



# THE CHALLENGER

BY TUBC

SIAM COMMERCIAL BANK: Attracting Talent

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SCB  
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# SIAM COMMERCIAL BANK

## Attracting Talent

Supawat Likittanawong prepared this case under the supervision of the case company. The case was prepared solely as a basis for discussion. Cases are written in the past tense; this is not meant to imply that all practices, organizations, people, places or facts mentioned in the case no longer occur, exist or apply. Cases are not intended to serve as endorsements, sources of primary data, or illustration of effective or ineffective handling of a business situation.

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# Introduction

"The banking industry is evolving and our recruitment needs to evolve to tap the right targets that will meet market requirements of the future. However, it does not mean we can neglect candidates with traditional banking profile. Key question is how can we maintain a steady stream of traditional banking candidates and still be attractive to the new generation recruit with a different skill and mindset necessary for the future."

"We are aware that SCB still has a lot of fundamental gaps to become top of mind employer. We want to fill these gaps and build values that will actually be sustainable."





This is how management for Siam Commercial Bank (SCB) expresses their concern on the bank's talent acquisition initiatives. The changes in the financial services sector coupled with the emergence and accelerated growth of digital economy meant that financial institutions have to adapt to remain competitive. A key enabler to remain competitive is having sufficient number of the right talent joining the organization. These new breed of talents will have very different profiles from traditional banking recruits. Their profiles will be similar those attracted to prominent dot.com companies. However this new talent requirement does not make the need to attract candidates with traditional banking skills less important. For the smooth operation of the bank, a steady flow of traditional banking candidates is still required.

The key challenge is how do Siam Commercial Bank attract these new breed of talents while at the same time maintain its attractiveness to the traditional banking candidates. This has proven to be more difficult in recent years due to an increase in competition for talent from both banks and non-bank players. The millennial talent pool perception of the financial services sector is less positive when compared to a generation earlier. Many don't see career at a bank to be inline with their aspirations, making it more difficult to attract the right talent. What can SCB do to attract new breed of talent to meets its requirement for sustainable growth while still maintaining its attractiveness for traditional banking candidates.





# The Siam Commercial Bank

The Siam Commercial Bank PCL was established in 1906 under Royal Charter and was Thailand's first indigenous bank. The Bank provides a full range of financial services, including corporate and personal lending, retail and wholesale banking, foreign currency operations, international trade financing, cash management, custodial services, credit and charge card services and investment banking services, through its head office and its extensive branch network.

According to unconsolidated financial information filed with the Bank of Thailand, the Bank is Thailand's second largest commercial bank in terms of total assets, as at March 31, 2017. As of March 31, 2017, the Bank had, on a consolidated basis, Baht 2,938 billion in total assets, Baht 2,025 billion in deposits and Baht 1,952 billion in loans. The Bank has been listed on the SET since 1976.

# From “Book Club” To Siam Commercial Bank

The most important change in Thailand's financial system was engineered under the visionary and wise leadership of Prince Mahisara Rajaharudaya (H.R.H. Prince Mahisorn), a brother of King Chulalongkorn (King Rama V). He realized that it would be difficult for Thailand to develop its economy without the firm foundation of a national banking system. His approach was to cautiously set up a small commercial bank as a pilot project, naming it the "Book Club.

The Book Club began its life on 4 October 1904 in a shop house on Ban Moh Road. After the heartening performance of the Book Club, on 30 January 1907, H.M. King Rama V granted royal permission to set up the bank with an initial capital of 3,000,000 baht. The decree was announced in Royal Gazette and Siam Commercial Bank Limited thus officially began operations as a full-fledged commercial bank.

Throughout the later half of 1900s, Thailand had gone through a number of significant political and social changes. During that period, Siam Commercial Bank experienced a number of socio-economic and political crises far more severe than those encountered during the previous quarter century. Despite the obstacles, the Bank survived by adapting its organization and management in a manner that reflect true Thai ingenuity. The leadership was dramatically altered from Western to Thai.

This is an evidence of the evolution of Thai executive expertise. This period also saw the extensive expansion of infrastructure and public utilities to support the country's economic advancement, as well as the bolstering of organizations designed to facilitate industrial development. Financial institutions also strengthened their role and contribution to the development of Thai economy and stability. The Bank kept pace with Thailand's development by expansion of branch offices. Most of the branches were in Bangkok but many were in major provincial centers to served customers throughout Thailand.

In 1983, Siam Commercial Bank opened a new dimension in Thailand's electronic banking by becoming the first to introduce Automatic Teller Machine (ATMs); the Bank also offered the first telephone banking service. Taken as a whole, this service led to enormous changes in Thailand's finance and banking industry.



The expansion of Siam Commercial Bank's deposit base, credit, business, and its range of transaction activities were in keeping with the growth of the Thai economy. Siam Commercial Bank's ability to make good and steady progress was due to several factors: a market-oriented reorganization, the systematic resolution of poor-quality assets, the revision of the operating system, and the constant monitoring and timely analysis of events. The Bank's operational effectiveness was recognized by Money & Banking Magazine, which named it "Bank of the Year" for four straight years (1989 to 1992) for the best all-around performance, notably its market share, net profit per share, social welfare activities, and organizational development.

Siam Commercial Bank has stated its mission as being The Premier Universal Bank of Thailand. Thus, it seeks to provide not only the traditional commercial banking services but also a full range of financial services, and aided by continual organization and personnel development to meet international standards.

The financial sector is always at the forefront of change and development. With the emergence of digital economy, the bank is now facing yet a new challenge. A challenge that might see a paradigm shift is how financial services are conducted. However to tackle this new challenge, the management at Siam Commercial Bank knows changes in strategy or operations is not sufficient. It would require building a business model with digital at the core. To achieve this, human resources and talent management, specifically on talent acquisition would need to play a critical role.

# The Changing Landscape Of Financial Services

Money, banking and financial services have been in the world and around us for centuries. Their content, form and functions have become increasingly diverse and complex. Nonetheless, they are rapidly changing. Over the last decade, banking is now facing many new challenges, competition from non-banks enabled by improvements in technology; evolving customer demands; and loss of customer confidence towards the financial sector. The old-fashioned customer-bank face-to-face communication is disappearing fast and being replaced with multichannel solutions based on technology. Simultaneously, a difficult economic environment and rising regulatory pressures have led to an increased focus on costs. All these changes comprise a significant challenge to the strategic management of financial services.





## Technological Advancement

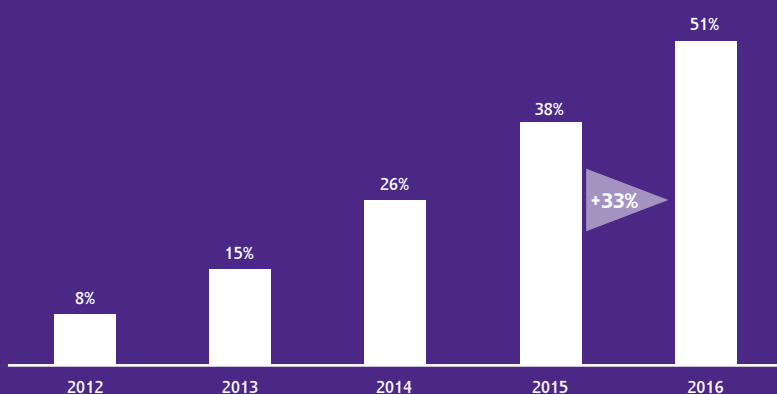
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Banking by nature is a very technology intensive sector and so in the financial services sector technological progress has resulted in improved quality and variety of banking services. Information, communication and technological innovations allow for cheaper and better financial services for households and companies without a need for physical presence. However, the banks have eagerly taken advantage and have been excellent users of new technology innovations, and new information technology is becoming a continuously important factor in the future development of the financial services industry, influencing banks' marketing and business strategies.

The unprecedented development of electronic devices has strongly affected the development of online-banking. According to analysis done by Siam Commercial Bank, Thailand smart phone penetration has reached over 50 percent of the population in 2016. This is a staggering 33 percent growth from 2015. It is predicted that technological advantages will cause radical changes in traditional banking.

### Thailand smart mobile phone penetration

Unit: % of total population

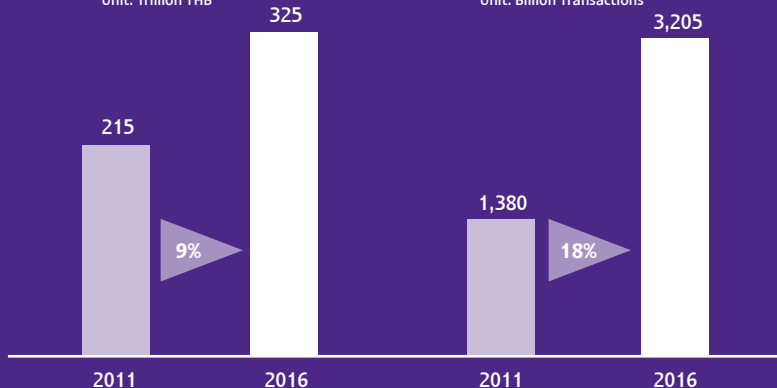


Source : Siam Commercial Bank EIC

### Thailand E-payments

Total Transaction Value  
Unit: Trillion THB

Total Transaction Volume  
Unit: Billion Transactions



Source : Siam Commercial Bank EIC

Technology has also introduced new entrants (telecommunications companies, supermarkets, e-brokers, etc.) in the financial services sector, who are ready to rapidly create, adjust to user preferences and deliver innovative solutions. The needs and preferences of customers are changing. Traditionally, retail banks have used branches, ATMs, call centers, and the Internet bank to interact with customers. But changes in customer behavior leveraged by growing technological innovations, has led to an increased popularity and adoption of new such as mobile / tablet banking and social media. This can be seen from the consistent growth in the use of e-payments which has exceeded 3 billion transactions in 2016.

Innovations around better and faster delivery of the right products to a customer will help banks provide a differentiated customer experience and lower customer retention costs. Where markets are highly saturated, product and price no longer provide a clear competitive edge. Leading customers from higher-cost traditional bank branches to lower-cost online channels can help to reduce overall cost-to-serve while improving return on investments.

## Customer Behavior Changes

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Banking customers are becoming more experienced and savvy at using technology-based banking services. If at the beginning of the e-channels era it was something “strange and dangerous”, then nowadays it is mandatory for financial institutions to provide the right service at the right time and place to the customer. One of the influencing socio-cultural factors is the emergence of the next generation of consumers. Younger consumers (so called GenY and Millennials) do not depict their world without the aid of the Internet or their social and working life without smart devices, and therefore they are increasingly less engaged with the physical distribution of financial services. They expect services providers to be highly adaptable to digitalization. Not just the GenY or Millennial, today customers of all ages are active customers of the Internet and electronic devices designed to bring instant gratification to any task. Almost every activity (communication, music-listening, travelling) can now be accomplished within seconds at any time, from any location. The same expectations accorded to fast service delivery are also extended towards providers of financial services.

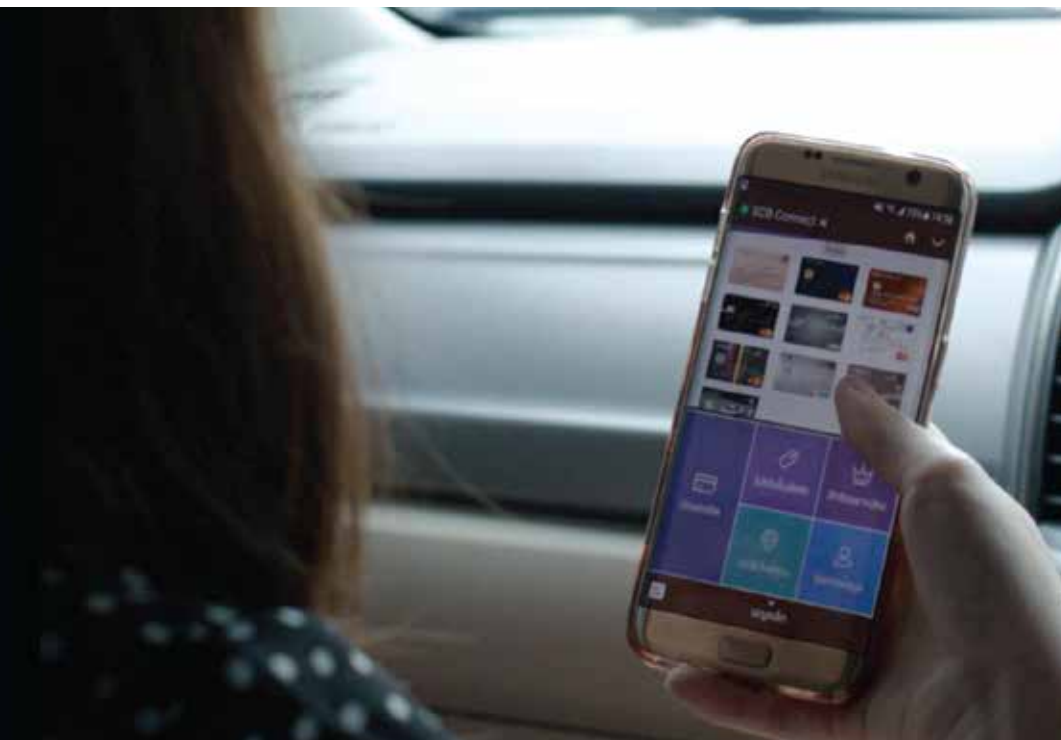
Customers are looking for online possibilities to be connected with their bank and perceive banks as leaders in technology implementation. As such banks enjoy a better brand image. Quantitative evidence suggests that high digital usage correlates closely with customers' profitability and loyalty. Customers who use more channels become more loyal, buy more products and are more satisfied. Not only do they recommend the bank to other people, but they also stay longer with their bank and buy more products.



# Financial Institutions Adapting To Change

The changing environment will force radical changes in banks' business strategies, organization structures, business models and core operations. Management is seeing radical changes in banking behavior. Traditional operating models are being replaced by new strategies. Management is not just exploring the usual levers around enabling new or increased revenue streams and cost reduction but also a wider economic and social role. It will need the establishment of more customer-focused business and operating models, both internally and externally. This will impact virtually all parts of the organization – with profound implications across strategy, leadership, and organizational culture. The commercial value proposition and employees' skills from front-end commercial activities to back-end technology and operations must be focused on continuous innovation and incremental development. People in frontline positions need to develop more general and interpersonal skills to create and retain long-term customer relationships, give high-quality product advice, generate sales and earn revenues. On the back end the activities will be rationalized and streamlined to deliver value and achieve business results. Development positions will demand fewer administrative skills and stronger ability for innovation and test new ideas, readiness to experiment and failure. It will require laser focus and the commitment to rebuilding internal and external business models around consumer priorities. Customers demand a customer-centric attitude, understandable products and user-friendly distribution channels.





## Digital banking is a game changer

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Digital banking has also become a critical factor to the more agile and innovative operating model. A full digital transformation can significantly reduce the bank's cost base through automation. Transformation from traditional banking to Omni channel and digital banking means for many banks overcoming some key challenges and a multiyear roadmap of changes to systems and infrastructure. Banks face challenges around their existing legacy applications, systems and processes. All this requires a combination of IT systems and human skills and proficiency that is substantially different from systems designed for so-called traditional banking.

Digital usage through electronic channels (internet bank, mobile and tablet banking) will continue to increase but branches will not disappear. Gone are the days when branches represented a slow and inflexible one-size-fits-all solution for all demographics and services, branches will remain a major channel for customer acquisition and the customers' preferred channel for face-to-face advice about complex products. Branches will be the cornerstone of a social interchange, a place to build valuable customer relationships and a unique opportunity to reach success in cross selling; the key challenge is to justify the high operating costs by better and more cost-effective client service. Banks will increasingly focus on matching the level of service provided with the profitability of the individual customer. Only the most profitable customers will have their own relationship manager.

## Role of branch must evolve

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Although the branch remains the bedrock for many customer relationships and a major barrier to entry for many potential new competitors, the role of the branch and the associated branch processes need a rethink and change in areas such as format and design, roles, sales and services. Some leading banks have begun to combine digital and physical assets. It can be a radically new approach to distribution – a combination of simpler branch offering with the continuous innovation of seamless digital services. Branch formats will vary according to a range of services provided, the complexity of advice provided and customer intimacy achieved. For example, branches will be the salesrooms for complex products and venues for providing expert advice, which will be supported by modern design and different technology zones – a self-service banking zone (ATM, Internet Bank), a product zone for different demonstrations on devices, remote personal advisors' zone for providing face-to-face advice via video-conferencing, etc.

Branches can also be physical extensions of online or mobile banking and part of a digital bank by employing advanced digital tools and technologies, such as video-conferencing, online document sharing, digital signatures and card readers. New possibilities for enhanced communication with their clients can be created through social media.

Customers already expect their banks to replace one-way communication methods and open the dialogue by offering high-level personal interaction and financial advice through social media and allow them to provide feedback about bank services and products. Using social media as one of the communication channels can create active experiences, which create emotions, which in turn encourage the buying of products. So it should be integrated into the marketing strategy – social networks can enhance the recognition and perception of the brand and further build the bank's credibility and reputation.



There are some significant strategic challenges facing the banking sector. The key drivers of success the financial services sector are meeting the rising expectation of customers, searches for operational efficiency through technology innovation and competition from low-cost digital-only entrants who are responding to customers' needs and banking behaviors. All these cannot be achieve without the right people in the organization. Identifying and recruiting the right talent would be key for banks to remain competitive when faced with the above challenges. As these changes occur, banks need to rethink their talent requirement profile and mix. It does mean a need to attract a new breed of talents that can help lead the bank into the next phase of development. However, it does not mean a total disregard for the talents and candidate with traditional banking skills. Many core functions of the bank operations still rely on traditional banking skill set. Although these requirements will change in importance overtime, it is important to maintain a balance of the new and the traditional candidates.

# Competing for New Breed of Talent

Banking's ability to recruit the 'best and the brightest' has never been tougher. The best and the brightest candidates want to work with innovative companies, with the desire for training and development being placed as a priority, sometimes even before financial compensation. To succeed in the future, banking must win the talent wars. Much has been written about the Millennials', potentially disruptive culture. Quite apart from being the largest generation in world history, the Millennials, like any other demographic, are a generation of individuals that spans a range of personality types. While Millennials may be the first generation to throw up real recruiting challenges, particularly for the banking sector, they are the generation, if properly harnessed, who is most likely to provide financial institutions with the talent to make the monumental shift away from the traditionalist roots that appear to be weighing the industry down. So who are these so-called new breed of talents?



## A new breed of talent

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This new breed of talents is sometimes known as Millennials or Gen Z. This group of talent are driven by a different value sets. Members of this generation appear to be willing to blaze their own path. Their remarkable pragmatism and high aspirations are likely to have great value for employers, especially coupled with their high degree of self-motivation and strong entrepreneurial inclination. They have also grown up in a world where global communication is the norm, and they are more fully prepared and accustomed to the idea of taking on worldwide challenges.

Their formative years have been defined by technology and touch screens, and they spend an average of over 15 hours each week engaged with smart phones. They're also accustomed to multi-tasking and are tool-agnostic workers, which is likely a direct by-product of growing up with so many device options.

Most of this talent pool would rather be an entrepreneur instead of an employee after they graduate college, as such organizations who are hoping to position themselves as a relevant choice for this emerging talent would be wise to consider leveraging those values.





## Talent acquisition challenges facing the industry

The finance industry faces some unique challenges that continue to handicap the sector from attracting top new breed talent. A key handicap is the reputation of the financial industry for being neither innovative nor creative, an industry that works its people hard and where the drive for profit overrides almost every other consideration. As challenger banks increasingly gain ground, executives of incumbent financial institutions know that they must do things very differently to survive, let alone compete.

The question, then, is: "How do we acquire the game-changing talent we need to drive us forward?" One starting point is at the junior level or with university graduates. There have been significant changes in career attitudes towards banking particularly among the Millennials. Even though they use more banking channels than any other generation, Millennials report the most problems and are the generation least likely to have their problems resolved.

Furthermore, as found in the Digital Banking Report, "The Power of Personalization in Banking," Millennials don't believe their bank has their best interests at heart. They do not see the relationship they have with their financial service provider to be very strong or will help them reach their financial goals. If they are dissatisfied with the industry as customers they will not be drawn to it from a career perspective.


According to a research done by PriceWaterhouse Coopers (PWC), Millennials prefer a management style that is agile, transformational, and allow for flexibility. Micro-managing and transactional management styles are no longer viable for the new generation of employees. At a junior level, Millennials don't go searching for a job inasmuch as they go searching for an opportunity. They want a position that will provide a good work/life balance and they place greater emphasis on ethics, corporate social responsibility and the environment than do previous generations.

# Challenges for SCB in attracting talent

As financial service industry evolves, so is the need for the bank to rethink its talent sourcing strategies. Over the past decade, SCB has expanded its pool of talent they recruit from business degree to include computer science, engineering, law and other non-business degrees. Currently SCB is considered by many of their traditional target talent to be in the top ranks of ideal places to build a career. Specifically those considering a career in the finance sector do associate the bank with prestige and a place to have a stable career. The competitors for traditional talent for the bank are mainly local prominent corporations and top tier professional firms who are able to offer similar training and career development opportunities with attractive compensation. Based on a study commissioned by the bank, SCB also has a strong traction among business students. When compared to competing institutions for talents, SCB came ahead against potential recruiters in the same industry.

However, this strength in attraction candidates with traditional banking skillsets is also a potential handicap for the bank in attracting a new breed of talent. For this new breed of talents, they have quite a different view of what their ideal employer should offer from the traditional candidates. They value aspects such as "innovation", "interaction with international clients" and "creative and dynamic work environment". All of which is not what they see SCB to be. The main competitors for this new breed of talents are non-banks online/ social media based companies. This is inline with expectations as Millennial has consistently showed more interest in those organizations when compared to the banking sector. The bank also found that potential recruit perceive that banking is meant for those with a business degree and as such to not consider a career in banking suitable for them.

## How candidates perceive SCB versus competition

Attractive to "traditional candidates"				Attractive to "new breed candidates"	
	<div>SCB ไทยพาณิชย์</div> <div></div>	Prominent Local Corporate	Prominent Local Financial Institution	Leading Search Engine	Leading Social Network
1	A friendly work environment	Secure employment	Customer focus	Innovation	Interaction with international clients
2	Secure employment	CSR / sustainability	Corporate transparency	A creative and dynamic work environment	Market success
3	Respect for its people	Market success	Secure employment	Interaction with international clients	A creative and dynamic work environment
4	High future earnings	Corporate transparency	A friendly work environment	Opportunities for international travel	Innovation
5	Clear path for advancement	team-work oriented	Respect for its people	Challenging work	Fast-growing / entrepreneurial
6	Corporate transparency	A friendly work environment	Market success	Market success	Opportunities for international travel
7	Leaders who will support my development	Good reference for future career	CSR / sustainability	Fast-growing / entrepreneurial	Commitment to diversity and inclusion
8	Corporate Social Responsibility / sustainability	High performance focus	Ethical Standard	High future earnings	High future earnings
9	Market success	Competitive benefits	High performance focus	Commitment to diversity and inclusion	Attractive / exciting products and services
10	Flexible working conditions	Clear path for advancement	Good reference for future career	Support for gender equality	Team-work oriented



Attributes that SCB believe it is currently doing well

Having understood this, the challenge for the bank is that not everything that the workforce market wants will be what SCB can offer. It is important for the bank to identify the gap between what market consider as interesting aspects of an employer vs. what SCB has. The bank wants their value proposition to be realistic and not over promise on things that the organization cannot deliver. At the same time, SCB is looking for ways to improve. If there are things that are important to help SCB become top employer, the bank is willing to explore and understand how that can be achieved. This might involve a solid plan of internal changes and what SCB needs to build in order to support said values. As the management clearly summarized:



"We want our value proposition to be realistic. We wouldn't like the type of recommendations that encourage us to go on marketing binge enticing people to apply here for things that we can't deliver...That being said, we also want to be better. If there are things that are very important to help us become top employer and we don't have them, we would like to hear how we could achieve that. This will probably involve a solid plan of internal changes and what SCB needs to build in order to support said values."

The bank understands that to reach these target talents, it needs to be present at their campuses and engage them early. In addition, to constantly be on top of their minds, the bank needs a strategy that would allow it to be accepted into their life domains, ones that would constantly remind them of SCB. The bank is considering building an online community that closely ties to the target talents' social lives - e.g. SCB Facebook career page, Line group, etc. However, is this the right direction to approach or are there any better alternatives that the bank should pursue beyond what it is currently doing.

Finally the bank management is cautious about how the recruiting dollars are spent. Obviously it's easy to just throw dollars across all different initiatives and hope that a few would be a success. However, that is not the direction the management want to see. As such any well-proposed initiatives should have a budget and associated KPIs built in.



# Conclusion

The need for existing financial organizations to innovate has never been greater. The payoff for engaging and investing more in the Millennials generation will be substantial and, for many, may well be a defining point. Building a diversified and balanced workforce between new breeds and traditional candidates will enable SCB to seize the opportunities that will come from developing an organization that is not only customer-centric and digitally capable, but also flexible enough to regularly re-tune its brand both internally and externally.

For HR and the line managers, the main issue remains. How can SCB make itself the employer of choice in this competitive market for the two vastly different candidate pools? What should they do to make SCB an attractive place for their much sort after talent? What is the investment required for the bank to achieve this? The bank is looking to the Millennials to help them identify, prioritize and develop action plans for initiatives that can help them attract the talent that is so crucial for the bank's future success. The plans should have clear budget and KPIs to measure success.

**Are you up for the challenge?**

## Appendix : SCB Financial Overview

### Financial Status Unit : Million Baht

	2013	2014	2015	2016	1Q17
Total Assets	2,534,206	2,699,703	2,774,309	2,913,023	2,938,040
• Loans	1,735,281	1,777,135	1,833,406	1,939,048	1,951,898
• Allowance for Doubtful Accounts	-60,317	-59,014	-64,777	-77,357	-79,545
• Investment-net	504,873	502,808	537,000	590,587	590,722
• Properties Foreclosed	9,650	9,721	10,558	11,604	11,251
Total Liabilities	2,286,166	2,413,405	2,466,616	2,578,725	2,590,868
• Deposits	1,822,911	1,895,343	1,890,729	2,026,272	2,024,607
• Borrowings	95,012	113,917	121,164	106,838	97,984
Total Shareholders' Equity	248,040	286,298	307,693	334,298	347,172

### Financial Status Unit : Million Baht

	2013	2014	2015	2016	1Q17
Interest Income	120,691	123,381	122,462	122,443	30,844
Less Interest Expenses	47,682	42,281	39,628	33,994	8,283
Net Interest Income	73,009	81,100	82,834	88,449	22,561
Non-interest Income	50,523	47,030	54,574	44,885	10,624
Total Income	123,532	128,130	137,409	133,334	33,185
Less Non-Interest Expense	47,317	48,089	48,948	51,644	13,462
Income (loss) Before Bad Debts and Doubtful Accounts	76,215	80,041	88,461	81,690	19,723
Less Bad Debt and Doubtful Account	13,641	13,214	29,723	22,528	5,010
Income Tax and Minority Interest	12,341	13,492	11,556	11,550	2,801
Net Profit (loss)	50,233	53,335	47,182	47,612	11,912

### Key Financial Ratios (Consolidated Basis) Unit : Percent

	2013	2014	2015	2016	1Q17
Return on Assets (ROA)	2.1	2.0	1.7	1.7	1.6
Return on Equity (ROE)	21.8	20.1	15.9	14.8	14.0
Net Interest Margin (NIM)	3.2	3.3	3.2	3.3	3.2
Non Interest Income to Total Income	40.9	36.7	39.7	33.7	32
Cost Income Ratio	38.3	37.5	35.6	38.7	40.6
Cost to Assets	2.0	1.8	1.8	1.8	1.8
Equity to Assets	9.7	10.6	11.1	11.5	11.8
Loans to Deposits	95.2	93.8	97.0	95.7	96.4
Tier 1 Capital to Risk Assets	11.9	13.6	14.0	14.8	14.7
Tier 2 Capital to Risk Assets	3.4	3.3	3.2	2.9	2.1
Total Capital to Risk Assets	15.3	16.9	17.2	17.7	16.8
Non-performing Loans to Total Loans (consolidated)	2.1	2.1	2.9	2.7	2.7
Total Allowance to Non-performing Loans (consolidated)	150.8	138.1	110	134	133
Total Allowance to Total Loans	3.5	3.3	3.5	4.0	4.1



# Initiatives in Our Current Pipeline

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## 1) Activities

Activities refer to initiatives that allow us to directly engage with our target groups to promote ourselves as an employer and promote open positions. Typically, this involves heavy physical presence and being within target groups' proximity. Examples of prominent activities which SCB has been doing are as follow:

### Job fairs

Job fairs are events normally arranged by universities and some other private entities to open the floor for companies to present themselves and job openings. The events are usually held at universities as an aid to help students find their potential careers. Usually, many companies will be present at the same time, often bringing interesting exhibits to attract students.

### Roadshows

Roadshows are events held exclusively at the universities, often by the companies' own initiatives under the approval of whichever universities the companies are visiting. The events usually involve knowledge-sharing sessions where senior managers would be directly engaging with the target groups. Students usually participate on invitation basis. Compared to job fairs, roadshows often aim at smaller group of audience, typically only a few faculties at a time depending on which fields of expertise the companies are currently interested in. Due to their more engaging nature, roadshows often allow companies to create more personal relationship with students.

### Awards & Sponsorships

Awards & sponsorships are important tools for companies to demonstrate themselves as more than just commercial organizations. Through both academic & non-academic support, companies could gain indirect presence and relationship with universities. Throughout the past, SCB has been the champion of many such occasions.

### Company Visits

Company visits are events that allow outsiders to come and observe the companies' day to day operation. Particularly, for students, we provide them an educational tour where students get to see various functions of the bank, how we operate, what the atmosphere looks like, etc. Usually, senior managers will take parts in providing educational sessions with the students. Company visits are great opportunities for both students to learn about the companies and for the companies to present themselves.

### Career Day

Career day is a big event held within the company's vicinity, allowing job seekers to participate and pursue job openings that they are interested in. It is often arranged in a large open-to-public format where various functions would be advertising their opening positions. Typically, this event has only been aimed towards professionals and experienced workers.

## 2) Special Projects

Special projects are initiatives often aimed at specific target groups. They usually serve a tool for building strong connection and create a pipeline for talents who could become company's employee prospects. We are currently deploying many special projects, usually on an annual basis. Details are as follow:

### SCB Future Leader Challenge

SCBFLC is a business case competition held in collaboration with Sasin Graduate Institute of Business Administration of Chulalongkorn University. The event opens an opportunity for graduate students from all over the world to showcase their problem-solving skills and demonstrate their capabilities to create business solutions, much like TUBC & The Challenger but aimed at graduate students. The project is still relatively new but has been very successful at attracting talents.

### Young Affluent Professionals

The YAP program offers a chance for university students with an interest in various types of investment to meet with and learn from our investment experts. The program is arranged in a 6-day training course, during which time students will have a chance to directly get hands-on experience in bolstering their investment skills and knowledge. Students who have passed the program could potentially be offered a full-time position within SCB.

### Functional Trainees

Functional trainees is a program designed to select employee prospects from recent graduates via intensive selection process. Students with high potential will receive rigorous training in particular functions they will be hired into. Typically, students who are deemed qualified for the program will offered full-time positions in SCB.

### Management Associate Program

The MAP offers structured rotations and training for post-graduate students. It is designed to equip candidates with the knowledge, understanding and skills required to take up management roles within banking industry. During the program, candidates will receive coaching and training from SCB's talent management specialists. The trainings are constructed for diverse mix of functions, often involving various products and systems. Candidates who complete the program, will be offered mid-level management career opportunities.

### Internship

Internship is a program lasting 7 to 8 weeks, which allows third-year undergraduate students to gain fist-hand experience in the banking industry and help them develop multi-faceted skills needed in their future careers. Training often includes business understanding, corporate governance, presentation skills, strategic thinking and working directly with SCB employees. Students who show great potential may also be offered employment with SCB.

## University Alumni Network Events

University alumni network events are often held with the intention to introduce ourselves to recent graduates. They currently mostly accommodate Thais students who study overseas and might be looking for job opportunities once they come back to Thailand. The events involve participation of top management executives to provide knowledge-sharing as well as networking sessions. Examples of countries SCB has been building its alumni network in are the US, the UK, Australia, etc.

## 3) University Memorandum of Understanding (MoU)

MoU is an initiative where companies signs an agreement with universities to support their various activities. In general, this involves helping universities design academic programs, provide guest speakers for important topics, provide instructors for certain training sessions, etc. SCB has signed up MoU deals with a few universities in the past and we are currently working to strengthen this platform of relationship building with universities so that we can better reach our target students.



**THE CHALLENGER**  
BY TUBC

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SIAM COMMERCIAL BANK: Attracting Talent