

Customer Experience

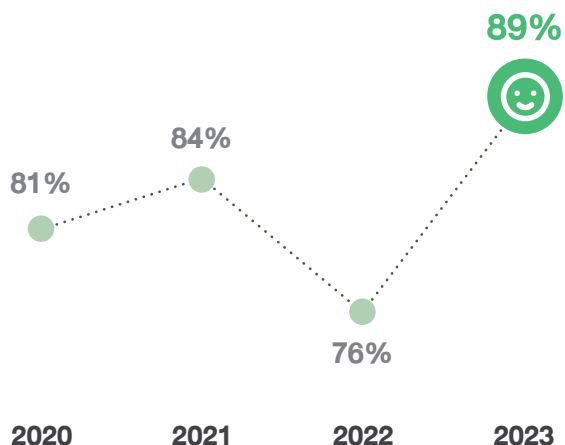
Target in 2030



Customer satisfaction with products and services is not less than **85%**

Performance against Targets

Customer satisfaction with products and services (%)



Background and Relevance

S&P has been conducting business with Thai people in every moment of happiness for over 50 years, offering impressive products and services in food, bakery, beverage, Blue Cup coffee, and various ready-to-eat items. Constant research and development of new menus are undertaken to meet consumer demands and provide convenience to customers who visit for dining, takeaway, or through the 1344 delivery service. Customer compliments are an important goal, leading to an increase in S&P's sales outlets and the influx of new employees. However, this may impact service delivery and could result in customer complaints. Customers and consumers who use our services will receive equal care in accordance with the principles of human rights. They will have access to quality food and services, including in cases where there are complaints about the service received. Our company has a complaint-handling department responsible for reviewing, addressing, investigating, and following up on complaints until they are resolved to the same standard.

Managing customer relationships and creating customer satisfaction is something our company prioritizes, especially in today's increasingly competitive business environment. Customer needs are vital information that S&P uses to formulate sales strategies, provide quality service, and develop products to create the best possible experience for customers.

Determination

S&P is determined to serving customers under the principle of 'Quality, Value, and Virtue,' which includes:

Quality

refers to the quality and safety of food.

Service

refers to the quality of service and rapidness in service delivery.

Cleanliness

refers to the cleanliness of the premises, equipment, and staff.



Environment



Social



Governance and Economy

Additionally, we aim to cultivate long-term relationships with customers through a variety of activities. We consistently monitor customer satisfaction and continuously develop products and services to become an integral part of our customers' lives and grow together sustainably.

Operational Approaches

S&P has various operational approaches for managing customer relationships to ensure customer satisfaction with our products and services, as well as to foster trust, confidence, and reliability in our services. Here are some key principles:

1. Principles and Communication with Employees

S&P places great importance on internal communication as it is crucial for fostering relationships between management and employees in the organization. When employees understand the Company's policies, it positively impacts their work performance, allowing them to work towards common goals. Therefore, S&P provides diverse communication channels to convey company policies and information, such as monthly branch manager meetings, email, and the intranet.

2. Employee Training in Customer Care

S&P has established the "S&P Training Unit," where all employees are required to undergo training and testing. This training begins from their initial employment and continues throughout their tenure with S&P, following a curriculum aimed at enhancing various job skills. Additionally, we provide training in communication skills, including welcoming and thanking customers, inviting and promoting promotions or new products, using voice modulation, and maintaining a smiling, cheerful demeanor. Employees also undergo training in English language skills and handling customer complaints, as well as resolving unexpected incidents promptly.

3. Customer Communication

S&P prioritizes communication with customers of all genders and ages. This includes direct communication from frontline staff who interact with customers daily, as well as communication through various publicity media suitable for each customer group, both offline and online. These include materials such as table menus, counter stands, coasters, television advertisements, and online media through the S&P application and other communication channels. These efforts aim to increase convenience and responsiveness to customer satisfaction quickly.

4. Product/Service Development and Improvement

S&P has experts dedicated to researching and developing new products continually. We also have modern equipment for producing new products that meet customer demands and satisfaction. Additionally, we collaborate with other organizations, such as food institutes, universities, and communities, to enhance knowledge in product development. This includes using local ingredients to develop new products for the market under our Company's quality control and standards.



• Customer Satisfaction Survey

S&P conducts customer satisfaction survey using an electronic format (E-Survey), where customers can provide feedback by scanning the QR code from the bottom of the receipt after each service. The survey focuses on three main aspects: 1. Taste of food/products, 2. Service quality, and 3. Cleanliness. The evaluation responses are divided into two formats: 1. Rating satisfaction levels from 1-10, and 2. Providing open-ended comments. This feedback is then utilized to develop products and services that best meet the goal of maximizing customer satisfaction. Additionally, we contribute to the continuous improvement of our operational systems in the long term.

For the evaluation categories, they are divided as follows:



In the new assessment form, the questions are more detailed covering the important points:

- Overall satisfaction
- Recommendation
- Food taste
- Food quality
- Friendly service
- Cleanliness
- Speed of service
- Value for money

OVERALL SATISFACTION

RECOMMENDATION

FOOD TASTE

FOOD QUALITY

FRIENDLY SERVICE

CLEANLINESS

SPEED OF SERVICE

VALUE FOR MONEY

• Handling Issues Identified from Customer Satisfaction Survey

S&P is committed to improving products and services to meet the needs of customers and consumers to the fullest extent. Therefore, we take the lowest-scoring issues and significant feedback from the survey as targets for developing improvement plans in the upcoming year.

• Complaint Management

S&P is dedicated to efficiently managing customer complaints, following a structured and planned process. With our policy emphasizing the importance of customers, we respond to and manage complaints from all customer groups, covering all channels for reporting complaints. S&P has provided various channels for receiving complaints, such as complaint-receiving units, telephone lines, email, and websites.



In the year 2023, there were 476 complaints, categorized into two types: service/general issues and severe complaints. Investigations were conducted to identify the root causes of the complaints, and the cases were forwarded to relevant departments for resolution. The outcomes of the actions were reported to the complainants in writing, with each report signed by company executives. Statistical data on complaints were also collected for analysis and to improve complaint management efficiency, enhancing service transparency and fairness to the stakeholders. S&P prioritized addressing issues and severe complaints, using them as examples for analysis and corrective actions.

Service/General issues resolved within 15 days	Serious problems resolved within 1 day
<p>Actions Taken: Immediate Apology, Investigation, and Reporting to the Complainant</p> <ol style="list-style-type: none"> 1. Employee training at restaurants and sales points according to S&P standards. 2. Cross-Functional work capability for employees. 3. Introduction of robotics to expedite certain processes and enhance service convenience. 4. Implementation of Cashless Payment system to reduce customer waiting time during peak hours. 	<p>Actions Taken: Immediate Compensation and Compliance with Regulations</p> <ol style="list-style-type: none"> 1. Employee training in service at restaurants and sales points according to S&P standards. 2. Development of stores to meet QSC standards following S&P's procedures following the further details in the food safety and product quality category. 3. Factories strictly adhere to ISO22000:2018 standards. 4. Implementation of traceability process that allows for checking the origin of products.

S&P has analyzed the scores to improve the service development directions of the branches as follows:

1. Conducting training for employees in service.
2. Adopting technology and innovation to assist in service, such as employing robots for serving. Currently implemented in 17 branches, with one robot per point.
3. Implementing Cashless Payment system covering all channels for customer convenience.
4. Introducing a Mobile Take Order system to receive customer orders and reduce errors in order taking.
5. After recording orders via Mobile Take Order, the system will send the data to the kitchen to prepare the food according to the order. Using the Mobile POS system for payment on mobile devices allows staff to collect payments directly at the table.

Customer Personal Data Protection

S&P is aware of the privacy and protection of customers' personal data, as well as the stakeholders of the organization entirely. We have announced the use of privacy policies, including the preparation of documents on data collection, usage, disclosure, and processing of personal data to prevent breaches of personal data and provide confidence to stakeholders in the appropriate management of data. Furthermore, S&P ensures the protection of personal data in strict compliance with personal data protection laws.

Before engaging in whistleblowing resolution discussions, S&P will communicate to inform customers about the privacy policy and seek their consent before commencing any processes. This includes responding to customer satisfaction surveys, where communication seeking permission will be initiated before proceeding with the survey.

Privacy Policy



Documents on data collection and processing of personal data



Summary of operational performance of 2023



Management on whistleblowing

Service/general problem

Resolved within 3 days

451 cases

Accounted for

94.75%

Serious problem

Resolved within 1 day

25 cases

Accounted for

5.25%

All complained
problems

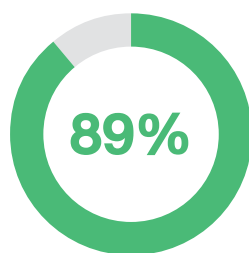
476 cases

Action has been taken and the whistleblower has
been informed back **100%**



Customer Satisfaction

CSAT (Customer Satisfaction Scores)



of the total number of customers who
responded to the assessment

17,541 persons



Customer Personal Data Protection

Number of whistleblowing
from outside agencies (times) **0**

Number of whistleblowing
from regulatory/government
agencies (times) **0**

Number of personal data
leaks or violations (times) **0**

More information can be studied at <https://www.snpfood.com/th/sustainability/sustainability-goals-performance>.



Environment



Social



Governance and Economy

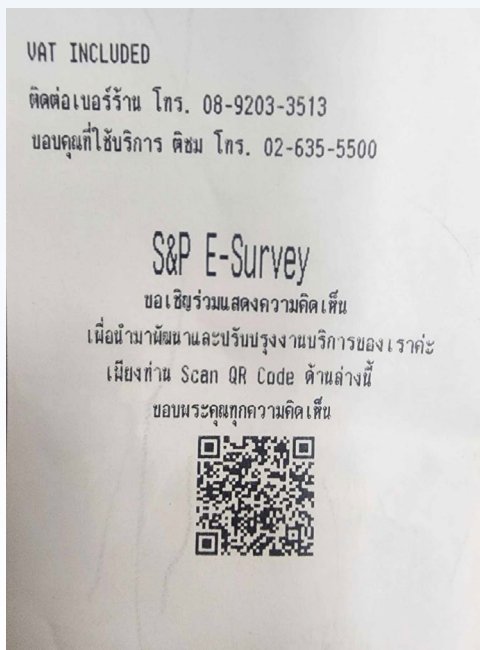
Highlight Projects in 2023

Customer Satisfaction Assessment Project in 2023

The Customer Relations Department has developed new electronic assessment channels to gather customer feedback more conveniently. This includes the introduction of QR codes on receipts and a Line Official S&P account to collect customer opinions and promptly address their needs and concerns. These initiatives aim to maximize customer satisfaction and enhance overall service experience, leading to continuous improvement in operational processes.

Channels for doing assessment

1. QR Code at the end of the receipt

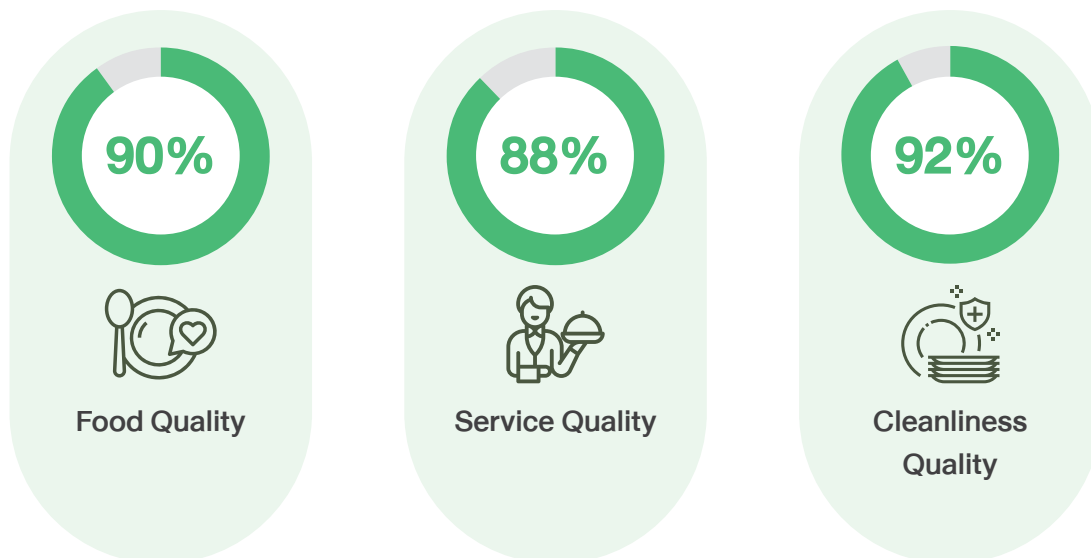


2. Line Official S&P (Open in cases where the total number of assessments is not large.)



In 2023, S&P implemented a project to develop a customer satisfaction assessment. From January to July 2023, the assessment was conducted using the old format, while from August to December 2023, a new assessment format was introduced. S&P combined the results of both assessments and calculated the average. With 17,541 customers responding to the assessment, it was found that customers were generally satisfied with the products and services of S&P, with an average satisfaction rate of 89%. The highest satisfaction was in terms of cleanliness at 92%, followed by food taste at 90%, and service quality at 88%. In addition, there was an increase in the recommendation of S&P to others, with 83% of customers recommending the store to acquaintances.

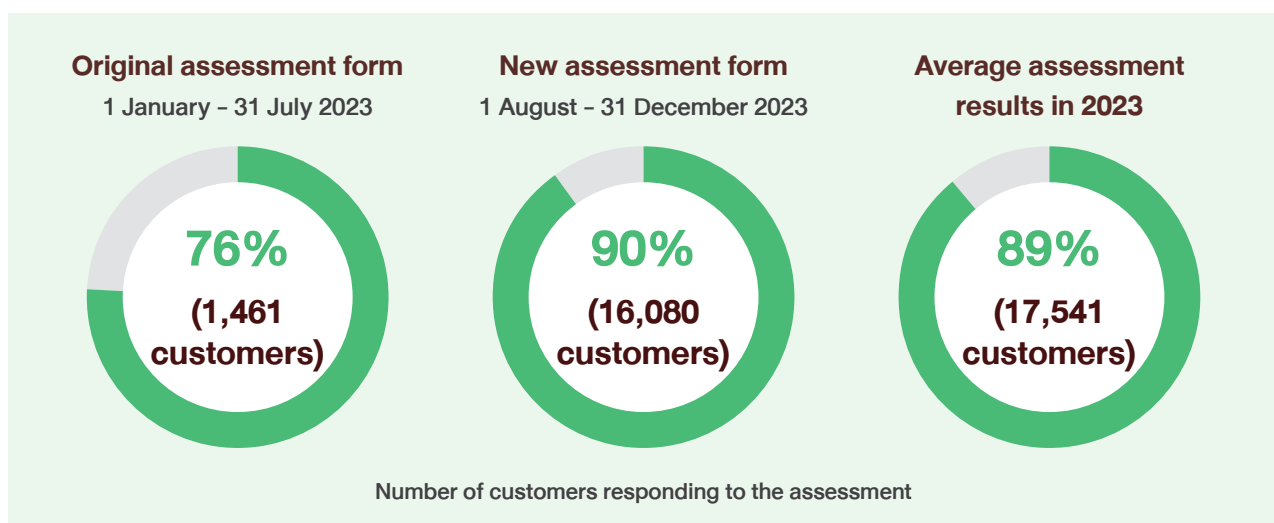
Nevertheless, S&P is committed to continuously improving and accelerating its service delivery. This involves developing the skills of employees to perform a variety of tasks and swiftly fill in for any gaps in their work. The ultimate goal is to ensure the possible highest level of customer satisfaction.



Objectives

- To know customer satisfaction and use the information to further develop services.
- To measure results continuously and evaluate services to be more efficient.
- To be used to evaluate service standards from the indicators for evaluating customer satisfaction

Results



Benefits

The new assessment form has more detailed questions. This allows the assessment results to be developed to meet the needs of customers and cover more issues as well.



Service Master Project (5-step service course)

S&P focuses on developing both theoretical and practical skills of employees in various areas, including kitchen work, new menu courses, special dishes, special beverages, and service skills. This aims to ensure that employees are proficient and able to deliver products and services to provide the best possible customer experience, thereby preventing long-term complaints. Through the development of service skills equivalent to international standards, S&P aims to meet customer needs and achieve the highest level of customer satisfaction. The 5-step service course is the starting point for creating a culture of service excellence, which means service that focuses on meeting customer needs to the maximum extent possible in all aspects, including product or service quality, speed of service, attentiveness, care, and friendliness of the employees.

Results and benefits received

- The total number of training participants in 2023 is 322 people from a total of 584 employees, accounting for 55%.
- The number of service complaints decreased after training by 75%, before the training course opened. There was the highest number of 44 complaints. After the training course opened, the number of complaints decreased to 11 complaints.



Personal Data Protection Project

This project aims to raise awareness among all employees about the importance of personal data protection. It provides knowledge and understanding about the types of personal data and the rights of data subjects. Employees will be equipped to apply this knowledge correctly in their own work and in areas related to their responsibilities, in compliance with regulations and international standards.



Objective

To raise awareness about the importance of privacy policy, protection of customer personal data, and compliance with international standards and regulations in order to safeguard the privacy rights of customers.

Outcome

453 employees participated in the assessment and met the criteria.

