ESG and Impact investing in Thailand: the case of Siam Cement Group

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Abstract

This paper focuses on two newly emerging popular investment tools used by corporations in the domain of triple bottom line (TBL): ESG, or environmental, social and governance matters and Impact investing (II), an emergent tool, which came to denote the type of investing aiming specifically at achieving two objectives – financial returns and positive social impact (Eurosif.,2014). The two differ in screening methods ranging from more impact driven in II as opposed to value driven ones under ESG. The article describes the theoretical framework of ESG and II and the application of the tools on the evidence from the Siam Cement Group PCL in Thailand. The SCG case is explored from the point of view of screening methods and effects of the company's main investment project in the domain of TBL.

Keywords: ESG, Impact Investing, Triple Bottom Line, Responsible Investing

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Introduction

ESG, or environmental, social and governance matters is an emerging investment tool widely used by corporations to improve portfolio performance. ESG matters show primarily in the process of corporate engagement, a term used to denote all kinds of activities used by shareholders to promote change at corporations, including the private dialogues and negotiations (Bauer, R., Clark, G. L., & Viehs, M.,2013). And if earlier ESG was seen as an additional practice in the XXI century, the evidence has put it directly in the sphere of financial management, as it is proved to bring abnormal positive returns for the corporation (Fulton, M., Kahn, B. M., & Sharples, C.,2012). Moreover in the domain of social responsibility it is the corporation who now becomes in charge of certain sustainability effects which the public institutions cannot guarantee (Scherer, Andreas Georg and Palazzo,n.d.), so the corporation overtakes certain functions of the governments.

As compared to socially responsible investing, which is an early form of such engagements implying ethical imperatives, ESG is driven by economic imperatives and is a tool for risk management aimed at capturing the effects of environment, social and corporate governance implications on financial performance.

ESG generally lies in the domain of sustainability and specifically refers to sustainable investing (SI). Sustainable investing first appeared in the 1500s although the term was coined a lot later in the XX century. The beginning of the term chain evolution dated back to the 16th century when ethical investing first occurred. Ethical investing was largely driven by ethical and religious factors when choosing the objects of investing.

The notion of socially responsible investing (SRI) appeared in the middle of the XX century as a variant of ethical investing.

Historically, the theoretical research framework of sustainable investing drew its beginnings in the 1950s when the notion of Corporate Social Responsibility (CSR) was introduced by Bowen which he defined as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms

of the objectives and values of our society" (Bowen,H.R.,1953). The economic effects for corporations were later researched by multiple economists (Davies Keith ,1960); (Friedman, M., 1970). But the missionary value of CSR paralleled the economic value in the research. So in the 1980s the term stakeholder appeared in corporate terminology to stand for societal and public interests in corporate activities (Friedman, M., 1970). Thus society became a stakeholder in the corporation and its awareness of corporate practices grew.

Up to the late 1990s SRI mostly focused on social, ethical and environmental aspects of corporate behavior. During the same period the term sustainable development was introduced. First coined in Brundtland report (1987) (WCED, 1987) it meant the concept of meeting present needs without compromising the ability of future generations to meet their needs. The concept included social welfare, environmental protection, efficient use of resources and economic well-being. UN quickly employed the new concept and it became widely acknowledged.

The current era of SRI, having begun in the 1990s, changed the general screening approach which added inclusive and positive techniques to the already used values-driven negative one. Non-traditional screening criteria came to include risk and revenue, altogether with high rankings in corporate ESG and ethics ratings.

In 1997 J. Elkington formulated the concept of triple bottom line (TBL or 3BL) according to which social and environmental performance of the corporation took its place alongside the financial one (Elkington, J.,1997). At the turn of the century there appeared a need to include the governance factor into the model. Investors came to realize the importance of effective corporate governance in risk management and higher performance.

Corporate governance is defined as procedures and/or processes according to which an organization is directed and controlled. Corporate governance structure specifies the distribution of rights and responsibilities among the different participants in the organization – such as the board, managers, shareholders and other stakeholders – and lays down the

rules and procedures for decision making (Mercer.,2007). Big institutional investors, called now universal owners, pique particular interest in non-financial aspects of corporate behavior related to overall efficiencies of market economies.

Thus environmental, social and governance factors needed to be encompassed by a single concept, which was introduced later in 2003 by UNEP Financial Initiative forming Asset Management Working Group to study the financial effects of ESG in securities valuation. The resulting report proved positive changes in shareholder value. Later in 2004 UN launched the Principles for Responsible Investing (OECD.,2007), isolating the term responsible investing and giving an outline of ESG factors in the investment process.

The terminological framework of sustainable investing was put together in a popular 2007 report by Mercer corporation, 'The language of responsible investment' (Mercer,2007) which contains the most up-to-date definition of ESG: the term that has emerged globally to describe the environmental, social and corporate governance issues that investors are considering in the context of corporate behavior. No definitive list of ESG issues exists, but they typically display one or more of the following characteristics:

(i) issues that have traditionally been considered non-financial or not material;

(ii) a medium or long-term time horizon;

(iii) qualitative objectives that are not readily quantifiable in monetary terms;

(iv) externalities not well captured by market mechanisms;

(v) a changing regulatory or policy framework;

(vi) patterns arising throughout a company's supply chain; and

(vii) a public-concern focus (Mercer. ,2007)

ESG investing uses the so called best-in-class approach, which draws investors' attention to high ranking companies among their sector in environmental protection, social responsibility and corporate governance issues. Sustainable Investing itself, as a universal approach, was defined in 2012 as including all forms of Socially Responsible Investing, ESG-

oriented investing (Fulton, M., Kahn, B. M., & Sharples,C.,2012).

At first ESG research focused primarily on studying the three factors separately. The main measure being market value viewed through performance of corporate shares. It was discovered that real value made up only 20-25% of the company's market value, the rest being represented by non-material assets. Following research proved the link between socially responsible behavior and abnormal positive returns on securities, corporate governance mechanisms and the market value (Gompers, P., Ishii, J., Metrick, A., 2003);In 2000 it was found that the market value might also grow due to environmentally responsible corporate behavior (Dowell, G., Hart, S., & Yeung, B. ,2000).

By now the extant literature abounds in proof of ESG being investment oriented correlating with abnormal positive returns (Fulton,M., Kahn,B.M., & Sharples,C. ,2012).; Reading, R., & Hart, S.,1993).

In 2007 a new term appeared in SI sphere which came to distinguish impact-driven investing from other SI and SRI types. **Impact investing** came to denote the type of investing aiming specifically at achieving two objectives – financial returns and positive social impact (Eurosif.,2014). It differs from ESG oriented investing in screening methods which become more impact driven as opposed to value driven ones used under ESG investing. There is a number of reporting and measurement initiatives for Impact Investors and analytical studies are appearing in this sphere.

For instance, the Global Impact Investing Network (the GIIN), created in 2009, is a nonprofit organization dedicated to increasing the scale and effectiveness of impact investing around the world (McKee J., Neighbors H., UlrichG.,2012). The GIIN network as of 2018 includes over 20,000 members and is the largest of its kind and is running a generally-accepted impact performance metrics catalogue (IRIS). IRIS lists 18 social and 7 environmental impact objectives, although organizations may pursue both (Murphy, P., & Schif, H.,2014).

The goal of this paper is to exemplify the ESG and impact investing initiatives in Thailand through the case of a well-known publicly listed corporation, the Siam

Cement Group (SCG). To achieve the goal the authors will review the impact objectives oriented projects, that SCG is engaged in, and describe their social and environmental impact orientation alongside financial returns.

Results

Established in 1913 following a royal decree of His Majesty King Rama VI, SCG is a conglomerate in the ASEAN region with three core businesses: SCG Cement-Building Materials, SCG Chemicals and SCG Packaging. Operating performance (EBITDA) of SCG Cement-Building Materials was 23,186 million Thai baht, down from 24,385 million Thai baht in 2015 due mainly to lower revenue resulting from a decline in cement exports. Operating performance (EBITDA) of SCG Chemicals was 59,700 million Thai baht in 2016 up from 42,900 million Thai baht in 2015. Although revenue in 2016 was down 6% from the previous year, the improvement in operating performance was attributable to wider product-to-feed margins. SCG Packaging, with the goal to expand further into ASEAN, as evidenced by its move into flexible packaging over the past few years, generated an EBITDA of 10,745 million Thai baht in 2016, down slightly from 10,831 million Thai baht in 2015. Although in 2016 sales increased by 5% from the previous year due to growing sales volume, EBITDA decreased by 1%. Siam Cement Group is listed on Forbes Lists as # 604 Global 2000, #750 in Sales, #401 in Profit, #1,446 in Assets, and #639 in Market value.

Sustainable progress of the communities where the company operates is paramount to the Group and the Group strives to be a business leader and role model in corporate governance and sustainable development in the region. Recently SCG has been engaged in multiple TBL related projects aimed at achieving social, environmental and governance objectives.

Sustainable Development – Major Projects and Activities 2016-2017

This section contains review of the major sustainable development related projects at SCG in 2016 and 2017. (Data collected at Siam Cement Group PLC)

2.1 SCG follows the Royal Initiative of H.M. King Bhumibol Adulyadej in "Sustainable Water Management"

The Royal Initiative was adopted in 2007. The efforts kicked off with the construction of check dams in forest areas with the main goals to:

- Reduce/Manage water-related risks – natural disasters, climate change impact, drought, or floods that may disrupt production or cause conflict with the community.
- Reduce water use through improvement of production efficiency and products - Within the framework of Total Quality Management (TQM) and Total Productive Maintenance (TPM), the aim is to reduce water withdrawal from natural sources, and then expand the sustainable practice throughout the entire supply chain.
- Reuse treated wastewater - Install high-quality wastewater treatment systems and reuse treated wastewater.
- Develop the capability of water management personnel - Emphasize on training to raise awareness and appreciation of the value of water resources and its social and environmental impact.

Environmental objectives:

- Within 2020, reduce water withdrawal by 20 percent per ton of production output in 2014 through implementation
- Reuse treated water as much as possible in every business
- Manage business continuity in the face of water-related risk

2.2 Anti-corruption Efforts

In 2012, SCG participated "Collective Action Coalition in Anti-corruption Policy enacted by Thai Private Sector" in order to corroborate the Company's standpoint and emphasize on every Anti-corruption case.

SCG has arranged a written guideline called 'Anticorruption Policy' in order to prudently make a decision on any course of action that could possibly lead to corruption.

In 2016, to ensure compliance, SCG developed Ethics e-Testing into three levels to align with employees' roles, duties, and responsibilities. SCG has provided the Anti-corruption Compliance

Evaluation Checklist for high risk operational functions. The results are to be used to streamline the operational performance.

Governance objectives: SCG operates its business with adherence to integrity, transparency, and accountability.

2.3 Safety First

SCG Safety Framework provides the fundamental guideline, and together with the Safety Performance Assessment Program (SPAP), to reassure higher occupational safety standards for employees, contractors and suppliers. The main goals are:

- Assess safety performance with SPAP - We are committed to having all units achieve a higher level of Safety Performance Assessment Program (SPAP) certification. We aim for all factories in Thailand to pass Level 4 (Succeeding).

- Establish safety standards and a safety culture among staff at all levels, to be led by top management - Management executives demonstrate leadership and make themselves role models for safety, encouraging the participation of staff at all levels and of contractors

- Reduce work-at-height accidents - Risk assessment and compliance with accident prevention guidelines and raising awareness and instilling the correct understanding about working at heights to employees and contractors.

- Develop Safety Standards in countries where SCG operates - SCG Safety Framework has been applied in Vietnam, Cambodia and Indonesia with target SPAP Level of 3 for all factories in 2018, and pilot factories must achieve Level 4 in 2018.

- Enhance safety standards with a new work process system - Engage a new work process system appropriate to each unit (Process Safety Management, Safety Culture and Safety Leadership) with a view to reinforce a safety culture.

Social objectives

- Become an Injury and Illness–free Operation

- Achieve Zero fatality from work and reduce Loss Time Injury Frequency Rate to not more than 0.030 cases / 200,000 man hours

- Expand and reinforce safety culture regionally

2.4 Closed Coal Operation

Each year, SCG uses more than 2 million tons of coal. Since coal transport and storage may pose risks of releasing coal dust emissions into the environment or spilling them onto the community, adversely affecting air quality. SCG has adopted the closed coal operation system in its coal transport with the goal to reduce impact of coal transportation to community.

Environmental objectives, Social objectives: minimize impact on communities and the environment

2.5 Close, Control & Change

The goal of the project is to heighten energy awareness at the workplace.

Throughout 2016, SCG organized a campaign to heighten energy awareness at the workplace. The 3C Project – Close, Control, Change, campaign has been running for a few years to make employees aware and active in using energy wisely. There are two major activities under this campaign: Mission 1 Energy Best Idea and Mission 2 Energy Ambassador:

- Mission 1 Energy Best Idea extends the invitation to employees to propose energy-conservation ideas, with management executives as role models actively communicating through social media.
- Mission 2 Energy Ambassador invites applications from employees from different Business Units to apply and serve as an Energy Ambassador, and join the Energy Survival Reality Camp at the Marine Command, Sattahip District, Cholburi. The camp is designed with an energy related theme.

Environmental objectives: Make employees aware and active in using energy wisely

2.6 SCG Eldercare Solution to Address the Demand of Aging Society

Goal of the project:

SCG Cement-Building Materials fully recognizes the implications of an aging society as an emerging and substantial market segment in the future. Since 2013, SCG started the development of home innovations.

The goal of the project is to address the health and physical

challenges faced by families with senior members, SCG has developed a range of product and service solutions under the name SCG Eldercare Solution.

Social objectives: Improve the quality of life

2.7 A Model in Water Footprint Assessment

Water Footprint is an impact assessment tool in relation to enterprising water use, to facilitate a water management plan, thereby reducing risks from a supply of water resources and water quality, and eventually enhancing efficiency. The tool is rarely used in Thailand. SCG Cement-Building Materials initiated a study on how to implement a Water Footprint in the cement industry at the corporate level, in a joint project with the Faculty of Engineering, Chiang Mai University. The study site of this project is at the Siam Cement (Kaeng Khoi) Co., Ltd., where the Water Footprint assessment according to the Life Cycle Assessment of ISO 14046 is piloted. Currently the research is at the stage of preparing the water inventory, data of inputs and outputs. The next step will involve environmental impact assessment resulting from water use by the factory. Findings will be used to formulate how to optimize water use in the cement industry, as well as sharing the knowledge and know-how from the pilot program to other companies within SCG. The goal of the project is to reduce risks from a supply of water resources and water quality, and eventually enhancing efficiency.

Environmental objectives: minimize the risks associated with quantity and quality of water used, and to evaluate efficiency, wastewater reduction, and water contaminant reduction.

2.8 Turning Fly Ash into Eco Brick

Fly ash results from the burning of solid fuel, coal or biomass in a power generation plant and gets disposed to landfill. Disposing this way can lead to contamination of soil in the vicinity of the landfill site, water sources, causing soil degradation. Air pollution from transport and micro particles of fly ash poses another concern.

Corporate Technology Office, SCG Packaging and SCG Cement-Building Materials came up with innovations to transform fly ash into a valuable

construction material under EcoBrick technology. The EcoBrick line features bricks for construction, wall brick, load-bearing wall brick and decorative brick. SCG has also developed a formula and process to use industrial wastes such as bottom ash, lime mud, slag and grit in as much as 50 to 70% in the mix. EcoBrick has been given as donations to build public goods

The goal of the project is to reduce waste from production and convert to commercial product (Eco Brick)

Environmental objectives, Financial objectives: Reduce waste from production and convert to commercial product (Eco Brick)

2.9 SCG Compliance Policy

Every SCG employee is expected to fulfill their duties with honesty, integrity and reliability, and in their operation to follow the company's four Core Values, namely "Adherence to Fairness, Dedication to Excellence, Belief in the Value of the Individual and Concern for Social Responsibility", as well as to strictly adhere to best practices in accordance with SCG Code of Conduct. This compliance policy is applied as guidance for SCG's compliance in the operation and proper decision making.

Environmental objectives, Social objectives, Governance objectives: Full compliance with the laws, regulations, orders, articles of association, contractual obligations, business ethics, policies, operational standards, best practices and public commitments.

2.10 Circular economy – waste to energy from cement production

Waste to energy project initiated by SCIeco Services Co., Ltd, a subsidiary company of SCG, is a form of energy recovery that generates energy from the primary treatment of waste.

Waste to energy projects aim to reduce waste from production process and transform these waste into Refuse Derived Fuel (RDF) which will later be incinerated at cement plants.

Environmental objectives: Reduce waste from production process and utilize such waste to generate energy.

Financial objectives: reduction of energy costs through own generation.

2.11 Eco Packaging

SCG develops paper and packaging that use less resources and are able to be recycled. Projects that can replace wood based or plastic based products, reduce grammage for industrial paper and establish safe paper based packaging for food.

- Merchandising display, a product display that use paper - based packaging solution which can be a replacement of wood-based or plastic-based products such as counter, shelf display and standee.

- Food-Grade packaging - SCG Packaging introduced Food-Grade packaging which focuses on delivering clean and safe products. The production of Fest strictly proceeds in line with GMP standards ensuring that products are consistently produced and controlled according to quality standards which are recognized in Thailand, Europe and the United States of America.

Environmental objectives: Reduce usage of natural resource, reduce waste from consumer consumption.

2.12 Publication of limestone quarry rehabilitation

Limestone Quarry and Biodiversity Rehabilitation Committee of SCG has carried out environmental rehabilitation for 20 years by conducting collaborative studies with several academic institutions. In 2017, the working group published a 256-page book titled, "Limestone Quarry Rehabilitation". The goal of the project is to describe practices of quarry rehabilitation ranging from site preparation, surveying, seedlings, planting, maintaining, monitoring to evaluation.

Environmental objectives: Expand knowledge resource for limestone quarry

2.13Prime group safety enhancement

SCG introduced 5S Principle and initiated OHSAS 18001 and SCG Safety Framework systems in practice for Prime group, Vietnam.

SCG recognized that poor maintenance of machines coupled with disorganized workplace and worker's lack of safety awareness could lead to harmful consequences and hazards associated with working at height. Therefore, SCG introduced 5S Principle and initiated OHSAS 18001 and SCG Safety Framework systems in practice. In 2017, all plants

certified OHSAS 18001 and followed SCG Safety Framework that met the target of SPAP Level 3 (Qualifying).

Social objectives: Increase safety standard for employee and society

2.14 Reduction in water supply usage by increasing production effectiveness and recycling treated wastewater

SCG launched measures to improve manufacturing processes, machinery and water recycling treatment process.

In 2017, 1.508 million cubic meters of water supply was saved in SCG Chemicals' operations while SCG Packaging saved 1.059 million cubic meters. Moreover, SCG initiates water project for farmers which helps lower usage of municipal water supplies and create good relationships with people surrounding the plants. Siam Kraft Industry Co., Ltd and Thai Cane Paper Co., Ltd provided around 4.6 million cubic meters of treated wastewater supply for farmers.

Environmental objectives: Reduce fresh water usage for production and initiate water project for farmers. Within 2020, reduce the water withdrawal per production unit by 20% compared with 2014.

Financial objectives: cost reduction.

2.15 Care for employees' well-being

A role model organization in its caring for employees, and an innovation-oriented organization appealing to work with, as indicated in the scores employee engagement survey in the top tier of 25% among leading companies.

For this purpose, Employee Engagement Survey provides indicators of success and reflection of situation and giving inputs to update and refine the human capital management system.

- Build organizational value to attract talents - Strive to make the organization a place where people aspire to work for, to attract talents of multi-disciplines and all levels to join SCG's workforce.
- Care in an inclusive and fair manner for employees to bond with the organization - In 2017, SCG launched a 5-storey building as new Health Center giving general healthcare and specialist services, health-related activities and fitness center.

Social objectives: Promote employees quality of work life and take care of all staff to build a stronger organizational commitment. Summarizing the objectives of the TBL-related projects at SCG (Table 1), the authors come to a conclusion that SCG is engaged in 15 TBL related projects in total. Most of them have environmental objectives or social objectives, the least focus is on the governance objectives. However, some projects are also aimed at some financial results. Double X marks in Table 1 stand for the primary reason of the project being selected.

Table 1 – Main objectives of TBL-related projects at SCG

Project	Objectives			
	Social	Environmental	Governance	Financial
Sustainable Water Management"		XX		
Anti-corruption Efforts			XX	
Safety First	XX			
Closed Coal Operation	X	XX		
Close, Control & Change		XX		
Aging Society	XX			
Water Footprint Assessment		XX		
Turning Fly Ash into Eco Brick		XX		X
SCG Compliance Policy	XX	X	X	
Circular economy – waste to energy from cement production		X		XX
Eco Packaging		XX		
Limestone quarry rehabilitation		XX		
Prime group safety enhancement	XX			
Reduction in water supply usage by increasing production effectiveness and recycling treated wastewater		X		XX
Care for employees' well-being	XX			

Therefore, considering the screening criteria used by SCG when selecting the projects for implementation, the authors can distinguish between ESG and II projects. If by definition II projects aim at financial objectives together with impact, but financial objectives have to bear significant value, the authors can identify 2 clearly Impact oriented investment undertakings – "waste to energy" and "reduction in water supply". One more project with a financial goal – "EcoBrick" was primarily selected for its environmental effects, financial objectives were secondary but altogether significant due to potential commercialization of the product which was implemented in 2017.

Discussion

Financial objectives are the least explicit one for the TBL-related engagements at SCG, and they parallel with the environmental objectives as well, with most projects focusing on recycling for cost reduction and one project being explicitly commercial.

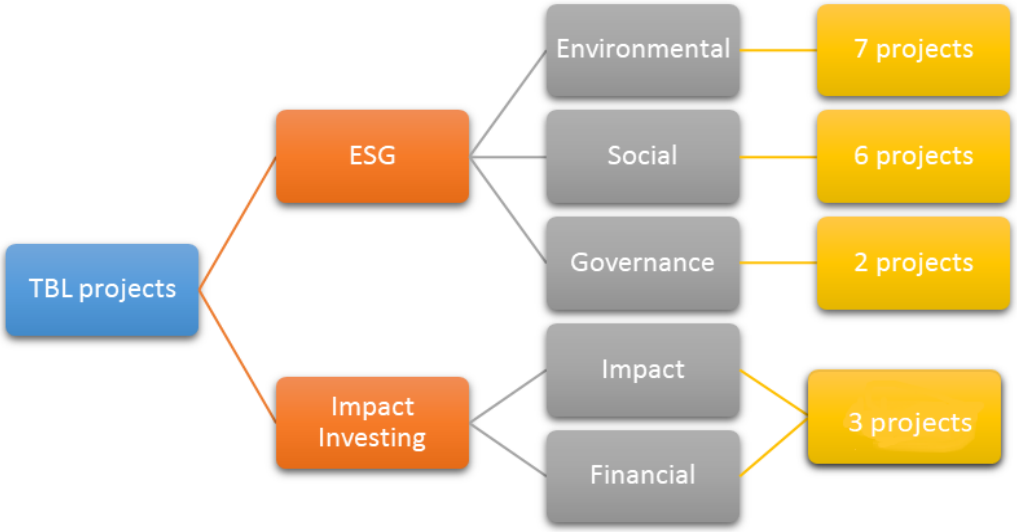

Fig. 1 – The TBL-related projects at Siam Cement Group

The project that has an explicit financial objective is the EcoBrick project, the result of which should not only be a benefit for the society through

enhancement of the environment but also product commercialization – sales of the EcoBrick for construction. As long as the difference between ESG and II lies within screening principles and goal prioritization. Only this project can be considered an Impact Investment project.

Projects "Circular economy – waste to energy from cement production" and "Reduction in water supply usage by increasing production effectiveness and recycling treated wastewater" were screened due to their cost-efficiency maximization potential.

Table 2 summarizes the effects of TBL related projects at SCG [24]. Average annual growth values show increases in social and governance spending and related tax contribution (6.14 %, 5.59 % and 30.05%), as a measure of environmental efforts at 16.14% average annual growth over 5 years in production of recycled materials is shown.

Table 2 – Sustainability performance data, SCG, 2013 - 2017

	2013	2014	2015	2016	2017	CAGR (%)
Benefits to employees comprising salary, wage, welfare and regular contributions (Million THB)	32,417	35,356	40,172	42,458	43,676	6.14
Investments and expenditures regarding community development, social infrastructure and nvironment (Million THB))	525	555	591	710	689	5.59
Privilege tax and others from investment promotion, and research and development (Million THB)	1,156	1,294	3,599	4,827	4,300	30.05
Production of Recycled Materials (Thousand Tons)	1,814	2,932	3,253	3,438	3,877	16.41
Revenue from sales (Billion baht)	434.3	487.5	439.6	423.4	450.9	0.75
Profit for the year (Billion baht)	36.5	33.6	45.4	56.1	55.0	8.55
EBITDA (Billion baht)	61.3	66.5	82.7	97.8	102.1	10.74

SCG has been exceptionally successful in their TBL related projects implementation, having received numerous awards . Most of them are for environmental and social efforts and regardless of substantial budgets of those projects the company managed to maximize and sustain the financial results. Particularly the increase in profit between the years 2015 and 2016 (23.5%) paralleled by the reduction of the production costs at 6% though the revenue from sales dropped by 3.7%. It cannot be conclusively claimed that such a success was caused by the implementation of ESG and II projects,

but the company started their TBL engagements in 2016 and the cost reduction oriented projects in that year resulted in a significant improvement of financial results.

Conclusions

The review of TBL related projects at SCG shows a significant role of ESG engagements which may be a rough estimate of their significance in Thailand. While the practice appeared only in 2016, however the positive effects of those engagements showed already by the end of that year and continued through 2017, proved by a 4.4% increase in EBITDA in 2017, and the average annual growth rate of 10.74% over 5 years.

Impact Investment projects are scarce at SCG, although they have been proved to be more financially and socially beneficial. Most value now is placed on social and environmental impact, thus in screening the priority falls on societal benefit, which is characteristic of ESG engagements. Therefore, the authors conclude that currently Impact Investment is only starting to grow in Thailand (as seen on the materials of one of the most sustainable companies in the country) – out of 15 projects only 3 can be categorized as Impact Investment.

The result does not contradict those of extant research based on evidence from other companies and countries. In McKee et al. it was found that II oriented projects were considered more traditional and were preferred by 60% of investors [17]. The same idea was contained in Murphy and Schif (2014) who called impact

investing a new trend thus not yet very wide spread.

Our research is limited by the lack of isolated individual data on every project implemented at SCG. However, this gives us an opportunity for further studies. Because isolating individual effects of the projects presents certain research interest. Further research can also focus on comparative studies of geographically and industrially distinct cases.

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