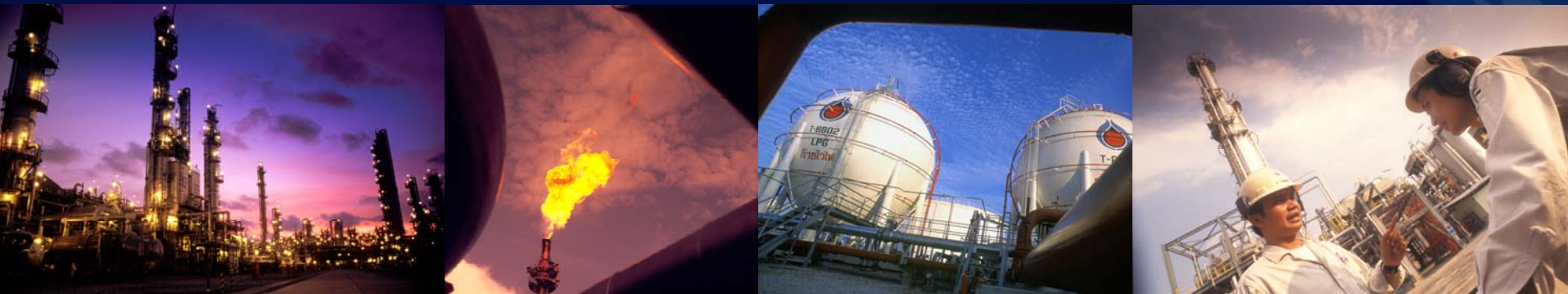


การวางแผนยุทธศาสตร์



สำนักงาน ก.พ.ร.

นางศรียรรณ เอี่ยมรุ่งโรจน์

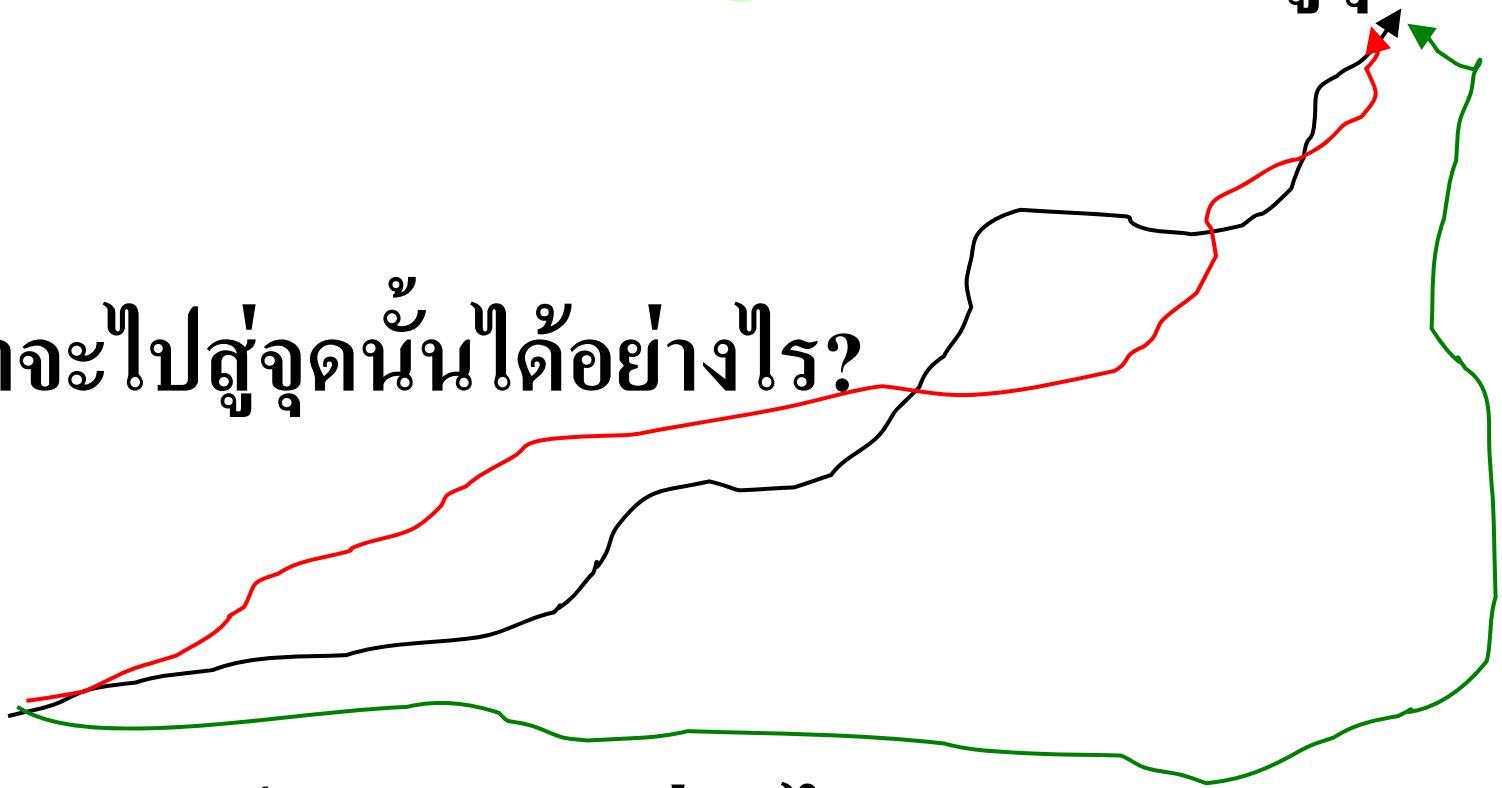
ผู้ช่วยกรรมการผู้จัดการใหญ่แผนและกลยุทธ์
บมจ.ปตท.

วันที่ 3 ตุลาคม 2551

- **ความสำคัญของแผนกลยุทธ์องค์กร**
 - **องค์ประกอบหลักของกลยุทธ์องค์กร**
- **การกำหนดกลยุทธ์องค์กรของ ปตท.**
 - **การบริหารผลการดำเนินงาน/ TQA**

2 เราต้องการไปสู่จุดไหน?

3 เราจะไปสู่จุดนั้นได้อย่างไร?



1 ปัจจุบันเราอยู่จุดไหน?



ความสำคัญของแผนกลยุทธ์องค์กร (ต่อ)

3 เราจะไปสู่จุดนั้นได้อย่างไร?

- กำหนด กลยุทธ์ เพื่อหนทางสู่จุดมุ่งหมาย

Strategy:

2 เราต้องการไปสู่จุดไหน?

- กำหนด วิสัยทัศน์ ภารกิจ และวัตถุประสงค์เพื่อไปสู่จุดมุ่งหมาย

Vision:

Mission:

Aspiration:

ลูกค้า/ตลาด

เรา

จุดแข็ง	โอกาส
จุดอ่อน	อุปสรรค

สภาพแวดล้อม/
แนวโน้มอนาคต

คู่แข่ง / ทางเลือก

1 ปัจจุบันเราอยู่จุดไหน?

- วิเคราะห์ จุดแข็ง, จุดอ่อน, โอกาส, อุปสรรค

5 C's Checklist for Good Vision Statements:

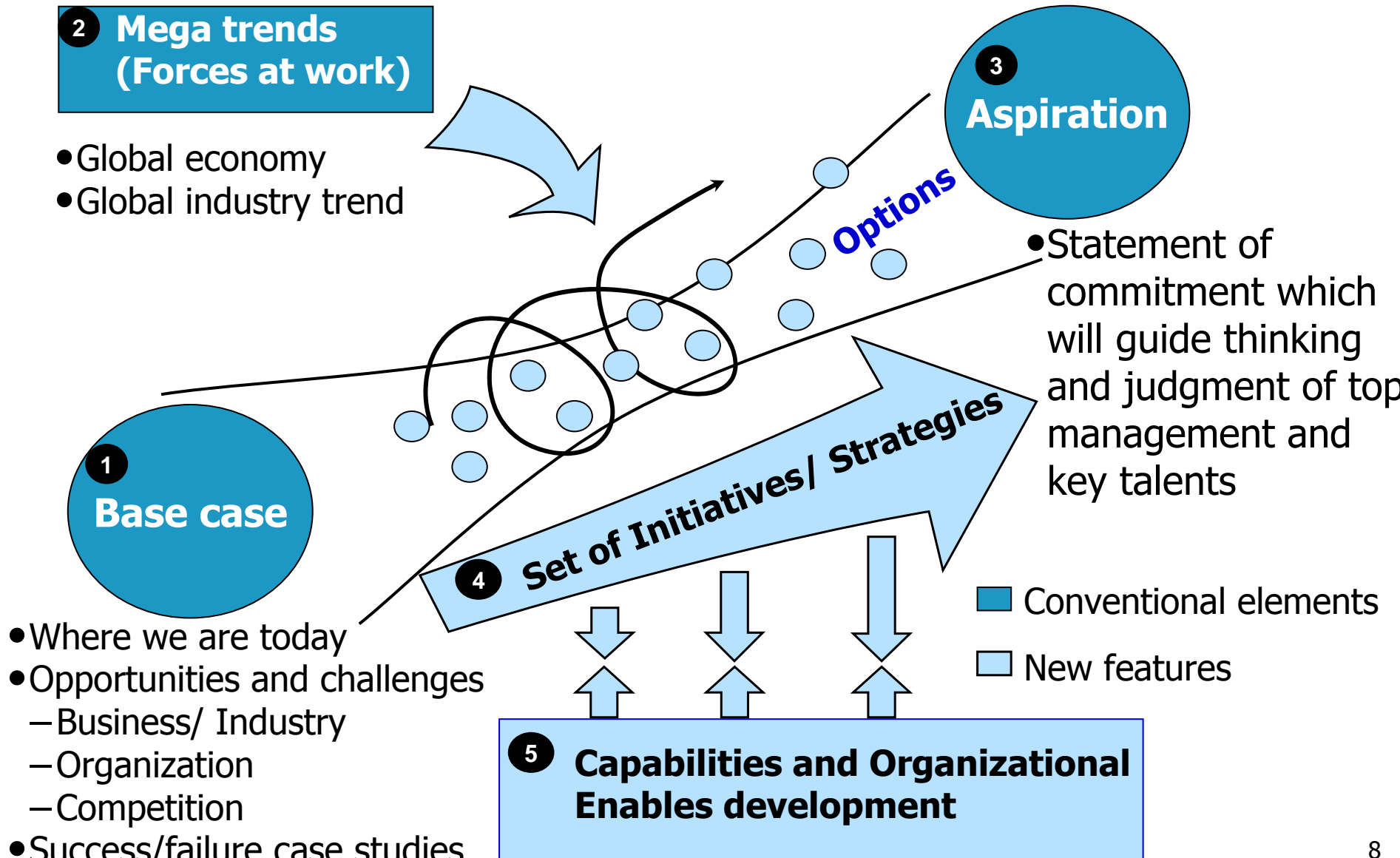
- ✓ **Concise** (กระชับ)
- ✓ **Clear** (ชัดเจน)
- ✓ **Challenging** (ท้าทาย)
- ✓ **Compelling** (ผลักดัน)
- ✓ **Countable** (วัดได้)

กระบวนการหลักของการวางแผนกลยุทธ์



องค์ประกอบหลักของกลยุทธ์องค์กร

องค์ประกอบหลักของกลยุทธ์องค์กร



องค์ประกอบหลักของกลยุทธ์องค์กร (1/5)



1

Base case

2

Mega trends

3

Aspiration

4

**Set of Initiatives /
Strategies**

5

**Capabilities and
Organizational Enablers**

Where are we today?

: Generate an external perspective of how the market and competition will evolve and determine resulting opportunities/ threats

What are our business opportunities and challenges?

- What are our organizational challenges?
- What are the most important competitive threats now and in the near future?
- Impact of major market/ economic trends
- Capital market perspectives and valuation
- Success/ failure case studies
- What are the key drivers of our performance?

Key question

Does everyone in the top management have common understanding of the company's base case performance over the next 5 years?

ตัวอย่าง:

ผลการดำเนินงานของ ปตท. ภายหลังจากแปรรูป



Debt Restructuring



Business exp/
New project

NGV/
DCAP

P/L
Enhance
ment

GSP 5

3rd P/L
TTM
PTTUT

City
Gas

M&A

BPE

RRC

ptt
CHEM

HMC

ptt
RR

JET

PTTGE
EMG

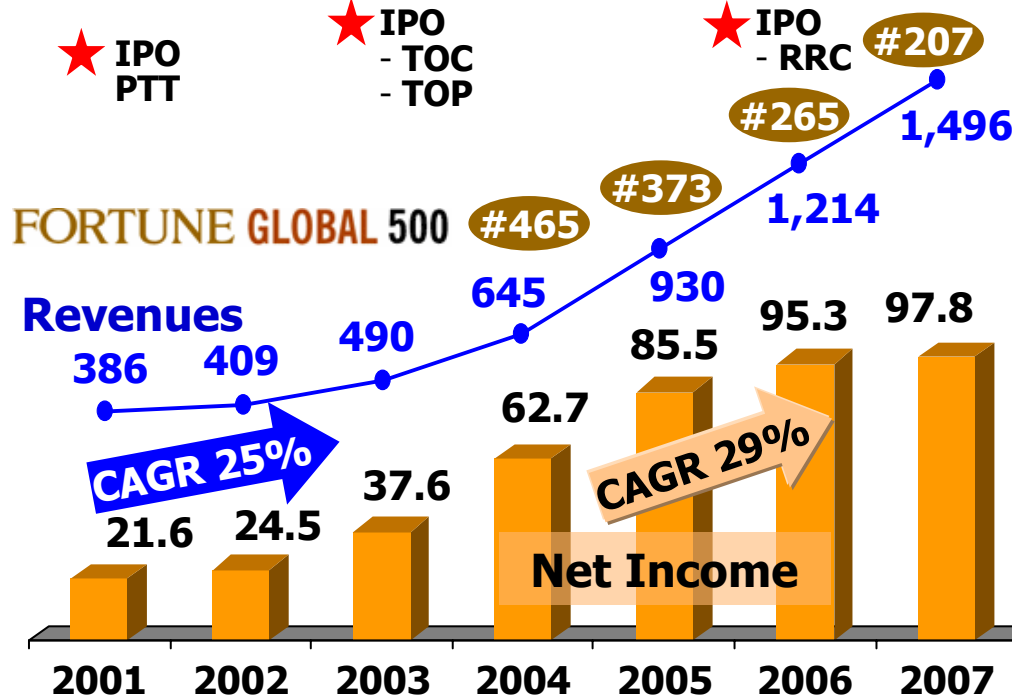
S1

B8/32

★ IPO
PTT

★ IPO
- TOC
- TOP

★ IPO
- RRC



CAGR 25%

CAGR 29%

➤ PTT's total investment 239 baht bn

Note : CAGR = Compound Annual Growth Rate

o Strategic Drives

- ✓ Debt Restructuring
- ✓ Business Expansion
- ✓ Operational Excellence
- ✓ PTT Group Synergy/M&A

Enhance Energy Security

Year	ก่อน แปรรูป	2007	1H 2008
Gas Supply (MMcf/d)	2,301	3,272	3,450
GSP Prod. (MTA)	2.35	3.94	2.13
Ethane	0.53	0.93	0.53
C3/LPG	1.56	2.48	1.32
NGL	0.26	0.53	0.28
Oil Sales (ML/D)	31	42	42
Trading Vol. (KBD)	305	827	973
NGV Stations	1	166	214
PTTEP Production (KBD)	92	209	234

Energy supply almost double

ตัวอย่าง: สิ่งท้าทายสู่ทิศทางการกลยุทธ์ของ ปตท.



Global energy challenges

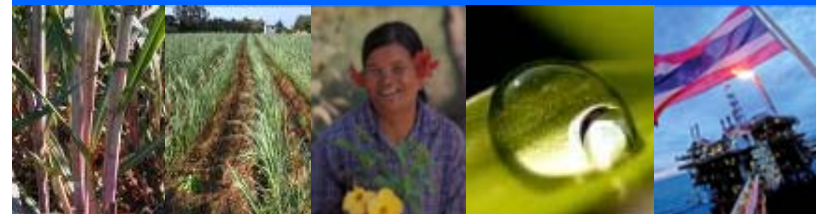
- **High oil prices and high E&P and construction cost**
- **Economic slowdown with rising inflation**
- **Refinery and petrochemical down cycle**
- **Increasing public and environmental pressure**
- **Move towards alternative energy**

Domestic challenges

- **Moderate GDP growth**
- **Increase in surplus capacity of refined and petrochemical products**
- **Controlled Price/Shortage of LPG**
- **Continued external intervention and public pressure**
- **Increasing interest in renewable energy solutions**

PTT's Strategic Directions

- **Securing access to additional fossil reserves / large infrastructure investments**
- **Expanding to international**
- **Diversifying into different energy value chains**
- **Focusing on alternative energy solutions i.e. NGV and ethanol as large scale biofuel solution**
- **Committing to CG and CSR**



องค์ประกอบหลักของกลยุทธ์องค์กร (2/5)



1

Base case

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Mega trends

3

Aspiration

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Set of Initiatives /
Strategies

5

Capabilities and
Organizational Enablers
managing complexities

Mega trends and uncertainties :

- Global mega trends, industry trends, local trends which impact on our business performance
- Identify the top 3-5 trends: affect us in the next 5-10 years and determine the effect these trends.
- What are these uncertainties and what are the risks associated with them?
- What scenarios should we think through?

ตัวอย่าง: Business Trend ในธุรกิจน้ำมัน/ ก๊าซธรรมชาติ

1

E&P



- E&P cost surge
- M&A E&P deals are getting more and more expensive
- Lack of qualified people

2

Gas



- Growing demand in Asia; especially LNG
- Floating LNG (FLNG) opportunity

3

Petchem
&
Refining



- Oversupply resulted from new refining capacity
- Declining refining margins
- Down-cycle Petchem

4

Oil /
Trading



- Global players tend to exit or re-organize retail business
- Higher price volatility provides trading opportunities

องค์ประกอบหลักของกลยุทธ์องค์กร (3/5)



1

Base case

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Mega trends

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Aspiration

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Set of Initiatives /
Strategies

5

Capabilities and
Organizational Enablers

Agreed-upon commitment that will guide thinking and judgments of top management and key talents in the organization

ตัวอย่าง: SET ASPIRATION FOR THE COMPANY BY DEFINING BOTH MAJOR THEMES AND CLEAR, QUANTITATIVE TARGETS FOR EACH ELEMENT



Elements of aspiration

Example themes and target metrics

Growth

“Leading affluent manager”

**Financial/
operational**

“Value creation engine”

- Net income per employee
- Growth of number of employees

**Safety, health,
environment, and
community**

“Trailblazing responsible conduct”

People

“Talent magnet”

Leadership

“Inspiring and directed leadership”

Team culture

“Global teamwork”

**Customers and
markets**

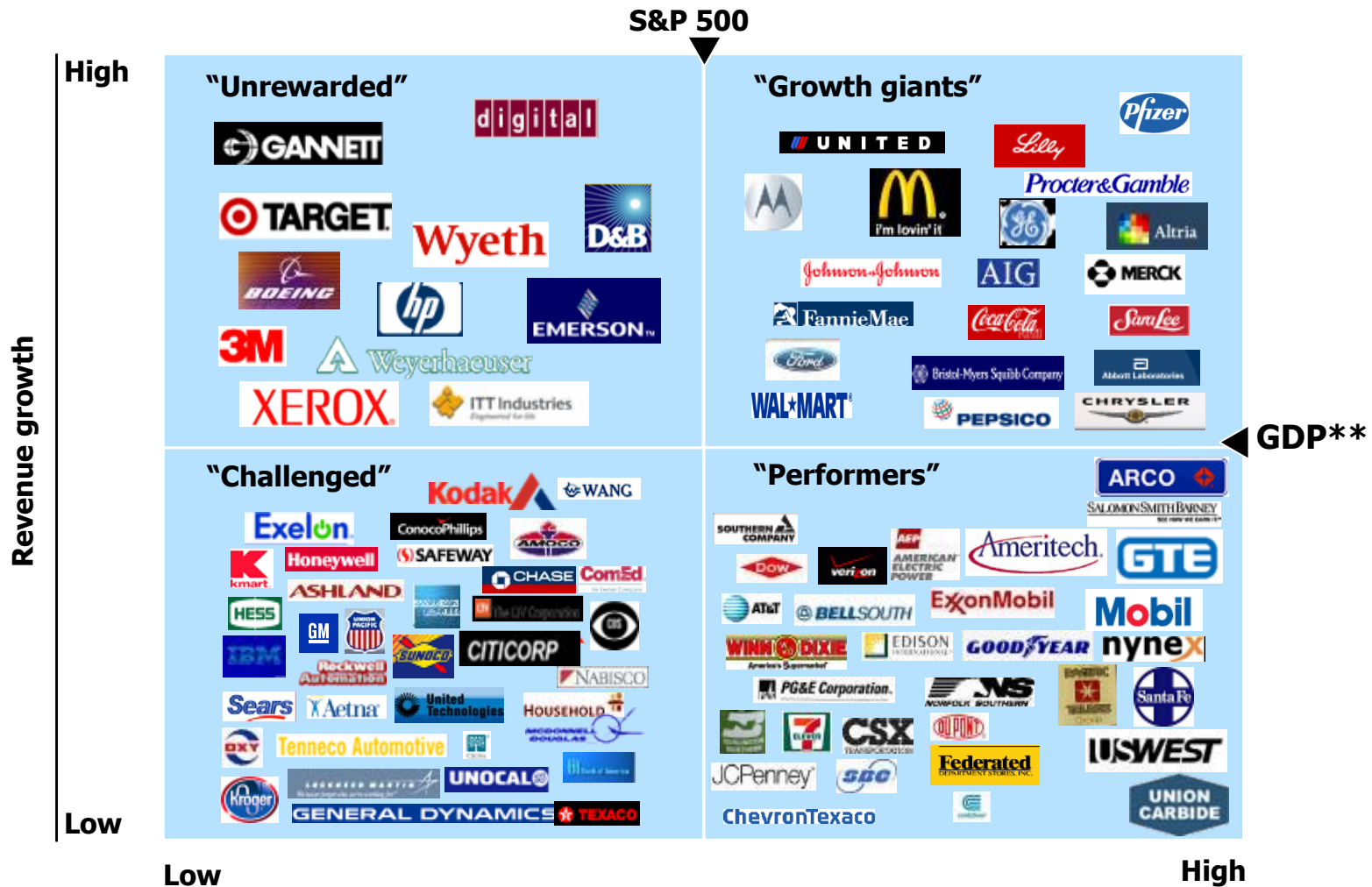
“Market and customer centric”

- % of clients who consider our company as top customer/client service provider

Key questions

- What is the overarching aspiration for our company?
- Where do we want our company to be in the next 5-10 years?
- How does this aspiration compare with our current base case?

ตัวอย่าง: PERFORMANCE ANALYSIS OF THE 100 LARGEST U.S. COMPANIES* IN THE PAST 2 BUSINESS CYCLES (1984-2003)



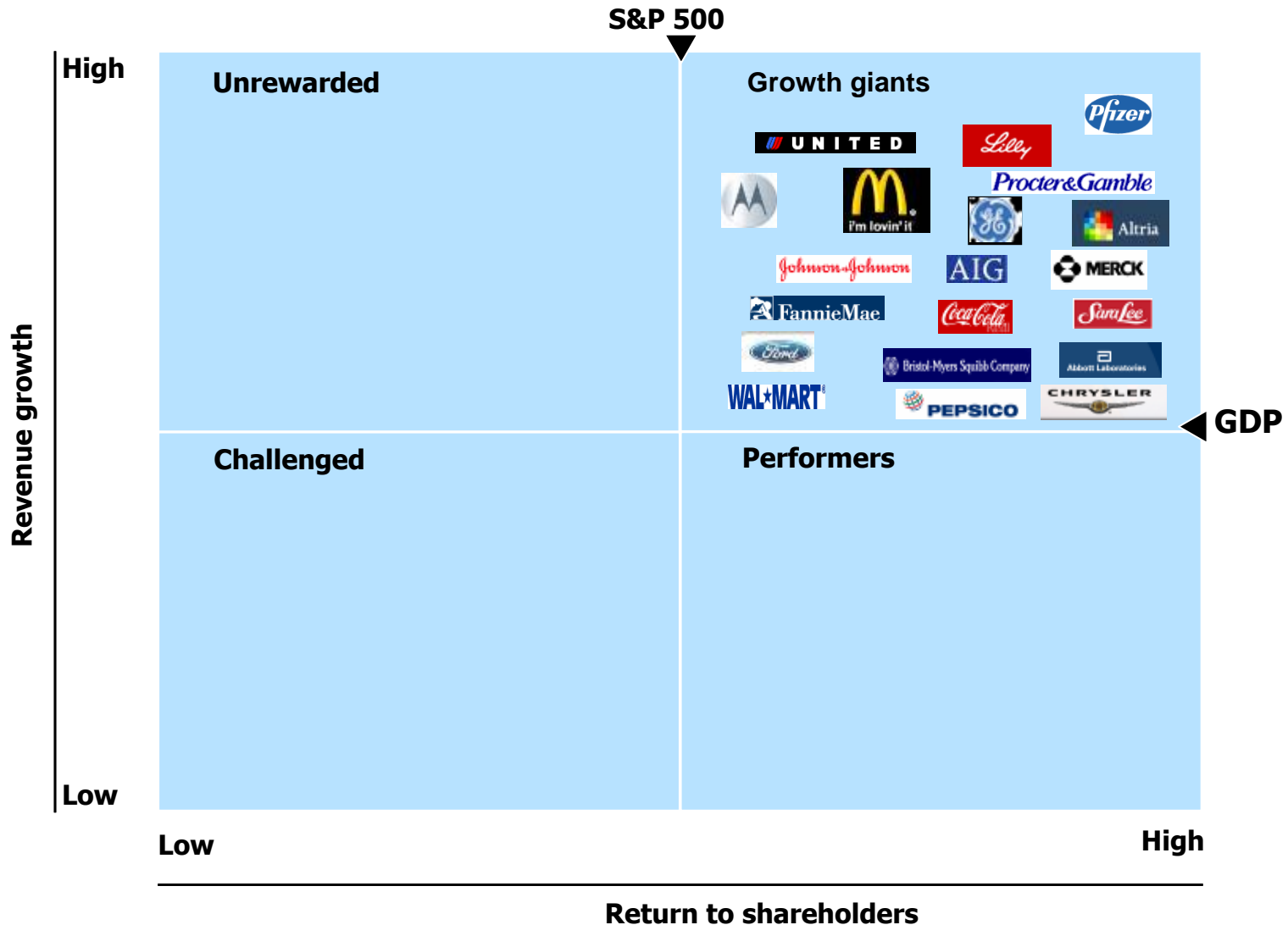
* MSCI for global top 600, S&P 500 for U.S. top 100

** Gross output CAGR (nominal, based on \$)

ONLY ONE GROWTH GIANT DROPPED OUT

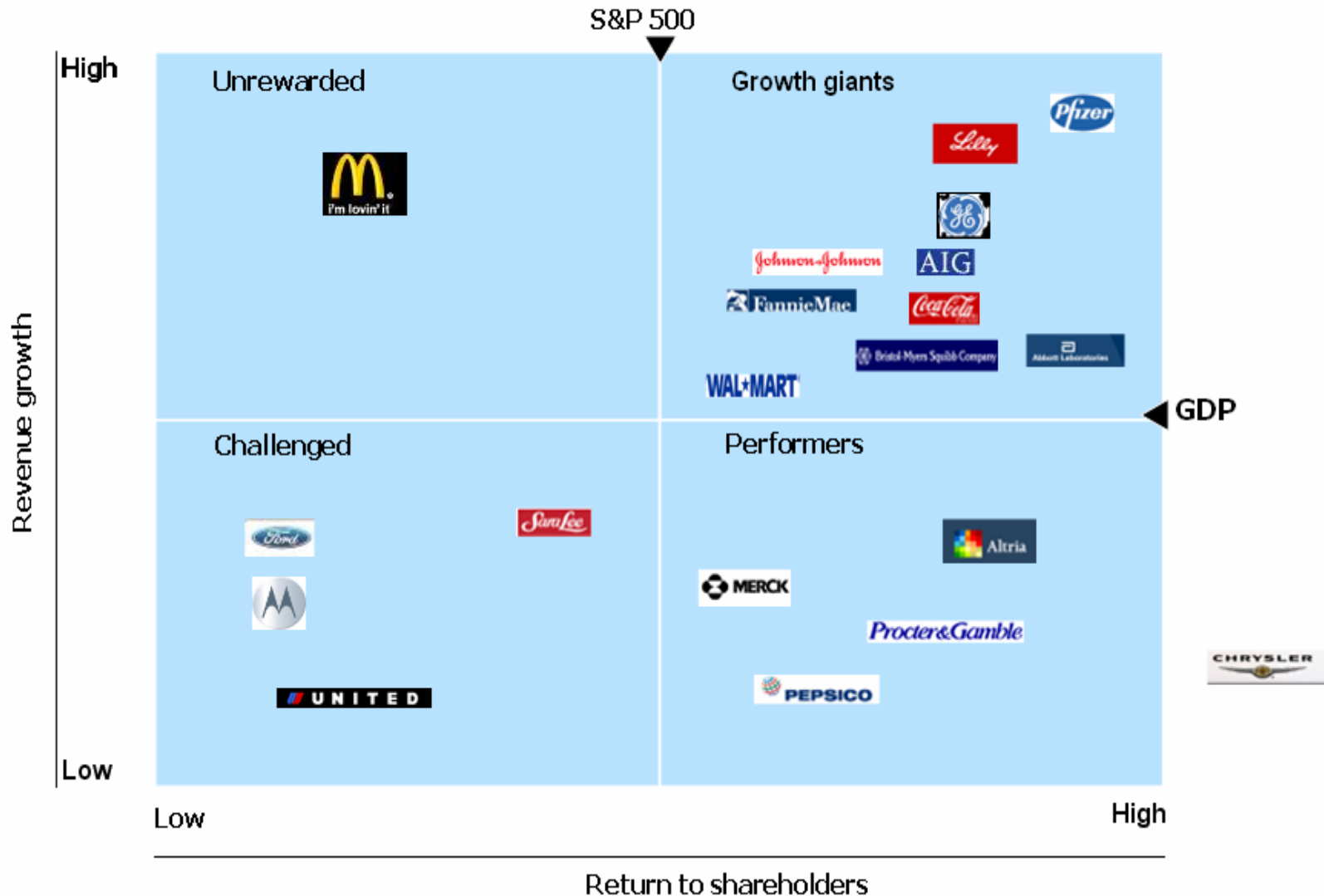


Largest U.S. companies, 1984-2003



ONLY ONE GROWTH GIANT DROPPED OUT

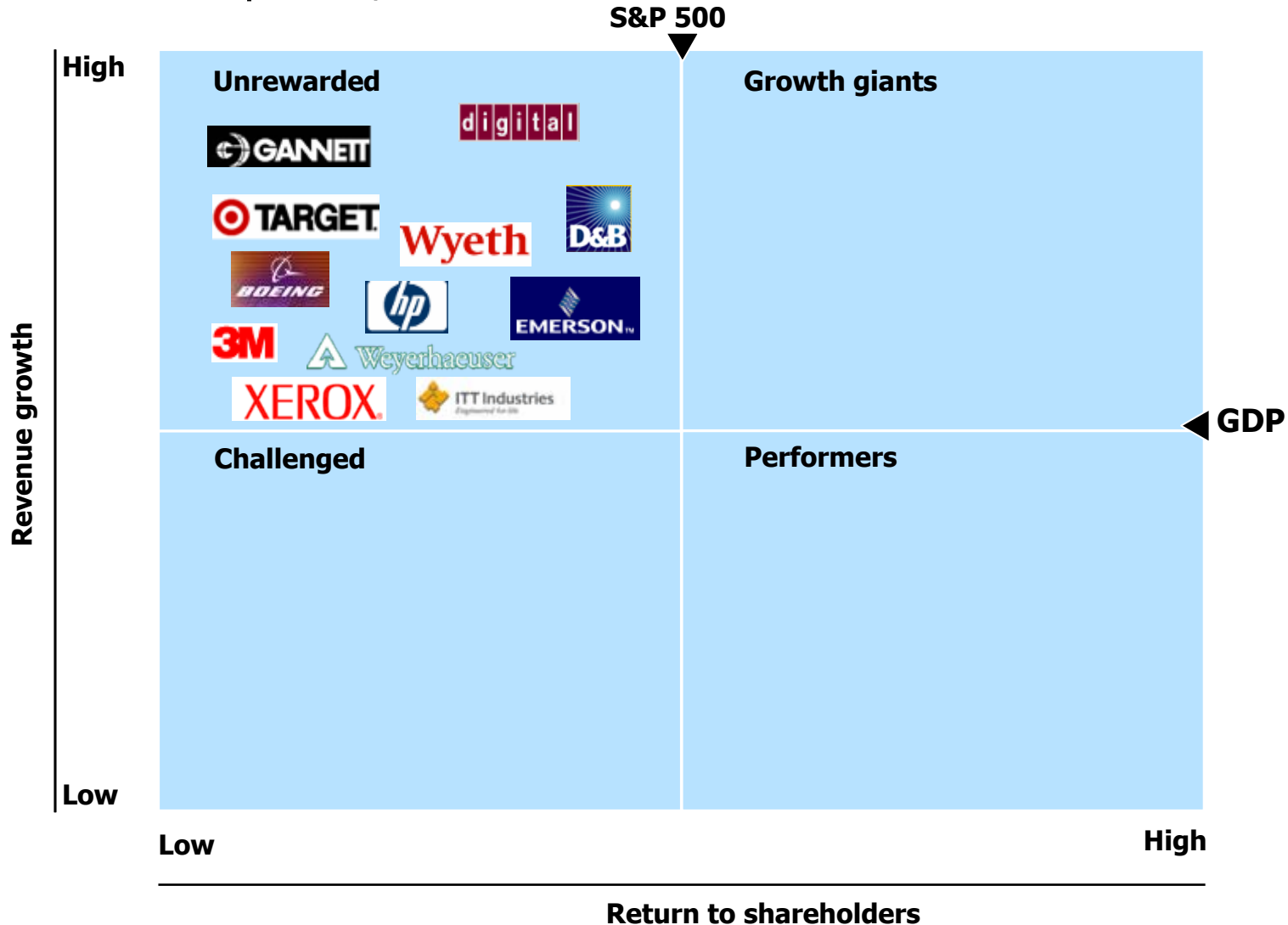
Largest U.S. companies, 1984-2003



MOST HIGH GROWTH COMPANIES SUCCEEDED



Largest U.S. companies, 1984-2003



MOST HIGH GROWTH COMPANIES SUCCEEDED



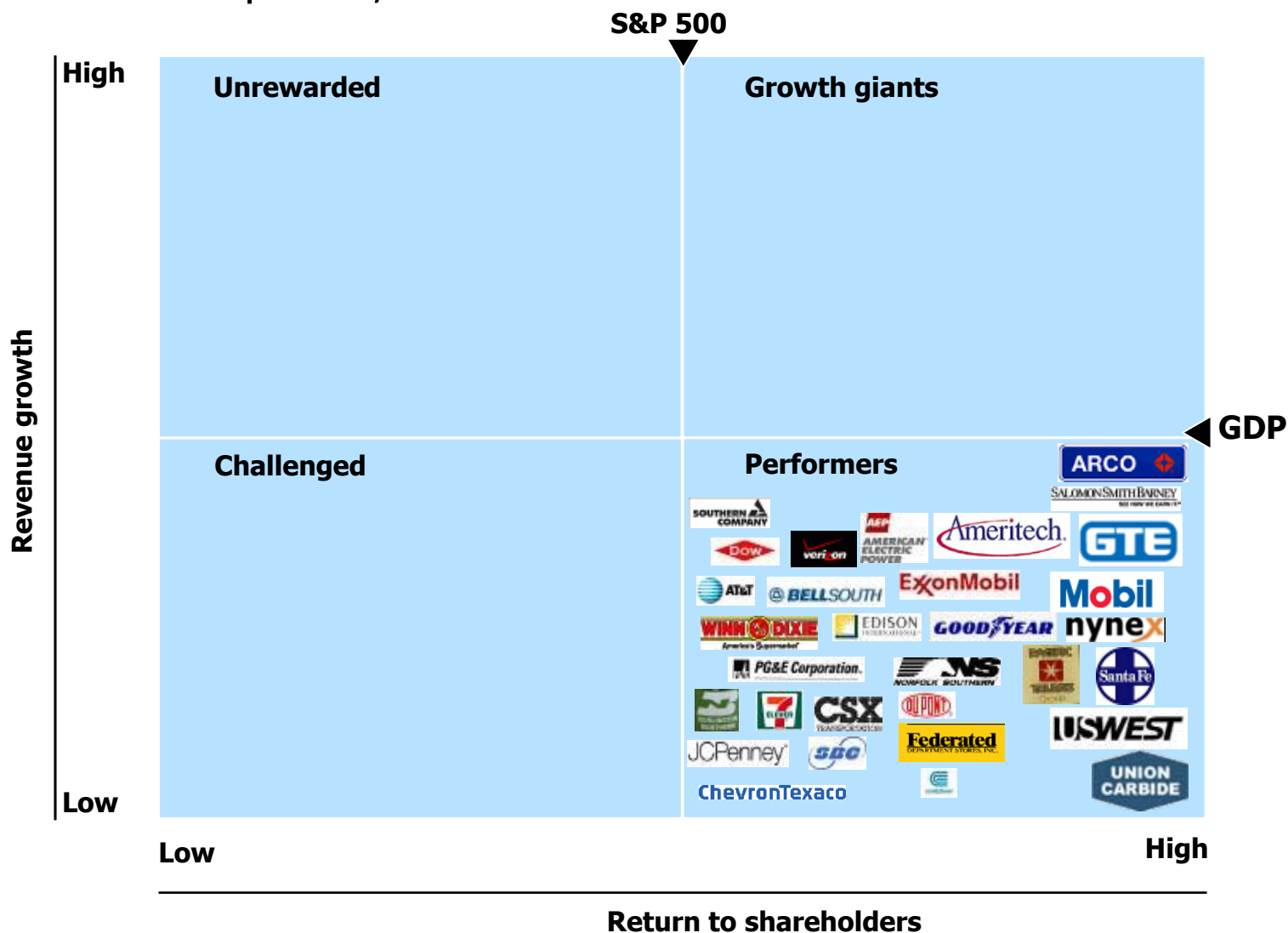
Largest U.S. companies, 1984-2003



WITHOUT GROWTH EVEN PROFITABLE COMPANIES FAILED



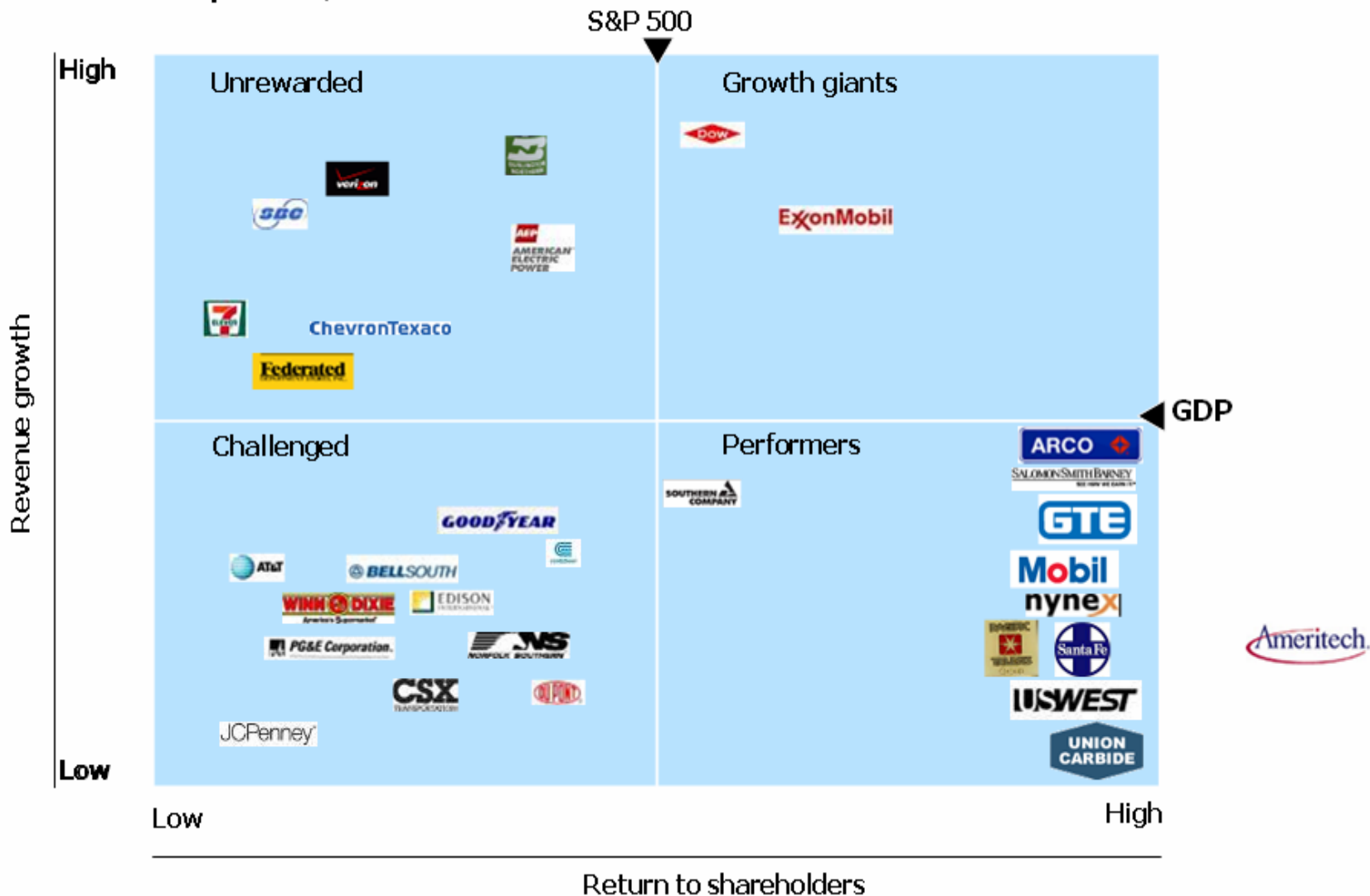
Largest U.S. companies, 1984-2003



WITHOUT GROWTH EVEN PROFITABLE COMPANIES FAILED



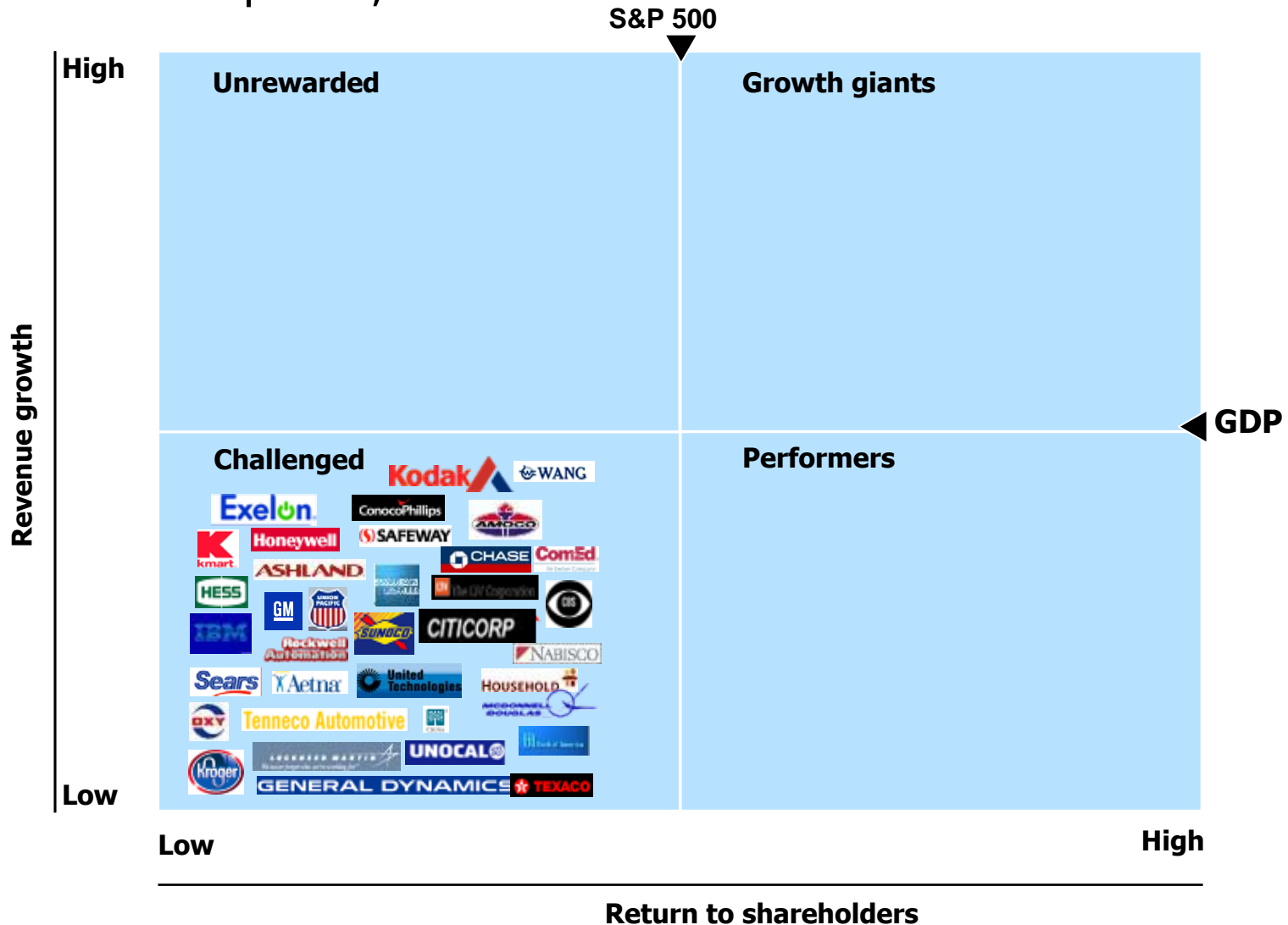
Largest U.S. companies, 1984-2003



FOR CHALLENGED COMPANIES IT'S 'UP' OR 'OUT'



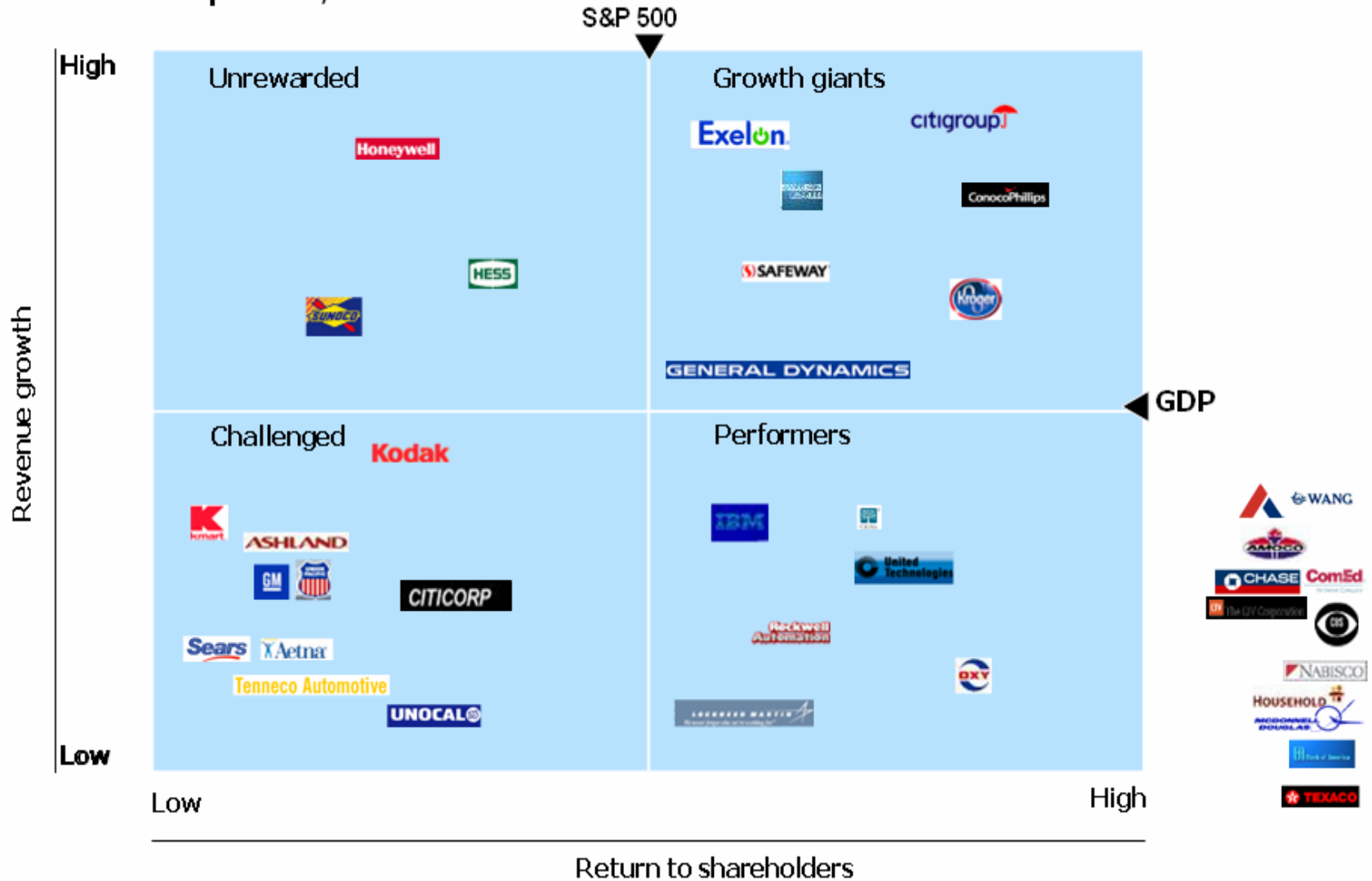
Largest U.S. companies, 1984-2003



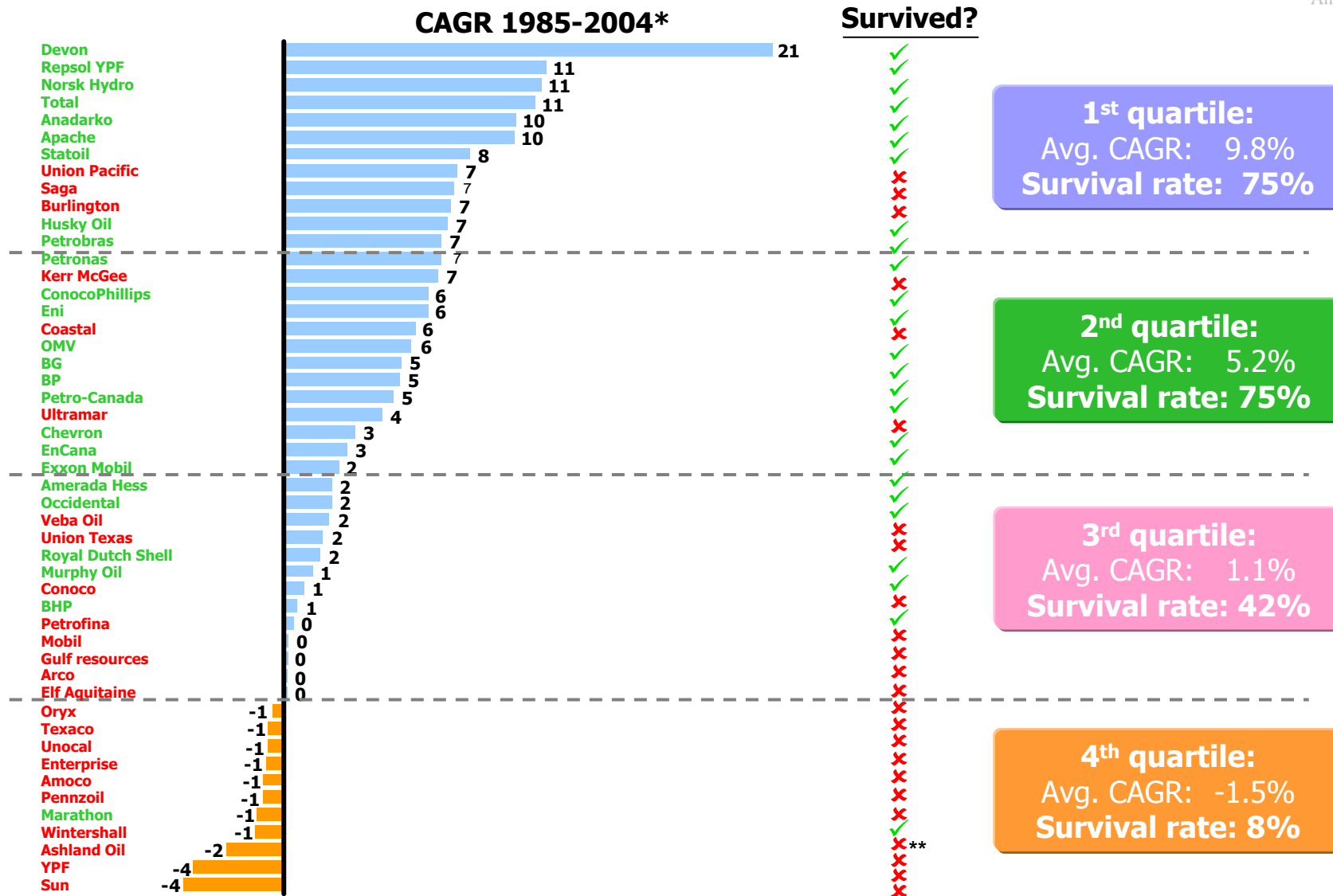
FOR CHALLENGED COMPANIES IT'S 'UP' OR 'OUT'



Largest U.S. companies, 1984-2003



ตัวอย่าง: E&P COMPANIES WITHOUT HIGH GROWTH HAVE NOT SURVIVED IN THE PAST



* Or CAGR until moment of acquisition; growth in BOE

** Acquired by BASF

องค์ประกอบหลักของกลยุทธ์องค์กร (4/5)



1

Mega trends

2

Base case

3

Aspiration

4

**Set of Initiatives /
Strategies**

5

**Capabilities and
Organizational Enablers**

- Can we define a range of strategy options extending on capabilities?
- What would be the competitor reactions if we choose one of the strategic options?
- What would be the end-state game after iterations of reactions to us and competitors?
- Do we have a balanced portfolio of initiatives (POI near vs. medium term and familiar/unfamiliar)?
 - A set of business initiatives is dynamically (with continuous adaptation and flexibility) managed as a portfolio of initiatives (POI), instead of being serially executed

BALANCED POI & DYNAMIC MANAGEMENT



Detailed illustration of POI framework

Size of circle reflects economic importance of initiative; typically, amount of market capitalization at stake if successful

Each initiative

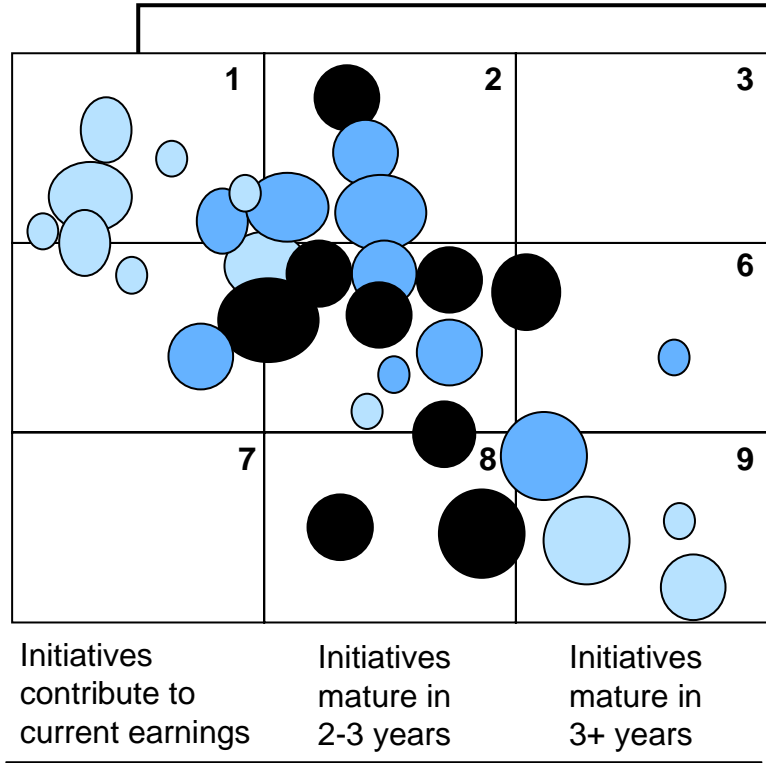
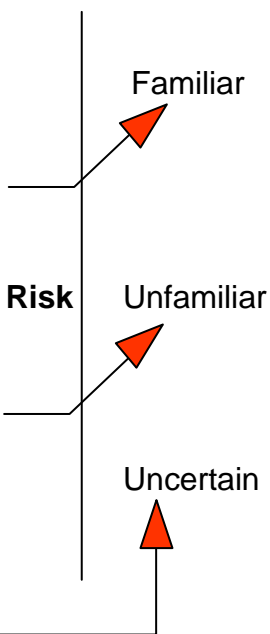
Size indicates potential market capitalization at stake

Adapt core capabilities Build new businesses Shape corporate business portfolio

- Distinctive knowledge surpassing that of competitors
- Invest in initiatives possessed by company or easily acquired

- Knowledge surpassed by competitors
- Attempt small-to-midsize investments to gain familiarity

- Probability of success difficult to estimate
- Attempt small investments to gain familiarity



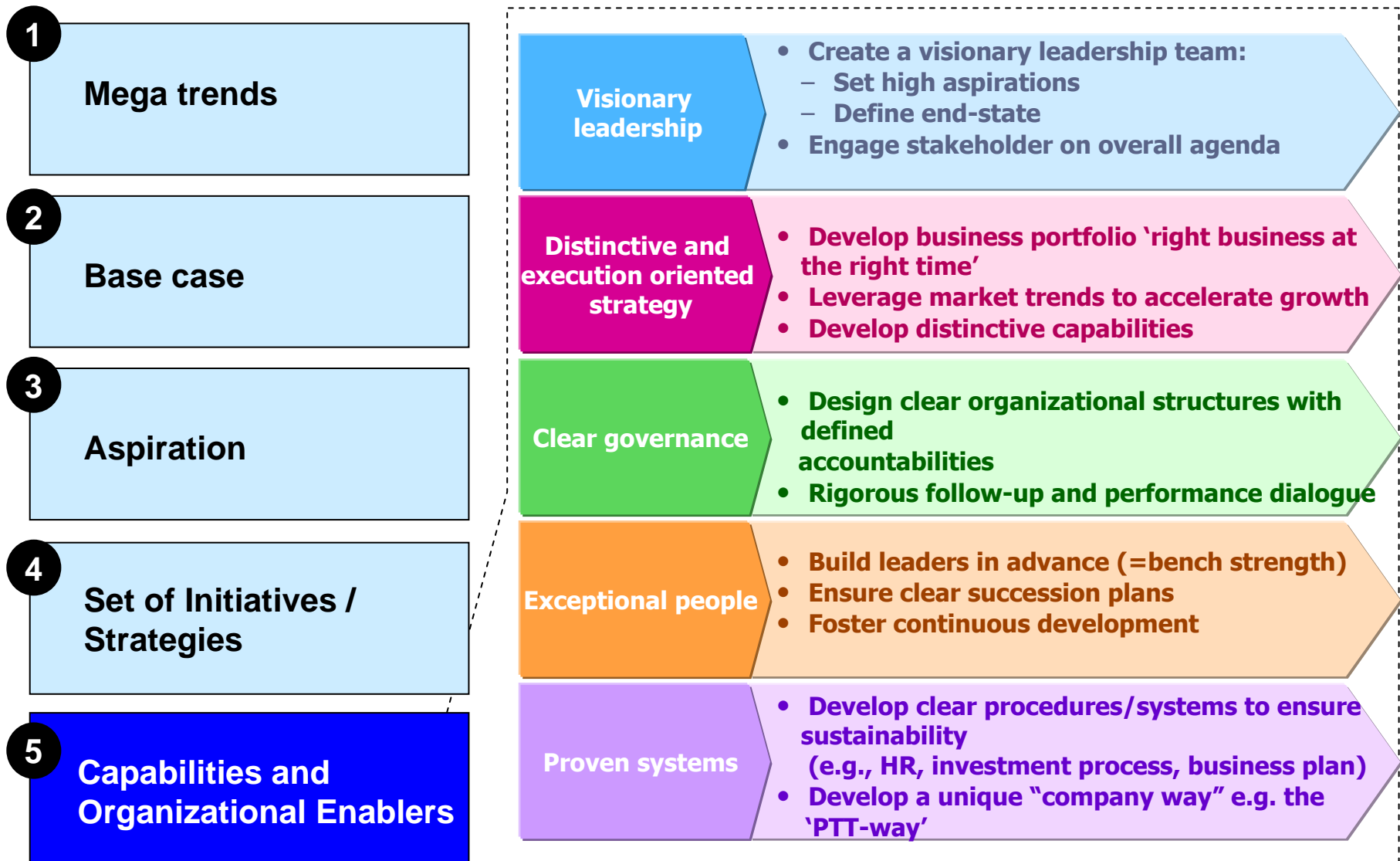
Clustering here may indicate too little investment in building long-term growth options

Clustering here may indicate insufficient focus on opportunities to adapt core businesses

Timing

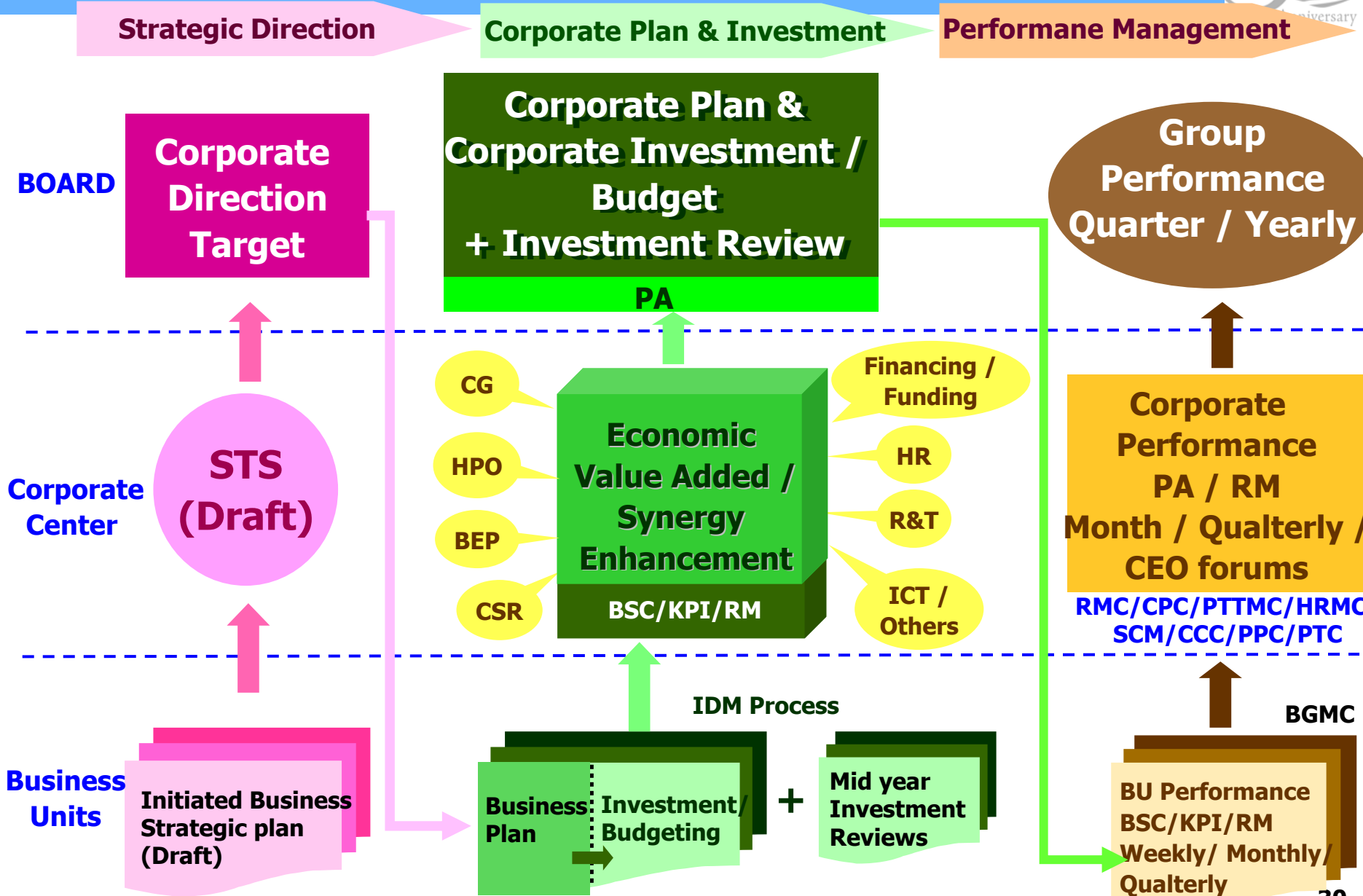
TO ENSURE DELIVERY OF BOTH SHORT-TERM RESULTS AND LONG-TERM HEALTH, PORTFOLIO SHOULD BE WELL-BALANCED IN TERMS OF OVERALL RISK AND TIMING

องค์ประกอบหลักของกลยุทธ์องค์กร (5/5)



การกำหนดกลยุทธ์องค์กรของ ปตท.

การกำหนดกลยุทธ์สู่การปฏิบัติของ ปตท.



กระบวนการกำหนดกลยุทธ์

External Appraisal

- Government Plan
- Ministry of Energy Policy
- Macro Economic
- Industrial Competitiveness

Organization Performance Appraisal

- Financial Analysis
- Customer Satisfaction
- Asset Utilization
- Project Execution

+ Vision/ Strategic Drive

PTT Group Workshop :

- To guideline / facilitate for Strategic Alignment



- Synchronized timeline of planning & budgeting cycle
- Internal/ External analysis infor.
- Common Assumption

Pre-STS :

- Coordinate with BG./ Flagship / Sub. to draft business strategy



- Draft BG/FS/Sub. for strategic direction & new initiatives
- Consolidate for draft PTT group strategic direction

CPC Meeting :

- Organize meeting to verify drafted PTT group strategic direction



- Verified draft of PTT group strategic direction

Strategic Thinking Session : STS



- Organize STS for Top-EX consensus on PTT group strategic direction

PTT'S CORPORATE STRATEGIC AGENDA CORPORATE GROUP STRATEGY			
Asian Energy Hub			
Business Group	Flagship	Subsidiaries	Support Function
Energy Services	Energy Services	Energy Services	Energy Services
Energy Services	Energy Services	Energy Services	Energy Services
Energy Services	Energy Services	Energy Services	Energy Services
Energy Services	Energy Services	Energy Services	Energy Services

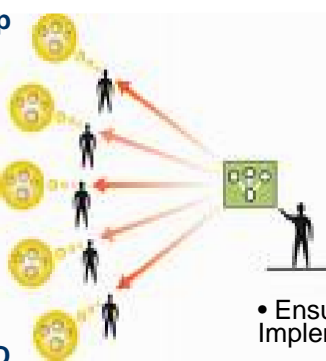
Business Group

Flagship

Subsidiaries

Support function

PTT BoD/Sub.BoD



Communication/ Coaching



- Ensure strategic alignment / Implementation

Summarize & Prepare Content for Deployment



Develop annual planning package:

- Cascade PTT strategic direction to BG level
- Set corp. goal, target, KPIs cascade to each level
- Capital allocation for each FS/BG
- Set guideline, standard template for BG Plan
- Enhance FS/BG to use IDM
- Risk Management
- Result-Based Budget Requirement

PTT GROUP STRATEGICE PLANNING & PERFORMANCE MANAGEMENT



Strategic Tools

**Vision/
Strategic Direction**

Strategic Resources

CG

HPO

BEP

CSR

**Economic
Value Added /
Synergy
Enhancement**

BSC/KPI/RM

**Financing /
Funding**

HR

R&T

**ICT /
Others**

**Risk Management/
Performance Management**



PTT Group Vision "Thai Premier Multinational Energy Company"



PTT Group Mission

- **To shareholders** Ensure profits & sustainable growth
- **To customers** Satisfy customers with high quality products and services
- **To employees** Develop professional capability
- **To society and community** Protect environment and ensure good quality of life for the community
- **To business partners** Promote fair competition and good relationship
- **To the country** Secure energy supply at fair price

PTT Group Values

S P I R I T

S Synergy
P Performance Excellence
I Innovation
R Responsibility
I Integrity & ethics
T Trust & respect

Aspiration : Becoming a Fortune 100 Company by 2012-2020

CAPABILITY DRIVEN STRATEGIES TO DRIVE FUTURE GROWTH



Vision and aspiration

**Thai Premier
Multinational (Energy) Company**



Strategic thrusts

E&P/Gas integration

- Asian E&P Major (900 kbd by 2020)
- Top 3 gas player in Asia

Integrated Chemical/Gas "market back"

- Top 3 Petchem player in Asia by 2020

Refinery integration

- Top 2 refinery player in ASEAN by 2020

International trading

- International tier 2 trader
- Oil**
- Regional top brand

New energy businesses

- Bioethanol hub in Thailand
- Coal value chain

Underlying Capabilities

Foundation and Enablers

แนวทางการบริหารจัดการเพื่อองค์กรยั่งยืน



CG



ACCOUNTABILITY

RESPONSIBILITY

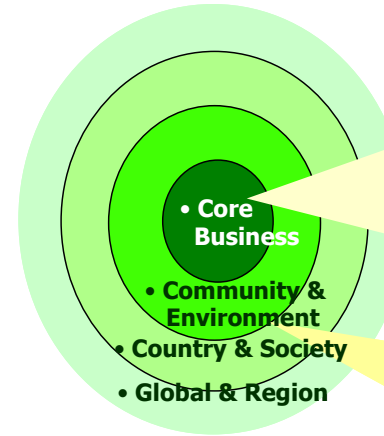
EQUITABLE TREATMENT

TRANSPARENCY

VISION TO CREATE LONGTERM VALUE

ETHICS

CSR



CSR Framework

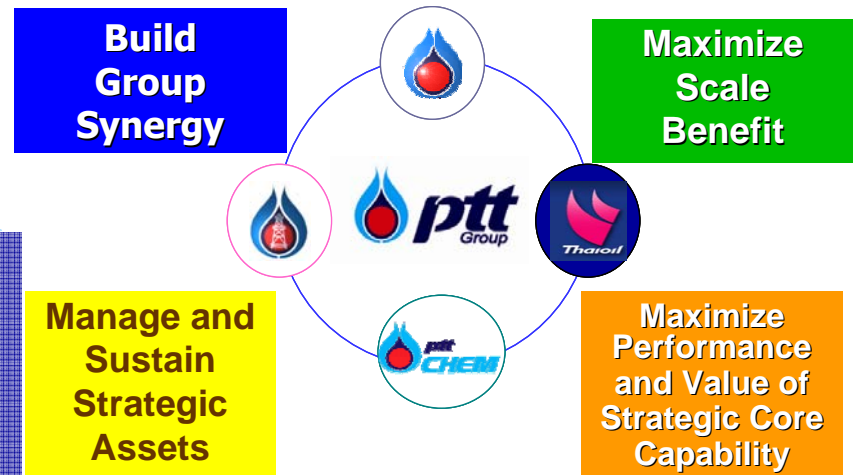
- Values & Governance
- Regulations and Controls
- Business Operations
- Accountability in Disclosure
- Impact on Environment
- Safety and Health
- Employee Rights
- Human Rights
- Community and Society Involvement
- Product and Service Responsibility

HPO

"PTT Group" HPO



BEP

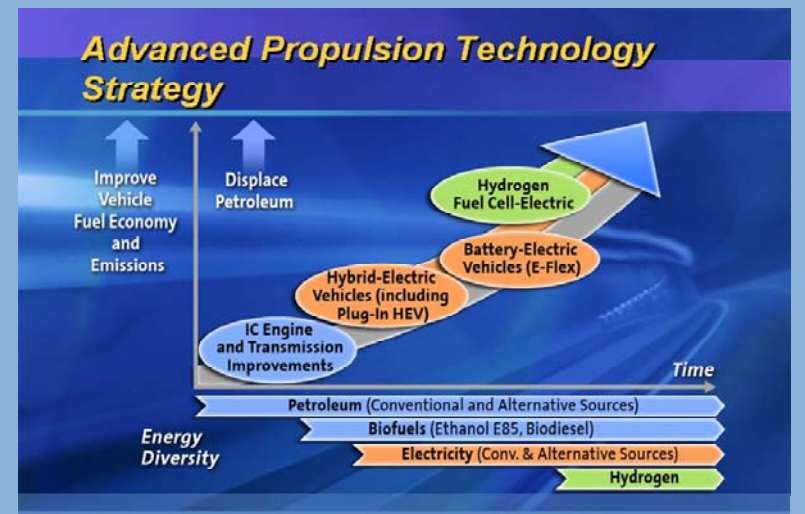


HR

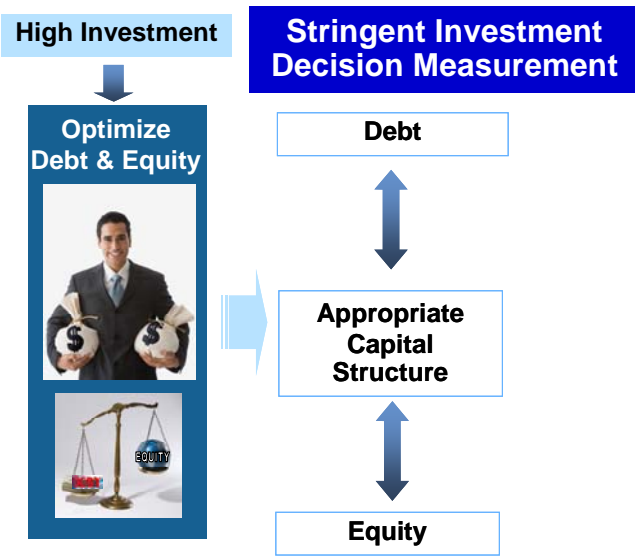


RTI

RTI : Technology & Trend Recap

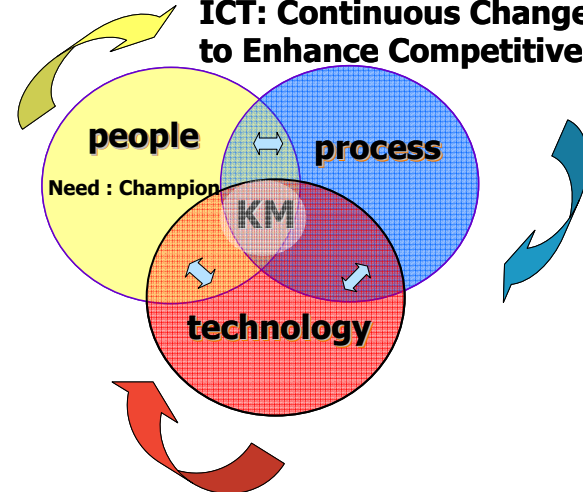


FIN



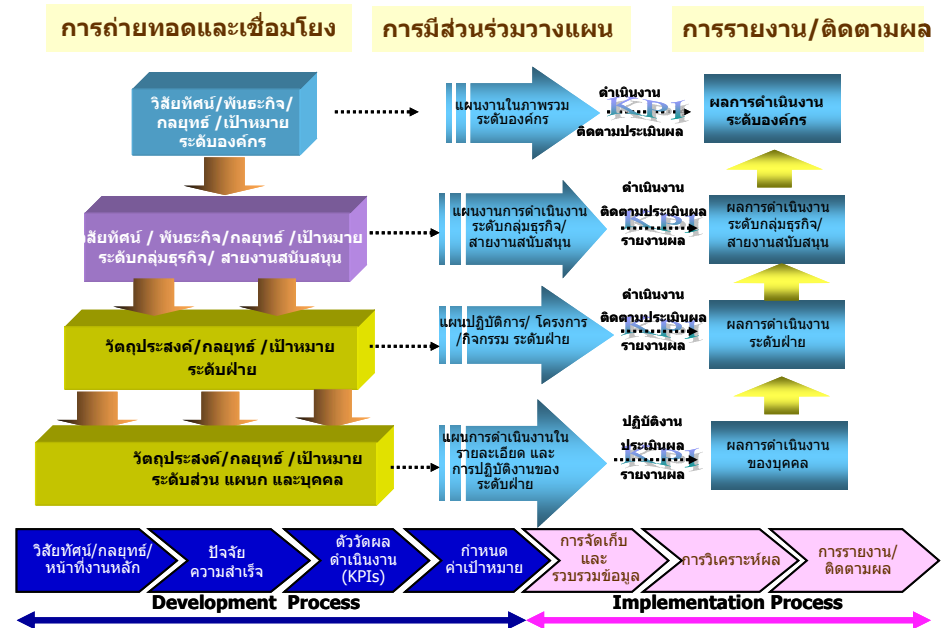
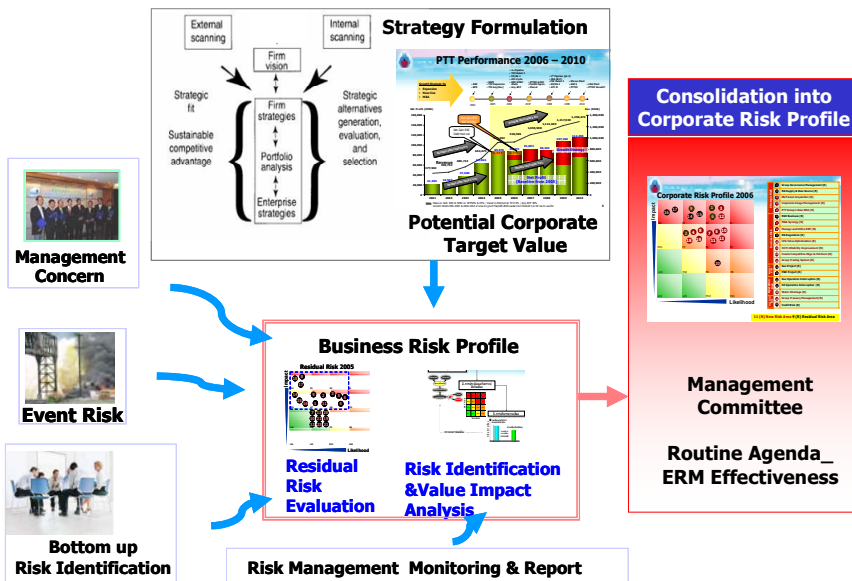
ICT

ICT: Continuous Change to Enhance Competitiveness



Risk Management

Performance Management



การบริหารผลการดำเนินงาน /TQA



**Performance Management to
Ensure Organization Growth**

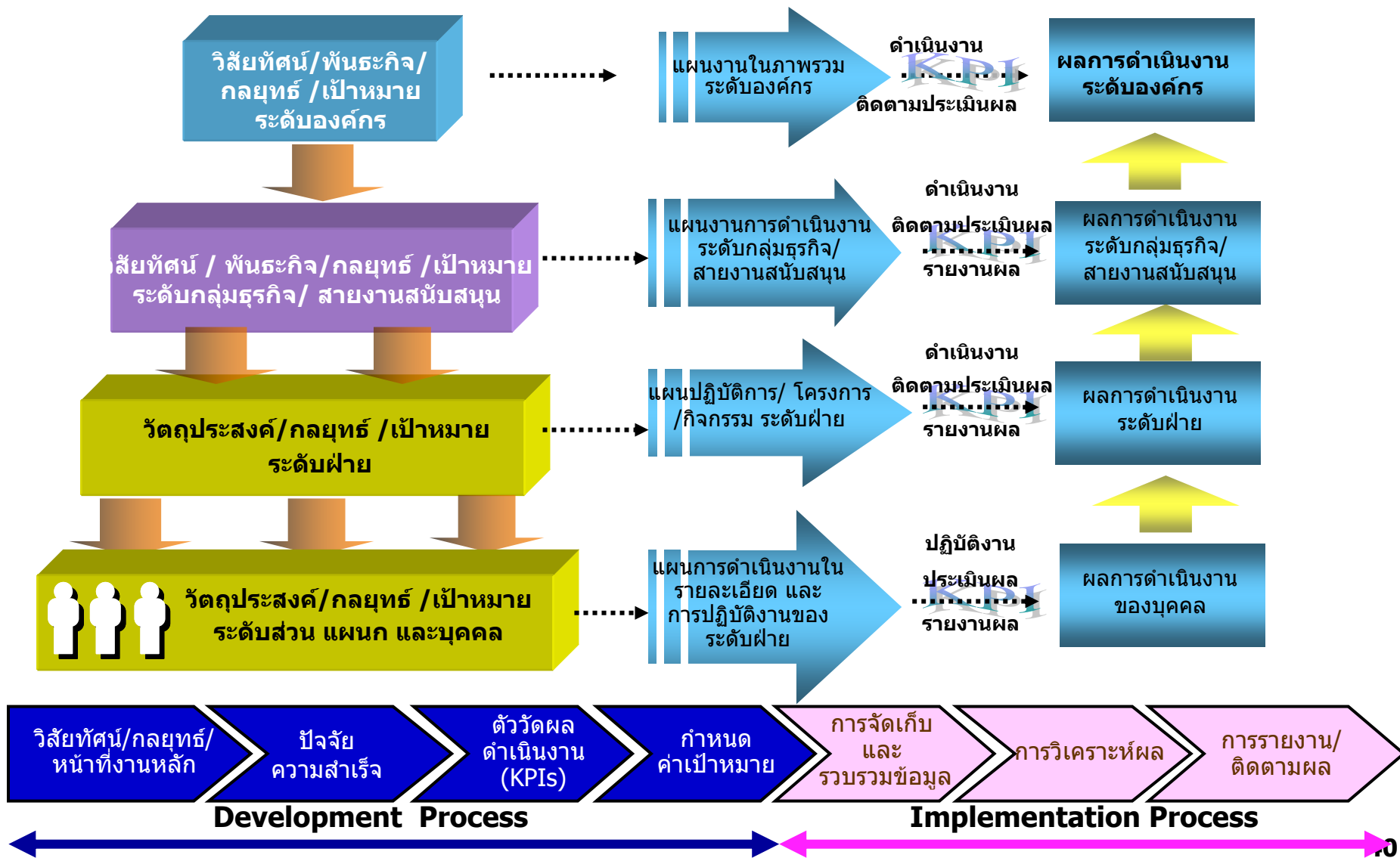
การบริหารผลการดำเนินงาน



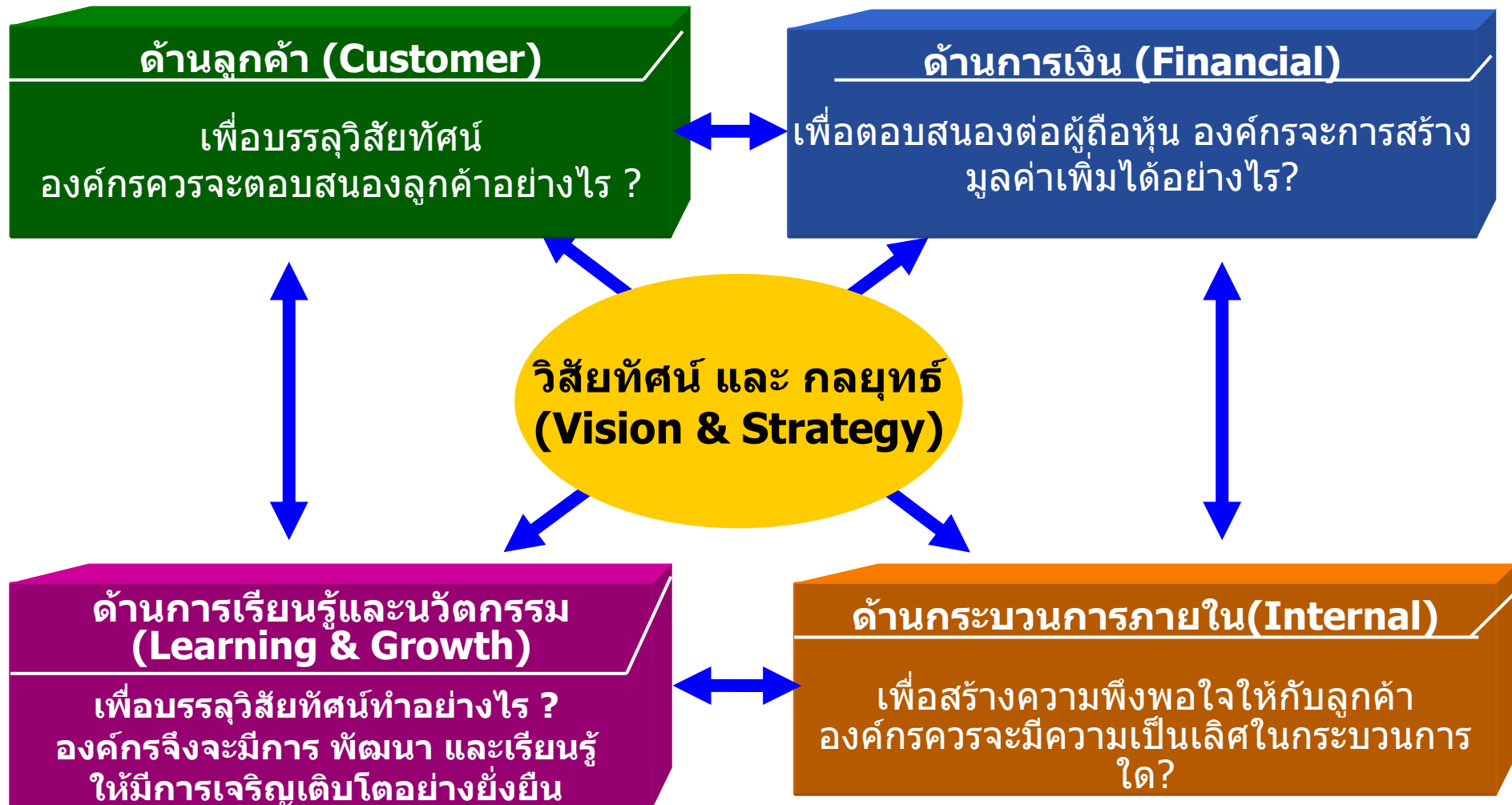
การถ่ายทอดและเชื่อมโยง

การมีส่วนร่วมวางแผน

การรายงาน/ติดตามผล



BSC ครอบคลุมในทุกมุมมองของการบริหารงาน



นโยบายการปรับปรุงระบบการประเมินผลสู่ TQA ของ กระทรวงการคลัง



ปี 2551 - 2552

ตัววัดผลดำเนินงานตามหลักการ BSC ตามเดิม

+

ประเมินตนเองตามหลักการ TQA ในหมวดที่ 1- 7 เพื่อเตรียมความพร้อมสู่ระบบ TQA

~ปี 2553 เป็นต้นไป

ประเมินผลตามหลักการ TQA เต็มรูปแบบ

- สคร. จัดทำแนวประเมินตามหลักการ TQA
- ปตท. ประเมินตนเองตามหลักการ TQA
- ผลการประเมินไม่มีผลต่อค่าคะแนน BSC ของ ปตท.
- ผลคะแนนที่ได้ใช้เป็นฐานในการกำหนดค่าเป้าหมายในปี 2553
- ปตท. กฟน. ธกส. เป็นรัฐวิสาหกิจนำร่อง

