers towards social and environmental responsibility. This is consistent with Baker (2004)'s finding that communicating shared values involves how a company organizes business processes to create a positive impact, social, and ethical responsibility.

5.3 Recommendations

In the present study, the overall recommendations are explained in this section. The determination of guidelines for the development of the organization's communication process focuses on creating shared values should be carried out through a participatory process and take into account the three main factors. These include social, environmental and technological factors. The goal is to create a shared feeling among stakeholders toward the social responsibility as a whole. Consequently this leads to the organizations' reliability and trust from all parties, satisfaction with services, and the corporate sustainability ultimately.

As for recommendations on creating a communication process to create shared value among internal BCP stakeholders, the company should wish to achieve behavioral change among employees under the 'I AM BCP' concept. The employees need effective communications with a good role model in functioning their duties. This

is to expose the employees of the readiness to dedicate themselves at work. The focus is on the ultimate goals of the organization that has to be integrated with being “good, knowledgeable, useful” citizenship harmoniously without giving up one’s self. Consequently Bangchak delivers the actual corporate value to its employees sustainably.

Further recommendations on the distinction of awareness of “shared values” for the future study should be extended to other stakeholders closing to employees, for example, communities surrounding the refinery, gas station operators. Further study should focus on delivering value in the different crises of the epidemic, rather than the economic crisis.

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APPENDIX

Creating Shared Value Communication for Thai Companies

The interview form is based on the conceptual and theoretical framework involved in this research. The in-depth and open-ended questions for the interviewee or the main informant have a chance to talk and inquiring in detail, truthfully, and having flexibility in the interview. The researcher has therefore identified five main questions:

1. Issues in the context of Thai society affecting the organization and towards creating shared values
2. The meaning of the value that the organization wants to deliver to its employees and other stakeholders
3. The communication process between the organization and employees, and other stakeholders can created
4. The definition of the word “value” that the organization delivers compare with the “value” that employees need and the “value” they feel they receive from the organization.

The details of the questions on the issues are as follows.

1. Issues in the context of Thai society affecting the organization and towards creating shared values
 - As a business organization that has been operating for a long time. Through the various changes of Thai society over the past years, the change of Thai society affects the business's operations or not and how does the organization cope with changing context of Thailand society?
 - As a business organization, the word “values” has to mean and the changing the context of Thai society in each era does the organization's value change?
 - Does the organization now view the value that the organization delivers to society today? Is it enough? Or the organization should deliver other values to society?

2. The meaning of the value that the organization wants to deliver to its employees and other stakeholders

- How are the values the organization wants to deliver to employees and other stakeholders similar or different?

3. The communication process between the organization and employees, and other stakeholders can created

- Which division is responsible for planning, managing, navigating and controlling communications within the organization with employees?

- What are the communication's objectives for employees, and by whom?

- Does the "Value" communication process specific for it's propose? And by whom?

- What is strategic objectives for communication about organization's value and does its change by any factors?

- What about your communication structure?

4. The definition of the word "value" that the organization delivers compare with the "value" that employees need and the "value" they feel they receive from the organization.

- Do you know about your organization's values? How do you know?

- What do you feel about your organization's values?

- In your opinion, what is "Value" for your work in organization?

BIOGRAPHY

NAME

Chanatta Satsue

ACADEMIC BACKGROUND

Bachelor's degree with major in Accountancy from the Faculty of Business Administration and Accountancy, Thammasat University, Bangkok, Thailand in 2002 and a Master of Business Administration (Flexible MBA Program) from NIDA Business School, Bangkok, Thailand in 2006

POSITION AND OFFICE

Accountant Section Head of Network Administration, Bangchak Corporation Public Company Limited, Bangkok, Thailand in 2003-Present