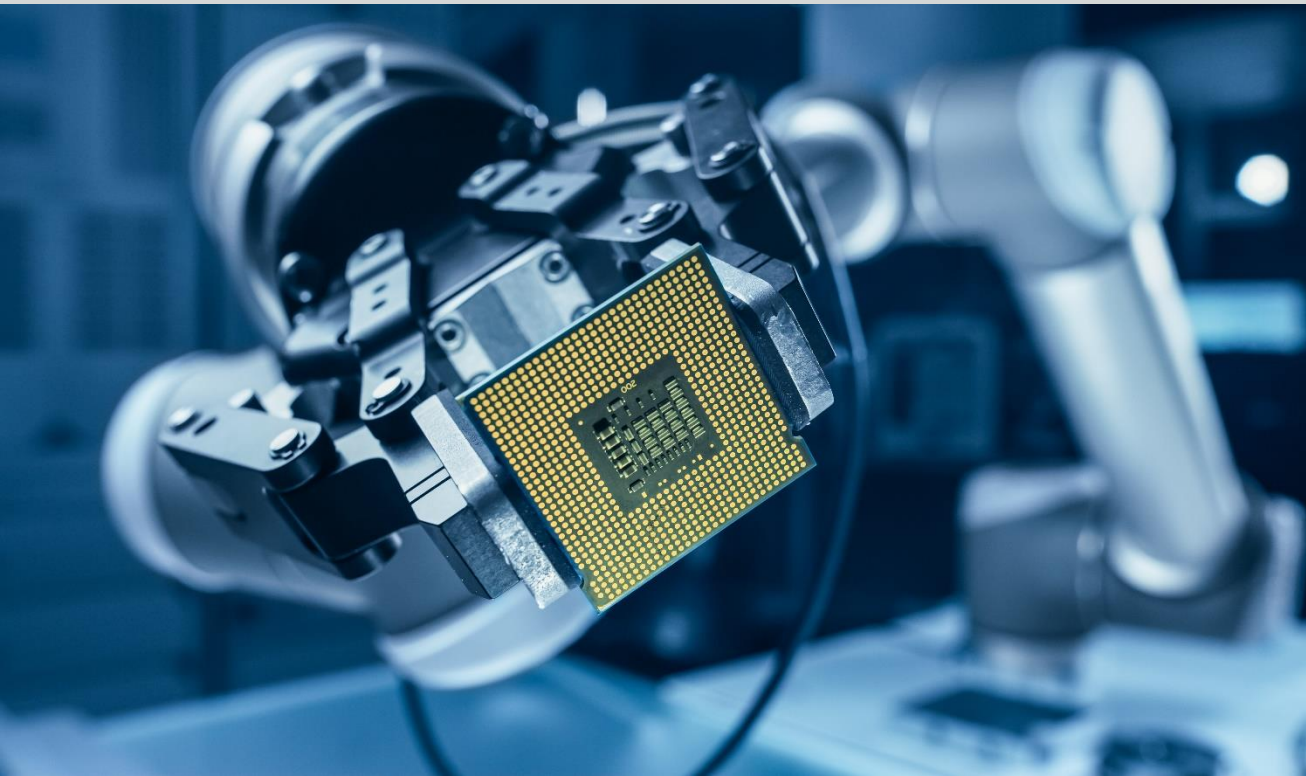


PwC's Global NextGen Survey 2024 – Thailand Report

# Success and succession in the AI era

June 2024



# Contents

Foreword	3
The AI era is here	4
Thai NextGen are key to leading AI adoption	5
Building trust in the AI era	10
Leveraging the potential of Thai NextGen	13
Next steps for Thai NextGen and family leaders	15
Key takeaways	18
About the survey	19
Who have we spoken to?	20
Contact us	22

# Foreword

Everywhere in the world, including Thailand, CEOs are seeking ways to reinvent their businesses to create, deliver and capture value in their ever-challenging business landscapes. Emerging technologies such as artificial intelligence (AI) are rapidly developing, unlocking new business use cases for those who can harness this technology. For family businesses, the need to adapt quickly while maintaining their traditional values is crucial for remaining competitive in the market.

The question remains: can the current generation of leaders rely on the next generation (NextGen) to lead their businesses in the era of AI while upholding the traditional family business values? The short answer is yes, as Thai NextGen are equipped with the skills needed to take charge of generative AI (GenAI) strategies and drive changes in the business. However, this is not an easy task and there are challenges that lie ahead.

**PwC's Global NextGen Survey 2024 – Thailand Report** will delve into the importance of success and succession in the AI era for family businesses in Thailand. We're pleased to present the insights and perspectives of Thai NextGen on the potential of GenAI. While Thai NextGens have the potential to lead in the AI era, they need to understand the urgent responsibility of aligning AI adoption with the current leaders in order to help the family business realise the transformative power of GenAI.

Our survey findings, which are divided into building the case for NextGen leadership, building trust and leveraging the NextGen, reflect the need for the prompt development of practices and governance. The time is now for NextGen leaders to drive this change and emerge as the next responsible leaders of their family businesses.



**Sinsiri Thangsombat**  
Entrepreneurial and Private Business Leader,  
Assurance Partner, PwC Thailand

# The AI era is here

**Amid the transition of leadership in family-owned businesses, a significant and transformative change is occurring, driven by the powerful impact of generative AI (GenAI).** This important moment reflects not only a shift in leadership but also a strategic move towards embracing a completely new technology for Thai family businesses.

AI technology's capabilities have advanced rapidly in recent years, with [large language models \(LLMs\) like ChatGPT](#) demonstrating a new level of intelligence. As we look into 2024 and beyond, GenAI is poised to shape future success for family businesses, especially for the next generation of business leaders (NextGen) in Thailand, who are key to leading a transformational journey for their family businesses.

---

**79%** of Thai NextGen acknowledge that AI is a powerful force for transformation.

---

This year's survey reveals that like their global counterparts, Thai NextGen have a positive outlook on GenAI compared to the incumbent generations. According to the findings, 79% of Thai NextGen acknowledge that AI is a powerful force for transformation, aligning with global average of 73%.

This figure also reflects alignment with Thai CEOs concerning the potential of GenAI. According to the [27th Annual Global CEO Survey – Thailand](#), 61% of Thai CEOs say that GenAI will significantly change the way companies create, deliver and capture value.

It is crucial for Thai family businesses, [which account for 80% of the private sector and contribute 60% to the economy](#), to develop a GenAI strategy to avoid existential crises and shape the country's economic growth. Thai NextGen have a responsibility to their businesses, families, employees and societies. They also must navigate the challenges and opportunities of GenAI. The survey findings emphasise the need for immediate action in areas such as innovation, trust, and succession planning, rather than waiting for the next generational ownership transition.

# Thai NextGen are key to leading AI adoption

The key characteristics of Thai NextGen are strong digital capabilities and an appetite for innovation and new technologies. They also feel that they are fighting against the traditional leadership and beliefs of the family business, with 48% acknowledging that there is resistance to change within the company. Working across different generations of leaders is challenging, but it's important to recognise that different generations have their own capabilities, and can work together for a common goal, which is to ensure the family business legacy continues.

---

## Figure 1: Thai NextGen are less interested in GenAI than global peers

Question: How personally interested would you say you are in generative AI?



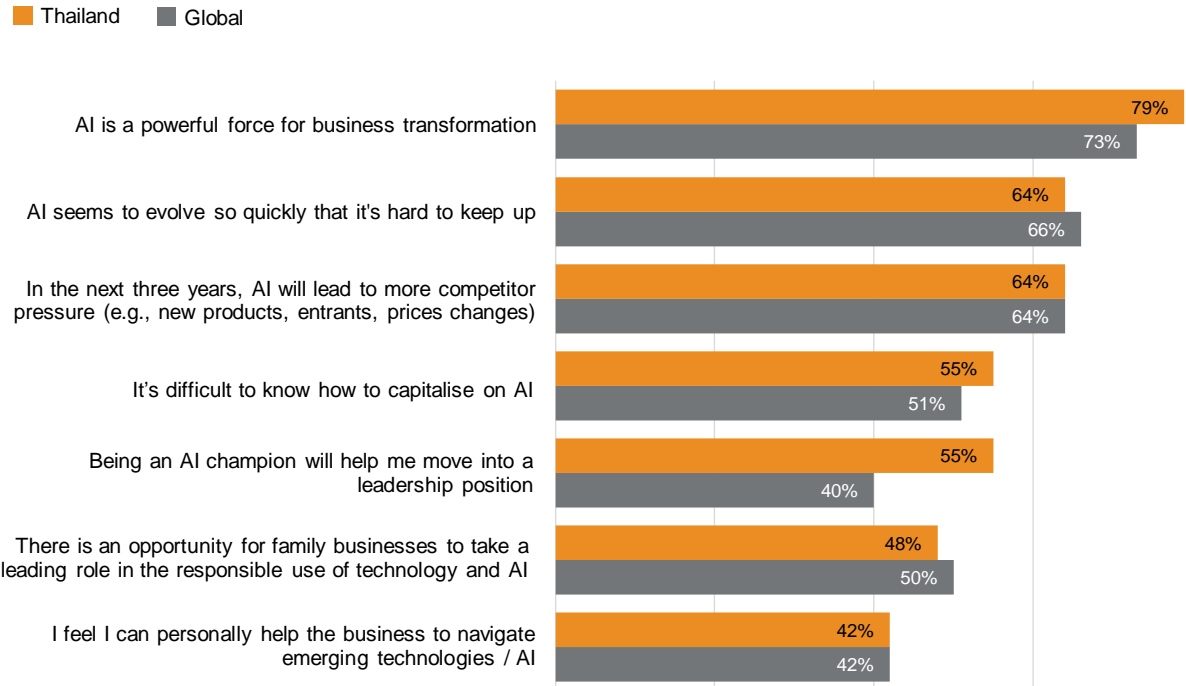
Source: PwC's Global NextGen Survey 2024 – Thailand Report

---

This appetite to learn combined with digital capabilities lead to Thai NextGen generally having a positive sentiment towards GenAI. The personal interest in GenAI from Thai NextGen (64%) seems somewhat muted compared to their global peers (82%) even though nearly 80% believe that GenAI is a powerful force for business transformation.

## Figure 2: 79% of Thai NextGen see GenAI as a powerful force for transformation

**Question:** To what extent do you agree or disagree with the following statements about AI generally? And to what extent do you agree or disagree with the following statements about AI and your family business?



Source: PwC's Global NextGen Survey 2024 – Thailand Report

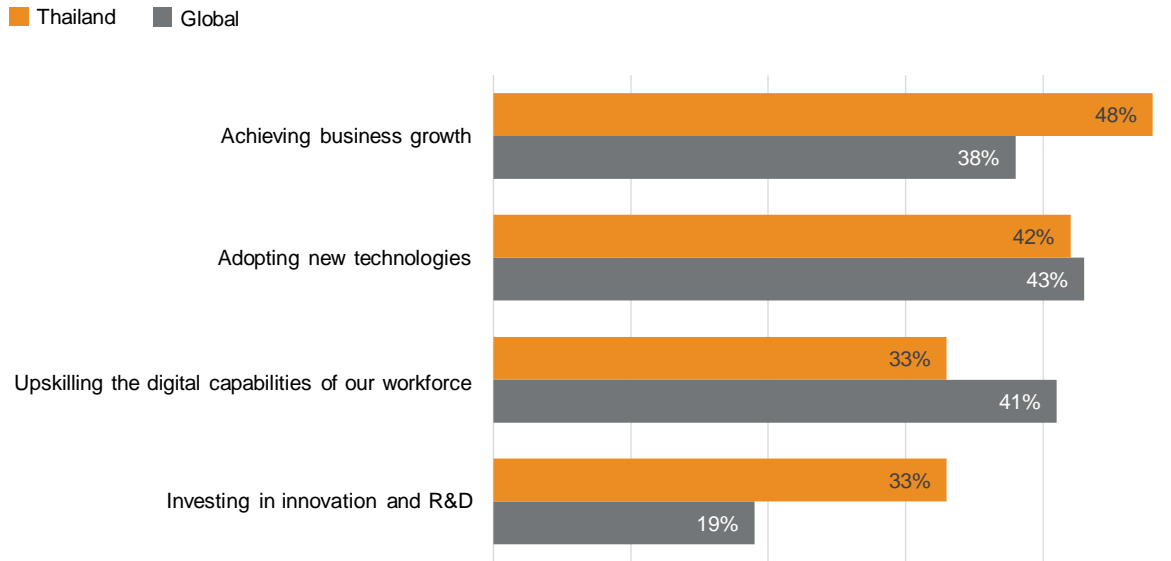
Thai NextGen see that GenAI adoption could drive innovation within the family business. Almost half (48%) believe that leveraging AI will help their business achieve growth, while 42% see it as a means to adopting new technologies and 33% believe it will lead to upskilling the capabilities of their workforce.

Additionally, 33% of Thai NextGen believe that AI can facilitate investment in innovation and research and development (R&D).

---

### Figure 3: AI is seen as being able to help Thai businesses

Question: What are the top three areas, if any, where you think that AI will significantly help the business?



Source: PwC's Global NextGen Survey 2024 – Thailand Report

---

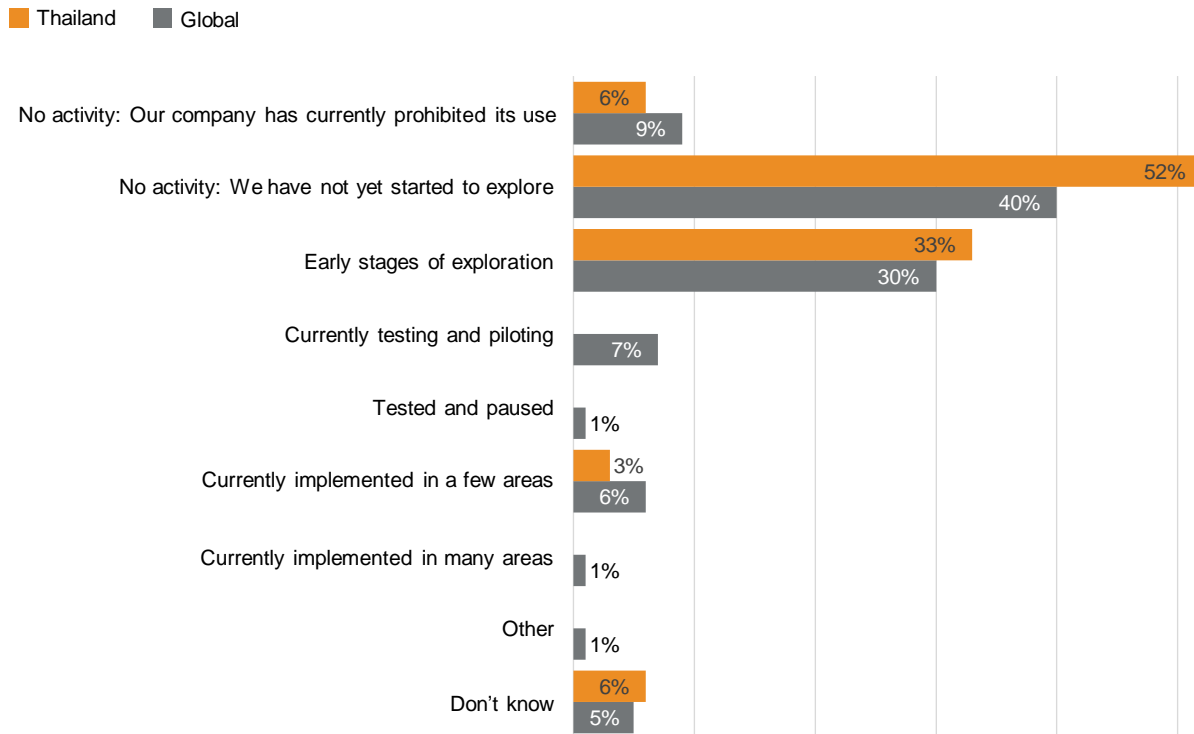
These beliefs match with the key business priorities of Thai NextGen over the next two years. Achieving business growth (52%) is the top priority, followed by investing in innovation and R&D (33%) and adopting new technologies (30%). These priorities reflect their commitment to staying competitive in an evolving business landscape and ensuring the long-term success of their family businesses. AI is seen as a useful tool to help Thai NextGen achieve these priorities for their family business.

Despite these positive sentiments, Thai NextGen feel that their family businesses are struggling to keep up with evolving technology and doubt the current generation of leaders' understanding of AI technology. There seems to be a mismatch between personal interests, skills and the family business's approach to AI technology.

---

## Figure 4: Most Thai family businesses have not yet looked into GenAI

**Question:** How would you describe your family business's current level of adoption of generative AI?



**Source:** PwC's Global NextGen Survey 2024 – Thailand Report

---

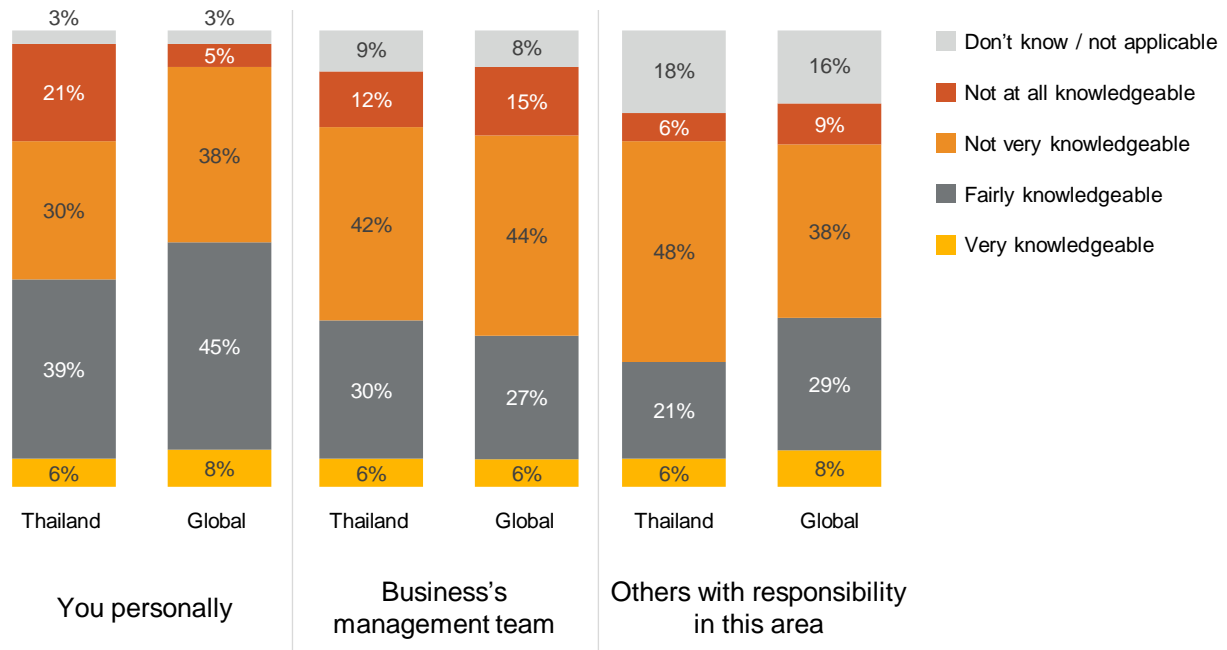
Some 58% of Thai family businesses have either prohibited the use of the GenAI or have not started to explore the technology, higher than the 49% global average. One in three of Thai family businesses are in the early stages of exploring AI but only 3% have a person or team in the company directly responsible for GenAI.

What's more, while close to half of Thai NextGen say they are knowledgeable about GenAI, only 6% claim to be very knowledgeable. This shows that there seems to be a mismatch between perceived level of knowledge and personally engaging with GenAI.



## Figure 5: Only 6% of Thai NextGen are very knowledgeable about GenAI

Question: How knowledgeable would you say the following are about generative AI?



Source: PwC's Global NextGen Survey 2024 – Thailand Report

This reflects a portion of Thai NextGen who recognise AI's potential and are actively exploring its applications and benefits for their businesses. However, it also suggests that there is still a long way to go in terms of widespread AI adoption and implementation across organisations.

Thai NextGen must enhance their AI knowledge and capabilities to understand what AI technologies could mean for their business and the consequences of not adopting the technology. At the same time, management, employees and customers will require guidance from leadership to overcome some fear and resistance against AI adoption.

# Building trust in the AI era

Trust is a necessity that no business can do without. Trust in business and technology are also interlinked. Therefore, building trust in the family business is important for Thai NextGen because trust serves as the foundation of successful family businesses.

In an era where technology is evolving and challenging business leaders to do the right thing, clear governance and guidelines around the responsible use of AI is needed. Therefore, Thai NextGen must address trust issues within the organisations.

## Prepare for potential risks

While there is optimism about the benefits of AI, such as increased operational efficiencies, improved decision making, and increased employee productivity, there are also concerns. For example, 30% of Thai NextGen members feel that generative AI is likely to increase the spread of misinformation, followed by legal liabilities (27%) and cybersecurity risks (27%). These figures are notably lower than the global NextGen, especially on cybersecurity risks (48%).

**Figure 6: Thai NextGen see fewer risks associated with AI compared to global**

**Question:** To what extent do you agree or disagree that generative AI is likely to increase the following in your company in the next 12 months?



Source: PwC's Global NextGen Survey 2024 – Thailand Report

Like their global peers, Thai NextGen also see that GenAI adoption has risks, such as the spread of misinformation, cybersecurity risks, and bias towards specific groups of customers or employees.

However, it appears that Thai NextGen are less concerned about these risks, which could suggest that they are underestimating the risks that come with GenAI. This could be due to higher confidence in their digital capabilities and willingness to accept new technologies compared to the current business leaders.

Even so, Thai NextGen understand the importance of building trust in AI with the current business leaders, employees and customers. 48% believe that there is an opportunity for family businesses to take a leading role in the responsible use of AI, in line with global NextGen at 50% [\(see figure 2\)](#).

Ensuring the responsible use of technology can enable family businesses to fully harness AI for their advantage while protecting their business legacy.

---

**6%** of Thai family businesses have defined governance for responsible AI use.

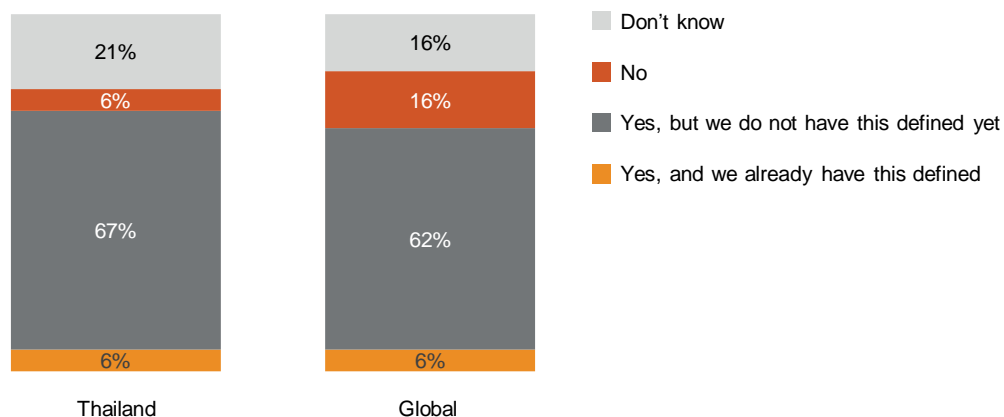
---

The responsible use of AI requires a good governance strategy embedded into the family business. However, Thai family businesses are still in the very early stages of GenAI adoption with only 6% having defined governance for responsible AI use, with an additional 67% saying the business should establish this but haven't done so.

---

## Figure 7: Only 6% of NextGen in Thailand have already defined governance around using AI responsibly

**Question:** Do you believe your family business should have governance around using AI responsibly?

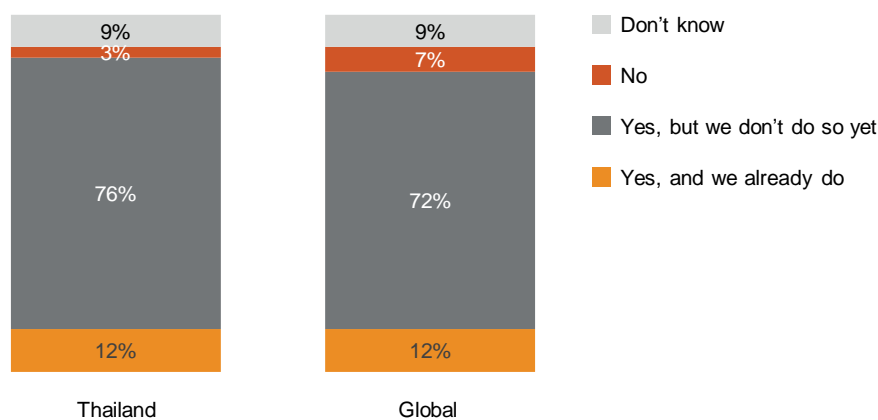


Source: PwC's Global NextGen Survey 2024 – Thailand Report

---

## Figure 8: Thai NextGen want AI training for employees and management

**Question:** Do you believe that your family business should offer training for management and employees to understand the potential risks and opportunities related to AI?



Source: PwC's Global NextGen Survey 2024 – Thailand Report

Thai NextGen also believe that fostering good interactions with employees is vital for preserving trust. 88% strongly believe that there should be training for management and employees so they can better understand the potential risks and opportunities related to AI, with 12% having already taken this step.

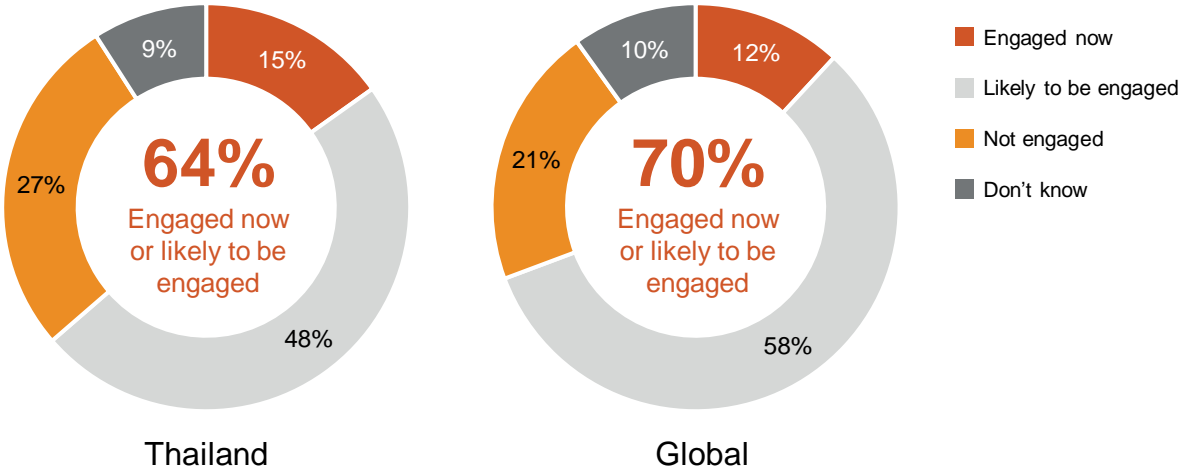
# Leveraging the potential of Thai NextGen

NextGen members in Thailand understand the value of being AI champions, with 55% believing it will help them move into a leadership role [\(see figure 2\)](#).

However, this opportunity goes beyond personal career advancement as the new technology will bring significant transformation to the business. This transformation will require discussions and cooperation between different generations to protect the future of the business.

**Figure 9: 64% of Thai NextGen are already engaged with AI or likely to be in the future**

**Question:** Are you actively engaged at present or likely to be engaged in the future in the area of generative AI?



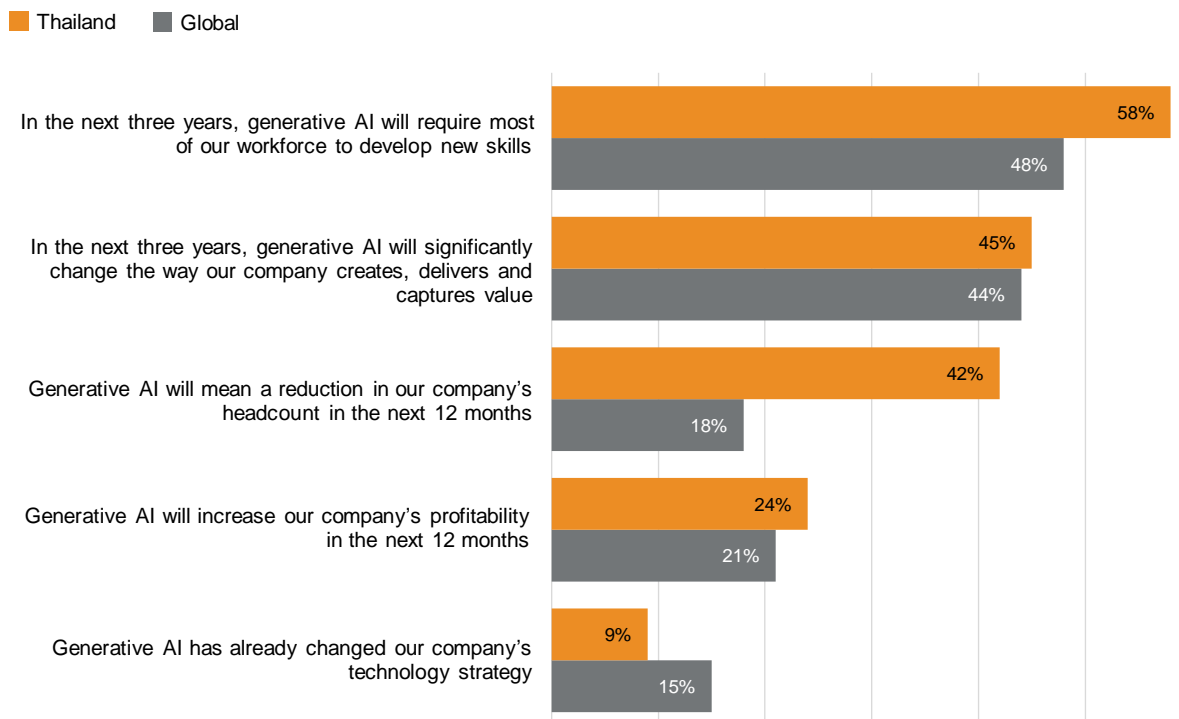
Source: PwC's Global NextGen Survey 2024 – Thailand Report

Right now, just 3% of family businesses in Thailand have a person or team in the company directly responsible for generative AI. This will undoubtedly soon increase as 48% of Thai NextGen say they are likely to engage with GenAI in the future.

---

## Figure 10: 58% of Thai NextGen believe that GenAI will require the workforce to develop new skills

Question: To what extent do you agree or disagree with the following statements about generative AI?



Source: PwC's Global NextGen Survey 2024 – Thailand Report

---

Thai NextGen seem to understand the benefits of GenAI, believing it can bring opportunities and benefits to their family businesses. These benefits include operational efficiencies, improved decision making and increased employee productivity, leading to potential business growth.

However, Thai NextGen express concerns when it comes to the impact of GenAI on workforce. Some 42% believe GenAI will cause a headcount reduction in the next 12 months, which is out of step with their global peers (18%) and current [Thai CEOs \(33%\)](#).

The higher percentage of Thai NextGen showing concerns about headcount reduction due to GenAI suggests a more cautious approach towards adopting artificial intelligence technologies compared to their global peers and current Thai CEOs.

# Next steps for Thai NextGen and family leaders

The perspective of the next generation of family business leaders highlights the potential of GenAI. While adoption may currently be limited, a significant number of Thai NextGen leaders demonstrate a forward-thinking mindset, indicating their intention to leverage the transformative capabilities of this technology in the near future.

This presents a crucial turning point, where NextGen leaders possess a unique perspective that can influence the process of leadership transition. By actively contributing ideas, leading initiatives, and driving organisational change, they have the power to not only drive innovation but also shape the strategic direction of family enterprises in an era characterised by digital disruption.

We would like to recommend the following steps to the NextGen and current family business owners to ensure the legacies of your business continue in this critical period.

## Recommendations for current leadership generations

- **Involve NextGen in GenAI initiatives.** Current leaders should start by allowing NextGen to engage with low-risk pilot programmes for GenAI. This approach will not only support generational transition but also equip them with the necessary skills and experience for future roles in the business. It's important to recognise that NextGen can offer valuable contributions to the development of an effective AI strategy and the establishment of comprehensive AI capabilities across the entire organisation.
- **Learn what GenAI is.** Family business leaders must learn the various aspects of GenAI whether positive or negative, in both direct and indirect aspects. This assessment should also consider the consequences of taking no action. Time is of the essence, and it's crucial to start this assessment without any further delay.

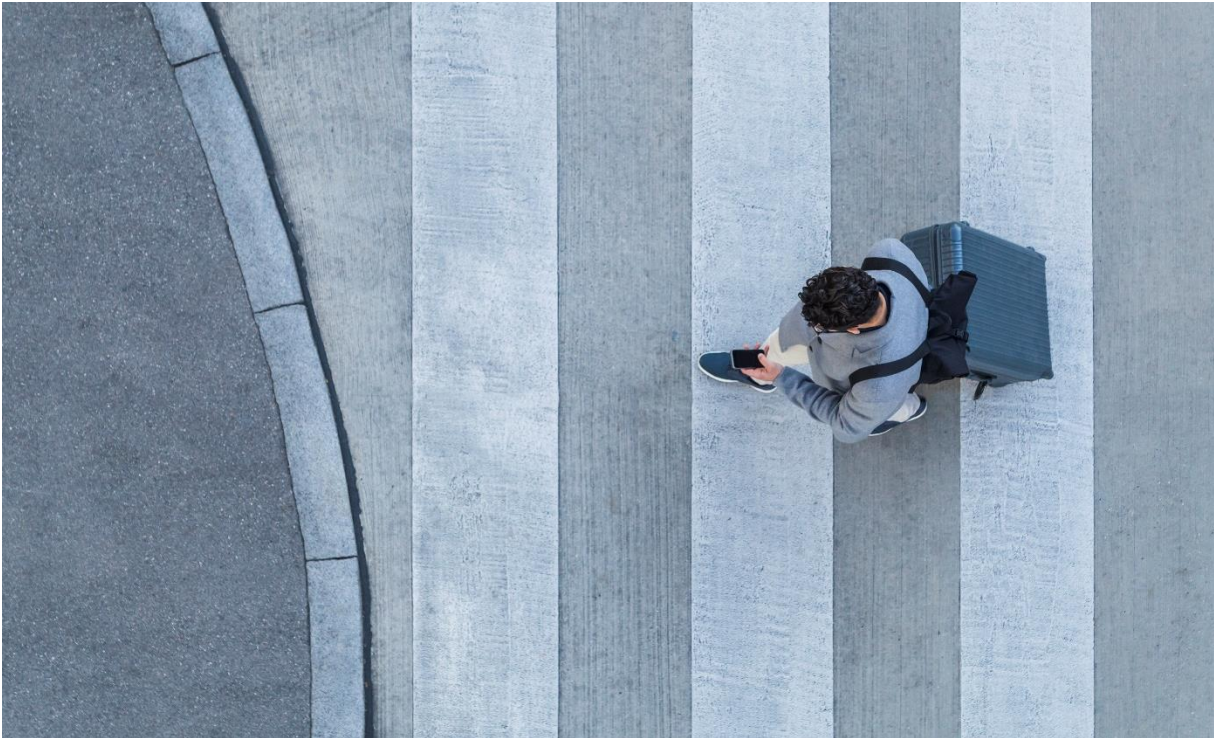
- **Use NextGen’s strengths to enhance the board.** Combine the technological expertise of Thai NextGen in combination with the business knowledge of senior board members. Extend invitations for NextGen members to attend board meetings as guests, providing them with the opportunity to observe, gain knowledge, and contribute their innovative ideas and unique perspectives.

### Recommendations for NextGen

- **Take time to learn the limitations of your business.** Before challenging the current business model and its financial and organisational constraints, it is essential to have a thorough understanding of them. Familiarise yourself with the company’s culture, capabilities, and skills to ensure you are well-informed. If you lack knowledge in these areas, seek opportunities to learn and become more acquainted with them.
- **Embrace opportunities to join or initiate projects.** Take the initiative to participate or offer to lead project roles. This will help you to learn, experience and perhaps even fail, all while cultivating a strong passion for skill and talent developments. Harness this potential through volunteering and initiating for GenAI pilot projects, which will not only accelerate your own development but enable the family business to gain faster familiarity with the new technology.
- **Earn the licences to establish trust.** Although NextGen are family members, they must earn recognition and respect based on merit rather than relying on family connection. A strong education and relevant work experience outside the family business, combined with the openness to embrace new technologies, will provide you with a strong confidence to make valuable contributions to the family business, earning the trust required for future leadership roles.



- **Be prepared for cybersecurity risks when using GenAI.** As Thai NextGen leaders embrace the transformative potential of GenAI, it is crucial to incorporate AI governance to protect their family businesses from potential risks. Thai NextGen must seek professional advice to ensure the success of their AI adoption.



# Key takeaways

## 1. Modernise practices

**Family businesses need to embrace AI-driven solutions that streamline operations and introduce new ways of working.** By leveraging AI technologies, Thai NextGen leaders can automate repetitive tasks, optimise processes, and improve overall efficiency. This modernisation enhances productivity and enables businesses to adapt to changing market dynamics more effectively.

## 2. Enhance governance structure and succession planning

**NextGen leaders must help establish policies and guidelines for the ethical and responsible use of AI within their family businesses.** Thai NextGen can incorporate AI to enhance insights into decision-making processes, which can help make informed decisions that align with long-term goals. Additionally, AI can play a crucial role in succession planning by identifying potential successors and providing valuable insights into their capabilities and suitability for leadership roles.

## 3. Invest in digital skills through workforce transformation

**The AI era demands a workforce equipped with the necessary skills to navigate and thrive in a rapidly changing environment.** Thai NextGen should prioritise digital upskilling employees to ensure they possess the digital competencies required to embrace AI technologies effectively. However, upskilling alone isn't enough. Thai NextGen must embrace a comprehensive workforce transformation, which encompasses strategy, talent planning, and employee experience. This approach will ensure that family businesses become human-led and tech-powered organisations.

## 4. Build and foster trust

**In an era defined by digital disruption, trust becomes a critical factor for the success of family businesses.** NextGen leaders must prioritise transparency and effective communication to earn the trust of stakeholders, including family members, customers and employees. By openly sharing information about AI initiatives, addressing concerns, and demonstrating the ethical use of AI, family businesses can build strong relationships and maintain a positive reputation in the market.

# About the survey

PwC's [Global NextGen Survey 2024](#) is an international market survey among next-generation members of family businesses. The goal of the survey is to get an understanding of what NextGen are thinking on the key issues of the day, what role they are playing and what roles they think they should play.

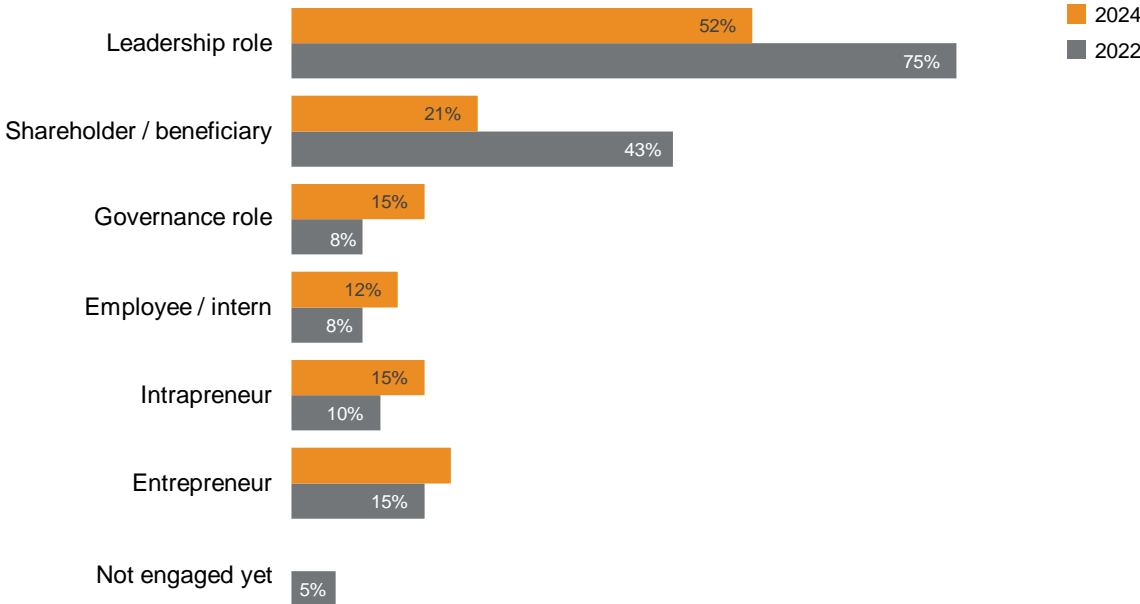
The survey was conducted online with 917 interviews in 63 territories; the global analysis was based on survey findings between 13 November 2023 and 23 January 2024.

**PwC Thailand's NextGen Survey 2024** is the third edition. It digs deeper into how 33 Thai NextGen are embracing AI and how they're growing as leaders in this new era of this disruptive technology. The NextGen Survey – Thailand Report explains how the younger generation of leaders are navigating the challenges of AI, family expectations, generational conflicts and trends affecting the future of their family's legacy.

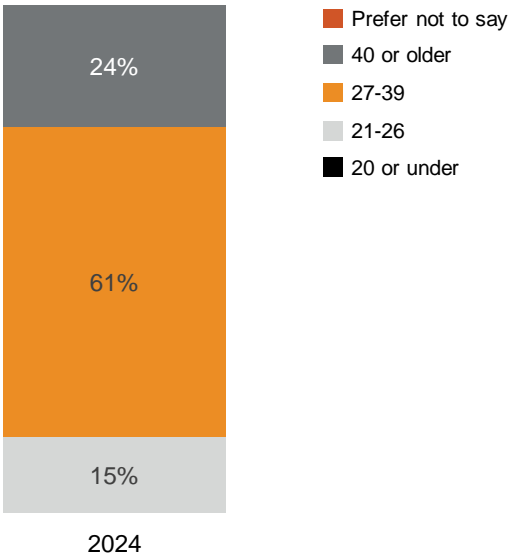


# Who have we spoken to?

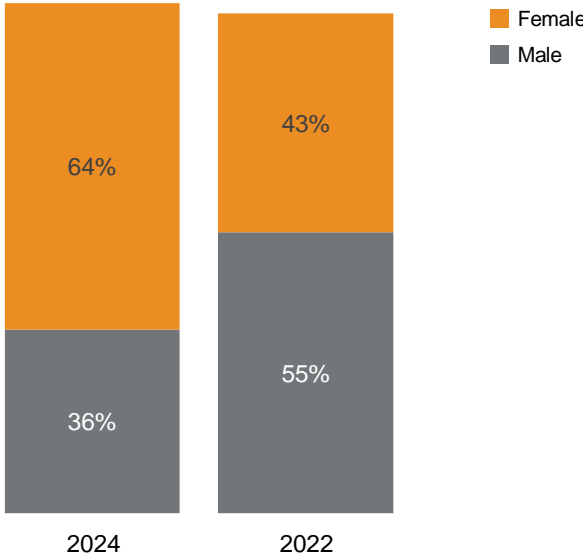
## Current Job Role / Position



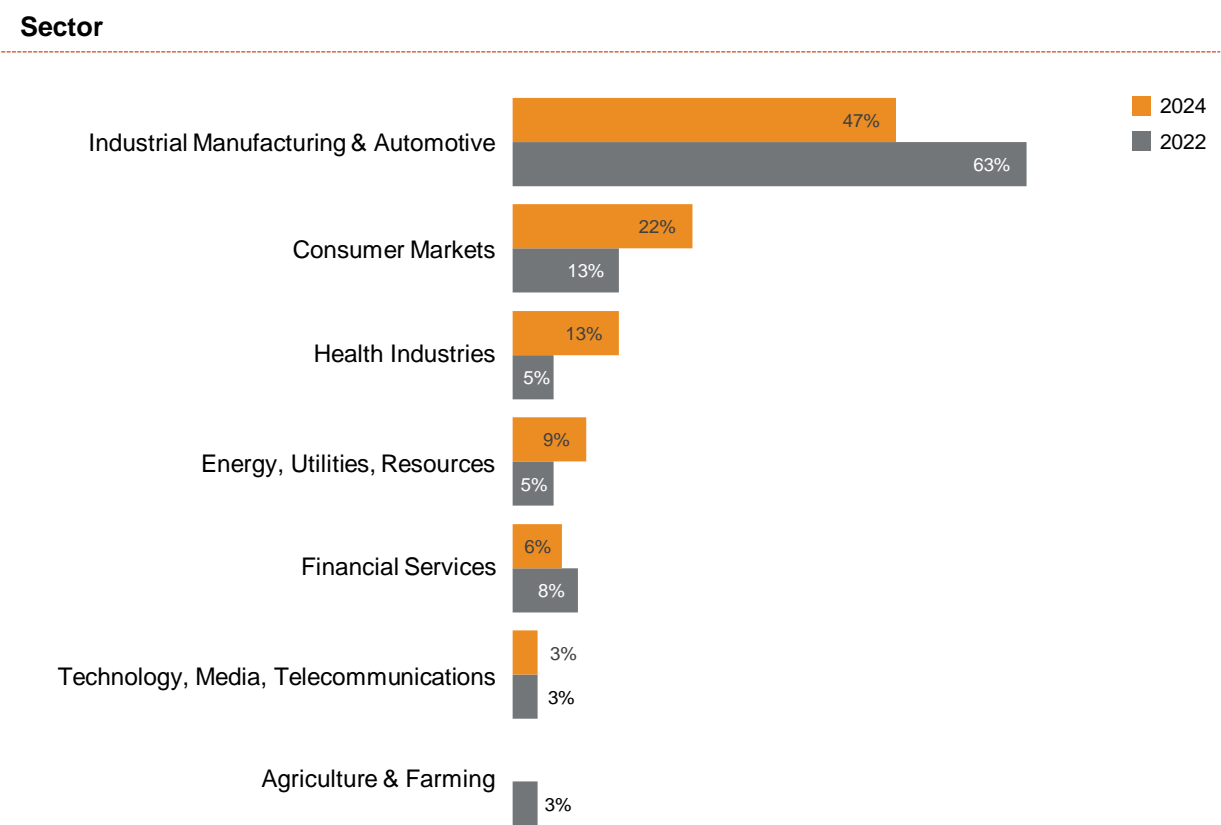
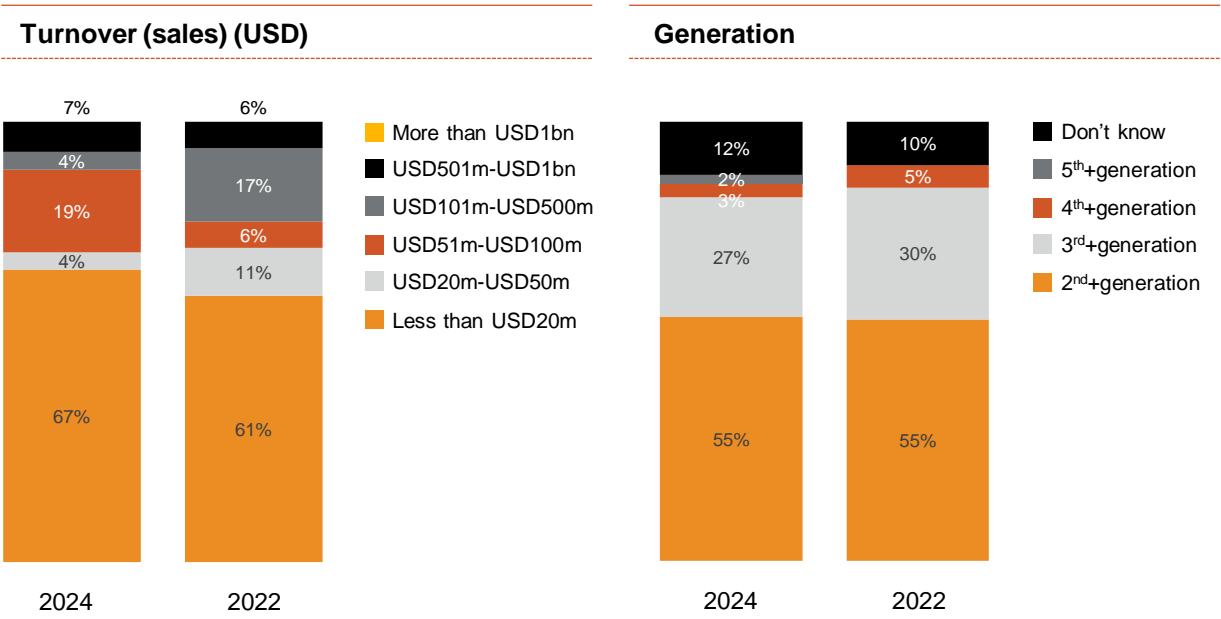
## Age



## Gender



# Who have we spoken to?



# Contact us

## PwC Thailand

### **Sinsiri Thangsombat**

Entrepreneurial and Private Business Leader,  
Assurance Partner,  
PwC Thailand  
[sinsiri.thangsombat@pwc.com](mailto:sinsiri.thangsombat@pwc.com)

## Lead author

### **Jirayuth Unnaha**

Manager, Marketing and Communications,  
PwC Thailand  
[jirayuth.unnaha@pwc.com](mailto:jirayuth.unnaha@pwc.com)

# PwC's Global NextGen Survey 2024 – Thailand Report

[www.pwc.com/th/nextgensurvey2024](http://www.pwc.com/th/nextgensurvey2024)

---

© 2024 PwC. All rights reserved.

PwC refers to the Thailand member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 151 countries with more than 360,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at [www.pwc.com](http://www.pwc.com).