KEY SUCCESS FACTORS OF TRUE CORPORATION
PUBLIC COMPANY LIMITED

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ABSTRACT

The purpose of this study is to find out the key success factor factors of True Corporation Public Company Limited, the telecommunication business in Thailand. The information was conducted from the interview with 2 people from middle and top management in the company.

The result of this study simply separates into 4 parts which are technology and innovation, marketing, strategy and future plan. Recommendations to this study have been provided in the conclusion part.

KEY WORDS: Telecommunication business in Thailand/ True Corporation Public Company Limited/ True Convergence/ Mobile operator in Thailand

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CHAPTER I
INTRODUCTION

Globally, mobile technology has become a primary engine that profoundly change people's daily lives. Telecommunication technology in the world has also changed dramatically especially the use of various communication devices which use to connect to the internet. Mobile cellular technology has fundamentally amended the way people communicate and transact which providing avenues for economic growth, mostly stimulate a huge spending in private sector (Persaud and Azhar, 2012). With the technology development, information can also be exchanged faster and widely between people all around the world. Having a stable and high-speed internet system makes it possible to exchange and transfer data or information from one place to another without any limitation of the distance. Also, data transmission can be done in many formats including text, image and sound making it possible for every people who have different nationality and language still can communicate among each other.

The evolution of the internet was developed into a network. People use the internet everyday as a routine in many fields; education, entertainment, business and commercial. There are various types of internet applications such as e-mail, chat, read and comment, follow-up daily news, search for information, online shopping, several download including games, music, files and etc. Moreover, entertainment programs, online learning (e-learning), video conference, internet calling (VoIP) and data uploading are also available via the internet. Similarly, social network is very popular due to related websites such as Facebook, Line, Twitter, Instagram and etc. are gaining widespread popularity and changes the way people using the internet. Besides, people tend to use more and more social media via mobile internet these days according to the technology improvement has made it easier to access to via mobile network. In addition, around 94.7% of Thai population use the internet via smartphone while PC, notebook and tablet has only 38.8%, 16.6% and 6.9% respectively (Thai National Statistic Office, 2018).

E-commerce business at the moment is one of a big market that bring many benefits to both buyer and seller. People's behavior has been changed since they prefer shopping online more due to there is a variety of product to choose and comparing price to get the best deal. Companies and organizations nowadays focusing on doing online marketing by using a search engine, email marketing, social network marketing and etc. By doing this, it helps to boost a high sale volume and be able to focus with the target customer. Above all, the business nowadays could not be successful without the internet.

Business Interest

Currently, we are in the era of "Mobile First", with 7.676 billion people of world population in January 2019, people mostly choose to access to the internet via mobile devices. The number of the internet user around the world is around 4.388 billion people accounted for 57% and 3.484 billion people or 45% is the number of social media user. The number of unique mobile user is about 5.112 billion people accounted for 67% and 3.256 billion people or 42% of the total population is the mobile social media user (Digital 2019: Global Internet Use Accelerates - We Are Social, 2019).

In Thailand, around 63.3 million people at the age of 6 and above of population in 2018, the mobile user has been increasing from 48.1 million people to 56.7 million people or 77.2% to 89.6%. Therefore, the internet user also increases from 21.8 million people to 36 million people or 34.9% to 56.8% within 5 years. However, the computer users have been decreased from 23.8 million people to 17.9 million people or 38.2% to 28.3% (National Statistic Office, 2018).

Since the number of mobile user and internet user steadily increasing resulted in telecommunication technology has rapidly changed time to time. Mobile wireless communication network has started from 1G (First Generation) by using the analog transmission which able to use only voice calls or speech services. From then, the technology has developed into 2G (Second Generation) which allows to communicate all over the world between base stations and users and continued improving to 2.5G (GPRS) and 2.75G (EDGE) respectively. Later, mobile communication system has developed further to 3G (Third Generation), the advanced generation of a more reliability and higher speed of data transfer rates. The

performance of 3G can be able to connect to PCs and other portable devices that could benefit from getting a faster and higher quality of internet connection. And we are now in a success generation of 4G or Long Term Evolution (LTE), a high speed wireless communication technology that improved for a faster download and upload speed, reduced latency and a very clear voice calls with the concept of seamless access which allows user to access network freely, also, personalized and high service quality. The 4G wireless technology is "MAGIC" it is refers to Mobile multimedia at Any-where over Global mobility solutions with Integrated wireless and customized services. (Bharti Kalra and Dr. D.K. Chauhan, 2014).

Thailand telecommunication industry have an active interest throughout the year since there is an intense competition continuously between mobile operators; AIS, True and Dtac, the 3 main companies in Thailand specially to stimulate the market by focusing on increasing the number of subscribers. There is a high number of new users compared to the economic downturn at the moment and consumers have a high chance to switching brand if they are dissatisfied with products and services of the company. Also, National Broadcasting and Telecommunication Commission (NBTC) has announced the rules and regulation on allowing mobile phone users to use the same number when changing a service camp.

CHAPTER II
LITERATURE REVIEW

2.1 Thailand Telecommunication Industry

It is undeniable that one of the most important industries of any countries both developing and underdeveloped, including Thailand, is telecommunication industry. This certain industry plays a contributing role in developing economy of the nation. It was stated that telecommunication industry makes full contribution to seamless operations of any societies, no matter what the government sectors, communities, and families, in conjunction with promoting security of the country especially in case of informing disaster events as well as helping to boost economy of the country (Useoftech, 2019). Thailand is another ASEAN country that has been improving and developing telecommunication industry mainly under the responsibility of Thai government which is trying to expand telecommunication networks all of the country (Kasikorn Bank, 2018). It was cited that Thailand has been entering the broadband era which plays a crucial role in economic progress and prosperity of the country mainly attributed to foreign investment as well as the betterment of infrastructure sectors and supply chains of the country (Kasikorn Bank, 2019). According to the policy of Thailand 4.0, the country is in the process of facilitating the development of digital economy, which will, from now on, highly require telecommunication equipment and tools and telecommunication related infrastructures so as to draw more and more foreign investors (Kasikorn Bank, 2018). What's more, it is fortunate for Thailand telecommunication industry to become at the global standard level, particularly in the metropolitan areas in Bangkok (The Board of Investment of Thailand, 2019). Thailand has been substantially developing telecommunication industry mainly due to increasing availability of fixed telephone lines, mobile telephone, dial-up internet, and also Asymmetric Digital Subscriber Line (ADSL) broadband. Up to the present time, there have been twelve giant telecommunication companies- 3BB Broadband, True Corp, TOT, AWN, DTACT, CAT Telecom, CS

Loxinfo, Jastel, Symphony, TCCT, TIG, and UIH, which are all contributory to Thailand telecommunication portfolio, Showing 125.10 million mobile phone subscribers in 2018, 49 million mobile social users on Jan 2019, 57 million internet users on Jan 2019, 51 million active internet social media users on Jan 2019, 47.41 million Facebook users on June 2019, 11.68 million Instagram users on June 2019, and 30.49 million Messenger users on June 2019 respectively (The Board of Investment of Thailand, 2019).

2.2 Growth of Telecommunication Industry (World and Thailand)

Almost every country all over the world has been looking forward to the growth of telecommunication industry at the global, which will subsequently pass on the latest advanced IT technology and innovation to their country in turn. At the global level of telecommunication industry, there has been the outstanding contribution of fifth-generation wireless technology (5G), which has been yielding untold benefits to every global business sector (Deloitte, 2019). All telecom companies worldwide will certainly reap the huge benefit of business opportunities by the quantum leap of fifth-generation wireless technology, which is responsible for boosting revenues in the fixed broadband global markets, in conjunction with Business to Business (B2B) opportunities, leading to the emergence and prevalence of smart cities (Deloitte, 2019).

Thailand is another country in ASEAN region, which has been showing the growth of telecommunication industry of Thailand. It is a matter of fact that the Siam country is leveraging its status to become digital economy under the ceaseless helps by Thai government which has been utterly promoting digital technologies covering the whole society and economy of the nation (Export. gov, 2019). Telecommunication industry of Thailand has been exponentially developing and progressing mainly because Thai government has been promoting and creating digital economy in accordance with the National Digital Economy Policy and Plan, starting from the year 2016 to 2020 while preparing and taking into effect an array of Information, Communication, and Technology (ICT) strategies with the clear goals. Furthermore, Thailand's telecommunication industry is highly expected to be growing

further due to Thai government gearing towards the development of universal broadband, a competent ICT skilled labors, digital government, and also ICT industry (Export. gov, 2019). What's more, Thai government officially announce to fully push forward fifth-generation wireless technology (5G) services no later than 2019 to overtake the global development of telecommunication industry. In the next few years, it is highly expected that the indefinite growth of Thailand telecommunication industry will be rising mobile broadband penetration as much as 133%, which is responsible for an increase of Thailand GDP up to $23 billion dollars no later than the year 2020 (Export. gov, 2019).

2.3 Future of Telecommunication Industry (World and Thailand)

Going beyond the development of fifth-generation wireless technology 5G, the world telecommunication industry will be ceaselessly development as well as facing some challenges. It was stated that the future of global telecommunication industry will be facing some disruption in term of the changing demands of the next generation consumers, rapidly changing supply chain, the phenomenon of merging businesses as acquisitions, and indefinitely improving smarter telecommunication devices, aside from the new look and renovation of telecommunication network service capabilities (Patrick, et al, 2017). At the global market of telecommunication, it is most likely that all leading telecommunication companies, such as Verizon, Sprint, T-Mobile, Century Link, to name but a few, will be accentuating on customer-focused dual transformation so as to meet and satisfy the rapidly improving demands of public and private enterprises together with the next generation of wholesales consumers (Patrick, et al, 2017). Concerning the future of telecommunication industry of Thailand, it is analyzed that intercommunication operators domestically will be maintaining steady growth of telecommunication businesses (Krung Sri Research, 2019). Thailand' telecommunication industry from 2019 to 2021 will be responsible for 4-5% of IT service charges while expanding ICT network coverage together with the continuous growth of in operators' subscriber bases (Krung Sri Research, 2019).

2.4 Performance of Operators

Up till now, there have been twelve leading telecommunication operators in Thailand as the names mentioned above. The most outstanding performance of these giant telecommunication operators contributed to total value of 3.9% of Growth Domestic Product, along with a large-scaled of turnover that is evaluated to be 610 billion baht (Krung Sri Research, 2019). Looking into the holistic views, in the year 2018, all of telecommunication operators have shown total performance as combined 97.8% shares of the total user bases. Among these total shares, AIS gained 43.8% of shares of major telecommunication subscribers, followed by TRUE Move 31.0%, DTAC 23.0%, CAT 1.92%, and TOT 0.13% respectively.

Noticeably, performance of Thai telecommunication operators reflects fiercer ICT business competition, encouraging all of them to heavily invest in ICT latest technology together with using a wide range of marketing strategies. When having telecommunication operators divided into the main three giant operators, composing of TRUE, AIS, and DTAC. Starting with the performance of TRUE, TRUE Corporation showed a record of net profits at 4.5 billion baht at the last quarter in 2018. This is compared to the year 2017 with service revenues of 97 billion baht with interests, tax, depreciation, and amortization (EBIDTA) costs reaching to 39.9 billion baht (The Nation, 2018). Meanwhile, AIS posts net profits in the first quartet in 2019 at 7.61 billion baht ranked as the first with total revenues 48% of overall market shares (Bangkok Post, 2019). At the side of DTAC, it reported net profits at 179 million baht; however, DTAC's annual profits slipping 76% on network expenditures in the same year (Bangkok Post, 2018).

2.5 Brand Equity

Brand equity means a measure of the strength of consumers' attachment to a brand and a description of the associations and beliefs that the consumer has about the brand. (Feldwick, 1996). And also represents a condition in which the consumer is familiar with the brand and recalls some favorable, strong and unique brand associations. (Keller, 1993). Referring to thestatements of brand equity from academician, in my opinion, brand equity could mean the brand that consumers see as

valuable and have a positive attitude towards the product's feature and belief in the brand, leads to brand reputations. By this, a strong brand equity can capture higher market share than its competitors even products of other have the same taste or the same functional benefits, and also lower in price. For example, kellogg's cereal and Tesco cereal. People tend to go for Kellogg's cereal rather than Tesco due to their perception toward the brand.

Basically, there are 4 components that the company itself or their branded house have to have in order to be a successful brand are brand awareness, perceived quality, brand association and brand loyalty. To begin with brand awareness is important due to it shows the ability of brand recognition and brand recall to a certain product category. Therefore, being in business competition in dominating from consumer gain lots of benefit to the company since it could do the brand extension and easier to market. It is also having a high chance of building customer brand loyalty by being familiar and feel more comfortable to choose your brand.

Perceived quality refers to the perception that the consumer has toward particular brand. It is the reason why consumer choose to buy the product or service of the brand. The perceived quality contributes to building consumer trust to be able to create sustainability. Nevertheless, price premium, product or service differentiation and brand extension could also help to create value to perceived quality of the brand. For instance, BMW brand refers to the luxury sports car with high performance, hence, people expect that the new BMW series will have the same quality even it does not come out to the market yet.

Brand association is everything that linked to the brand. Creating unique brand identity which will help to differentiate your brand from competitor in both functional and emotional ways. For example, carrying Hermes bag can be associated to luxury lifestyle or think about safety car, think about Volvo. A strong brand association to consumers could refer to a positive attitude and favorable of your brand will be in customer's mind.

Lastly, brand loyalty is the customer attachment towards a brand. It is mostly reflected on customer switching brand in term of price, quality or features. Reducing marketing cost, trade leverage and attracting new customer are the strategic

value to brand loyalty. A loyal customer will stick to the brand and do not consider on choosing another brand.

2.6 Customer-Based Brand Equity Pyramid Model (CBBE)

Customer-Based Brand Equity Pyramid Model or CBBE Model (Journal of Business Research, 2016) is one of the key models that could help to analyze the customer in order to build a strong brand. CBBE model involves four steps: identity, meaning, response and relationships.

Creating brand identity or brand salience is when the customer can identify your product or service by just looking at the logo or symbol. It is important to the company to find the way for their brand to be easily recognized and be aware of it. Making sure your brand is also stand out to ensure when customer need a particular product, they will think about your brand before the competitors.

Brand meaning consists of two building blocks which are performance and imagery. Performance refers to feedback from the customer toward the product brand and imagery defines how well the brand can meets the customers' needs.

Brand response is the customers' response to your brand and separated into two categories, judgements and feelings. Customer mostly make a judgement on quality, credibility, consideration and superiority of the product brand. Moreover, customer also response emotionally on how they feel about your product as well.

Brand relationship is on the top of CBBE model and it is difficult to reach this level because the company can achieve brand resonance only when the customer really feels psychological bond to your brand. There are four categories of resonance; behavioral loyalty, attitudinal attachment, sense of community and active engagement. They are all refers to the strongest brand loyalty and customer are actively engaged with the brand.

The goal for every organization is to build a strong brand. Being strong branded with significant equity provide lots of benefits. Understanding deeply on customer behavior and their needs leads to a greater customer loyalty. Every step and level in the CBBE model are all important in order to achieving a larger margin or creating a maximum profit. Moreover, the company also have a competitive advantage

over competitors in the market. It is hard to have strong relationship with customer, but it worth to have it.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Primary Data Collection Method

Primary research and qualitative method are the most suitable one to use in this study to gain an insight information of the topic that is being discussed. In this research, writer choose to do face-to-face interview with 2 people from middle and top management whose position and their field of work is useful and related to the study, also, been working in the company for quite a long time and be able to give an in-depth information about the project or campaign.

The objective of this study is to find out key success factor of True Corporation by focusing on the project or campaign of the company, marketing and strategies that they use in order to increase sale and gain more subscriber. Moreover, their future plan is also included to see how the company will react in a fiercer competition among the competitors in the same industry.

It is quite hard to get the in-depth information from all the question that will be asked since all of the interviewees are middle and top management, so they will be aware of answering question due to it can have some effect to the organization. Furthermore, some detail and information are the company secret which unable to let outside people know. The writer will try to make a proper question and gathering information that will not make any affect to the interviewees themselves and their organization.

3.2 Interviewee Selection Criteria

Writer has decided to interview 1 middle management and 1 top management to gain knowledge from their real experience toward the mentioned campaign by using face-to-face interview which would take approximately 40 minute per interviewee. All of the interviewees have at least 10 years of experience working

with the company and all of them are from different department. It will be benefit to get different idea and perspective from them about the campaign.

3.3 Criteria for selections:

- Middle or top management
- At least 10 years of experience working with company
- Field of work is related to the chosen campaign
- Be able to provide an in-depth information

3.4 Selected interviewees

1. Name: Miss. Marayart Suanploo

   Position: Deputy Director of Corporate solution and Cooperation officer

   Number of years: 23 years working with the company

   Location: True Corporation Public Company Limited, True Tower2, 1252, Pattanakarn Road, Suanluang, Bangkok 10250, Thailand

2. Name: Mr. Anat Mekpaiboonvatana

   Position: Senior Group Managing Director of Regional Management

   Number of years: 26 years working with the company

   Location: True Corporation Public Company Limited, 18 True Tower, Ratchadaphisek Road, Huay Kwang, Bangkok 10310, Thailand

CHAPTER IV
FINDING ANALYSIS

4.1 Company Background

True Corporation was initially established on December 1990 by running business as fixed-line phone service provider which signed the concession and co-investment with TOT Corporation Public Company Limited, a stated owned telecommunication company in Thailand. Later on, starting from the year 1993, True Company has registered as public limited company by changing the name as Telecom Asia Corporation Public Company Limited and then being listed on the stock exchange of Thailand under the abbreviated property name as TA in the same year. Then, there was a significant change of the company's image by switching to be rebranded under the name "True" of True Corporation Public Limited Company starting from providing the services of traditional fixed-line phone and personal communication telephone services in 2004 before being rebranded again as True Move two years later. In 2007, True Company initiated to provide international direct dealing service and then offered consumer broadband service in the year 2008 and 2011 respectively. After that, in 2011 the company purchased the shares of four local companies from Hutchison Group before launching 850 MHZ spectrum services as well as full commercial 3G service under the new brand called True Move H from then on. The company operates their business with their vision, "To be the leading digital infrastructure that fully connects people, organizations, economies, and societies together to create sustainable value for life". The real value of life is togetherness. The company also be Thailand convergence lifestyle leader which operate through three core businesses; TrueMove H, True Visions and True Online.

4.2 The interview session

From the interview, Mr.Anat has mentioned that "TRUE Convergence" which consists of mobile network, Internet broadband and Pay TV is quite successful selling services in a bundle because it can be noticed that modern Thai people are going to live their modern lives by depending on internet and WI-FI installed on smartphone for proceeding in their online communication, interaction, socialization, and transaction. In particular, social media network is one of the most popular online platforms that can satisfy the preference of online users in every aspect. However, very recently, behaviors of modern consumers have rapidly changed along with the rapid change of IT system. Simply offering internet services at home as well as mobile internet seem not to be able to meet eclectic needs of these modern Thai consumers. In addition, TRUE finds it very necessary to catch up with 4G developed and enhanced into 5G system in the near future. This even makes modern consumers' behaviors indefinitely unsatisfactory. Emerging as the leader of IT broadband of Thailand, together with the most modernized structure of broadband, TRUE Corporation acting as the first pioneer has recently launched TRUE Convergence package, coming along with fixed mobile convergence that has eclectic services combining home fiber internet, WIFI service that can be used in everywhere, TRUE super Fiber with speed up to 50/20 Mbps, home telephone number, 4G service, and special TRUE package. The main reason for conceiving and launching TRUE Convergence is to be able to answer the consumers' preference to use internet and WIKI services 24 hours a day by having them combined into one package that is officially called as TRUE Convergence.

As for its contribution to the company, TRUE Convergence packages are beneficial for TRUE Corporation and considered as a competitive advantage of the company, making it able to reduce operation costs, to compete with other business rivals, to boost revenues by covering a wider range of target consumers, and to answer the questions and to meet the modern consumers' demand for using not only internet on desktop PC, internet TV, and internet on mobile phone. Moreover, TRUE Convergence gives a vital benefit to the company as to motivating their consumers' spending via TRUE Wallet, giving it much more convenience and efficiency of online digital transaction and payment by the consumers, said Mr. Anat.

With respect to TRUE Convergence, its main component is TRUE fixed mobile convergence is the eclectic packages of TRUE offering a comprehensive solution for every modern consumer and business by merging the benefits and advantages of fixed-line telephone and mobile feature of mobile phone together as all-in-one service. Whenever a fixed-line telephone is called by the users, their call into mobile phone will be redirected by the forward call system. At the same time, when they call to a fixed-line telephone, the calling number by the users' mobile phone will be apparently displayed by the system. As for TRUE Convergence, it aims at answering and meeting the demands of digital lives with integration by offering high speed internet service, WIFI service, mobile phone service, and indefinite technology of 4G, which are all included into one package called TRUE Convergence.

Discussion points

The writer has organized the interview topic into a discussion point about the focus areas of management and technology of "True Convergence" as below.

4.3 Technology and innovation

So as to overwhelmingly wing the heart of consumers, True Convergence with eclectic packages has been releasing ceaseless IT technology and innovation. As already mentioned, every IT component of True Convergence has been improving its technology and innovation as following, said Miss. Marayart.

True super fiber high speed internet 50/20 Mbps. However, it has had a long story of successive innovation and technology. Beginning with home telephone connected to internet in the early period, True started to offer True internet service with only 5 Megabytes. After wards, TRUE initiated to launch and use the new internet networks in form of ADSL with speed lower than 32 K. After that, True has been able to leverage its internet service to use the newest technology of internet Fiber, followed by introducing broadband internet technology with the most modernized technology with high speed up to 1 Gbps while being able to upload 100 Mbps. With this super high speed, those internet users will rarely get online disturbance while enjoying their high-speed internet. This newest high-speed internet of True is utmost suitable for playing online game with a ton of Giga bites.

TrueMove H mobile phone service, at the initial phrase, True began operating mobile phone network with 3G system with WUCDMA 850 Megahertz on frequency 15 MHZ. Later on, True ingeniously upgrades mobile phone network to become WUCDMA 2100 Megahertz on frequency 15 MHZ before changing to become 4G LTE with spectrum 2100 MHZ. This newest technology is able to work very efficient within the crowd and congestion.

True WIFI hotspot service, in the past, True Wi-Fi hotspot service was rather limited, being able to enlarge less than 1,500-3,000 hotspots all over the country. Therefore, True Wi-Fi hotspots with old version could not cover wireless connections nationwide. However, at the moment, WIFI hotspot service has reached to over 100,000 hotspot areas nationwide. Moreover, WIFI service has already maximized speed 200 megabyte per second (Mbps), allowing the users to utilize Wi-Fi hotspots with unlimited connection.

True home telephone number, at the initial phrase, True charge home telephone service 0.5 baht per minutes. However, with the latest technology and innovation, TRUE home internet number can be called to all networks of mobile phone with maximum use up to 50 minutes per month free of charge, which is contained in True Convergence package. Furthermore, the latest True home telephone can be also called to other telephone home numbers with the same package 24 hours free of charge.

4.4 Marketing – Price & Package

The writer has asked on how the company set price and promotion together with services in each bundle and Miss. Marayart said that it is definitely cheaper when calculating price on the individual service in each package. As being the leader in broadband operator and Pay TV operator, we have the opportunity to set our own price first based on the cost by setting a reasonable price in order to serve customer satisfaction and needs together with the option they will get in each package. But for mobile network, we still need to consider more on the competitor's price unless there will be a comparison and complain among customer which we have a huge effect on the company. Moreover, price and promotion will change not only by

having new technology launched but also counteract toward the competitors. The company have a small team who are set for looking at the competitors in every aspect and trying to do fast response toward any changes especially price, promotion and option that customer could get in a very highly competitive world these days, said Miss. Marayart.

However, it is important to keep in mind that True Convergence is divided into 4 main packaged depending on wide ranges of demanding for using internet of the consumers and their different budget spent for each package.

The first True convergence package is TRUE Smart Choice 699 baht per month. Its main components of eclectic service are as follow:

- TRUE internet service with maximum speed at 20/2 Mbps
- TRUE home telephone number that can be called to all networks of mobile phone 50 baht per month.
- Television service acknowledging registering as TRUE Vision Enjoy Package members.

The second package of True Convergence is Super Package TRUE Fiber, which requires monthly fees for service 799 baht with seven main services. These compose of as following.

- TRUE super fiber high speed internet 50/20 Mbps. Another special feature of home internet of TRUE convergence package 799 is equipped with Fiber optic as the most modernized technology with high speed to accommodate as much as 1 Gbps while being able to upload 100 Mbps even though it is being used by many users who uses many devices at the same time. TREU home internet is superior to other internet bands in that it can work without any disturbance while performing high speed, thus being able to conveniently and enjoyably respond to every funny online activity. In addition, TRUE home internet is very suitable for using online games that focus on very high graphics and definition as well as for watching 4K movie online and listening to music with high standard level at Hi-res together with travelling websites in every country all over the world.

- TRUE home telephone number that can be called to all mobile phone networks by being able to use this service as much as 50 minutes per month as well as to call to other home telephone number and other mobile phone numbers with the same package 24 hours a day.

- Telephone service acknowledging members of TRUE Vision Enjoy Package

- TrueMove H mobile phone service (1 mobile phone number) that can be called to all mobile phone networks 100 minutes per month that is calculated as minute (splits of minute being calculated as one minute) for every call. In addition, TrueMove H of TRUE Convergence package 799 baht also offer 4G service with maximum speed 100 megabits per second (Mbps) and/ or the service of TrueMove H which offers speed at 42 megabits per second (Mbps). Both of them are embraced into 500 megabyte (MB). After that, the users are allowed to use this service with speed 128 kilo bite per second (Kbps) under the condition of Fair Usage Policy.

- WIFI service with maximum speed 200 megabyte per second (Mbps) totaling 10 hours per month.

- Calling service to other home telephone number within the same package 24 hours with free of charge.

The third True convergence package is TRUE Smart Choice 4 with service fees 1,299 baht per month. This 1,299 baht package offers special privileges as follow.

- Internet service with maximum speed 30/3 Mbps that can be both uploaded and downloaded as special feature.

- TRUE home internet number that can be called to all networks of mobile phone with maximum use up to 50 minutes per month. It can be also called to other telephone home numbers with the same package 24 hours.

- Telephone service acknowledging members of TRUE Vision Enjoy Package

- TrueMove H mobile phone service with 1+2 mobile phone numbers that can be called to all networks of mobile phone with maximum use 300 minutes per month. It is in conjunction with 4G service with maximum speed 100 megabyte per second (Mbps), together with 3G/EDGE/GPRS service with maximum speed 42 megabyte per second (Mbps), totaling 4 Gigabyte. After passing through its limits, the users can use this service with continuous speed at 128 kilobyte per second (Kbps) under the condition of Fair Usage Policy.

- WIFI service with maximum speed 200 megabyte per second (Mbps) that can be used unlimited

- Special service for calling to other mobile telephone numbers that can be used by the 1st and 2nd mobile phone number provided by this TRUE Convergence package with free of charge, together with sending SMS between the 1st and 2nd mobile phone number with free of charge.

In addition, there is the other True Convergence package 2,599 baht per month that provide special services of TRUE Premium HD package 12 months free of charge.

4.5 Strategies

Being successful is the key, concerning strategy is a factor toward success. The writer has asked about the main strategy that the company use in order to become successful and the answer shortly provided by Mr. Anat that increasing in market share by focusing on specific campaign or package that will be suitable for people in different areas, career, lifestyle, income which mostly based on basic demographic. With different behavior and lifestyle, the way they use services provide by the company is different, some use one service a lot than one another. For example, people in Bangkok and metropolitan areas prefer fully packages of all services whereas people outside the city or lives in other provinces depending on wide ranges of demanding for using internet of the consumers and their different budget spent as Miss. Marayart have mentioned at the previous point. Therefore, marketing will be more effective by doing this.

Secondly, instead of dumping down the price of each package but giving more option to the customer or we call "Upgrade Happiness" which the customer can choose to upgrade on a service that they use most. For example, the competitor gives 100 megabytes at the same price, we will upgrade from 100 megabyte to 150 megabytes more than the competitor because we know the cost. Moreover, the Average Revenue Per User (ARPU) also not decrease by doing cross sale and cross product, as being a leader in convergence, it is possible to match the product in bundle that will right serve customer needs depending on their usage and gaining more Average Revenue Per Account (ARPA). However, product bundling not only help the company to generate more revenue but also create CRM retention as well.

Thirdly, the company tend to decrease the number of customers who using a package of fixed speed or unlimited package into normal data package. For example, with unlimited package, the company cannot get more income by this, so changing into a price plan package that the company will offers amount of internet, voice call, speed, number of TV channel and etc. depending on the use of each customer by limiting the data. If the customer wants more, they need to buy an extra package.

In addition, this year is a year of competitiveness in telecommunication industry in Thailand. The competitor who is a new comer in broadband internet play a role of dumping down the price of the package cheaper than us for more than half price. By this, customer start to compare and moving onto the competitor together with bargaining for a lower price. It is weakening us by decreasing the company revenue resulting in less capital to invest and expand, said Mr. Anat.

4.6 Future Plan

Mr. Anat briefly mentioned on point that the company going to improve with their products and services by focusing on improving a higher quality networks and services together with solving problem that usually occur in particular areas especially in the south of Thailand. Expanding sales channels along with the integration of partnerships is the company goal in order to gain more customer from both business and individual customer not only from the company itself but also from company's partners as well.

Moreover, focus on data analysis by using Big Data or analytics to better serve customer from their behavior toward the company services can increase customer engagement and strengthen in the area that the company is leading at, also help to expand the customer base into the areas where the company have a small market share.

However, being leader in digital platform, the company have to strengthening this in order to increase a higher growth for the company as well as focusing on cost management and increase productivity in future projects. In addition, adding more value with offers that combine multiple services that will meet the needs of specific group of customers will better serve their satisfaction.

CHAPTER V

CONCLUSION &RECOMMENDATION

5.1 Conclusion

The study of this research paper is to understand some key success factors of True Corporation Public Company Limited. The writer has conduct qualitative research method by using face-to-face interview technique in order to gain the insight information. The writer has interview 1 top management and 1 middle management who has been working with the company for more than 20 years and well understand on the products and services of the company.

The writer has analyzed data from the interview into discussion point and has come up with Company background and 4 discussion point including 1) Technology and Innovation, 2) Marketing, 3) Strategies and 4) Future Plan.

True Corporation Public Company Limited was founded in December, 1990, engaged in the telecommunications and diversified communications industries. The company also be Thailand convergence lifestyle leader which operate through three core business; TrueMove H, True Online, and True Visions. The company operates their business with their vision as "to be the leading digital infrastructure that fully connects people, organizations, economies, and societies together to create sustainable value for life". The real value of life is togetherness. Also bases on sustainability development framework which consider as company value and principle, along with their core value, 4Cs which are Caring, Creditable, Creative and Courageous.

Technology and Innovation

TrueMove H, a mobile phone service, the number 1 best mobile network covering 77 provinces in Thailand with technology of 4G and 4G LTE. With the widest bandwidth of 55 MHz can be used with all mobile devices together with mobile

high-speed internet without interruption will definitely complete all lifestyles of Thai people.

True Online with True Super Fiber high speed internet, the number 1 best home broadband internet which will expand the fiber network to cover 10 million households throughout Thailand this year. It has developed from home telephone connected to the internet in the early period and begin to improve time to time. Until today, the new technology of super fiber high speed internet called "True Gigatex Fiber" recently launch with 3.6 million subscribers nationwide and consider number 1 broadband operator in Thailand. True Wi-Fi hotspot service. At the previous time, True only has around 1,500-3,000 hotspots all over the country mostly in Bangkok and metropolitan areas because of these areas has the best network comparing to others. By now, True Wi-Fi hotspot has reach to over 100,000 areas not only in Bangkok and metropolitan areas but also expand to other provinces with the speed of 200 Mbps.

True Visions, the number 1 latest entertainment and popular sports program of all as well as introducing products and services to be launched currently with True premier league in high definition technology for football fans in real time.

True continuing to develop innovation and create more value for consumers according to the goal of **"Winning together, Being number 1 together"** with True family.

Marketing

True Convergence consider selling product in bundle which consists of TrueMove H, True Online and True Vision. There are currently divided into 4 main packages starting from the cheapest one is 699 baht, 799 baht, 1,299 baht and 2,599 baht respectively depending on the demand for using.

Strategies

The interviewee has come up with a few points on the company strategy since there is no specific strategy that can guarantee it will definitely work and become successful. The company trying to increase the market share by focusing on launching a package or campaign that will most suitable for each group of customers. They try to focus and understand customer more unlike before that launching the same package for everyone. Instead of lower the price to compete with competitor will resulting in less revenue, so offer more option for the customer is the best choice.

Another, decrease the number of customers who using an unlimited package into normal data package in order to let them spend more and spend on the service that they using most.

Future Plan

There is main key point that the writer analyzes from the interview about the future plan of the company by focusing on high quality network and services together with increasing in sales by expanding more channel on selling the company's product and service by the company itself and their partnership as well as building good relationship among their partners. Moreover, the company plans to re-analyze their customer by using Big-Data to understand and launching package that is more suitable and better serve the right needs of the customer. In addition, strengthening itself as a leader in digital platform in order to increase a higher growth for the company. However, cost management is important and must take in consider for lower the cost and increase revenue for many projects in the future.

5.2 Recommendation

The writer has written recommendations from the writer's experience of using True Convergence service for more than 12 years together with surrounded people and by seeing some feedback from a group of line application created by the village office of Grandcanal Village, Prachachuen. The village has more than 400 housing and around 80% using True convergence, so it is clearly seen problems from True services as follow:

- Every branch of TRUE shop should allow all customers to have their TRUE Card thoroughly checked right then and there on spot. This privilege should not be limited especially for TRUE Red Card, which must require all call center staffs of TRUE shop staffs to help follow up every complain of all consumers about their rights to receive according to different package of TRUE Convergence. Too often, quite a few clients of TRUE Convergence come into contact with TRUE staffs at TRUE shop so as to call for their right for using True Card; but, those staffs at TRUE shop were found to be inactive for keeping following

those customers complains. In contrast, it is highly recommended that all TRUE staffs no matter where stationing at TRUE shop of TRUE call center should take full responsibility in helping to address all problems about the consumers' rights to receive their privilege according to different TRUE Convergence package.

- It is essential that every TRUE Convergence package should frequently provide their customers and perspective buyers with special discount package according to different seasons so as to generate more sales volumes of TRUE Convergence. Taking on and proceeding in price strategy with regard to offering special discounts can help TRUE to raise more competitiveness, thus being able to gain more market shares from other business rivals, such as 3BB. For instance, TRUE Corp should launch discount program with discount 10% covering True Vision, True Move, and TRUE Hi-Speed Internet by allowing prospective or regular customers to choose one to three elements of TRUE Convergence packages that should be launched bi-monthly at least, not setting special discount simply once or twice a year as seen these days.

- TRUE Corp is highly recommended to use promotion strategy by allowing all perspective consumers to try watching and using TRUE Convergence services with package TRUE Convergence 599 baht per month for at least fifteen days before facilitating their purchasing decision by registering and applying for one of four TRUE Convergence packages. In addition, every bill of TRUE Convergence trail after consumers applying for TRUE Convergence members should be launched for asking for their payment in the next month after those perspective consumers beginning to try using TRUE Convergence package. For instance, they should receive TRUE Convergence trails' bills on 1 March 2019 after the consumers trying and using pilot package on February 2019. On the other hand, it is such a good recommendation that TRUE should abolish or delete the condition that has all applicants to pay for TRUE Convergence package before

watching and using services because, in this way, almost all of applicants and regular customers can feel too strictly obliged to paying TRUE Convergence's bill on the first of every month, regardless of their registering during the middle of that applying month.

- All TRUE Convergence packages no matter that package 599 baht per month, 799 baht per month, 1299 baht per month, or even 2,999 baht per month should be made flexible and changeable by allowing all TRUE clients to change to other packages within these four options. This suggestion aims at keeping regular customers in constant rates while preventing them from revoking TRUE Convergence packages I apply mainly due to it is too expensive for them to be able to afford all years round. At the same time, every time all TRUE customers change their packages of TRUE Convergence, they should still be eligible for receiving special discounts as normal.

- It is necessary for TRUE call center staffs as well as TRUE shop staffs should collaborate in helping every consumer to check their bill when finding some mistakes especially the matter of charging them with full prices of any TRUE Convergence packages without receiving and deducting special discounts. This is because, too often, some TRUE customers found that they did not receive special discount of TRUE Convergence package on that certain month without the assistance in following up by TRUE shop staffs and TRUE call center staffs.

- With regard to asking TRUE consumers to press bottom giving scores of services for those staffs in consumer services, this alternative should be in form of their volunteer, not encouraging them to give scores and levels of services to their staffs. Periodically, some TRUE Convergence staffs who give unsatisfactory services to their customers can rate scores of services for themselves.

- In order to take a lead from their business internet rivals, it is a good suggestion that TRUE Convergence should facilitate increasing TRUE super Fiber with speed up more than 50/20 Mbps, together with

leverage to become 5G service, instead of 4G service while expanding TRUE business into other neighboring countries.

- As for TRUE convergence package 799 and 1,299, it is necessarily suggested that TRUE MOVE H mobile phone service (1 mobile phone number) that can be called to all mobile phone networks 100 minutes per month that is calculated as minute for every call should delete the condition of splits of minute being calculated as one minute by making any splits of minute used by those customers free of charge which is additionally included into promotion strategy of TRUE Convergence.

- Locations of TRUE Wi-Fi spots should be made much more prevalent and inclusive, covering as many as areas throughout the country. There is no TRUE Wi-Fi in CMMU while AIS has.

- Every time those TRUE customers call to contact with TRUE Call Center, they should receive special privilege by calling free of charge, together with increasing a number of TRUE Call Center staffs to help address the consumers' problems in using the services of TREU Hi-Speed Internet or TRUE MOVE H.

- So as to expedite TRUE competitiveness with its internet rival companies, it is important that TRUE Convergence should be installed free of charge together with cancelling the condition of charging insurance cost of TRUE Convergence devices to their new customers.

- The frequently problem about many distant areas that are too far for TRUE Convergence service to be installed should be urgently addressed as soon as possible by having satellite for sending internet signals instead of persistently using TRUE fiber optics which it considered too outdated, being unable to catch up with internet convergence of other companies operating in many foreign countries.

- All the areas within the radar of metropolis of all 76 provinces of Thailand should equally and efficiently get access to the installation and service of TRUE Convergence in every package.

- Unless TRUE is indifferent in making it outstandingly distinctive from their internet rival companies, it is necessary that every package of

TRUE Convergence should make TRUE MOVE H separated from other components by allowing every TRUE customer to choose paying for mobile phone service as well as for TRUE super Fiber separately and independently, in case of their suffering financial difficulties in any certain month.

- TRUE Convergence should be tied with LINE Application by allowing every prospective or regular customer to download its new application so that all TRUE Convergence customers can pay their bill online at home by using electronic payment through internet banking free of charge.

- TRUE Life Plus as an integral part of TRUE Convergence packages should reduce monthly calling service charge as lump sum payment per month by decrease from 120 baht per month to 100 baht per month so as to stimulate sales volumes of TRUE Convergence package.

- In order to increase consumer experience and full satisfaction, it is vital that TRUE Convergence should make TRUE call center service installed on LINE Application so that TRUE clients can contact with TRUE call center staffs without having to wait for the vacant lines of their staffs through telephone.

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APPENDICES

Appendix A: Interview Questions

No.	Questions
1	Can you tell about your personal background?
2	How long have you been working with the company?
3	What project or campaign you think is the most successful for the company?
4	Can you explain about your scope of work toward the mentioned project or campaign?
5	Why customer buy from you?
6	What is the competitive advantage of the company?
7	What you consider as a problem for the company right now?
8	What strategy that the company use?