

BAC *Cuisine*



FURNI THOSORGO
Amenities and Food



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LOOKING TOWARD
THE OPENING SKIES...





LOOKING TOWARD THE OPENING SKIES...

Dear Business Partners, Colleagues and Friends

With the third wave of COVID, we are once again facing uncertainty. During the past three months, the rate of infections has seemed to accelerate daily, while vaccine distribution is still in the early stages. We at BAC have certainly felt the impact, but we have avoided panic. Instead, we've tried to stay cool, nimble and creative.

We're now looking at the crisis as a new challenge that we can eventually overcome. This unprecedented situation has presented opportunities for personal and professional development, and helped us find new ways of approaching our businesses.

Much of our workforce remains intact, despite falling demand as the skies emptied. For us, this is a future-facing policy, because we've always seen people as our key asset. Investing in their training and professional development will ensure that, as soon as the new reality arrives, we'll have the talent and capacity to drive the company forward.

I'm proud of the flexibility with which we have re-focused our energies on the domestic market. We have identified opportunities brought by lockdown – such as home delivery – and seized on them at speed. A parallel strategy has been our digital transformation. This has meant reconstructing how we operate with a view to enhancing efficiency and customer experience. It's about thinking lean. We see it as an ongoing process, and all of a piece with our bid for ISO 9001 certification.

What we have not done is neglect BAC's core customer base. I am glad to say that we have sustained great relationships and constant communication with all of our airline clients. Not only that, we've won several new airline tenders amid the pandemic-induced gloom. In sum, just as soon as the skies reopen, BAC will be ready – and stronger than ever.

Like half the Kingdom, we'll be carefully watching Phuket's "sandbox" program as it welcomes the return of international visitors, and Samui when it follows the same model a little later. These initiatives have the potential to give real impetus to the tourism sector's recovery.

BAC Group has built up a remarkable business in the 17 years since inception and almost 15 years in operation. Our mother company, Bangkok Airways, recognizes and values the achievements of BAC Group and its four business units. Despite the numerous challenges we are facing, they continue to place their trust in us, along with the financial support we've needed amid extreme uncertainty.

I wish you and your families good health and improving fortunes in the weeks ahead. And, of course – Stay Safe.

Linus A.E. Knobel
Managing Director



BANGKOK AIR CATERING'S STRATEGY FOR THE REOPENING OF INTERNATIONAL TOURISM



Initially, it's about gradual progress, since the industry's growth rate declined so severely in the pandemic. By the third quarter of 2021, we expect to see the reawakening of domestic travel. Phuket is on track with the return of visitors to the island this month. And there'll be a whole new impetus as soon as the government decides to accept vaccinated tourists without quarantine.

We at BAC are starting the next phase with a focus on our existing customers. We've been careful to keep in touch with them throughout the crisis. Then, Sales will be giving massive energy to expanding our customer base. It's a drive they've been planning for some time, and we expect to see it supported from every part of the business.

The same goes for the third priority. That's building confidence in our catering output to harmonize with the airlines' sanitation, security and social distancing procedures. We in air travel should be aiming to become a place of safety that people can rely on totally during uncertain times.

PREDICTED TRENDS FOR IN-FLIGHT CATERING POST-COVID, AND HOW BAC WILL RESPOND



Samui Airport



Phi Phi Islands, Phuket

After the pandemic, passengers will want to take trips for relaxation. Most likely, they'll head for beaches, where they can unwind while social distancing without too much effort. This is great news for Phuket, Samui and other beach destinations.

Airlines are striving to recover their levels of business as swiftly as possible after the country reopens. With competition ever more intense, they'll be sure to opt for strategies that enhance the inflight dining experience. A whole variety of new options have been devised with the paid pre-ordering of meals. Improved quality in the food served on board is expected to lead to impressive levels of growth in inflight catering.

"Constant, faultless communication between airlines and caterers has become key. Flexibility is an absolute necessity. Operational best practice in services has to be honed to ensure quick turnarounds. Protecting supply chains and sustainable cost reduction are similar priorities in the new normal. The challenge is simple: provide more, with less."

The dawning competitive environment requires cost reduction across products, operations, organization and sustainability. Today's manager is expected not only to make short-term savings, but to build platforms to deliver a continuous lowering of costs.

Meanwhile, BAC is gearing up for ISO 9001 certification, which is expected to be certified within a 3-month timeframe. It's another key marker of enhanced performance and efficiency.



BAC IS WINNING NEW CUSTOMERS:
AIRLINES WHO HAVE ALREADY JOINED OUR PORTFOLIO, AND HOW WE'LL ATTRACT YET MORE

Bangkok Air Catering has been selected as the preferred supplier for in-flight catering services for Rossiya (FV) and Etihad Airways (EY). We expect to be in action with them from this coming winter schedule onward.

The key to winning new airline customers is to provide what they expect and require. That means offering a reasonable price and providing impeccable quality in products and service.

"Once Thailand fully opens its borders, we expect international travel to resume at 35 - 40% of pre-COVID levels. And BAC will be in full flight!"



WHEN IT COMES TO HOSPITAL FARE, WE AT
GOURMET HOUSE CULINARY CARE
 KNOW SOMETHING FOR SURE : ONE SIZE – OR, RATHER, ONE SOLUTION –
 DEFINITELY DOES NOT FIT ALL!

Great hospital food is about a lot more than the catering system used. Whether meals are pre-prepared or cooked on site, plenty of systems can promise first class results. But that's only true if the chosen system also has key factors in place - across people, service, technology and sustainability.

During the past year or so, we at GHCC have seen first-hand the unique challenges posed by a pandemic to food service in a hospital setting. We've found ways to deliver contactless service and safe, high quality products in a health care environment. Meanwhile, COVID has undoubtedly made securing the key factors harder.

With unprecedented pressure on hospitals, catering provision is as important as ever. It remains critical to ensure both patients and staff get the nutritious meals they need for recovery or their professional activity.

So on-site training and service support have been replaced by remote platforms, while contactless delivery ensures protection for all concerned. Food safety is non-negotiable, and this has meant the rigorous monitoring of robust processes with our supply chain partners.

At GHCC, we'll continue to approach the months ahead with our 100% commitment to customers intact. Our priority remains, not only to maintain our service, but to develop it, in these most demanding of times.

GOURMET PRIMO GOES B2C...

“QUALITY, CONVENIENCE - AND AFFORDABLE PRICES:
MEETING OUR NEW CUSTOMERS’ NEEDS.”



At Gourmet Primo, we built our reputation as suppliers to airline lounges, hotels, restaurants and cafes, also fulfilling OEM-style orders to meet specific needs, with GMP, HACCP and Halal Certification. Needless to say, the COVID crisis has affected our clients in a major way. So we've expanded from B2B to B2C, delivering international standard food direct to consumers at affordable prices.

Since the end of last year, we've launched no fewer than three new projects in Bangkok and the vicinity. The first was **Gourmet Primo Shop**, building on our expertise in bakery with an attractive range of breads and pastries. As we've identified evolving customer tastes, so we've developed further products under the concept "Gourmet Food To Go". The shops are mainly located in Foodland Supermarkets, with another two outlets at BTS Sala Daeng Station and Sathorn Thani Commercial Building. More branches are in the pipeline, adding to the **21** already open.





Our second new brand is **eatfit by Gourmet Primo**, healthy foods imaginatively designed by our Chefs and in-house nutritionists. As you might expect, the emphasis is on nutrition, cleanliness and safety. The fare is delivered direct to customers who order online, and can also be bought from Gourmet Primo Shops in Foodland.



Finally, **skydeli by Gourmet Primo** aims to fill the gap created by the current restrictions on global travel. We offer inflight-style menus serving signature dishes from places that customers are yearning to visit, such as France, Italy and Korea - with Thailand added for good measure. All the meals are devised by our international Chefs, and prices are distinctly affordable.

We have begun **skydeli on BTS stations**, targeting city people who want grab'n'go convenience. We're also delivering to homes and offices in the Bangkok area. skydeli is already at **BTS Sala Daeng** and **BTS Chong Nonsi**, and we are glad to report there are many more outlets to come.



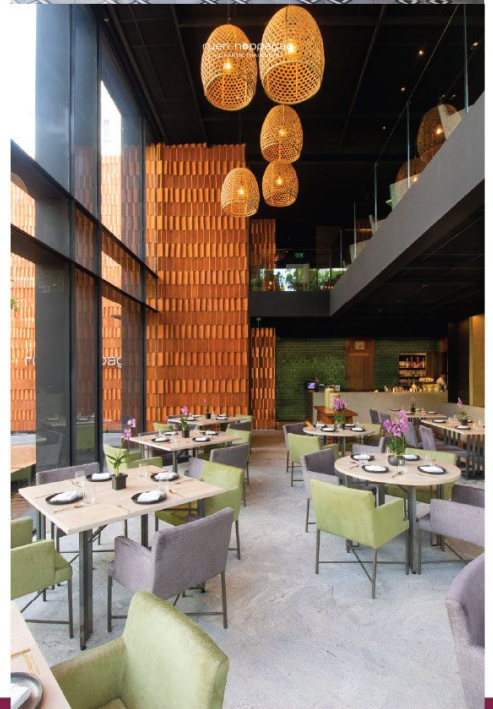
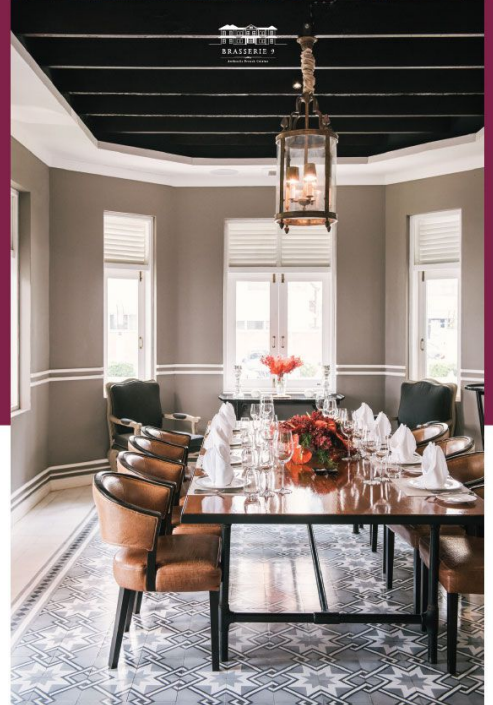


A GLIMPSE OF HOPE FOR A RETURN TO NORMALITY

TOGETHER WITH BANGKOK AIR CATERING,
GOURMET HOUSE
was the most severely affected among our group of companies by the onset of the pandemic. It threw a heavy mesh of limitations over the smooth operation of restaurants. Then the kingdom's third wave swiftly wiped out any growth that had gathered momentum as the second wave subsided.

**RESTAURANTS HAD TO PIVOT
IN DOUBLE-QUICK TIME
TOWARD PICKUP AND DELIVERY.
MENUS AND STAFFING WERE REVAMPED
AS A MEANS OF STAYING AFLOAT.**

Now, over a year into the pandemic, we can see that the restaurant sector will be permanently changed in the post-COVID 19 era. We at Gourmet House have adapted to the new circumstances by majoring on the following areas, leveraging change to enhance our proposition.



ruen neppagao
AUTHENTIC THAI CUISINE



FOCUS ON HEALTH AND SAFETY

We have doubled down on implementing every protocol affecting the health and safety of customers and employees. Our overriding priority is not only to keep our people and diners safe, but to make sure they feel safe throughout the GH experience.

INCREASED DIGITAL OFFERINGS

Like most other industries, restaurants have seen rapid digital acceleration. Gourmet House restaurants have sought to keep in top gear, with extra-easy ordering online or by mobile, and a sophisticated digital loyalty program. Those are just a couple of examples among many.

PUSH FOR TAKEOUT AND DELIVERY

Takeout orders have burgeoned dramatically during the pandemic and show no signs of slowing down. Customers expect a seamless transaction, and we deliver that in association with third-party delivery companies, constantly fine-tuning our procedures.

CHANGED PHYSICAL SPACES

Social distancing guidelines are likely to remain in place for quite a while, meaning we'll be able to accommodate fewer guests in one sitting than was permissible pre-COVID.



In the case of Brasserie 9 Authentic French Cuisine, we've taken advantage of the lull to refresh the environment; after a temporary closure, the new look will be unveiled soon.

At B9 as in all our restaurants, we're staying agile in everything from staffing to supply chain, with an unwavering focus on safety and cleanliness. Offering an experience that's reliable, trustworthy and enjoyable in equal measure, we expect customers to keep coming back, long after the pandemic is over.