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OPERATIONS SETUP IN BANGKOK, THAILAND FOR
CRCC ASIA'S NEW GLOBAL INTERNSHIP PROGRAM

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This research was part of the project finalising a new location for CRCC Asia's global internship program. Among a couple of potential destinations for the operations setup plan, Bangkok - Thailand was assigned to the author with the concentration on setup requirements, processes and costs of immigration, staffing, office setup and entity setup.

The research was conducted by adopting "exploratory sequential mixed-methods" in which the author first began by exploring business environment and operations setup processes with qualitative data and analysis, using semi-structured methods such as focused interviews, archival researches and narrative inquiries. Findings and grounded theories generated from the first phase were then interpreted in a second quantitative phase using more highly structured methods to quantify variations. Secondary data included CRCC Asia's sources of information, books, articles, online newspaper and other Internet sources. Primary data were obtained by initiating personal communications with selected service providers, and by conducting interviews with two Thai nationals and two foreign expatriates in Thailand.

The outcome of the research comprises detailed explanation, requirements, lists of service providers, comparisons among options, price quotations and cost analyses on the four main subjects: immigration, staffing, office setup, and entity setup. Besides, the author also added more depth to the thesis by providing an overview of macro-environment and business culture, remarking elements that might affect doing business in the Kingdom. The research results did support the idea that Bangkok is a potential location for CRCC Asia's new internship program. Operations setup processes and requirements seemed to be relaxed, especially in terms of policies and cost rates. In overall, the initial costs for operations setup in Bangkok were estimated at minimum US\$110,000 exclude costs of program components. On the cultural side, Thai people are welcoming and it suggested that cultural adaptation would not be difficult.

However, Thailand's ongoing political, infrastructural, and environmental issues could be argued to hold this plan back from feasibility. Also, the economy has been slowed down for a while compared to other developing countries in Asia; and the room for growth did not seem to be as favourable and attractive as it should have been. Other than that, it would be less of a pain if CRCC can build connections with the government and influencers who can help promote the company in the Kingdom beforehand.

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1 INTRODUCTION

1.1 Background

The research was part of the project finalising a new location for the global internship program operated by CRCC Asia in 2020. Specifically, it focused on setting up operations in Bangkok, Thailand – one of the potential locations. The result of the thesis would contribute to the decision process and/or the actual operations setup activities of the case company if Bangkok was chosen.

CRCC Asia (CRCC) is an education organisation providing internship opportunities globally. Founded in 2006 and having operated programs in China, Japan, South Korea, Vietnam and England for more than 8,000 students coming from over 100 countries, the company is committed to create and nurture a community of highly competent graduates with maximised professional and cultural experiences. (CRCC Asia Company Brochure 2018, 2.)

1.2 Aim of the thesis

The aim of the research was to collect concrete information needed to set up operations for CRCC Asia's new global internship program in Bangkok. The main objects to be researched included visa requirements for participants, staffing requirements, office setup and entity setup requirements.

Additionally, the thesis also collected background information and insights of Thai business culture as well as differences and difficulties of which the case company should beware when working with Thais and doing business in Thailand.

The expected outcome was to have a full operation cost analysis and feasibility report to the Director of Global Initiatives and Executives of CRCC Asia.

1.3 Structure of the thesis

The thesis comprises three parts divided into thirteen chapters.

The first part includes two chapters giving an overview of the thesis. The first chapter provides background information on the case company, the research topic and aim of the thesis. The second chapter defines the scope of the research including its problems, objectives and boundaries, followed by the conceptual framework illustrating defined elements.

The second part includes eight chapters from Chapter 3 to Chapter 10 reviewing the theories and methods that were used to justify data collection and analyses of research findings. The first theory is PESTLE analysis that was applied to interpret and evaluate macro-environmental factors in Thailand. Chapter 4 refers to Hofstede's cultural dimensions to analyse and understand Thai business culture. Chapter 5 provides visa and work permit information for immigration research purpose. Chapter 6 mentions strategic staffing theory in regard to identifying recruitment methods and salary expectation for CRCC Bangkok. Chapter 7 lists out factors that a business should consider when finding an office location and accommodating it. These lists acted as a guideline in office setup findings. Chapter 8 gives an overview of regulatory environment and entities for foreign businesses in Thailand, which helped decide relevant entities for CRCC Asia to establish its business in the Kingdom. Chapter 9 refers to operating costing, which provides methods and techniques that were useful to analyse costs of operational components in this research. The last chapter in this part is methodology, presenting and reasoning the choice of research design and methods that were used to give reliability and validity to the thesis.

The last part includes findings with analyses on each researched subject along with discussions on how such data come up with such interpretations. The last two chapters sum up the research results with summary and conclusions before giving evaluations and suggestions for further research.

2 PROBLEM SETTING AND CONCEPTUAL FRAMEWORK

2.1 Research problems

Over the course of 13 years, the company had setup eight programs in eight cities across the world, including Beijing, Shanghai, Shenzhen, Tokyo, Osaka, Ho Chi Minh City, Seoul, and Manchester (Website of CRCC Asia 2019). Every year since the past three years, the company had successfully launched at least one new program location and continued maintaining its leading position in the industry (CRCC Asia Overview 2019). As an effort for non-stop growth, the company wished to expand its ninth location in 2020.

This research was to study what the standard process would be and what to take into consideration if CRCC Asia set up its operations in Bangkok, Thailand. The process of selecting and setting up a new program and office in a brand-new location includes two to three operational analyses and methodical procedures. As a nature of the industry and the company's operating activities, some of important factors to be measured were immigration, staffing, office setup and entity setup.

2.2 Research objectives

Visa and work permit requirements

- Is visa required for international interns and young professionals coming to Thailand to do the internship program or not?
- What are the relevant types of visa required when international interns and young professionals enter the country? Which is the best option?
- How long is the visa valid? How long is the entitled duration of stay? What are the required documents and procedures to issue such visa(s)?
- Do foreign staffs need visa to work in Thailand or not? If yes, what are the relevant types of visa? How long is the visa valid? How long is the entitled duration of stay? What are the required documents and procedures to issue such visa(s)?

- Do foreigner staffs need work permit to work in Thailand? How long is the work permit valid? What are the required documents and procedures to issue the work permit?
- Should the applicants apply through a visa agent or not? If yes, what are the agent options?
- How much are the costs related to the visa and work permit issuance, including agent fees if needed? How much different in costs between relevant options?

Staffing requirements

- How is the employment market in Thailand? What are the most efficient methods or channels to recruit in Thailand? How much are the costs related to recruitment process?
- What are the positions in Thai employment market that are relevant to CRCC Asia's positions? How much are the expected salary range for 1 to 5 years of relevant experience in the industry?
- What should a foreign company beware of when hiring and dealing with employees in Thailand?

Requirements for setting up an office in Bangkok

- What are the legal requirements to set up an office in Bangkok?
- Is a certain amount of capital needed to setup an office in Thailand? If yes, how much is that amount?
- Where would be ideal locations for office in Bangkok?
- What coworking space options for 3 to 5 persons there are? What are the standard office amenities and utilities included in the rent? How much is the rental fees?

Requirements for setting up an entity in Thailand

- What are the legal requirements to set up an entity in Thailand?

- What are the relevant entity options and which option is the most suitable for CRCC Thailand?
- Are there any required establishment forms, legal forms, chamber of commerce registration forms, revenue tax obligations, staff tax obligations? How to acquire these and how much are the costs related to these items?
- What can business consulting and/or law firms help the company in the setup process? Which firm(s) is the best option? How much will they cost?

2.3 Boundaries of the research

Ultimately, the focal points of the research are the four elements of operations setup for CRCC Asia's new global internship program. The four elements, which are immigration, staffing, office setup, and entity setup, had already been defined by the case company based on previous experiences in researching and implementing before they were assigned to the author. Therefore, this research neither included any items other than those directly related to and supporting such four elements nor gave an answer or any suggestions to the question whether CRCC Asia should or should not expand its business in Bangkok, Thailand.

This research focused solely on one location, which is Bangkok, and might include comparison between available options i.e. visa types, visa agents, recruitment methods and job websites, office types and locations, entity options, business consulting firms for setting up an entity. However, the research was only the first part of the two to three operational analyses of the project, which had been done by other CRCC Asia employees and were all confidential. Therefore, this research did not contain any comparison between other potential program locations in any aspects or cost analysis other than costs relating to subjects mentioned above.

2.4 Conceptual framework

Based on the research questions mentioned in Chapter 2.2 and elements that were going to be handled in the thesis, the following conceptual framework was created to

illustrate their relationships and also, served as a guideline throughout the research process.

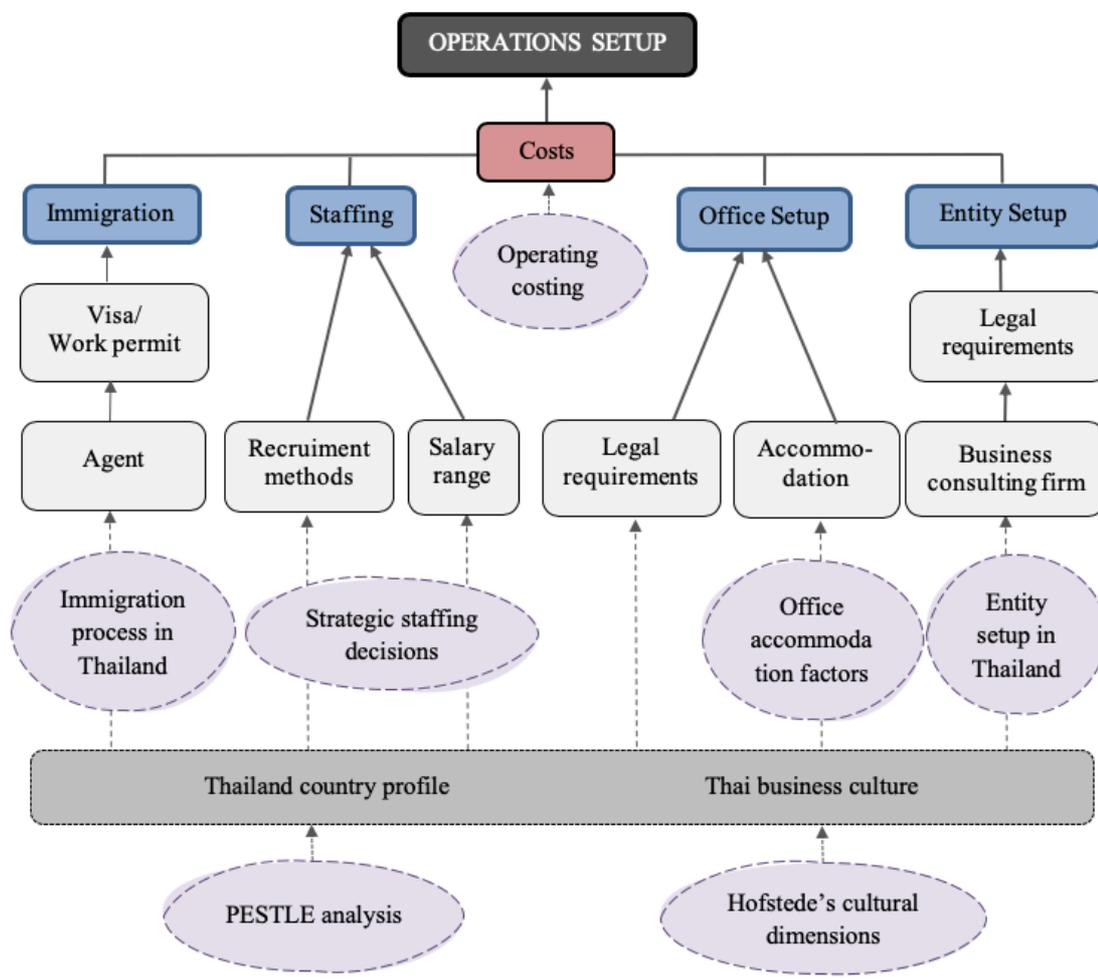


Figure 1. Conceptual framework

Looking at the figure, the four blue rectangles illustrate the four main subjects that the case company sought to answer: immigration, staffing, office setup, and entity setup. Each subject comprises a couple of key components that can be found in light grey shapes right below it. The “costs” marked in red rectangle above the four operations is an inevitable component since the research’s expected outcome was to have a full operation cost analysis. Hence, all the costs related to operations setup subjects were going to be acknowledged and concluded in a systematic manner.

Apart from that, Thailand country profile and Thai business culture drawn in dark grey rectangle play as an important background in the research findings and evaluation of

their feasibility. Theories and based knowledge that were used to support and analyse mentioned subjects are shown in purple ovals. The research started from the bottom line background information with supportive data and analyses moving upward to concrete findings and conclusions on the main subjects.

3 PESTLE ANALYSIS

PESTLE is an analysis model identifying six macro-environmental variables in business development to better anticipate the changes that are likely to affect the organisation (Marmol, Feys & Probert 2015, 6-7, 9). The six variables include:

Political factors, on which the government has an impact and can intervene the economy or a certain industry or one's business, such as government policy, political stability or instability, corruption, foreign trade policy, tax policy, etc. (Scanning the Environment... 2016)

Economic factors that can affect the purchasing power as well as products and services pricing, including economic growth, exchange rates, inflation rates, interest rates, unemployment rates, and disposable income of consumers (Scanning the Environment... 2016).

Social-cultural factors that can indicate characteristics and trends of the customers and local workforce such as population growth rate, age distribution, income levels, career attitudes, cultural barriers, etc. (Scanning the Environment... 2016)

Technological factors whose changes can affect the operations of the industry and the market positively or negatively, including technology incentives, innovation levels, automation, research and development (R&D) activity, technological change as well as technological awareness (Scanning the Environment... 2016).

Legal factors include a set of regulations and legislations that rule the trading and doing business activities legally and ethically, such as employment laws, consumer protection laws, copyright and patent laws, health and safety laws, etc. (Scanning the Environment... 2016)

Environmental factors refer to ecological aspects of the environment, such as weather, climate, environmental offsets, and climate change that have an impact on the industry and a company's operations, social responsibility and sustainability (Scanning the Environment... 2016).

PESTLE model was used in this research to analyse the macro-environment of Thailand as a business destination for CRCC Asia and to predict variable factors that might affect the company when entering the market.

4 HOFSTEDE'S CULTURAL DIMENSIONS THEORY

Culture is defined by a set of core values, beliefs, standards, knowledge, morals, laws, and behaviours that are passed from generation to generation, shaping and reflecting on how an individual or a society acts in daily life and business situations (Mitchell 2000, 4). According to Hofstede (2011), there are six dimensions to draw a culture profile:

Individualism versus Collectivism

Individualists are seen as independent thinkers, who find themselves as free agents and normally value personal success over group success. In contrast, collectivist mind-set values abundance and puts social norms or group pressure on individuals' behaviours. For example, in seeking consensus, individualist often questions the subject to find out how it will directly affect them as an individual before making the decision; meanwhile, the collectivist tends to conform with what the majority or the best for the group is. (Mitchell 2000, 14-15.)

Power-distance

Power-distance level is the extent to which individuals within a group or an organisation view power and their role in decision making. In a low power-distance environment, individual employee may confront the decisions or orders that they did not participate in. On the contrary, employees in a high power-distance culture normally look to the higher-up for direction and discipline as well as accept the decisions and orders as they are supposed to be given. Alternatively, low power-distance culture is more individualistic by nature, in which ones can expect others to justify themselves and seek their input. Meanwhile, high power-distance organisation may expect low personal initiative from the employees. (Mitchell 2000, 16.)

Uncertainty-avoidance

Uncertainty-avoidance is the measure of how much one society seeks to avoid risks and uncertainty. Workplaces with low level of uncertainty-avoidance tend to put achievement over security and have a looser and less-structured management style with higher rates of employment turnover and job mobility. Organisations with high level of uncertainty-avoidance, by contrast, often withstand changes and feel threatened by new ideas and concepts. When dealing with executives from a high uncertainty-avoidance culture, negotiators or salespersons from a low-avoidance one better emphasises on the long-standing reputation, solid finance, and reassure on the continuity of management and management style. Meanwhile, risk takers are happy to hear about innovation and new campaigns that can push the organisation to thrive on risk. (Mitchell 2000, 17-19.)

Masculinity versus Femininity

“Masculine” societies value assertiveness and combativeness while focusing on the material achievement such as closing the deal, financial results, and time efficiency. “Feminine” cultures, on the other hand, put interpersonal relationships and quality of life above material acquisition and pure efficiency. Governments showing higher social responsibilities such as higher taxes and welfare system may represent for a more feminine society than a masculine one. (Mitchell 2000, 19.)

Short-term versus Long-term orientation

The dimension in which one society prioritises either the steadiness and stability of the past and present, or the adaptation ability to the circumstances that will take place to the future. Short-term-oriented organisations value traditions and takes service to other as an important goal. On the other hand, long-term-oriented organisations view traditions and other subjects to be adaptable to changes and value perseverance as a way to better prepare for the future. (Hofstede 2011, 15.)

Indulgence versus Restraint

Indulgent societies allow fulfilments of basic and natural human desires to enjoy life such as happiness and freedom of speech. Meanwhile, restraint societies control or suppress such indulgence by strict social norms and regulations. (Hofstede 2011, 15-16.)

This chapter was to help understand the cultural concepts and the importance of being aware of cultural differences in international setups, as well as to play as the theoretical background in Thai national culture and business culture findings.

5 IMMIGRATION PROCESS IN THAILAND

The following information in this chapter provides a general idea on how visa and work permit are issued for immigrants in Thailand, what the requirements and available options are. Detail on relevant types of visa and respective requirements for the immigration process of international interns, young professionals, and foreign workers were referred in Chapter 11.3.

5.1 Visa process

Visa is required for any foreign citizen who wishes to enter the Kingdom of Thailand, except nationals under visa exemption lists of tourist visa exemption scheme, bilateral agreement and visa on arrival. The visa applicant must be outside of Thailand at the time of application and is required to apply in person in most cases. However, Thai

Embassies and Thai Consulates-General in some countries may accept applications by post, through representatives, or authorised travel agencies. (Website of Ministry of Foreign Affairs... 2019.)

If applying in person, the processing time usually takes 3 to 5 business days. In case of applying by mail service, it will take minimum 15 days until the decision is made. The visa costs 2,000 baht for single entry and 5,000 baht for multiple entries; different rates of exchange are applied for other currencies in other countries. (Website of Ministry of Foreign Affairs... 2019.) Approximately, every 30 Thai baht counts for one US dollar according to 2019 XE historical exchange rates.

It is important to differentiate visa validity from the period of stay. Visa validity is “the period during which a visa can be used to enter Thailand”, which is normally three months but can be six months, one year or three years in some cases. On the other hand, period of stay is based on the type of visa issued and granted prior to the arrival. Extension of stay is possible at Immigration offices in Thailand later on if one wish to stay longer. (Website of Ministry of Foreign Affairs... 2019.)

According to the website of Ministry of Foreign Affairs of the Kingdom of Thailand (2019), there are six types of Thai visa as follows:

Transit visa: this type of visa is suitable for applicants who wish to travel in transit through Thailand in order to transfer to another country of destination; or for sportsmen and sportswomen who participate in sports activities in the Kingdom; or for persons in charge or crew of a transportation arriving or making a stop in the area of Thailand.

Tourist visa: is issued for those who wish to enter the country for tourism purposes.

Non-immigrant visa: there are many sub-categories of non-immigrant visa, among which those who travel to Thailand in order to conduct business or work are categorised as “B”; and to study or participate in a work study tour, observation tour, projects or seminar or to attend a conference or training course categorised as “ED”. These two types of visa are the most relevant to CRCC cases. Validity of non-immigrant visa is

three months for both single entry and multiple entries, may be up to one year in some cases. The period of stay is not exceeding 90 days unless otherwise instructed.

Diplomatic/Official visa: is granted to “diplomatic or official passport-holders who wish to assume duties at a foreign Diplomatic Mission or Consulate or International Organisation in the Kingdom and to their family members” upon official request.

Courtesy visa: is granted to “diplomatic/official/ordinary passport-holders who wish to enter the Kingdom on official duty and/or other purposes” upon official request.

SMART visa: is a new type of visa designed to attract highly skilled talents, investors, executives and start-up entrepreneurs in the following targeted industries: next-generation automotive; smart electronics; affluent, medical and wellness tourism; agriculture and biotechnology; food for the future; automation and robotics; aviation and logistics; biofuels and biochemicals; digital; and medical hub.

Regardless of types of visa, foreigners are not allowed to work in Thailand without a work permit. (Website of Ministry of Foreign Affairs... 2019.)

5.2 Work permit process

As mentioned above, foreigners are not allowed to work in Thailand unless work permit is obtained (Website of Ministry of Foreign Affairs... 2019). Work permit is a legal document that proves non-Thai’s legal status to work or do business in Thailand, stating one’s position and job description. A non-immigrant visa must be issued before applying for a Thai work permit. (Wolcott 2018.) The standard process for foreigners who wish to work in Thailand is illustrated in Figure 2.

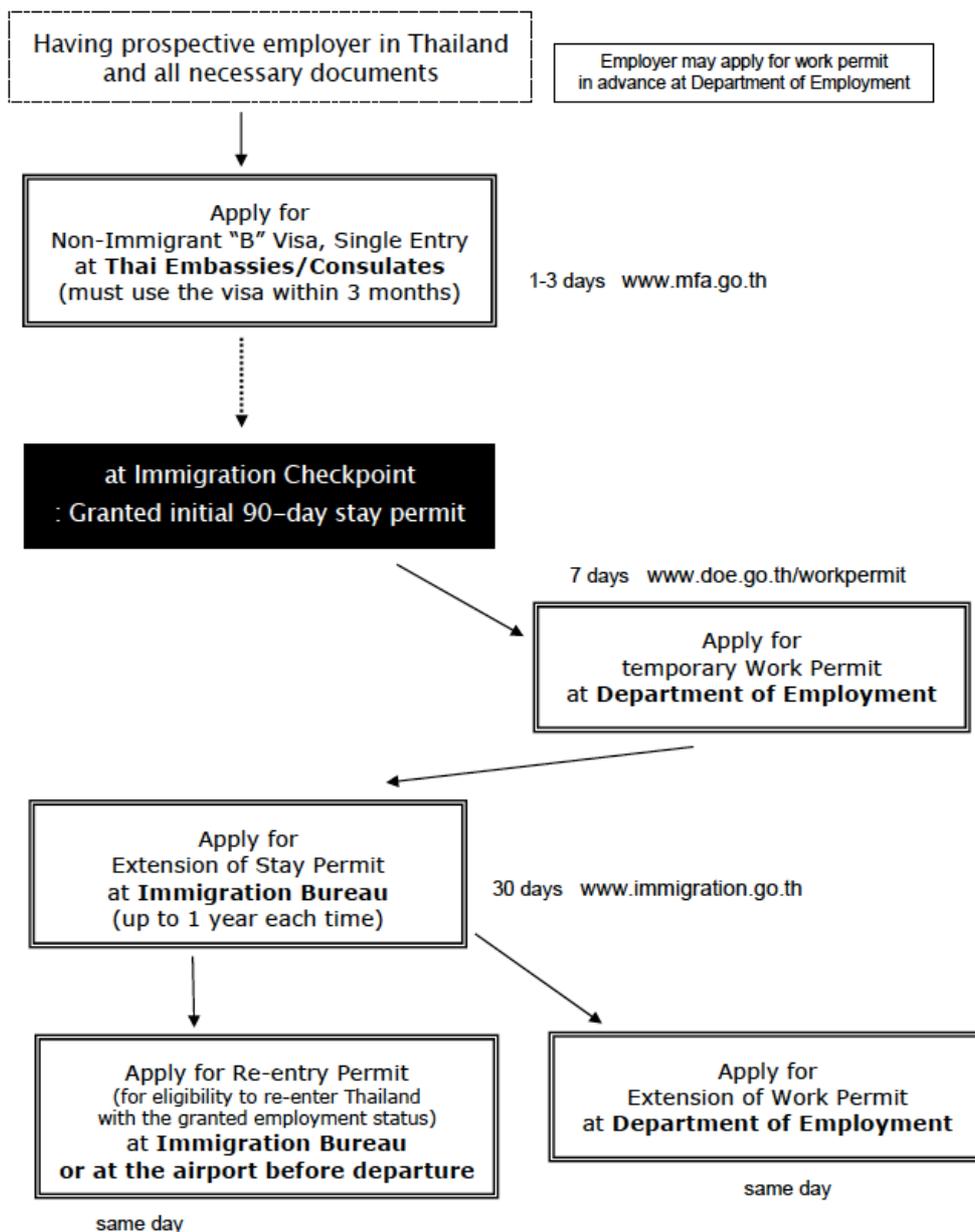


Figure 2. Standard process for foreigners who wish to work in Thailand (Department of Consular Affairs 2008)

To be able to issue work permit in Thailand, there are certain requirements to be met by both the employer and the employee as follows:

If the company is registered in Thailand, they must own two million baht in capital at a minimum. If the employee that the company wishes to hire is married to a Thai national, this number is one million baht. In case the company is not registered in Thailand, three million baht in capital per issued employee is required. If the company is

promoted by the Thai Board of Investment (BOI), there is no such required capital. (Wolcott 2018.)

For the individual who applies for a work permit, he/she has to be either a business starter that meets the mentioned requirements or offered a job by a business that meets such requirements. Additional documents proving qualified skills, education degrees, work experience, and physical condition must also be provided upon request. Most importantly, the offered position must be legal for foreigners to do in Thailand. Moreover, it is only allowed to do one job at a time; simultaneously doing multiple jobs are prohibited. (Wolcott 2018.)

Having all the prepared documents, the applicants then visit the Ministry of Labour in Bangkok to request a work permit. After that, they can visit Bangkok Immigration to extend their visa's duration of stay. If one is hired by a BOI promoted organisation, they should issue the work permit and visa extension at One Stop Service Centre instead. (Wolcott 2018.)

The process usually takes one week for the work permit and 30 days for the visa extension. The fees are 100 baht for an application, added by 750 or 1,500 or 3,000 baht respectively for a 3-month, 3-6-month, and 12-month permit. (Department of Consular Affairs 2008; Wolcott 2018.)

6 STRATEGIC STAFFING DECISIONS

Staffing strategy is a set of priorities, policies and behaviours adopted to manage the flow of talent in an organisation. There are nine components that a company should consider when making strategic staffing decisions. (Phillips & Gully 2009, 31.) The followings contributed to the design of staffing strategies, recruitment methods and salary expectation for CRCC Thailand.

Core or Flexible workforce

Core workforce refers to regular employees who are seen as central of the organisation and important for long-term orientation of the company. Flexible workforce refers to those who have less job security such as temporary, part-time, and contract workers. Hiring flexible workers allows the company to adjust more quickly to changes in product or service demands rather than risking the core workers during business fluctuations. Function-supportive jobs are more likely to match flexible workers while those closer to the essence of the organisation should be filled by core workers. Determining the right amount of blend between core and flexible workforce is what strategic staffing aims to. (Phillips & Gully 2009, 31-32.)

Internal or External

Internal focus tends to retain employees within the organisation, who have established relationships and understood how it works within the company. External focus, on the other hand, prefers fresh talents from outside of the company. Internal talents require an investment in training and professional development to guarantee the quality of the internal workforce and its readiness for future roles. Alternatively, external talents often require premium pay for existing skill set and experience that can hit the ground running with minimum training. A staffing strategy may prioritise internal profiles over external candidates; or both hiring processes start simultaneously but given the internal preference. (Phillips & Gully 2009, 33-34.)

Hire for or Train needed skills

A company would hire an employee whose skills and competencies are all ready for the job, especially in cases there is no appropriate time and budget for training. If the company cannot pay the market wage or if the job is too unique that there are no skilled workers available, it is necessary to hire people who have not possessed such skills yet been willing and able to learn. (Phillips & Gully 2009, 34.)

Replaced or Retained

The decision on letting turnover occur and hiring replacement may be preferred in fast-changing industries when the costs for replacement is less expensive than retention of abundant workforce, and refreshing new talents trained in the latest technology is more beneficial. On the other hand, retention is appropriate when the employer wishes to

maintain a loyal and committed workforce, who better understand the company and its operations, or when a particular position is essential and very difficult to hire a replacement or be vacant for any long. (Phillips & Gully 2009, 34, 36.)

What levels of which skills

It is the determination of what types of skills and on what levels are required from an employee for the jobs to be performed well. Some jobs target the “top talent” with highest competencies accompanied with premium wages. Meanwhile, some only require certain skills on certain levels at an affordable pay rate. In a fast-changing business environment, candidates with additional skill set and ability to adapt to change and perform well in the future are highly preferred. Depending on business strategy and staffing goals, the organisation then adjusts its staffing strategy to approach and attract talents with desired skills and levels. (Phillips & Gully 2009, 36-37.)

Proactive or Reactive staffing

Proactive staffing is a talent-oriented approach, which acts before a job vacancy occurs or an issue happens by proactively recruiting from diverse sources, tracking the diversity of candidates from each source, and continuously monitoring its progress toward goals. On the other hand, reactive approach is job-oriented and more like “wait-and-see” attitude, only looking at its staffing practices when there is a need to respond to a specific event. Depending on the job demand and its input in the business strategy, an organisation can decide to make accordingly proactive or reactive staffing decisions. (Phillips & Gully 2009, 37-39.)

Which jobs to be focused on

Not every job requires an equal investment in recruitment and staffing. Identifying key jobs that are critical for a company’s performance to maintain its competitive advantage is important in strategic staffing. Investing time, money and effort in positions accordingly to its role and contribution to the organisation is what this decision aims for. (Phillips & Gully 2009, 40-41.)

Staffing as an Investment or a Cost

An investment approach in staffing can lead to a higher quality of workforce, lower costs for training and re-recruitment, higher performance and productivity that results

in greater profits and returns. Viewing staffing as a cost, by contrast, seeks to minimise the expenses on finding, attracting and selecting new talents. However, it is still important to consider affordability while seeking for return on investment in an optimal staffing system. (Phillips & Gully 2009, 41-42.)

Centralised or Decentralised

This component bounds to the question who should manage the staffing process. Centralised staffing refers to having a specific staffing unit within the organisation that is responsible for sourcing, recruiting and pre-screening candidates. This unit shares its staffing services to the whole organisation's staffing activities by which duplication of work is minimised, efficiency and consistency is ensured. Decentralised staffing, by hands over the staffing functions to each business unit, takes advantage of local contacts and greater control over local activities. An organisation's staffing functions can be either centralised or decentralised or combine both of them to maximise each business unit's flexibility while ensuring the staffing's standards and practices. (Phillips & Gully 2009, 43-44.)

7 OFFICE ACCOMMODATION FACTORS

There are certain factors to be considered when setting up an office. The following contents provided a standard guide to follow and analyse the best options for CRCC office accommodation in Bangkok.

7.1 Office needs and budget

The first step to find an ideal office is to define its needs. There are four basic factors to look at as follows: (Madison 2019)

Size of the company: A small office for less than ten people will need rather small and open space. Meanwhile, finding an office space for a hundred-employee corporation or headquarter will be more challenging, time and effort consuming.

Type of business: What operations and activities that the business is going to perform will define what kind of office space that can fit its needs and requirements. For example, a call centre requires a more open space for communication convenience while an investment firm needs private space for confidential information and individual meetings.

Employees requests: Employees' opinions in office accommodation and decisions should be taken into account as well. For example, a location close to where majority of the employees live will make commute easier, prevent tardiness and delay in work as well as ensure their daily productivity.

Building limitations: The inability to make changes to the space or access to the office accommodation, its amenities and utilities that may limit the business operations and activities should be aware of and pointed out right in the beginning.

Additionally, knowing how much the budget is for the office including rent and other expenses such as electricity, water, telephone, internet, parking space, administrative fees and cleaning service, etc. will help guide the searching process to the right direction and narrow down the options. It is also important to be fully aware of what costs and what prices on what items are included or not included, and what might be the hidden costs when signing the office lease to avoid unexpected overspending. (Choosing the Right Office... 2015; The Ultimate Guide... 2018.)

7.2 Location

Location is one of the most important factors to consider when choosing an office space. A 'right' location involve a number of 'right' components as follows: (Fox 2017.)

Accessibility: The accessibility of the office location to major transport links, city central areas, and employees attracting neighbourhood is what to be considered.

Security: Chances of crimes in office neighbourhoods should be avoided or paid adequate amount of precautions when making decisions on business location.

Competition: The closeness to the competitors may benefit to one's business or be an obstacle. Depending on the business, its competitive advantage and strategy, choosing a location with the right amount of competition in surroundings can lead to greater performance.

Business rates: Average business rates on rent, utility bills, taxes, etc. in the office areas will give an idea on how much the premise and living will cost. It is important to align this with the budget plan to better prepare for cash flow.

Skill base in the area: This refers to the employment bank and ability to attract and recruit talents around the office area. Depending on the nature and strategy of the business, this factor may play a crucial part in the office decision.

Potential for growth: Whether a business is set up for a long term or short term, the potential for growth and expansion of a premise and its location is worth considering to better execute whatever its strategy is.

7.3 Office spaces and standards

Typically, there are four choices of office spaces: (The Ultimate Guide... 2018.)

Home offices: This is the type that rents a house and turns it into an office. Home offices are suitable for small- to medium-sized businesses that need a lot of private space and freedom. This choice comes in various sizes and prices but may cost a great amount for renovation and maintenance to suit the business's specific needs.

Office buildings: are convenient and easy to manage, coming with countless options and prices that vary along building quality and locations, mostly depending on how easy it is to access central areas.

Serviced offices: the most convenient option with fully furnished premises and space. Monthly prices normally include facilities, utilities, and reception service.

Virtual offices: are the option for start-ups that only need a physical address for business registration and legal activities.

A standard office should include the following furniture, amenities and utilities: reception area with professional receptionists and welcome lounge, documentation stations, private furniture and decorations, fully furnished meeting rooms, Wi-Fi connection, daily cleaning services, parking lot and security, restroom, etc. (Choosing the Right Office... 2015.)

8 ENTITY SETUP IN THAILAND

8.1 Regulatory environment

According to the Foreign Business Act B.E. 2542 (1999), there are three lists of businesses that are restricted or not permitted for foreigners to operate in Thailand:

List One prohibits aliens from participating in: publishing and broadcasting, agriculture, forestry, fishing, and trading in real property.

List Two includes: businesses that are related to National Safety and Security; businesses having impacts on Arts, Culture, Traditions, Customs and Folklore Handicrafts; and businesses having impacts on Natural Resources or the Environment. All of those businesses are prohibited from foreigners' participation unless permission is acquired from the Ministry of Commerce with the approval from the Cabinet.

List Three includes businesses in which Thai nationals are not ready to compete with foreigners, such as: provision of accounting, legal, architectural, engineering services; advertising business, guided touring, other service businesses with the exception of those prescribed in the Ministerial Regulation. Foreigners are not permitted to engage

in businesses in this list unless permission is acquired from the Director-General of the Department of Commercial Registration and a committee on alien business. (A guide to do... 2016, 6.)

Business that are not listed are open to majority or 100 percent foreign ownership. Foreigners that wish to operate in a business under List Two or List Three must apply for a “Foreign Business License” after permission is granted by the prescribed authority. The minimum amount of required capital for an ‘alien’ private company is 2 million baht. This amount is no less than 3 million baht for a company that needs approval from the Minister of Commerce or the Director-General of the Department of Commercial Registration. (A guide to doing... 2016, 5-6.)

Additionally, Thai government offers a scope of incentives to both Thai and foreign investors, in which the most well-known promotion is BOI (Board of Investment) privileges. Foreign investors promoted in BOI privileges must be a joint venture company with no more than 49 percent of registered capital own by foreign investors established under Thai law and projecting in following activities: agriculture and agricultural products; minerals, metals and ceramics; targeted industries; manufacture of metal products, machinery and transport equipment; electronics and electrical industries; chemical industries, paper and plastics; services and public utilities. (A guide to doing... 2016, 7-8.)

8.2 Business entities

Businesses can be established in many forms, among which the six following entities are the most common in Thailand.

Limited company

There are two types of limited company: *private limited company* governed by the Civil and Commercial Code, and *public limited company* governed by the Public Limited Company Act. The key difference between these two types is that public company is able to raise funds from the public. Meanwhile, foreigner participation in private

limited company is restricted to no higher than 49 percent of capital shares. (A guide to doing... 2016, 15; Doing business in Thailand 2018, 13.)

Partnerships

There are two basic types of partnerships: *ordinary partnerships* in which all partners are liable for all accountability without limit; and *limited partnerships* in which the organisation comprises of two separated groups of partners: one has limited liability according to their contribution, and one has unlimited liability for all accountability. (A guide to doing... 2016, 16.)

Joint ventures

Joint venture is a juridical relationship between two or more parties in which, one party is juristic person. In Thailand, joint venture is not seen as a legal entity by corporate income tax law but as a separate entity taxpayer. (A guide to doing... 2016, 16; Doing business in Thailand 2018, 14.)

Branch offices

A foreign company is not required to register its branch to do business in Thailand. However, other forms of registration such as follows are required to conduct business in most cases:

- VAT certificate and taxpayer identification card – A branch is subject to Thai corporate income tax at 20 percent rate on the income raised by its business operations in Thailand.
- Foreign Business License (FBL) – Unless FBL is obtained, a branch office cannot perform any reserved business. To acquire one, the branch must have the minimum investment capital greater than 25 percent of the estimated average operating expenses per annum of the operation calculated over three years. This amount must not be less than 3 million baht.

(A guide to doing... 2016, 16-17; Doing business in Thailand 2018, 14.)

Representative office

A representative office must have all three following characteristics:

1. Only render certain services in accordance with the Foreign Business Act to its foreign head office or the affiliated company or the group company.

2. Except the funds to cover incurred expenses, the representative office must not receive income from performing the service for the head office.
3. The representative office has no authority in receiving purchase orders, or making offer for sale, or negotiating on business.

(A guide to doing... 2016, 17-18; Doing business in Thailand 2018, 14.)

The scope of service that a representative office can provide is:

- Searching and sourcing suppliers of goods or services in Thailand for the head office.
- Inspecting and controlling the quantity and quality of goods ordered in Thailand by the head office.
- Providing advice and support on the products or services sold to the client or customer in Thailand by the head office.
- Promoting information on new goods or services of the head office.
- Reporting on business operations and developments in Thailand to the head office.

(A guide to doing... 2016, 18; Doing business in Thailand 2018, 14-15.)

Regional office

Similar to the representative office, regional office is established to render services to its head office or group affiliates in foreign country. However, the scope of its service is expanded towards its coordinate branches or affiliates in the same region as follows:

- Consulting and management
- Training and personal development
- Financial management
- Marketing and promotion
- Product development
- Research and development

(A guide to doing... 2016, 19.)

The purpose of this chapter was to identify whether CRCC Asia is under the list of restricted businesses in Thailand or within the scopes of BOI incentives. Based on

entity definitions and its scope of operations, a shortlist of relevant options was further analysed and concluded in findings.

9 OPERATING COSTING

Since costs are a crucial part directly linked to all operation subjects on this research, understanding operating costs and related cost accounting techniques was fundamental to perform cost analyses in a systematic manner and procedures.

Operating costs are the expenses relating to activities of maintaining day-to-day operations of a business. Operating cost is calculated by adding the cost of goods sold to operating expenses; in which cost of goods sold is the expenses directly linked to the production of products or services such as direct material costs, direct labour, production facility rent, salary and benefits for production workers, etc. Meanwhile, *operating expenses* include administrative and maintaining costs such as accounting and legal fees, sales and marketing costs, non-capitalized research and development expenses, travel and entertainment costs, salary and wage expenses, etc. (Kenton & Murphy 2019)

Besides, costs are composed by two elements: fixed costs and variable costs. Fixed costs are those that remain unchanged regardless of output amount up to the planned capacity. Variable costs are those that vary directly in accordance with the output volume. There are also semi-variable costs, which are a mixture of both fixed and variable elements. Such costs do vary depending on the output production but part of them still remain unchanged. (Kohli 2010, 14-15; Kenton & Murphy 2019.)

Operating costing, also known as service costing, is a method of accumulating and ascertaining operating costs in terms of unit of service rendered. The aim is to collect information for fixing quotation and price, ensure the efficiency in rendering the service, compare costs of service among alternative options or with other service providers, etc. (Website of Account Learning 2019.)

According to Kohli (2010, 27-28.), important techniques in costing include:

- Marginal costing: often used in manufacturing industry with varying output. It is a technique of costing that sees only variable cost as cost of production since allocation of fixed overheads may give misleading results.
- Direct costing: a costing technique that allocates all direct costs to operation, process or products, leaving out all indirect costs.
- Absorption costing: charging all costs of both variable and fixed to operation, process or products.
- Uniform costing: applying standardised cost accounting principles and methods that have been employed by different organisations as uniform model.
- Activity-based costing: allocating overheads costs in accordance with each identified activity of operations or production.

10 METHODOLOGY

10.1 Research design and method

Research design plays as a guide on how the research questions will be answered throughout one's thesis. The process of research design is important as it is affected by methodological choice of research philosophies and approaches, and reflects on the choice of research strategy, data collection techniques and analysis procedures. The research "onion" in Figure 3 sums up methodological choices of this thesis. (Saunders, Lewis & Thornhill 2007, 130.)

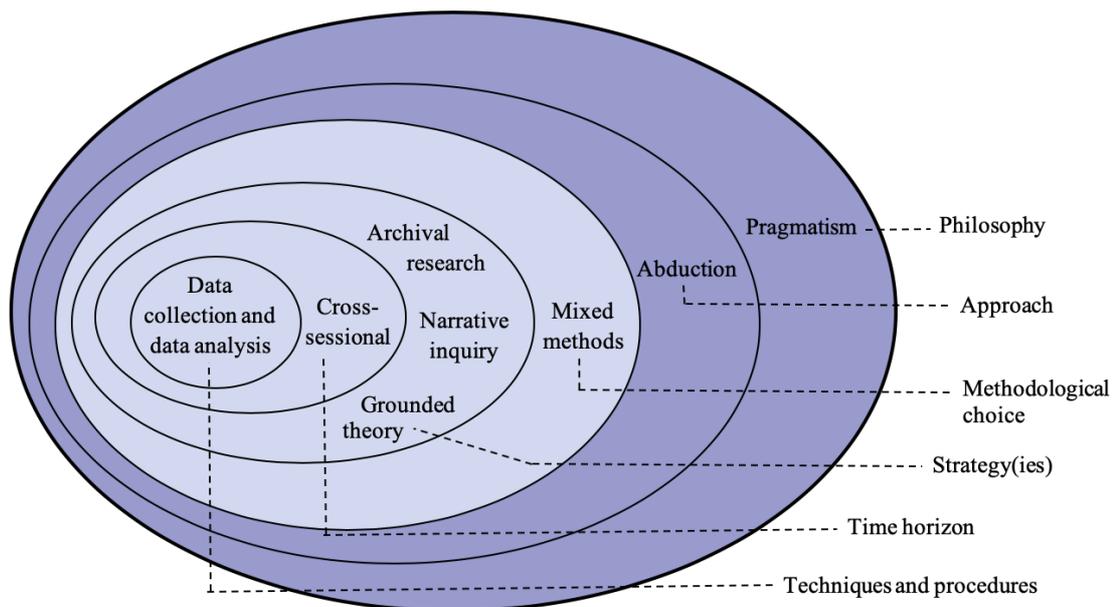


Figure 3. The research “onion” (Saunders, Lewis & Thornhill 2007, 102)

Principally concerned with the first layer of the “onion”, *pragmatism* was the philosophy adopted to this research. Pragmatics incorporate both positivist and interpretivist with multiple approaches and strategies into one single study based on the nature of the research question (Website of Research Methodology 2019). In this thesis, positivism was commonly adopted to answer closed-ended and leading questions e.g. do foreigner staffs need work permit to work in Thailand, what are the required documents and procedures to issue the work permit, how much are the expected salary range for 1 to 5 years of relevant experience in the industry. Meanwhile, for open-ended and hypothetical questions, such as what should a foreign company beware of when hiring and dealing with employees in Thailand, where would be ideal locations for office in Bangkok, which firm(s) is the best option, interpretivism was frequently more applicable. (Mack, Woodsong, M.MacQueen, Guest & Namey 2005, 3; Spacey 2016.) Nonetheless, a mix of approaches and methods were required at times according to the essence of the question.

Moving onto the second layer of the “onion” – research approach, the purpose of this research was to explore and describe the operations setup requirements and procedures in Bangkok by collecting data, and then explain variables of such inputs through analyses before making the ‘best’ generalisations and predictions. In other words, the for-

mer act is fundamentally data-driven and the latter is rather empirical. Thus, the combination of both induction and deduction, which is *abductive approach*, was employed in this study. (Pirkanaho 2017.)

As a result of adopting pragmatism and abductive approach, a mix of both quantitative and qualitative techniques and analysis procedures were used to strengthen research validity and conclusions (Creswell 2014, 266-267). Specifically, this research followed the *exploratory sequential mixed-method design*, in which the researcher first began by exploring with qualitative data and analysis using semi-structured methods such as focused interviews in combination with other data collected through archival researches and narrative inquiries. Findings and grounded theories generated from the first phase were then interpreted in a second quantitative phase using more highly structured methods to quantify variations and predict causal relationships. (Mack, Woodsong, M.MacQueen, Guest & Namey 2005, 3; Saunders, Lewis & Thornhill 2007, 145; Creswell 2014, 276.)

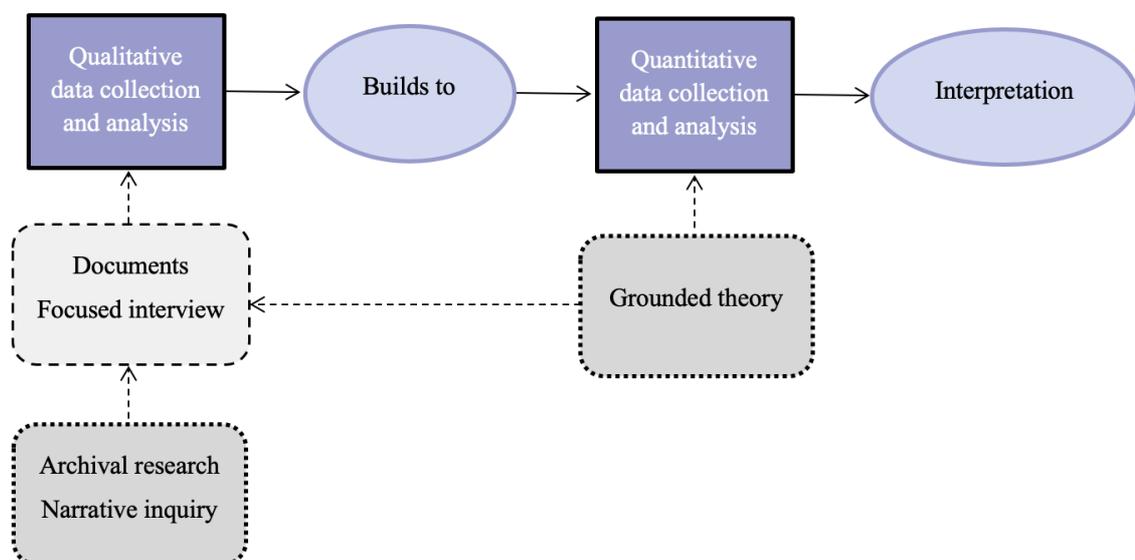


Figure 4. Exploratory sequential mixed-method design (Creswell 2014, 270)

The three strategies employed in this thesis that guided the author to move from research method to data collection were archival research, narrative inquiry, and grounded theory.

Archival research is the strategy using administrative records and documents as the leading source of data that are collected for different purposes but to be analysed to determine the same hypotheses (Datt 2016; Saunders, Lewis & Thornhill 2007, 143). This research used the pre-determined four elements of CRCC operations setup and followed the report structure that the organisation had developed through years of experience in setting up a new program as a standard process. Previous reports and information on other locations were also referred at times to guide through and strengthen the finding results.

According to Clandinin & Huber (2010, 1), *narrative inquiry* is “the study of experience understood narratively”. In other words, it is the strategy that collects information for the research purpose through storytelling e.g. autobiographies, journals, conversations, interviews, blogs, and other social media platforms (Pirkanaho 2017; Website of Colorado State University 2019). Absorbing this methodology, the research conducted interviews with couples of Thai nationals and foreign expatriates, who have or used to have experience in working and doing business in the Kingdom. Additionally, the author also played as a participant to join several e-mail conversations and online consulting session with some of the companies, agents and business consulting firms to ask for advice and recommendation in the matters of the research objects, such as visa issues, price quotation for office, entity setup, etc. The aim was to collect greater data and insights from the experienced and experts.

The last strategy – *grounded theory* – emphasises on building theory through a combination of induction and deduction, in which data are first collected with the development of empirical framework. Generalisations or predictions then are built and continual referenced in the next phase of testing with further observations and analyses before proven. (Datt 2016; Saunders, Lewis & Thornhill 2007, 142.) In this research, data of operations setup requirements and procedures were first collected by qualitative methodology through archival researches and narrative inquiries. Continuing with grounded theories generated from initial inputs, which were the general ideas of the setup processes, the author then conducted quantitative analyses of variables before concluding on generalisations or predictions. Figure 4 illustrates the relations between the mix-method phases and research strategies applied in this thesis.

10.2 Data collection and analysis

As mentioned above, data were collected following archival research, narrative inquiry, and grounded theory strategies. Archival research and grounded theory were adopted to collect secondary data, which are the data that were originally gathered for other purposes (Saunders, Lewis & Thornhill 2007, 246). In this research, such data were documents and written materials such as books, ebooks, online articles, journal articles, newspaper articles, statistics, law and act, lecture materials, information on websites, as well as previous research reports and internal information on the research subjects from CRCC Asia.

For primary data that were generated and gathered specifically for the research's own objectives, this paper absorbed narrative inquiries to collect concrete data on CRCC case (Saunders, Lewis & Thornhill 2007, 246). The author reached out to several suppliers, service providers, and business consulting firms to ask for information, advice and price quotation given specific inquiries from the case company. Furthermore, primary data on doing business in Thailand and Thai business environment were also collected by conducting focused interviews with two Thais and two foreign expatriates.

Both secondary and primary data were then combined, content-filtered and grouped into certain patterns that are directly related and useful for the research objectives e.g. relevant types of visa, ideal locations for the office, relevant business entities, list of incurred costs. The selective data then continued being analysed and examined based on theories and background information in previous chapters and then structured in forms of feasibility report such as country profile and business culture analysis, process descriptions, comparison sheets, costing sheet, and so on.

10.3 Focused (semi-structured) interview

Focused interview or semi-structured interview is a data collection method that allows the researcher to be flexible with the planned interview structure. The list of themes and questions to be covered can be varied, omitted or added from interview to interview depending on the informants and the context of the interviews. (Saunders, Lewis

& Thornhill 2007, 312.) In this research, the interviews were designed to cover three themes that served as supportive information for the studied subjects.

Theme 1: Thailand and Bangkok in general

Theme 2: Thai business culture and staffing

Theme 3: Office setup and entity setup in Bangkok

Structure and detailed questions of the interview can be founded in Appendix 1.

There were four interviewees, informant 1 and 2 are Thai nationals, and informant 3 and 4 are Vietnamese expatriates in Thailand.

Informant 1: S. Piyavee (personal communication on 17.9.2019) is the director at Kob Thong Co., Ltd., a real estate company in Bangkok. The interviewee's family business has been around for 36 years. She gave a lot of insights regarding the culture and doing business in Thailand as a Thai national and business owner.

Informant 2: S. Traivivatana (personal communication on 20.9.2019) is an energy researcher at Chulalongkorn University in Bangkok and owns a small business for eight months. As a researcher, the informant provided more insights on macro-environmental factors of Thailand such as politics, technology and environment. As a Singaporean Thai, he gave his perceptions on Thai culture from both a native's and other culture's points of view.

Informant 3: Y. Cao (personal communication on 2.10.2019) was an operation and marketing assistant at the luggage delivery service provider - Bellugg Group Co., Ltd. As a Vietnamese living in Europe for four years and another year in Thailand, the former expatriate gave her thoughts and impressions on the Kingdom during her stay, how different it was compared to the cultures she had known, and what would be aware of as a foreigner when working in Thai environment.

Informant 4: P. Tran (personal communication on 3.10.2019) is a marketing executive at Reed Tradex Co., Ltd., an exhibition organiser based in Bangkok. Moving back and forth between Bangkok and Vietnam for a year has made the informant fully aware of how fast the capital city is changing everyday, what makes it better

than Vietnam and what does not, as well as his perceptions of the Thailand's position among Southeast Asian countries.

The reason behind choosing informants with diverse backgrounds was that they would produce various insights from different narrations on the same subject. For example, Thai people gave more insider's views with a lot of depths on what had been going on in the country such as political situations, what majority of Thais think, how the government works and market price. Meanwhile, foreign expatriate, who is working or used to work in Thailand provided perceptions from an outsider's point of view. Foreigners compared how different Thailand and Thai people are from their own home country's or their knowledge, how easy or difficult for them to adjust to the culture, what would be a problem for foreigners doing business in Thailand, etc. Combining both perspectives, hence, gave a more complete picture of the Kingdom.

The interviews were conducted online by audio or video calls on a one-on-one basis. Each interview lasted 45 minutes to one hour. Useful information was sorted out from collected insights and then incorporated in each finding section to support and strengthen other data and analyses.

10.4 Reliability and validity

Reliability is the extent to which data collection and analysis can obtain a consistent result in research findings (Saunders, Lewis & Thornhill 2007, 149). In this research, secondary data were collected by comparing the authority and credibility among various sources on the same subject before choosing the most valid ones in the actual paper. Moreover, a number of up-to-date information collected from the most recent news and articles were used to strengthen the study's cross-sectional characteristic. The theoretical framework should have incorporated more academic books but online sources that were carefully selected were capable of providing reliable foundation for further analyses. In addition, one of the sources of data was from the case company with history, data, and experience in performing the same research subjects on different destination. The practicality of such related source, thus, was more or less proven.

However, the interview results could have been more consistent if the informants' backgrounds were more related to CRCC Asia's education service industry or more on the doing business side than just general Thais and foreign expatriates. Nevertheless, given tight time frame and circumstantial shortage, the author had no other choice but lowering certain criteria for acquiring 'perfect' interviewees. The selected informants, yet, were capable of giving valuable insights for the research purposes. Aside from that, to avoid participant bias, after collected, primary data were reflected with secondary data to eliminate subjective judgements. By carefully measuring the design and methods on which the research would be built as well as continuously checking on each stage of the process, the author believes that the research is theoretically grounded, and the data analysis techniques and procedures applied are able to result in relatively consistent findings.

Validity is the matter of whether the findings are correctly measured and capable of performing research objectives (Saunders, Lewis & Thornhill 2007, 150). In this regard, the scope and boundaries of the research were well defined right from the beginning. The research objectives, however, involved a number of detailed questions that required broader data collection and more delicate analyses to be able to answer all of them adequately. That was why the author paid a great amount of attention to the research design and methods mentioned above so that the findings could meet all requirements that the researcher and the case company wished to measure.

11 RESEARCH FINDINGS

11.1 Thailand country profile

Thailand, officially the Kingdom of Thailand, is located in the heart of Southeast Asia and bordered by Myanmar, Laos, Cambodia, and Malaysia (Website of Central Intelligence Agency 2019). Agreed by the informants, Thailand is well-known for tourism and industries; they have a lot to offer, from nature to culture, food to entertainment. For expatriates, costs of living are relatively low compared to other Asian neighbours. For businessmen, the Kingdom is open for investments, making business setup easier with less restricted activities. Besides, Thai people are kind, relaxed and hospitable which can make life a lot more effortless for foreigners. (Cao, personal communication on 2.10.2019; Piyavee, personal communication on 17.9.2019; Traivivatana, personal communication on 20.9.2019.)

The capital of Thailand is Bangkok, as known in Thai as Krung Thep – “City of Angels”, located on the delta of Chao Phraya River (Bangkok 2019; Sternstein 2018). The city is infamous for its hectic life and traffics but also very convenient for business activities since a number of finance companies and service are open up to 8 o’clock at night (Piyavee, personal communication on 17.9.2019; Tran, personal communication on 3.10.2019).

The following situations and challenges on the Kingdom’s macro-environment are collected based on PESTLE analysis, revealing variables that would potentially affect CRCC Asia if the company sets up its business in Bangkok, Thailand. Couple of opinions collected from the interviews were also included to provide more depth to the findings.

11.1.1 Politics

Thailand has been governed by constitutional monarchy since 1932 and led by military coup since 2014. The King is the Head of State with ancestral crown while the Prime Minister is the Head of Government holding most executive powers in law and day-

to-day affairs along with parliamentary cabinet. The King has less direct power but receives enormous popular respect and moral authority as a symbolic figurehead, and occasionally can intervene in political decisions to ensure national stability. (A guide to doing... 2016, 2; Website of Nordea Trade 2019; Website of Santander Trade 2019.)

The Kingdom has been known for its political instability splitting between military junta and democrats for a few generations. The latest general election held in March 2019 with the outing of the new Prime Minister - Prayut Chan-ocha - a former junta chief and coup leader, again, seizes military rule over the country for the next four-year term. Such result, predictably, continues scraping out Thai social schisms and threatens the country's reconciliation and recovery. Despite the strength in foreign reserves, tourism and exports, Thailand is struggling through trade with China and tariff tensions with the United States. Other challenges to be resolved include slowing economic growth, falling productivity, rapidly aging population, declining investments, soaring baht, improving transportation infrastructure along with quality of education and health care. (Cook 2019; Jamrisko 2019; Peter 2019; Tran, personal communication on 3.10.2019.)

11.1.2 Economy

Thailand is the second largest economy in ASEAN and heavily export-dependent with 2018 GDP of 16.3 trillion baht, equivalent to US\$505.2 billion, in which industry and service sectors account for 90 percent. (Rastogi 2018; Theparat 2019; Website of Central Intelligence Agency 2019). Inflation rate stayed within the government's target range at 1.5 percent in the same year. As a result, private investment increased by 3.9 percent and private consumption remarkably contributed 50 percent of the GDP. According to 2019 World Bank Group report, Thailand is ranked at 27th in the world and second among ASEAN countries regarding the ease of business, making it one of the most desired markets. (Garcia 2019.)

Even though growth rate has been stable at 4.1 percent since 2018, it is among the lowest compared to other Southeast Asian neighbours (Rastogi 2018; Theparat 2019). Thailand is an upper middle-income country by achieving US\$5,960 GDP per capita

(2017) with less than 1 percent unemployment rate thanks to a large number of informal and vulnerable jobs rather than high quality employment. Agriculture is a major labour force but growing less promising due to declining contribution to the economy compared to other sectors. Meanwhile, services continue to expand and requires a great amount of efforts and digital revolution. (The ILO in Thailand 2018.)

Since 2016, the country has been moving to “Thailand 4.0” pursuing innovation-driven economy through technology advancement (Website of Royal Thai Embassy, Washington D.C. 2019). The Kingdom’s “Eastern Economic Corridor” spanning across 13,285 square kilometres has been turning four Eastern provinces of Thailand into “a hub for technological manufacturing and services with strong connectivity to its ASEAN neighbours by land, sea and air” (Dunseith 2018). Besides, tourism is the key engine of growth from a production-based to a service-based economy. In 2018, Thailand set a record of welcoming over 38 million tourists, accounting one fifth of the economy and about 12 percent of gross domestic product. (ASEAN Business Guide 2018; Record... 2019.)

As the capital and principal port of Thailand, Bangkok is the country’s economic and financial centre, where Bangkok Stock Exchange and more than one-third of Thailand’s banks are located. The city is also home of many multinational corporations, whose regional headquarters are chosen due to low cost of labour and operations compared to other major Asian business centres. (Bangkok 2019.) According to the National Economic and Social Development Council (Gross Regional... 2016, 41-43), Gross Regional Product (GRP) per capital of Bangkok and vicinities was US\$34,338 a year, nearly double the GRP per capital of the whole Kingdom. However, both the country and the capital city are facing income inequality, unskilled workforce, and political uncertainty while eventually posing risks to household debt levels, declining labour force and higher bills for healthcare due to rapidly aging population (A guide to doing... 2016; Thailand’s Economic Outlook... 2018; Website of Central Intelligence Agency 2019).

11.1.3 Society-culture

Thailand's population is estimated at 69.65 million and ranked 20th in the world. Over 90 percent of the population use official Thai language in daily lives. (Website of Central Intelligence Agency 2019; Website of World Population Review 2019.) Even though many Thais can speak English, most of them possess limited proficiency and 'Tinglish', which means English mixed with Thai, accent that may make it difficult to handle professional communication (Cao, personal communication on 2.10.2019; Traivivatana, personal communication on 20.9.2019). Religiously, Thailand is a heavily Buddhist dominated country with 93.6 percent population practicing Buddhism, Theravada in particular. Only 5 percent follow Islam and about 1.2 percent are Christians. Buddhism indeed plays an important part in Thai society, including election right in which "communities of other religions are not allowed to elect or to be elected to any government post". (Misachi 2018.)

Occupied by more than 10 million residents, Bangkok is the most crowded city in Thailand and the third largest metropolises in Southeast Asia by population. Most of the city's population is Thai ethnicity, more than a quarter of whom are young adults, particularly females residing from all other parts of the country. Used to take up 75 percent of the city population in the nineteenth and declined to 50 percent by 1950s before ending up at 9 percent today, Chinese is the largest minority and the most intimate foreign groups in Bangkok. (Bangkok 2019; Illsley 2019; Sternstein 2018; World Population Review 2019.) Y. Cao (personal communication on 2.10.2019), the former expatriate in the capital also expressed her impression on how international and culturally diverse the city gave off.

There are two problems that Thailand population is currently facing: rapid aging population and urbanisation. As the country has dramatically developed over the past four decades, it started to show a decline in fertility rates in the last few years. As mentioned in previous sections, aging population results in declining labour force, unemployment, and financial burdens, which requires both public and private sectors to be more flexible in work schedules, more skill training and suitable jobs for the elderly, as well as improving the welfare system to reduce financial issues after retirement (Adecco Salary Guide 2019, 8). Following the low-fertility East Asian neighbours like Japan,

South Korea, Taiwan and Singapore, Thailand government is working on its population and family-planning policies to prevent the growth from stopping. On the other hand, over-urbanisation around Bangkok areas, followed by brain drain and the decrease in educated migrants from neighbouring countries has also put Thailand in a tough spot. (Jones 2011; Website of World Population Review 2019.)

11.1.4 Technology

According to the World Intellectual Property Organisation, Thailand was ranked sixth among Asian countries in Global Innovation Index 2018. An increasing number of full-time researchers, innovative start-ups, R&D projects and enterprises have been boosted as part of “Thailand 4.0”. (Website of Royal Thai Embassy... 2018, 2019.) In 2017, parliamentary cabinet approved a robotics development plan valuing 200 billion baht (US\$6 billion) investment scheme for the industry over the next five years. Moreover, a number of incentives under Board of Investment privileges scheme are granted for high-tech participant firms, including 50 percent corporate tax reduction for three years. Finance Ministry also joined hand by approving 300 percent corporate tax deduction for R&D expenditures from such firms. (Theparat 2017.) Exceptionally, companies that invest in robotics and automation industries and technologies in certain provinces of the Kingdom might be exempted from corporate tax up to 13-year (Thailand Board of Investment 2018).

On the other hand, technology advancement led by artificial intelligence, robots and automatic system has shifted human workforce to a new page: some traditional and labour jobs will be taken over; meanwhile, new roles requiring creative and analytical competencies become more in need. In other word, digital disruption is challenging both the employer and employee to adjust themselves in order to increase productivity and achieve new innovations. (Adecco Salary Guide 2019, 7.)

11.1.5 Legality

“Thailand 4.0” development plan has put productivity and competitiveness onto the top fundamental strategy for the nation’s labour market. In early 2019, the new amendments to the Labour Protection Act enhancing employment protection and improving working conditions came into effect (Vipamaneerut 2019). Simultaneously, the Thailand Decent Work Country Programme 2019-2021 focusing on applying international labour standards to strengthen employment market was also kicked off. By supporting and promoting decent and productive employment and working environment, along with labour protection and sustainability, the programme aims to achieve both economic and social development. (The ILO in Thailand 2018.)

Regarding foreign businesses, direct foreign investment in Thailand is principally regulated by the Foreign Business Act (1999), in which certain business activities are prohibited or restricted to foreigners. However, in May 2019, the parliamentary cabinet approved the exemption of certain restricted service businesses from Foreign Business License requirements. Therefore, foreigners are now free to engage in the following activities:

- Providing loans to affiliates and subsidiary companies
- Lease of office space to affiliates and subsidiary companies
- Providing consultation services concerning management, marketing, human resources, and information technology to affiliates and subsidiary companies.

Such decision on relaxing previous foreign business restrictions will improve service standards, operations and costs efficiency for a number of international service providers in Thailand, including CRCC Asia. (Saypan 2019.)

11.1.6 Environment

Thailand was placed 121th out of 180 countries in the global Environmental Performance Index 2018. Such mediocre ranking is a result of “air pollution from vehicle emissions, water pollution from organic and factory wastes; water scarcity; deforestation; soil erosion; wildlife populations threatened by illegal hunting; hazardous waste disposal” (Website of Central Intelligence Agency 2019). According to researches on

Climate change (Eckstein, Hutfils & Wings 2019, 6-8; Yusuf & Francisco 2009, 6), Thailand is among the top 10 countries most affected by climate risks; particularly heavy floods, extreme rainfall and tidal wave; and among the top vulnerable hotspots dominated by sea level rise, floods and droughts.

Bangkok's sub-tropical climate is hot all-year-round, ranging from 25 Celsius degrees in December to 30 degrees in April. The hot season lasts from March through May, rainy season from June to October, and the cool season rules from November to February. (Bangkok 2019.) Weather patterns, traffic and a number of fires have made air pollution a serious environmental issue in Bangkok; especially in winter when agricultural burning season takes place not only within the city and other provinces of Thailand but also from neighbouring countries like Myanmar, Laos, and Cambodia (Kundhikanjana 2019). In the recent conference held on September 2019, the Prime Minister suggested to relocate the capital to somewhere else "neither not too far nor too expensive to move to" or completely outer of Bangkok in the effort of solving over-crowding, congestion, air pollution and flooding due to rising sea levels in the current megacity (Thai Prime Minister Suggests... 2019). As an energy policy researcher, S. Traivivatana (personal communication on 20.9.2019) also highlighted this idea during his interview and emphasising its potential to move to the Northeast of Bangkok, where the new international airport U-Tapao and the industrial park – Eastern Economy Corridor are being developed. Nonetheless, this feasibility requires plenty of long-run researches and serious considerations from the government and will not happen any soon in the next decade (Thai Prime Minister Suggests... 2019; Traivivatana, personal communication on 20.9.2019).

To be concluded, Table 1 assorts the six mentioned macro-environmental factors into opportunities and threats that may affect CRCC Asia operations in Bangkok, Thailand.

Table 1. PESTLE analysis on Bangkok, Thailand in case of CRCC Asia

Macro-environmental factor	Opportunities	Threats
Political	“Thailand 4.0” policies boosting prosperity, security, and sustainability in many aspects	Political instability of military government
Economic	<p>Low inflation rate</p> <p>Increasing private investments and consumptions</p> <p>Ease of business, one of the most desired markets</p> <p>Increasing service-based economy</p> <p>Bangkok: nation’s economic and financial centre, low cost of living, and low cost of labour</p> <p>Declining workforce: good for bringing interns in.</p>	<p>Slowing economy growth</p> <p>Falling productivity</p> <p>Unskilled workforce</p> <p>Declining workforce: not good for hiring employees.</p>
Social-cultural	<p>International and diverse society: foreigners are welcome.</p> <p>Decreased in educated migrants, brain drain: good for bringing educated interns in.</p> <p>Bangkok: English is widely used</p> <p>Rapid aging population: good for bringing young workforce in.</p>	<p>Over-crowded and over-urbanisation</p> <p>Heavily Buddhist dominated: more difficult to culturally adapt.</p> <p>Limited English proficiency and ‘Tinglish’ accent make it difficult to handle professional communication.</p>
Technological	Highly focusing on R&D investments, incentives and expenditures	Digital disruption: AI replacing human workforce, challenging to increase productivity and achieve innovation.
Legal	<p>Applying international standards to strengthen employment market</p> <p>Certain restricted service businesses are now free from acquiring Foreign Business License.</p>	
Environmental		<p>Air pollution</p> <p>Heavy floods</p> <p>Rising sea level</p>

11.2 Thai business culture

Different people from different cultures value different traits; learn and process information in different ways; do business, negotiate and deal with business relationships in different manners and fashions. Acknowledging and understanding cultural differences and sensitivities is important in personal and business interactions. Without overcoming culture barriers, international business would translate into problems and fail to deliver its objectives. (Mitchell 2000, 2, 19.)

In this chapter, Thai business culture was analysed and described based on the Hofstede's six cultural dimensions explained in Chapter 4. In addition to the national culture scores on Thailand established by Hofstede (Website of Hofstede Insights 2019), the following sections also take into account Buriyameathagul's research results (2013) on the cultural characteristics of Thai virtual community in order to provide more grounded conclusions on each dimension. Figure 5 combines the scores of both Hofstede's and Buriyameathagul's researches on the six dimensions with 50 being the balance point between the two extremes.

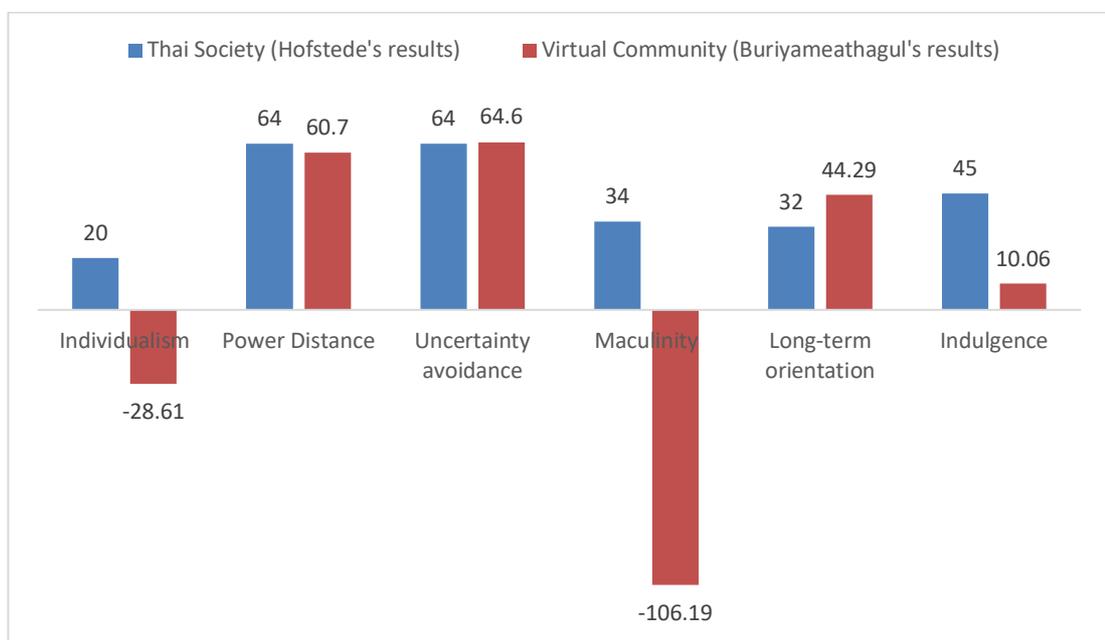


Figure 5. Hofstede's six cultural dimensions on Thai society (Website of Hofstede Insights 2019) and Thai virtual community (Buriyameathagul 2013, 226)

11.2.1 Collectivism

The scores of 20 in society and -28,61 in virtual community indicate that Thai culture is highly collectivist, which is manifested by a long-term commitment to its social groupings such as family and organisation (Website of Hofstede Insights 2019). Collectivist culture values social interests over individual interests, promoting loyalty and strong relationships within an organisation (Buriyameathagul 2013, 214). In order to protect the in-group relationships, the concept of 'face' maintaining one's and other's reputation and business should always be kept in mind. Embarrassing situation or making negative comments or criticising someone directly is considered rude in Thai culture. Especially, making casual comments that are critical to the King or the regime is a taboo. (Website of Santander Trade 2019.)

Besides, personal relationships are seen as the key to succeed in Thailand. Getting to know business contacts on a personal level can make differences in getting a successful deal. (Newham 2019; Website of Santander Trade 2019.) S. Piyavee during her interview (personal communication on 17.9.2019) also expressed that having connections in the government would probably ease the documentation and legal process, for example, work permit issuance and business establishment in CRCC case.

11.2.2 High power distance

Like other Southeast Asian countries, Thai culture shares a strong power distance in work etiquette by scoring above 60 in both researches. Subordinates are supposed and refer to depend on the bosses in orders and decision making. It is unlikely for subordinates to approach their bosses directly as the emotional distance between the two are as large as the power distance. This can be seen as a superior-inferior relationship in which the leader is perceived as a controller rather than a colleague. (Buriyameathagul 2013, 214.) That is why hierarchies such as the chain of authority and individual status such as age, education level, seniority, etc. are always considered in social and business interactions (Website of Santander Trade 2019).

In greetings, when meeting someone older, a “wai” gesture – “placing the palms of the hands together, raising them to the face with the fingertips at eye level and inclining the head slightly” should be initiated. This is applied to both men and women. Foreigners are not expected to start a “wai” but this would help make good impression to Thais. Not returning a “wai” is considered rude, though. To introduce and address someone, first names preceded by “khun” and titles are the common form. (Piyavee, personal communication on 17.9.2019; Website of Santander 2019.)

In term of meetings management, it usually takes several meetings before the decisions are reached. Jumping right into negotiations and pressure tactics are considered rude and should be avoided. Status, connections, and powers usually play an important role in negotiations and decision making. Business entertaining is also common as part of building relationships culture. (Website of Santander 2019.)

11.2.3 High uncertainty avoidance

Scoring 64 on this dimension, Thailand shows a preference to avoid risks and uncertainty. In Thai business environment, unless changes are perceived as greater benefit for the in-group, the employees often resist to changes while the executives and managers tend to keep a close watch on organisational performance by focusing on short-term strategies. (Buriyameathagul 2013, 215; Website of Hofstede Insights 2019.)

In this sense, the expression ‘Mai Pen Rai’, which means “never mind” is a common approach in Thai society and business situations (Website of Santander Trade 2019). Thai people prefer to lay back and reluct against uncertainty and adversity such as mistakes and failure that may happen in the future rather than fear or worry about such (Harada & Coetzee 2017). In some cases, Thais are too relaxed or slack-off at work that makes management become challenging. Also, time is meant to be flexible and being late is seen as a routine for Thais. (Piyavee, personal communication on 17.9.2019; Traivivatana, personal communication on 20.9.2019.) Even though punctuality is expected from foreigners, meetings and social gatherings may not always start on time and usually run overtime due to the procedures rather than its content (Newham 2019; Website of Santander 2019).

11.2.4 Femininity

Scoring 34 in Hofstede's results, Thailand has one of the lowest masculinity rankings among Asian cultures. This ranking is even strengthened since the scale touches bottom at -106.19 in Buriyameathagul's research. Thai feminine society is referred as less competitive and assertive with less dissimilarities between males' and females' role. (Buriyameathagul 2013, 215; Website of Hofstede Insights 2019.) This characteristic also reflects on the increasing number of women in Thai business and management (Bureau for Employers' Activities (ACT/EMP) 2019, 9). The fundamental issue between masculinity and femininity lies in what actually motivates an individual, whether it is to be standout from the crowd as in masculinity or to enjoy whatever it is as in femininity (Website of Hofstede Insights 2019). The concept 'sanuk' – effort to achieve satisfaction no matter what the situation is and make the most out of it somehow explains this feminine mentality of Thai society (Website of Santander Trade 2019).

11.2.5 Short-term orientation

In virtual community, this dimension is hardly determined by scoring 44.29 but according to Hofstede, Thai culture is rather short-term oriented with a low score of 32. Short-term oriented society relies on links with the past, traditions and stability while changes are seen with suspicion due to its tendency to avoid uncertainty (Buriyameathagul 2013, 215; Website of Hofstede Insights 2019.) While dealing with Thais in business, it may be better to emphasise on the immediate foreseeable benefits of the offer rather than uncertain outcomes in distant future (Website of Santander Trade 2019).

11.2.6 Restraint

Although Hofstede gave an intermediate score of 45; virtual community shows a significant low score of 10.06 on this dimension (Buriyameathagul 2013, 226). Therefore, it is fair to say that Thai society is rather restrained than indulgent, in which speech

and actions are somewhat restricted by social norms and regulations. (Website of Hofstede Insights 2019).

For example, it is preferred to remain courteous and subtle in any situation. Being too direct is considered aggressive. “Thai people easily get offended and hardly say what they mean. They will keep hinting it to you until you get it. If you don’t get it, you become the bad guy” (Piyavee, personal communication on 17.9.2019). Other than that, interrupting others while they are speaking, openly saying ‘no’, or responding with a negative reply directly will give a very bad impression. Putting hands in the pockets or waving hands while talking to someone should be avoided as well. (Website of Santander Trade 2019.)

11.3 Immigration

According to CRCC Asia’s Director of Global Initiatives and Executives (Palazzolo 2019), majority of CRCC participants are international interns and young professionals from the following countries and areas:

1. The United States (US)
2. The United Kingdom (UK) and European countries
3. Australia
4. Canada
5. New Zealand

Therefore, findings on visa below will focus on nationals coming from such countries only.

11.3.1 Visa

As mentioned in Chapter 5.1, any foreigner who wishes to enter the Kingdom of Thailand is required to obtain a visa, except nationals under tourist visa exemption scheme, bilateral agreement, and visa-on-arrival listing. According to these lists, nationals from above countries are under the tourism visa exemption scheme, which allows them a

maximum 30-day period of stay without a visa. (Website of Ministry of Foreign Affairs... 2019) However, as CRCC’s internship program usually lasts for at least seven weeks and does not serve tourism purposes, a visa must be obtained prior to the trip when the applicant is outside of the Kingdom.

There are two types of visa that are relevant to the participants of CRCC Asia grounded by the visit purposes: (Website of Ministry of Foreign Affairs... 2019.)

1. Non-immigrant “ED” visa – for those who enter the Kingdom for studies, coming on a study tour or observation tour, participating in projects or seminars, attending a conference or training course or internship, and studying as a foreign Buddhist monk.
2. Non-immigrant “B” visa – for those who wish to work or conduct business in Thailand.

Fundamentally, “ED” visa serves educational purposes while “B” visa serves business purposes. These two types have similar visa validity and period of stay. However, different documents are required besides basic submissions. “ED” visa applicant must provide documents from the institutions to prove the intern’s educational background and educational purposes when visiting the Kingdom. On the other hand, “B” visa applicant must submit papers verifying his/her employment from a registered employer in Thailand. Table 2 compares these two types of visa in more detail.

Table 2. Non-immigrant “ED” visa and Non-immigrant “B” visa comparison (Website of Ministry of Foreign Affairs... 2019; Website of Royal Thai Embassy, Washington, D.C. & Wellington, New Zealand 2019)

	Non-immigrant “ED” visa	Non-immigrant “B” visa
Purpose	(1) to study (2) to come on a work study tour/ observation tour (3) to participate in projects/seminars (4) to attend a conference/training course/internship (5) to study as a foreign Buddhist monk	(1) to work (2) to conduct business
Visa validity	Single entry: three months Multiple entries: one year	

Period of stay	<p>Not exceeding 90 days</p> <p><i>(unless otherwise instructed by the Office of Immigration Bureau)</i></p> <p>He or she may apply for an extension of stay at the Office of the Immigration Bureau and may be granted such extension for a period of one year from the date of first entry into Thailand.</p>	
Visa fee	<p>Single entry: US\$80</p> <p>Multiple entries: US\$200</p>	
Basic re-quired documents	<p>(1) Passport or travel document</p> <p>(2) Completed visa application form</p> <p>(3) Recent passport-sized photograph</p> <p>(4) Transcript / Letter of acceptance from the concerned schools/universities or institutes</p>	<p>(1) Passport or travel document</p> <p>(2) Completed visa application form</p> <p>(3) Recent passport-sized photograph</p>
<p>Additional documents</p> <p>(some may require, some may not)</p>	<p>(5) Evidence of adequate finance (<i>US & New Zealand require</i>)</p> <p>(6) A copy of flight confirmation/reservation, showing going to Thailand and leaving from Thailand</p> <p>(7) Academic record and the Student ID (<i>if currently studying</i>)</p> <p>(8) For those wishing to attend seminar, or training session, or internship, a recommendation letter from the concerned organisation addressed to the Consulate is also required</p>	<p>(4) Evidence of adequate finance (<i>US and New Zealand require</i>)</p> <p>(5) Letter of approval from the Ministry of Labour (<i>obtained by the applicant's prospective employer in Thailand</i>)</p> <p>(6) Copy of Work Permit issued by the Ministry of Labour and alien income tax or Por Ngor Dor 91 (<i>only in the case where applicant has previously worked in Thailand</i>).</p> <p>(7) Corporate documents of hiring company in Thailand such as:</p> <p>7.1. Business registration and business license</p> <p>7.2. List of shareholders</p> <p>7.3. Company profile</p> <p>7.4. Details of business operation</p> <p>7.5. List of foreign workers stating names, nationalities and positions</p> <p>7.6. Map indicating location of the company</p> <p>7.7. Balance sheet, Statement of Income Tax and Business Tax (Por Ngor Dor 50 and Por Ngor Dor 30 of the latest year)</p> <p>7.8. Value-added tax registration (Por Por 20)</p> <p>(8) Document indicating the number of foreign tourists (<i>for tourism business only</i>), or document indicating export transactions issued by banks (<i>for export business only</i>).</p> <p>(9) A copy of flight confirmation or reservation, showing going to Thailand and leaving from Thailand, etc.</p>
Submitting method	<p>In person or by mail</p>	
Processing time	<p>In person: 3-5 business days</p> <p>By mail: minimum 15 business days</p>	

Based on the visa information above, “ED” visa procedures are simpler with less required documents, most of which can easily be obtained and applied by the applicant him/herself as long as he/she is a curricular intern. It should also be noted that visa information and requirements are slightly different among Thai Embassies and Thai Consulates-General in different countries. Appendix 2 indicates the differences between each piece of information and required documents according to each of the five countries in the list for reference. However, other European countries than the UK are not included to avoid making the list intricate.

In case the visa applicant is a non-curricular intern, he/she may need to acquire a “B” visa instead, followed by issuing a work permit in order to work legally in Thailand. The standard process for foreigners who wish to work in Thailand is referred in Figure 3. Obtaining both “B” visa and work permit is more complicated and time-consuming as it requires several documents to be issued by the host companies in Thailand, such as letter of approval from the Ministry of Labour, business registration and business license, balance sheet, statement of income tax and business tax, etc. (Website of Ministry of Foreign Affairs... 2019) Besides, Thai Embassies and Thai Consulates-General in different countries also require different kinds of document on “B” visa issuance (see Appendix 3).

In some cases, the interns’ host company has not been confirmed until the participants arrive at the country and do several interviews in person. There are no documents from an employer and if they are non-curricular interns, they cannot apply for a non-immigrant “B” visa. One way to solve this is that the non-curricular intern enters the country with a tourist visa or under tourist visa exemption scheme. After confirming his/her internship placement at a company, he/she flies out of Thailand to apply for a “B” visa. Once the visa is issued, the intern then returns to the country and obtains a work permit. However, taking into account that it is an unpaid internship that lasts for only 2 to 3 months, this procedure is likely unfavourable by both the intern and the host company, especially compared to issuing “ED” visa. Also, corruption is a national issue in Thailand, which makes acquiring documentation and decision from the government a nuisance. Since the paperwork has to go through a complicated chain of authority, it usually takes a lot of time that most people would try to avoid if they can. (Cao, personal communication on 2.10.2019; Piyavee, personal communication on 17.9.2019;

Traivivatana, personal communication on 20.9.2019.) Another way to resolve this problem is to go with visa agent's services, which are mentioned in Chapter 11.3.3.

11.3.2 Work permit

Work permit can only be obtained when the applicant is already in the Kingdom of Thailand and possesses a valid Non-immigrant "B" visa. To be eligible to apply for a work permit, the employer must prove their legal presence in Thailand and a minimum amount of 1 to 3 million baht in capital depending on the registration status of the business. Simultaneously, the employee must prove his/her ability to meet the job's requirements such as relevant skills and background, physical conditions; and is allowed to do only one job at a time. (Wolcott 2018.) Table 3 shows what types of documents required to meet such conditions.

Table 3. Required documents for employer and employee who wish to issue a work permit (Wolcott 2018)

	Employer	Employee
Required documents	(1) Business registration certificate (2) List of shareholders certified by Commercial Registration Department (3) VAT certificate and tax-related documents (4) Employment contract stating detail of the position, job description, salary and contract duration	(1) Valid passport (2) Non-immigrant visa (3) Three recent photos (4) University or college degree with transcripts, certificates or licenses (5) Resume (6) Marriage certificate (<i>if married to a Thai</i>) (7) Medical certificate
Notes	All documents have to be stamped with the company's seal on each page with the director's signature next to the seal.	All copies of the original documents must be signed.
Minimum required capital/ Fees	BOI promoted: no capital required To hire an employee married to a Thai: 1 million baht Registered in Thailand: 2 million baht Not registered in Thailand: 3 million baht per issued employee	Application fee: 100 baht 3-month permit: 750 baht 3-6-month permit: 1,500 baht 12-month permit: 3,000 baht

Work permit issuance process is done by the Ministry of Labour in Bangkok. It usually takes one week for the permit to be approved. If one wishes to extend his/her visa's

duration of stay after the work permit is obtained, he/she has to visit the Immigration Bureau to request for this, which will take another 30 days. (Department of Consular Affairs 2008; Wolcott 2018.)

In case issuing work permit for non-curricular interns, the requirements will vary depending on what type of registration their host company is under. If CRCC Asia wishes to hire foreign employee(s), issuance of work permit is mandatory. Most agents and business consulting or law firms provide services supporting this process, whose detail can be found in the next section.

11.3.3 Visa and work permit agents

There are numerous visa agents and firms that provide Thai visa and work permit services. Most visa agents specialise in Thai tourism visa issuance in certain countries rather than Non-immigrant “B” or “ED” visa issuance. On the other hand, most business consulting and law firms offer the Non-immigrant “B” visa together with work permit issuance as part of their business consulting services such as entity setup and advisory.

For visa issuance, the agents usually require a fixed amount of deposit e.g. 10,000 baht whose balance will become due once the visa is approved without any hidden extras. The visa process through an agent may take 1 to 10 days and up to 2 to 3 weeks depending on what type of visa and what service is paid for. To obtaining both visa and work permit through a law firm, it costs 20,000 to 25,000 baht per visa or per work permit issued. (Casella 2019; Tice 2019; Website of Key Visa Thailand 2019; Website of Siam Legal 2019; Website of Thai Visa Express 2019.) Detail and comparison including services, costs, processing time and contact of some visa agents and firms that the author gathered and personally reached out for specific inquiries were concluded in Appendix 4.

Going through the visa and work permit issuance with an agent or a law firm is indeed easier and less time-consuming, especially in case there are limitations in time and acquiring needed documents. It can be economical if the applicants meet all conditions

and can prepare required documents and apply by themselves, like in case the internship participants apply for Non-immigrant “ED” visa already knowing their host company by the time of issuance. However, from a service provider standpoint, the less inconvenience and time consuming for the customers, the better. That is why in other program locations, CRCC Asia is paying for the visa service from a third-party rather than let the participants handle it themselves as the customers always expect everything is taken care of when they pay for the program. Nevertheless, this research will not suggest what the CRCC should do but rather than that, provide related information such as services and costs comparison to support such decision.

11.4 Staffing

There are five positions that execute CRCC Asia’s program operations. General Manager is the head of the office and in charge of overseeing and managing both business development and program activities. Business Development Manager is the main contact in charge of placing the participants in internship positions assisted by an Associate. On the other side, Program Manager is the direct contact with the participants on the ground, together with a Coordinator, taking care of the participants’ wellbeing and organising weekly and monthly events for the program. (CRCC Asia Employee Handbook 2019, 8.)

The following sections aim to form appropriate staffing strategies, salary range and methods to recruit the five mentioned positions in Bangkok, Thailand. However, it should also be noted that the need to fill in such positions varies along with the expected number of participants in the program. Basically, a program office requires at least three primary roles to fulfil its key operations on the ground: General Manager, Business Development Manager, and Program Manager (CRCC Asia Employee Handbook 2019, 7). For a newly established program, the number of employees usually range from 3 to 5 depending on the necessity of hiring a Business Development Associate and/or a Program Coordinator.

11.4.1 Staffing strategy

The ultimate goal of staffing is to recruit employees whose competencies, styles, values and traits match with the company's needs and job's requirements. However, to enhance an organisation's ability to better execute its strategy and achieve its goals, having strategic staffing to create a resource-based competitive advantage is a key for long-term success. (Phillips & Gully 2009, 4, 52.) Based on the strategic staffing factors in Chapter 6, this section analyses and decides on which direction CRCC should manage its staffing in Bangkok.

To begin with, due to seasonal demands of the internship providing industry mostly occurring in summer from May to August, and winter from November to February, the need for staffs at CRCC is also fluctuated seasonally and requires the company to be flexible and react quickly to changes. As mentioned earlier, the three managerial positions are seen as central for the operations, and the other two supportive roles tend to be adjusted accordingly to market demands. Therefore, it may require different strategy and decisions when staffing these two groups of employees.

For managers, they are the core workforce and important for the long-term of the company. These positions may be recruited internally or externally as long as they can meet the job requirements and possess strong local knowledge. Internal mobility among CRCC Asia's locations is preferred, though (CRCC Asia Employee Handbook 2019, 27). When hiring for these positions, their skills must be well-established and the level should be at 'top'; meanwhile, there is still room for growth and the person is willing and able to get further trainings. Decision on retention or replacement of these positions should depend on the company's development plan as well as the person's performance evaluation, motivations and his/her own will to stay with the company. Despite of seasonal patterns in service demands, these managerial positions are inevitable at all time, even in off-seasons to plan and prepare for the next cohort of participants. Therefore, it is better to have proactive staffing strategy in order to "act before a job vacancy occurs or an issue happens" (Phillips & Gully 2009, 37). However, such strategy is difficult to execute at the moment since there is no specific staffing unit within the organisation and the lack of resources in a local office do not allow

the company to proactively recruit from various quality sources, keep track of the candidates from each source, and continuously monitor its progress toward goals throughout the year (Phillips & Gully 2009, 37-39, 43-44).

Regarding Business Development Associate and Program Coordinator, these two positions are usually offered for entry-level interns whose skills can be trained as long as the person is willing and able to learn and adapt to the environment. These interns are flexible employees that allow the company to act quickly to its seasonal service demands and to save costs for operations. Due to short-term contract of 2 to 3 months during peak seasons with less required skills and background, these vacancies are more accessible and can be recruited locally, reactively and externally with fresh talents who have a lot of rooms to grow. Same as managerial positions, decision on retention or replacement depends on the necessary of the position, the person's performance evaluation, motivations and his/her own will.

Table 4. CRCC Asia's strategic staffing decisions

General Manager Business Development Manager Program Manager	Strategic staffing decision	Business Development Associate Program Coordinator
Core workforce	Core of Flexible workforce	Flexible workforce
Internal/External (Internal preferred)	Internal or External	External
Hire needed skills	Hire or Train for needed skills	Train for needed skills
Retained/ Replaced	Retained or Replaced	Retained/ Replaced
Well-established skills at 'top' levels	What levels of which skills	Entry level Eager to learn and adaptable
Proactive	Proactive or Reactive	Reactive
Focused	Which jobs to be focused on	Less focused
Investment	Staffing as an Investment or a Cost	Investment
Centralised (currently decentralised)	Centralised or Decentralised	Decentralised

Table 4 summarises mentioned staffing strategies for both groups of employees. Regardless of position, viewing staffing as an investment will help the company hire greater workforce, reduce costs for training and replacement, perform better and result in greater profits and returns (Phillips & Gully 2009, 41-42). As S. Traivivatana (personal communication on 20.9.2019) mentioned in his interview, “you should treat them (the employee) like you do with your family; starting to pay first so you can receive more.”

11.4.2 Salary range

By rules, the minimum salary for Thai people is 300 baht per day, equivalent to 9,000 baht per month without exemptions. Bachelor’s degree holders should be paid at least 15,000 baht per month and minimum 25,000 baht for a master’s degree holder. (The Minimum Wages... 2018.) Currently, the average wage in Bangkok is 25,500 baht, a lot higher than the nation’s average wage at 14,000 baht a month (Stotz 2018; Website of Trading Economics 2019).

According to Thai informants (Piyavee, personal communication on 17.9.2019; Traivivatana, personal communication on 20.9.2019), salary range for entry-level jobs is from 15,000 to 20,000 baht per month, most bachelor graduate starts at 18,000 baht. This number for 1-to-5-year experienced managerial positions is 30,000 to 40,000 baht in small and medium-sized enterprises, roughly 80,000 baht in large corporations; and 60,000 to 100,000 baht for senior manager and director positions. There are no differences or if any, only slight differences between a Thai’s and a foreign expatriate’s salaries with the same skills and experience in the same position.

Appendix 5 collects job positions and their expected salary range in Thai employment market that are relevant to the five on-ground positions at CRCC Asia. Generally speaking, salary range for sales positions at entry-level, which are in line with Business Development Associate position at CRCC Asia, is from 20,000 to 25,000 baht per month; this number for customer service positions, in line with Program Coordinator, is 15,000 to 18,000 baht. For 1-to-5-year experienced Business Development Officer

or Sales Manager, same as Business Development Manager, their monthly salary varies from 30,000 to 50,000 baht. Customer Service or Event organising positions, in line with Program Manager position, costs around 20,000 to 40,000 baht per month. 1-to-5-year experienced Branch Manager, which is similar to General Manager, requires 50,000 to 60,000 baht per month; and 70,000 to 80,000 baht for those with more than 5-year experience. These numbers also align with the ranges given by the informants even though Business Development positions are paid slightly higher than Customer Service positions, which mean Program positions at CRCC Asia. (Adecco Thailand Salary Guide 2019, 28-32.) Table 5 concludes the salary range estimations for five positions at CRCC Asia in Thailand by combining both sources.

Table 5. Estimated salary range for CRCC Asia's positions in Thailand (Adecco Thailand Salary Guide 2019, 28-32; Piyavee, personal communication on 17.9.2019; Traivivatana, personal communication on 20.9.2019)

Job position	New Graduate		1-5-year experience		More than 5-year experience	
	Min (THB)	Max (THB)	Min (THB)	Max (THB)	Min (THB)	Max (THB)
General Manager			30,000	60,000	60,000	80,000
Business Development Manager			30,000	50,000		
Program Manager			30,000	40,000		
Business Development Associate	15,000	25,000				
Program Coordinator	15,000	20,000				

11.4.3 Recruitment methods

As a business owner, S. Piyavee (personal communication on 17.9.2019) emphasised several times during her interview that hiring staffs in Thailand is very challenging nowadays. It is hard to find quality candidates due to unskilled and aging workforce. Even so, Thai people tend to prefer easy jobs but with high salary. To reason this, S.

Traivivatana (personal communication on 20.9.2019), as a researcher in Thai university, commented that Thai fresh graduates are less motivated and less patient compared to other generations. “They think they deserve more than what they have.”

To better execute the recruitment process, a local strategy with pragmatic and empathetic approach is a good way to start. Having trust and building the relationship is very important in doing business with Thais, sometimes it is put above the hiring company’s salary, benefits and opportunity. Having a local, trusted partner from existing business connections e.g. a local Thai or an expatriate, who speaks fluent Thai to help promote the company, thus is ideal to approach and attract potential employees. (Clark-Lindh 2017.)

Another way is to follow in steps of the job finders. Job websites are the most popular among job seekers, some of the largest-accessed platforms in Thailand are jobsDB, Jobthai, and Bangkok Post Jobs. A one-month job posting costs 1,000 to 9,000 baht, more detail in price, packages, and features of the most popular job websites in Thailand can be found in Appendix 6. Besides, social media, such as Facebook and LinkedIn always gather communities of job seekers, expatriates and head-hunters and are a great source to post vacancies and reach out to job seekers. Company’s own website is also a good channel to recruit and promote the company at the same time. (How to find... 2018.)

According to S. Piyavee (personal communication on 17.9.2019), posting jobs on social media is one of the most effective channels as Thai people are very into social media with 71 percent population being active users (Kansirisin & Phanpinit 2019). Noticeably, there is a recently launched function in the popular messaging application “LINE” called “LINE JOBS”, in which employers can post jobs and the job seekers can apply for jobs quickly through this mobile application for free, said they. However, this method of recruitment is more informal and suitable for entry-level positions or jobs that do not require very specific qualifications such as education and professional experience (Traivivatana, personal communication on 20.9.2019). Regardless, given that LINE is the most popular messaging platform in Thailand by taking 95 percent of the country’s mobile Internet users (Schmitt 2019), it is indeed a great channel to recruit and should not be left out of CRCC’s list

The second option is hiring head-hunters, who have a bank of available candidates and matching resumes for the recruiter to choose among. Some of the popular agencies are PRTR, RSM, Robert Walters, Fame Placement, etc. (How to find... 2018.) Thai interviewees agree that head-hunter is among the best ways to hire for managerial level positions or jobs that have very particular requirements (Piyavee and Traivivatana, personal communication on 17.9.2019 and 20.9.2019).

The last method is to make connections and physical contacts through networking events, such as Bangkok Young Professionals, Bangkok Networking, Chambers of Commerce and Industry, or simply asking friends if anyone happens to have connections or available-for-job contacts (How to find... 2018). As mentioned in section 11.2.1, personal connections are the powerful key in Thai business (Website of Santander Trade 2019).

In conclusion, for managerial positions, it is better to pay for posts on large-accessed job websites such as LinkedIn, Jobthai, jobDB, etc. or to hire through a headhunter as these channels attract more and higher profile candidates. For associate and coordinator positions at entry-level with less requirements, saving costs by posting on every possible free channel such as LINE JOBS, Facebook, platforms for internship seekers, etc. would be preferred.

11.5 Office setup

There are a number of factors to consider when setting up a new office. Following the office accommodation guide in Chapter 7, the first element to look at is the office needs. Since what CRCC Asia is looking for is a small office for 3 to 5 people to perform daily operations of internship program management. There is no special requirement for the office space other than having great spaces and facilities for meetings as the fundamental activities taking place at the office involve a lot of meetings among the teams and with clients and suppliers.

CRCC is also looking for co-working space options rather than traditional office spaces such as home office, office building, etc. since this kind of office spaces offer fully furnished premises and space including facilities, utilities, meeting rooms and reception service in monthly rents, mostly at affordable rates (The Ultimate Guide... 2018). Given the requirements from CRCC and that no or very little time and efforts are needed to set up facilities in co-working space, it is assumed to be the most suitable option for the company's office setup in Bangkok. The following section highlights the co-working rental market and creates a list of providers in the city.

11.5.1 Co-working space

Co-working space market in Thailand is rising very quickly and increasingly becoming the top choice for not only start-ups and freelancers but also large corporations. Co-working facilities have been expanding to over 23,000 square metres of the city's space, most of which are located in prime areas such as Siam-Chidlom, Ratchathewi-Phraya Thai, Silom-Sathorn, Asoke-Nana, Thong Lo-Phrom Phong, Ekamai-Phra Khanong and Ari-Saphan Kwai. Besides the short contract commitments and great design and structure that allow the users to quickly adjust to changes in headcount and mobility, co-working spaces value themselves as building a community that members can easily connect to each other and grow network. (Katharangsiporn 2018; Sathienpabayut 2018.) S. Piyavee - one of the research informants (personal communication on 17.9.2019) and the director at Kob Thong Co., Ltd. real estate, agreed that co-working space is indeed the most rising market nowadays and the most convenient option for CRCC to set up its office where there is no need to worry about building limitations, furniture and facilities instalment, etc.

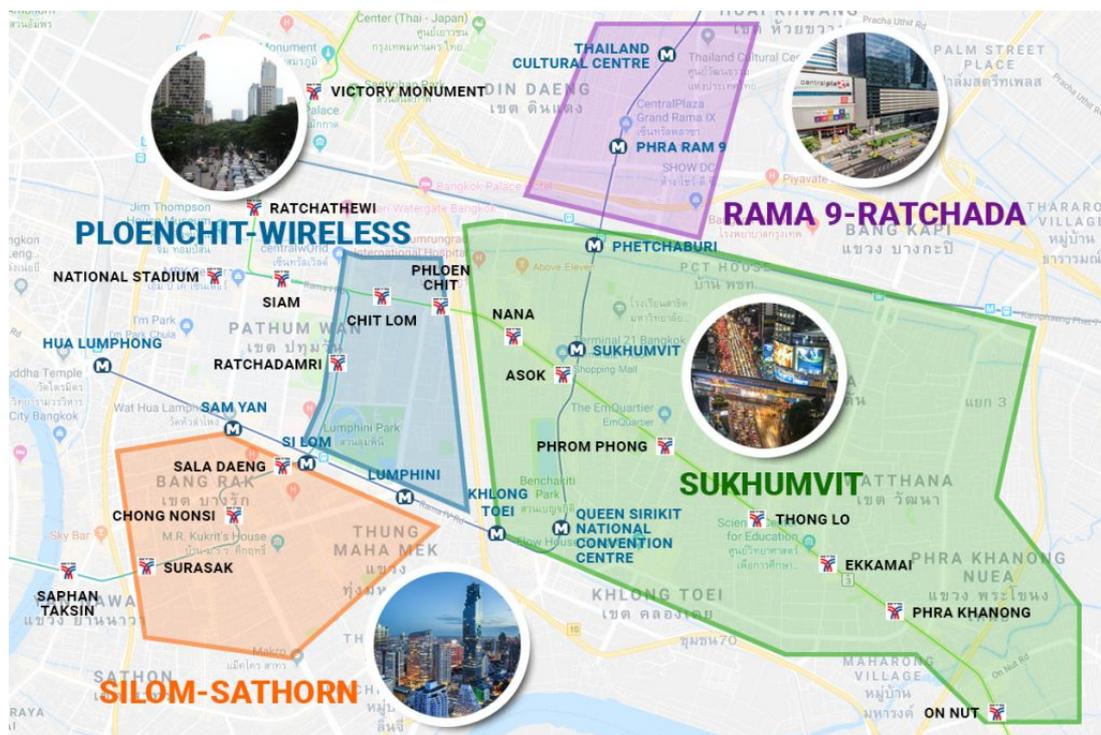
Co-working spaces are supplied by both local and international providers, among which some of most familiar names are Glowfish and Hubba, JustCo, The Great Room, WeWork, and more (Katharangsiporn 2018). Appendix 7 provides a list of popular co-working spaces in Bangkok and each place's location, price, facilities and amenities. In average, a private office for 3 to 5 people in a co-working space costs around 20,000 to 40,000 baht per month. Prime locations with the rate above 30,000 baht per month lie within the Central Business District and/or other central areas, and nearby BTS and

MRT stations. The farther to such places, the lower the rent. The next section is going into detail of potential locations in Bangkok for CRCC Asia's office.

11.5.2 Location

There are three areas that the investors look at when setting up their office in Bangkok: (Top locations... 2018; Website of Fresh Property 2018.)

- The core Central Business District (CBD): Silom-Sathorn and Ploenchit-Wireless.
- The outer CBD: Sukhumvit and Rama 9-Ratchada
- The non-CBD: mid-town and other suburban areas



Picture 1. Bangkok “Central Business District” (CBD) (Website of Fresh Property 2019)

The core CBD is home of plenty office towers, embassies, luxurious residential complex, and leisure/retail venues. The outer CBD neighbourhoods have been expanded later as a result of the development of rapid transit systems - BTS and MRT over the last few years. (see Picture 1) Sukhumvit, outnumbered any other neighbourhoods by accommodating seven BTS stations, is the favourite choice among majority of rental

clients by taking up to more than 80 percent of inquiries. Especially the Early-Sukhumvit, located right in the middle of all other CBD areas, is home of the most iconic central avenues, such as Asoke – a vibrant business centre, and Phrom Phong – paradise of retails and leisure. Alternatively, Rama 9-Ratchada, reached by MRT blue line has become one of the most desirable locations, attracting numerous A-grade commercial buildings since Thailand's Stock of Exchange was relocated in its neighbourhood. (Website of Fresh Property 2018, 2019.)

As mentioned in Chapter 7.3, there are six factors to consider when looking for an office location: accessibility, security, competition, business rates, skill base in the area, and potential for growth (Fox 2017). Accessibility wise, locations of office, participants' accommodation, and host companies have a major effect on most CRCC program's components such as transportation and transportations costs, event types and venues, related costs, etc. The closer to each other these three locations are, the better it is for program planning and execution. Since most businesses and offices in Bangkok are gathered in the CBD, security, skill base for potential staffing as well as potential growth of networking and host companies in the area are apparently greater than those in non-CBD areas. Besides, living in neighbourhoods that can offer travel convenience, diverse lifestyle, and good quality housing options are also what CRCC aims to provide its participants. Competition in the area is not a problem because the business does not require a physical appearance to compete with others. However, as the most prime location in the capital, CBD offers the easiest access to most products, services and opportunities in trade-off for highest business rates. One of the interviewees suggested that if a business does not have specific requirements to stick to the CBD, it might be better to locate the office in somewhere else more affordable but not over 20 kilometres away from the city centre (Traivivatana, personal communication on 20.9.2019). Even so, about 60 percent of under constructed office space for rent in CBD is going to be grade-A beyond 2021 and additional 1.2 million square metres being planned. As a result, the total supply by 2022 is forecasted to exceed the demand of office space, there will be more vacancies in old buildings and more attractive rents and renovation offered to retain or draw new tenants, which looks positive enough. (Changes seen in Bangkok... 2019.) Couples of options in CBD under US\$1,000 budget per month for the time being include The Company, Cluster Office, Hubba

Ekkamai, Hubba TO, and The Hive Prakanong in Sukhumvit; JustCo – AIA Sathorn Tower, Launchpad, and Wolf in Silom-Sathorn.

According to “Rent of property” sections under Civil and Commercial Code of Thailand, there are no legal requirements other than the lease contract under the contract law of Thailand and no capital needed other than the rental fee and security deposit of 2-month rent for a foreign company to rent an office for less than 30 years (Insoongnoen 2016; Website of Thai Contracts 2019). On the contrary, owning or renting an office is a prerequisite to register a business in the Kingdom (Top locations... 2018). The following chapter explains the requirements for setting up an entity in Thailand.

11.6 Entity setup

According to the Foreign Business Act B.E. 2542 (1999), business of providing global internship programs can be categorised in “other services” section in List Three of businesses, in which foreigners are not permitted to engage unless permission is acquired from the Director-General of the Department of Commercial Registration and a committee on alien business. In other term that is closer to businesses defined in the Act, CRCC Asia’s business can be entitled as consulting services in education and/or human resources. Foreigners that wish to operate in a business providing such services must apply for a “Foreign Business License” after permission is granted by the prescribed authority. The minimum amount of required capital for an ‘alien’ private company is 2 million baht. This amount is no less than 3 million baht for a company that needs approval from the Minister of Commerce or the Director-General of the Department of Commercial Registration. (A guide to do... 2016, 5-6.) However, in the most recent ministerial regulation issued on 13 June 2019, such service businesses from foreign operators to its affiliates in Thailand have been finally free from acquiring Foreign Business License (Formichella & Jamallsawat 2019; Section 11.1.5). Besides, the business is not under the list of Board of Investment privileges for foreign investors; thus, no incentives and special promotions from the government are applied in this case (A guide to doing... 2016, 7-8).

As a program location, the function of Bangkok office team is to provide services supporting CRCC Asia's global internship program in Bangkok, including contacting with potential host companies and placing the students, organising accommodation, transportation, cultural, business and community events for the participants during their 2 to 3 month unpaid internship period. There will be no revenues in Thailand as they are all generated from the head office although there will be some payments made for suppliers. (Palazzolo 2019.) This chapter is going to find out what is the most appropriate entity for such activities from CRCC Asia in Bangkok.

11.6.1 Entities

As mentioned above, the sole activities of CRCC in Bangkok, Thailand is to render its services to the head office without earning any income directly from the Kingdom. Based on the list of entities described in Chapter 8.2, Representative Office and Regional Office are the only options that meet such characteristics. These two entities are similar in many aspects including legal status, conditions and requirements to be complied with. However, Regional Office is allowed to perform a broader scope of activities than Representative one. (A guide to doing... 2016, 18-19.) Table 6 compares these two entities in detail.

Table 6. Representative Office versus Regional Office in Thailand (A guide to doing... 2016, 17-18; Kriengsuntikul 2017; Doing business in Thailand 2018, 14-15, 17-19; Casella 2019)

	Representative Office	Regional Office
Legal status	Same legal entity as the head office that legally registered under the law of foreign country.	
Purposes	To render its services, mostly for research and marketing purposes to the foreign head office or affiliates.	To coordinate and provide support services on behalf of the parent company to its affiliates in the same region in at least one country.
Scope of activities	<ol style="list-style-type: none"> 1. Searching and sourcing suppliers of goods or services in Thailand for the head office. 2. Inspecting and controlling the quantity and quality of goods ordered in Thailand by the head office. 	<ol style="list-style-type: none"> 1. Consulting and management 2. Training and personal development 3. Financial management

	<ol style="list-style-type: none"> 3. Providing advice and support on the products or services sold to the client or customer in Thailand by the head office. 4. Promoting information on new goods or services of the head office. 5. Reporting on business operations and developments in Thailand to the head office. 	<ol style="list-style-type: none"> 4. Marketing and promotion 5. Product development 6. Research and development
Limitations	<ol style="list-style-type: none"> 1. Only render certain services in accordance with the Foreign Business Act to its foreign head office or the affiliated company or the group company. 2. Except the funds to cover incurred expenses, the representative/regional office must not receive income from performing the service for the head office. 3. The representative/regional office has no authority in receiving purchase orders, or making offer for sales, or negotiating on business. 	
Foreign Business License required	No	
Minimum capital required	3 million baht	
Thai : foreign employees ratio	<p style="text-align: center;">1 : 1</p> <p style="text-align: center;">(maximum 50 percent of the employees can be foreign)</p>	
Other requirements	<ol style="list-style-type: none"> 1. The minimum amount of capital must be remitted to Thailand in four instalments of 25 percent of the minimum investment within the first three months, first year, second year and third year respectively. 2. The total loans must not exceed seven times the inward remitted funds for the permitted business operation. 3. There must be at least one person who is responsible for the business operations of the office having a domicile Thailand. 4. Documents or evidence concerning the permitted business operation must be submitted upon officials' summons and inquiry. 5. Gross receipts or revenues received by a representative/regional office from the head office are not subject to income tax. However, it is still required to acquire corporate tax identification number and submit income tax returns and audited financial statements to the Revenue Department and the Department of Business Development. 	
Process/ Required documents	<ol style="list-style-type: none"> 1. Business registration at Department of Business Development: documents regarding the head office and its shareholders, current office address, employment detail, business plan, financial forecast, etc. 2. Application for Tax ID to Revenue Department, including Tax ID for the Head of Office. 3. Registration for Social Security at Social Security Office (together with the foreign employee(s): consent letter or office rental agreement. 4. Opening a local bank account: office manager may need to be physically present at the bank 5. Work permit application for foreign staff(s) 	

Hypothetically, the only difference between Representative Office and Regional Office is the nature of their businesses. Representative Office is more restricted in activities but does not need to provide supportive services to other affiliates in the same region. Regional Office, on the other hand, is more suitable for foreign company who wishes to operate and expand its business across Southeast Asia using Thailand office as a base (Website of Sunbelt Asia 2019). Out of four business consulting firms that answered specific inquiries from CRCC Asia, three of them convinced that Representative Office would be the best match, and one of them advised on Regional Office. Given that the current requirements from CRCC activities in Thailand do not directly involve with other program locations in Asia, Representative Office is found more favourable.

11.6.2 Business consulting firms

In business establishment, which requires knowledge of local laws and regulations, it is indeed necessary to consult with a local firm. To collect advice and quotation regarding entity setup specifically for CRCC situation, the author sent out inquiry emails to nine well-known business consulting and/or law firms in Thailand. Total five of them replied, in which four answered with recommended entity(ies), explanation and advice; two provided detailed quotation, and other two with general flat rates and price list. The company profiles, recommendation and concerns for CRCC, quotation and price list, and processing time were referred in Appendix 8.

Among these five companies, “PKF Thailand” and “GPS – Legal and Consulting” were the promptest and professional in communication, giving thorough answers and quotations. The prices for their services were similar as well; namely, at least 50,000 to 80,000 baht for the entity establishment; 5,000 baht to acquire Tax ID; 10,000 to 12,000 baht to register Social Security; and 20,000 to 25,000 baht per person to obtain either work permit or “B” visa for foreign employee. Government fees and out-of-pocket money were not included in these rates. (Casella 2019; Tice 2019.) Regarding other firms, “RSM” took longer to reply but provided detailed pros and cons of each potential entity, what would be done to solve the problem in each entity establishment process. “Pugnatorius” gave a short answer, further advice would need to be charged.

Their flat fee for business formation tasks and services would cost around US\$4,000, approximately 122,000 baht (Eder 2019). “Lorenz and Partners” would charge 500 euros, equivalent to 17,000 baht for drafting a legal memorandum (Morstadt 2019).

11.7 Cost analysis

Following operating cost definition and costing techniques in Chapter 9, this section calculated the initial costs of the operations setup in Bangkok, Thailand using absorption costing. Both variable and fixed costs occurred in the setup processes would be all allocated in operations (Kohli 2010, 27). Cost of goods sold including visa issuance for internship program participants could not be defined since it depends on the number of participants, which was an unknown number at the moment. Therefore, this section only included how much it would cost to issue a visa for one participant. Other than that, only operating expenses of visa and work permit issuance for foreign staffs, staffing and recruitment, office setup and entity setup processes were focused in this case. It should be noted that the following accounting was based on assumptions and collected information in the previous findings to estimate a relative number of capital needed to setup new operations in Bangkok, Thailand. The costs were categorised into fixed costs and variables in order to calculate the minimum amount of costs required. Also, all the costs, if not in US dollars (US\$), will be exchanged to equivalent amount in US\$ as the unified currency in this analysis.

11.7.1 Immigration costs

Firstly, in most cases, an internship program participant will have to issue a multiple-entry “ED” visa, which costs an application fee of US\$200. This number is added by 20,000 baht (approximately US\$650) if applying through an agent. Same rate is applied for issuing a “B” visa. If work permit is needed, government fees will cost 850 baht (US\$30) for a 3-month permit, 1,600 baht (US\$50) for a 6-month one, and 3,100 baht (US\$100) for a one-year permit. Agent service for work permit is almost the same at US\$650.

Table 7. Costs for visa and work permit issuance

Immigration	Fixed cost (US\$) (Government fee)	Variable cost (US\$) (Agent service fee)	Total cost (US\$)
Multiple-entry “ED” or “B” visa issuance	200	650	850
Work permit:			
- 3-month	30	650	680
- 6-month	50	650	700
- 1-year	100	650	750

11.7.2 Staffing costs

Regarding visa and work permit issuance for foreign staffs, as the ratio of Thai(s) to foreign employee allowed for a representative or regional office is 1:1, for a 3 to 5 staff office, the number of foreign staffs would not exceed 1 and 2 respectively. Assuming that the number of fixed staffs at the setup stage is three, then the fixed number for foreign employee will be only one. Immigration for this employee included multiple-entry “B” visa and 1-year work permit issuance.

Salary per month for managerial positions was accounted by taking the average number of the minimum and maximum salary range in Table 6 as fixed costs. Therefore, they were 55,000 baht (US\$1,800) for General Manager, 40,000 baht (US\$1,300) for Business Development Manager, and 35,000 baht (US\$1,200) for Program Manager. For entry-level positions, the lowest rate of 15,000 baht (US\$500) was counted for variables.

Concerning recruitment costs, three of one-month job postings cost from 3,000 to 17,000 baht (Appendix 6), the average number of 10,000 baht (US\$325) was taken as the costs to recruit three managers. Costs for hiring associate and coordinator were omitted as they would be sought through free channels. Table 8 concludes the costs for staffing as mentioned above.

Table 8. Costs for staffing

Staffing	Fixed cost (US\$)	Variable cost (US\$)	Total cost (US\$)
Immigration (for one foreign employee):			
- "B" visa issuance	200	650	850
- Work permit issuance	<u>100</u>	<u>650</u>	<u>750</u>
Total	300	1,300	1,600
Salary:			
- General Manager	1,800		1,800
- Business Development Manager	1,300		1,300
- Program Manager	1,200		1,200
- Business Development Associate		500	500
- Program Coordinator		<u>500</u>	<u>500</u>
Total	4,300	1,000	5,300
Recruitment:			
- 3 one-month job postings	<u>325</u>		
Total	4,925	2,300	7,225

11.7.3 Office setup costs

As mentioned in Chapter 11.5, the budget for a co-working space for 3 to 5 people in CBD is US\$1,000 per month. When signing the rental agreement, there is a security deposit of 2-month worth monthly rent, which is US\$2,000 in this case. Added into that, there are some incurred costs that may not be covered in the monthly rent such as coffee and tea, phone service, electricity, additional key cards, pay-as-you-use services, etc. This may charge additional US\$100 per month. (Serviced Offices in Bangkok 2019.)

Table 9. Office setup costs

Office setup	Fixed cost (US\$)	Variable cost (US\$)	Total cost (US\$)
Security deposit	2,000		2,000
Monthly rent + additional costs	<u>1,000</u>	<u>100</u>	<u>1,100</u>
Total	3,000	100	3,100

11.7.4 Entity setup costs

The entity setup process includes business registration, application for Tax ID, social security registration, and opening a local bank account. Non-refundable application fee at the Department of Business Development is 2,000 baht (US\$65). Minimum required capital is 3 million baht (US\$100,000). The government fee for establishment of a representative or regional office will be decided at the rate of 5,000 baht per 1 million baht in capital of the head office, not the amount of capital that the foreign company brings in Thailand. This number was not included in this paper due to confidential issues; therefore, the minimum amount of 20,000 baht (US\$650) government fee was taken into account. (A guide to doing... 2016, 17.) Stamp duties and other registration fees cost approximately 3,000 baht (US\$100) (Tice 2019).

The following table combines the government fees mentioned above as fixed costs and service fees from business consulting firms mentioned in Section 11.6.2 as variable costs.

Table 10. Entity setup costs

Entity setup	Fixed cost (US\$) (Government fee)	Variable cost (US\$) (Agent service fee)	Total cost (US\$)
Business registration at Department of Business Development			
- Application fee	65		
- Minimum capital required	100,000		
- Government fee	650		
- Other fees	<u>100</u>		
Total	100,815	2,600	103,415
Tax ID application at Revenue Department		165	165
Social Security registration		325	325
Opening a bank account	<u>325</u>	<u>500</u>	<u>825</u>
Total	101,140	3,590	104,730

Tax ID application at Revenue Department and Social Security Registration are free of charge (Tice 2019; Website of S&F Consulting 2019). Opening a business bank account in Thailand will require a minimum deposit of 10,000 baht (US\$325) (Opening a business... 2012). Business establishment fees were taken at 80,000 baht (US\$2,600) including consulting hours. Tax ID application was counted at 5,000 baht (US\$165); and 10,000 baht (US\$325) for Social Security Registration. Services fees for opening a bank account cost another 15,000 baht (US\$500) (Casella 2019).

From Table 11 compiling all total costs in previous analyses, the very basic costs that CRCC may face when setting up mentioned operations in Bangkok are roughly US\$110,000, mostly involving government fees and standard costs for staffing and renting an office. With additional services from agent, business consultant firm, hiring extra staff members, and other incurred costs, this number may increase by US\$6,000. The total minimum costs for operations setup are then estimated around US\$116,000, excluding any cost of goods sold, which means costs of program components, such as participants' visa issuance.

Table 11. Operations setup costs

Operations setup	Fixed cost (US\$)	Variable cost (US\$)	Total cost (US\$)
Staffing	4,925	2,300	7,225
Office setup	3,000	100	3,100
Entity setup	<u>101,140</u>	<u>3,590</u>	<u>104,730</u>
Total	109,065	5,990	115,055

11.8 Interview results

As mentioned in Chapter 10.3, the interviews were conducted to complete the background information on Thailand's business environment and support secondary data and analyses in other subjects. Interviewees with different backgrounds were selected to enhance the depth of findings.

Among two Thai informants, S. Piyavee (personal communication on 17.9.2019) provided valuable insights as a business owner. She emphasised several times on the aging population issues which had affected on declining market needs and staffing challenges. Understanding the country background and paying attention to the cultural side behind certain acts and behaviours of Thais would be helpful when working with Thais and Thai government. Networking and building personal connections are also important in doing business in the Kingdom. As she advised “it is good to know some people who will be willing to lend you their connections. Try to find some key persons first and then get them to help introduce you to other people and then you can build your own network and connections”.

On the other hand, as a researcher who is working with Thai government, S. Traivivatana (personal communication on 20.9.2019) gave a lot of insights on the macro-environmental factors, especially what the government is aiming at in the next decade such as the development of smart city, industrial park in Eastern Economic Corridor and potential to relocate the capital in the future. Interestingly, Traivivatana said (personal communication on 20.9.2019), even though from outsiders’ perspective, Thai military government seems to be restlessly shaky; for many Thais, it is not as bad as other may think. Especially, people feel it is more in control now since the government has properly set the goals and respective policies in “Thailand 4.0” to boost in the Kingdom’s prosperity, security, and sustainability.

Both Thai informants mentioned that Thais are very relaxed and laid-back at work, which is part of the culture. Therefore, foreigners should beware of this trait and adjust their way of doing business or working with Thais to achieve better results. They also both agreed on the difficulties to work with the government in acquiring documentations or decisions, which make most people and companies wish to avoid. Opinions on staffing and salary range are on the same page as well.

As a former expatriate in Bangkok, Y. Cao (personal communication on 2.10.2019) expressed her impression on how international and culturally diverse the city was, being surrounded by many tourists and different languages. There were all kinds of business in Bangkok but the size of each was rather small and the business environment was very competitive, said she. “Smart, friendly, open-minded, and willing to help”

were her opinions about Thais. She also emphasised on the ability to communicate and overcome language barrier was one of the most important efforts foreigners should make when working in Thai culture. Thai people in work environment appreciate foreigners to be creative and speak up their ideas. They also take education and education background seriously, especially when hiring people. However, there is a big gap between Bangkok and other provinces of Thailand in many aspects such as economy, infrastructure and education, as well as many other problems such as over-crowding, traffic, and pollution.

The other expatriate, P. Tran (personal communication on 3.10.2019), when talking about Bangkok, was overwhelmed by “too many people”, “insane traffic everyday”, and “people working until 8 or 9 o’clock at night”. Unlike Vietnam having two big cities, which are Hanoi in the north and Ho Chi Minh City in the south that makes the country’s population distribution more balanced, people in Thailand all flock into Bangkok for working and living. That has caused a number of problems for the city such as traffic congestion and pollution, said he. There were always political conflicts in the society and a lot of protests happened in the capital every now and then. On the business side, Tran said doing business in Thailand is both easy and difficult. Bangkok attracts plenty of large corporations and investments from all over the world, and the government has good policies for foreign companies. However, he feels like there is not much room left for the city to grow in capacity while there are a lot more potential destinations in other Asian countries such as Vietnam and India.

Informants unanimously agreed that business environment in Bangkok is very competitive, which makes doing business more challenging nowadays. Even though the cost of living is low compared to other countries, it is getting higher as a result of increasingly higher living standards. Political instability, overpopulation, traffic congestion, and pollution are the major concerns. On the cultural side, Thai people are very nice, welcoming and generally more tolerant towards foreigners but communication and language barriers would be a problem.

In overall, all informants produced valuable insights for the research subjects and considerably contributed to the depth and validity of research findings, especially in term of business environment and potential, Thai culture in general and business culture.

Unfortunately, none of the interviewees could provide useful information in term of entity setup; and the two foreign expatriates hardly gave much collectible advice on staffing in Thailand. The researcher; however, had reached out to several business consulting and law firms and receiving professional consultation in regards of legal requirements for business establishment so that the reliability of “entity setup” data and analyses was guaranteed as well.

12 SUMMARY AND CONCLUSIONS

Based on PESTLE analysis, Thailand, specifically Bangkok, is one of the most desired destinations for ease of business with encouraging policies, increasing R&D investments, international standards and cultural diversity. However, business environment that is getting more and more competitive along with overurbanisation, political instability, traffic and environmental problems could be a challenge to enter the market.

From Hofstede’s cultural approach, Thai society is collectivist, hierarchical, short-term oriented and resistant to changes. Thais’ approach way is more feminine and restrained, being subtle, trying to maintain the relationship as well as avoiding conflicts and arrogance. Thai people are nice, like to please others and tolerant towards foreigners. In business settings, they tend to relax and remain courteous in any situation. Personal connections, status and authority are important when doing business in the Kingdom.

Regarding immigration process, visa is required for any foreigner who wishes to enter the Kingdom. Non-immigrant “ED” visa is the most suitable for CRCC Asia’s program participants. For foreigners who wish to work in the country, Non-immigrant “B” visa and work permit issuance is required. Government fees are US\$200 to obtain a multiple-entry visa and up to US\$100 to acquire one-year work permit. Service fees from agents cost around US\$650 per visa and per work permit.

For staffing, it is best to have a local strategy with pragmatic and empathetic approach. Managerial positions had better be posted on large-accessed job websites or hired

through a head-hunter. Associate positions can be posted on free platforms and social media. Salary for a manager under 5 years of experience varies from US\$1,000 to US\$2,000 per month. Fresh graduates often starts at US\$500. It is also important for the employer to brand themselves in the employment market and treat their employees like family.

As for office setup, Central Business District (CBD) is the prime area for businesses with great accessibility and potential for growth. A co-working space for 3 to 5 people in CBD costs around US\$700 to US\$1,300 per month. There are many options under US\$1,000 in Sukhumvit and Silom-Sathorn (within CBD). The more distant to the CBD, the lower the rent is. Other expenses such as phone service, electricity, pay-as-you-use services, etc. may cost additional US\$100 per month. There is no legal requirement for renting a coworking space in Thailand other than the lease contract and deposit amount of two-month rents.

In regard to entity setup, Representative Office and Regional Office are the two most relevant entities to CRCC's activities in Bangkok, Thailand. The function of both types of office are to render its services to the head office and affiliates without earning any revenue from Thailand. Regional has a slightly broader scope of activities, which allows it to provide supportive services to other affiliates in the same region. The process of establishment these two entities include business registration, application for Tax ID, social security registration, and opening a local bank account. Minimum required capital is US\$100,000 and government fees cost additional US\$1,000. There are plenty of business consulting and law firms in Bangkok providing entity setup services, some of which are PKF, GPS and RSM. Their services cost approximately US\$3,500 to \$4,000.

In overall costings, government fees and standard expenses of staffing and renting an office for operations in Bangkok require minimum US\$110,000 in which staffing would cost US\$5,000, US\$3,000 for office setup, and the rest belongs to entity setup. Services from agent, business consultant firm, hiring extra staff members, and other incurred costs would add to US\$6,000. Any costs of program components such as participants' visa issuance were excluded in this calculation.

13 RECOMMENDATIONS

The research successfully achieved its objectives of acquiring information for operations setup in Bangkok, Thailand for CRCC Asia. The four main subjects, which are immigration, staffing, office setup, and entity setup along with the cost analysis were covered with detailed explanation, requirements, comparisons and lists of service providers, their costs and price quotations. Besides, the author also added more depth to the thesis by providing an overview of Thailand business environment through PESTLE and Hofstede's culture analyses.

The research findings may be applicable to other studies on operations setup for foreign companies who wish to establish an office to render its services in Bangkok, Thailand. However, the results could be improved if there were more informants who had specific relation with education service industry like CRCC Asia and/or with business setup experiences in the Kingdom. For further analyses, the researcher suggests more on-ground experiences, sitechecks and meetings with service providers in person to acquire more precise information and increase the practicality of the findings. This paper can also act as a reference material for other operations setup researches on CRCC Asia's new internship program location.

On a personal note, this suggests that Bangkok, Thailand is indeed a potential location for CRCC Asia's program since operations setup processes and requirements are relatively relaxed and favourable, especially in terms of policies and cost rates. Thai people are very welcoming and it would seem to be easy for foreigners to adapt to the culture. However, the capacity for growth is not as strong as it could be in the past, mostly due to ongoing political, infrastructural, and environmental issues. The economy has been slowed down for a while compared to other Asian developing countries while tight competition can be a double-edged sword for any business to enter. It might be less painful if there are already established connections with the government and influencers who can help promote CRCC Asia in Thailand. As mentioned above, it is worth doing some further on-site researches to draw a clearer picture of this plan comparing to other potential locations before making decision on whether CRCC Asia should set up a new program in Bangkok, Thailand.

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FOCUSED (SEMI-STRUCTURED) INTERVIEW QUESTIONS

Opening:

1. Can you tell me a little bit about your background? (company, industry, position, experiences, relationship with Thailand, etc.)
2. How many years have you been in Thailand or worked with Thai company(ies) or Thai people?

Theme 1: Thailand and Bangkok in general

1. What do you think about Thailand, specifically Bangkok as a business destination (geography, demography, economy, education, infrastructure, potential, etc.)?
2. What are your first impressions with the country/city and your thoughts after having some experiences?
3. Is doing business in Thailand easy or difficult? (depending on the industry, especially education services) If it is easy, what makes it easy? If it is difficult, what makes it difficult?
4. What are the opportunities and obstacles? What are the most challenging things when doing business in Thailand?

Theme 2: Thai business culture and staffing

1. What are your impressions when working with Thai company(ies) and Thai staffs and employees?
2. What are the difficulties when working with Thai company(ies) and Thai people? What are the important things that foreigners should beware of when doing business with Thai people?
3. Do you have any advices on how to have a good impression with Thai people or how to get along with Thai and Thai business culture?
4. Do you know what is the most efficient way to hire people (both locals and foreigners) in Thai? What should the employer beware of when hiring Thai employees or foreigners in Thailand?
5. For foreign staffs, are visa and work permit important issues in hiring process? Do you have any experience with such process? What is your recommendation for visa and work permit issuance?

6. How much is the expected salary for one-to-three-year experienced manager and associate positions in Thailand? Is salary the most important thing considered to Thai? Are there any other factors that affect the applicant's decision making?
7. Do you have any advices or tips on staffing in Thailand?

Theme 3: Office setup and entity setup in Bangkok

1. What are the best locations for setting up an office in Bangkok? Why? (Can you also briefly describe main districts in Bangkok?)
2. What kind of office type is popular in Bangkok nowadays (coworking space, private office, private building, etc.)?
3. How much is the rent for an ideal office in an ideal location in Bangkok? What are the standard amenities included?
4. If you know, what are the requirements for setting up an office and how is the procedure normally going? Does a company need an entity or a certain amount of capital to set up an office in Thailand/Bangkok?
5. Is setting up an entity easy in Thailand? Normally what are the requirements or the standard processes you have to go through?
6. Is representative office/regional office/branch office popular in Thailand? Do you know if the process to establish one is easy or not? How long it would take and for how much?
7. Are law firms really helpful in the process of setting up an entity in Thailand? What firms have the best reputation? How much is a reasonable range for an entity setup at such firms?
8. Do you have any advices or tips on setting up an entity in Thailand? What should we beware of (the law, working with Thai government, choosing the most suitable law firms, etc.)

Closing:

1. Do you have any further advices, especially for us (CRCC Asia), on doing business in Thailand? (education consultancy service industry)
2. What are the most important things that we should be aware of? (Thai cultural, business cultural, Thai people, Thai government, the good and the bad, etc.)

APPENDIX 2

THAI NON-IMMIGRANT “ED” VISA ACROSS COUNTRIES

		US (Website of Royal Thai Embassy, Washington D.C. 2019)	UK (Website of Royal Thai Embassy, London, UK 2019)	Australia (Website of Royal Thai Consulate-General, Sydney, Australia 2019)	Canada (Website of Royal Thai Embassy, Ottawa, Canada 2019)	New Zealand (Website of Royal Thai Embassy, Wellington, New Zealand 2019)
(1) Passport/ Travel document	Original passport with validity of not less than 6 months	X	X	X	X If you require a one year visa, the validity of your passport must not be less than 18 months.	X
	Minimum number of empty visa pages	1	2	N/A	N/A	N/A
	Number of copies	N/A	N/A	1	N/A	1
(2) Visa application form	Original visa application form completely filled out	X Use black and blue ink only	X	X	X	X 3 copies for Specified Passport Holders
(3) Photo (taken within the past 6 months)	Number of photos	2	2	1	1	2
	Size	2 x 2 inches	N/A	3.5 x 4.5 cm	2 x 2 inches	2 x 2 inches
	Notes	Photocopy or photo taken from Photostat or from vending machine will not be accepted	N/A	N/A	Photocopy or photo taken from Photostat or from vending machine will not be accepted.	3 photographs for Specified Passport Holders
(4) Transcript/ Letter of acceptance	Transcript/ Letter of acceptance from the concerned schools/ universities or institutes (both in Thailand and in home country)	X stating that applicants are visiting Thailand for education purposes	X	X indicating length of stay and your field of study	X	X
	Other documents			A copy of a school's profile, registration or license in Thailand	Official Note certifying the purpose of travel from the Government Agencies/ Embassies and Consulates/ International Organizations/ State Enterprises in Thailand.	- Reference Letter confirming the curricular internship in Thailand from the visa applicant's university/ educational institute in New Zealand. - Academic certificate from previous education level
(5) Evidence of adequate finance (The name of the applicant must indicated clearly) In case of submitting family bank statement a proof of relationship (i.e. birth certificate, marriage certificate) must be provided.	A copy of recent bank statement (\$700 per person and \$1,500 per family)	N/A	N/A	N/A	N/A	A copy of recent Bank statement for the past 6 months/ Saving account showing amount of money to cover the period of study in Thailand

(6) Other documents	A copy of airline ticket indicating the date of arrival to and departure from Thailand (The name of the applicant must be indicated clearly)	X	N/A	X	N/A	X
	For non-native/residential citizen	A copy of permanent resident alien card or a copy of valid US visa with a letter proof of employment/ letter proof of full-time student status		- Proof of an Australian Electronic Visa - Proof of residential address in Australia		A proof of residence Document in New Zealand is required (e.g. resident visa, work visa, etc.)
Validity of Visa		Single entry: 3 months Multiple entry: 1 year				
Duration of Stay		Not exceeding 90 days unless otherwise instructed by the Office of Immigration Bureau				
Processing fee	Single entry	USD80	GBP60	AUD110	CAD100	NZD100
	Multiple entries	USD200	GBP150	AUD275	CAD250	NZD250
	Notes	Payable in money order (only) made payable to "Royal Thai Embassy". No cash, no personal and business checks accepted.		Only cash or money order are accepted (personal/company cheque are not accepted)	Money order only. Personal cheques, debit cards and credit cards are not accepted.	Payment (payable to the Royal Thai Embassy) can be made either by cash or bank cheque.
Submitting method	In person	X	X	X	X	X
	By mail	X Application must include self-addressed return envelope only by USPS (US Postal Service) Express Mail with \$25.50 postage stamp (Metered stamps will not be accepted)	N/A	X A self-addressed return envelope (registered envelope recommended) for the return of documents must be provided.	X A prepaid Express post envelop must be included for the return for the passport.	N/A
Processing time		In person: 5 business days By mail: minimum 15 business days	N/A	3 days	N/A	N/A
Notes All supporting materials that are not in English must be accompanied by certified English translations and certified by an embassy only.	Copies of company documents must be signed by Board of Directors and affixed the seal of the company	N/A	X	N/A	X	N/A
	The applicant must sign on each page of the copy	N/A	X	N/A	X	N/A
	In the absence of a required document, a letter indicating the unavailability of such document must be provided.	N/A	X	N/A	X	N/A

"X": Yes

"N/A": Not applicable

APPENDIX 3

THAI NON-IMMIGRANT “B” VISA ACROSS COUNTRIES

		US (Website of Royal Thai Embassy, Washington D.C. 2019)	UK (Website of Royal Thai Embassy, London, UK 2019)	Australia (Website of Royal Thai Consulate-General, Sydney, Australia 2019)	Canada (Website of Royal Thai Embassy, Ottawa, Canada 2019)	New Zealand (Website of Royal Thai Embassy, Wellington, New Zealand 2019)
(1) Passport/ Travel document	Original passport with validity of not less than 6 months	X	X	X	X If you require a one year visa, the validity of your passport must not be less than 18 months.	X
	Minimum number of empty visa pages	1	2	N/A	N/A	N/A
	Number of copies	N/A	N/A	1	N/A	1
(2) Visa application form	Original visa application form completely filled out	X Use black and blue ink only	X	X	X	X 3 copies for Specified Passport Holders
(3) Photo (taken within the past 6 months)	Number of photos	2	2	1	1	2
	Size	2 x 2 inches	N/A	3.5 x 4.5 cm	2 x 2 inches	2 x 2 inches
	Notes	Photocopy or photo taken from Photostat or from vending machine will not be accepted	N/A	N/A	Photocopy or photo taken from Photostat or from vending machine will not be accepted.	3 photographs for Specified Passport Holders
(4) Business related documents	Letter from applicant's company indicating the applicant's position, length of employment, salary, purpose of visit(s) to Thailand and length of stay in Thailand	X	X	X	X	N/A
	Letter of invitation from trading or associated partners/ companies in Thailand indicating length of stay (period of stay) and purpose of visit(s) to Thailand	X	X	X	X	N/A
	Employment documents from the company in Thailand	N/A	- Letter of invitation from companies qualified to employ foreigners. - Employment contract indicating rationale for hiring the applicant as well as his/her salary, position and qualifications (document must be signed by	N/A	- Letter of invitation from companies qualified to employ foreigners. - Employment contract indicating rationale for employing the applicant as well as his/her salary, position and qualifications (document must	Guarantee letter from company in Thailand with details of job position and qualifications, salary and employment duration (document must be signed by authorized managing director and affixed the seal of the company)

			authorized managing director and affixed the seal of the company)		be signed by authorized managing director and affixed the seal of the company)	
	Copy of corporate documents: business registration and business license (1), list of shareholders (2), company profile (3), details of business operation (4), list of foreign workers stating names, nationalities and positions (5), map indicating location of the company (6), balance sheet, statement of Income Tax and Business Tax (7), value-added tax registration (8)	N/A	X	N/A	X	X
	Copy of educational records of the applicant and letters of recommendation from the prior employers, identifying job description and length of service time.	N/A	X	N/A	X	X
	Copy of Work Permit issued by the Ministry of Labour (only in case the applicant has previously worked in the Kingdom)	N/A	X	N/A	X	X
	Letter of approval from the Ministry of Labour (Form WP3)	X If stay over 15 days	X	N/A	X	X
	Document indicating the number of foreign tourists (for tourism business only), or document indicating export transactions issued by banks (for export business only)	N/A	X	N/A	X	X
	(5) Evidence of adequate finance (The name of the applicant must be indicated clearly) In case of submitting family bank statement a proof of relationship (i.e. birth certificate, marriage certificate) must be provided.	A copy of recent bank statement (\$700 per person and \$1,500 per family)	N/A	N/A	N/A	A copy of recent Bank statement for the past 6 months/ Saving account showing amount of money to cover the period of study in Thailand
(6) Other documents	A copy of airline ticket indicating the date of arrival to and departure from Thailand (The name of the applicant must be indicated clearly)	X	N/A	X	N/A	X

	For non-native/ residential citizen	A copy of permanent resident alien card or a copy of valid US visa with a letter proof of employment/ letter proof of full-time student status		- Proof of an Australian Electronic Visa - Proof of residential address in Australia		A proof of residence Document in New Zealand is required (e.g. resident visa, work visa, etc.)
Validity of Visa		Single entry: 3 months Multiple entry: 1 year				
Duration of Stay		Not exceeding 90 days unless otherwise instructed by the Office of Immigration Bureau				
Processing fee	Single entry	USD80	GBP60	AUD110	CAD100	NZD100
	Multiple entries	USD200	1-year: GBP150 3-year: GBP300	AUD275	CAD250	1-year: NZD250 3-year: NZD500 5-year: NZD500
	Notes	Payable in money order (only) made payable to "Royal Thai Embassy". No cash, no personal and business checks accepted.		Only cash or money order are accepted (personal/company cheque are not accepted)	Money order only. Personal cheques, company cheques, debit cards and credit cards are not accepted.	Payment (payable to the Royal Thai Embassy) can be made either by cash or bank cheque.
Submitting method	In person	X	X	X	X	X
	By mail	X Application must include self-addressed return envelope only by USPS (US Postal Service) Express Mail with \$25.50 postage stamp (Metered stamps will not be accepted)	N/A	X A self-addressed return envelope (registered envelope recommended) for the return of documents must be provided.	X A prepaid Express post envelope must be included for the return for the passport.	N/A
Processing time		In person: 5 business days By mail: minimum 15 business days	N/A	3 days	N/A	N/A
Notes All supporting materials that are not in English must be accompanied by certified English translations and certified by an embassy only.	Copies of company documents must be signed by Board of Directors and affixed the seal of the company	N/A	X	N/A	X	X
	The applicant must sign on each page of the copy	N/A	X	N/A	X	N/A
	In the absence of a required document, a letter indicating the unavailability of such document must be provided.	N/A	X	N/A	X	N/A

"X": Yes

"N/A": Not applicable

APPENDIX 4

THAI VISA/WORK PERMIT AGENTS AND LAW FIRMS

Agent/ Law firm	Services	Costs	Process time
Thai Visa Expert (Website of Thai Visa Expert 2019)	Non-immigrant “ED” visa: secure for 90 day visa and extension of stay for another 90 days. Total maximum duration of stay is 1 year. Non-immigrant “B” visa & Work permit: assist to obtain “B” visa, work permit and extension of stay for 1 year.	N/A	N/A
Thai Visa Express (Website of Thai Visa Express 2019)	Thai/UK/Australian Visa Non-immigrant “ED” visa except nationals from India, China, Bangladesh, Sri Lanka, Iran & eastern countries must apply in their countries of origin.	‘No Visa No Agents Fee’: after making an initial deposit of 10,000 baht (non-refundable) to engage the service and cover set up costs, the applicant will pay no more until they have the visa firmly affixed inside of a passport (additional 20,000 baht). Total 30,000 baht if the visa is successfully issued.	1 day express visa
Key Visa Thailand (Website of Key Visa Thailand 2019)	Thai/UK/Australian/Irish Visa Non-immigrant “ED”, “B” visa, and Work permit	Key visa advises on the application fee and includes this in a package with no hidden extras. The applicant only pays a deposit and the balance becomes due once the visas is approved.	2 weeks for visitor visa. If the applicant needs an interview at the embassy it is approximately 3 weeks before completion.
Siam Legal (Website of Siam Legal 2019)	- Non-immigrant “B” visa - Business setup services	Service fee: USD599 Embassy fee: USD200	The processing time usually takes 5 to 10 business days which depends on the Thai embassy or consulate where the application is lodged.
PKF Thailand (Website of PKF Thailand 2019)	- Assurance - Special accounting - Taxation - Business solutions - Advisory - Corporate finance - Hotel consulting	- Work permit application THB 22,000 - One-year visa application THB 20,000 (Casella 2019)	N/A
GPS - Legal & Consulting (Website of GPS Legal & Consulting 2019)	- Corporate & Finance - Real estate - Employment & Labour - Individual & Family - Intellectual property & technology - Dispute resolution - Estate planning - Business advisory services	- Work Permit: THB20,000/applicant/year - Non-Immigrant "B" Visa: THB 25,000/applicant/year - Non-Immigrant "ED" Visa: THB 20,000/applicant/year (Tice 2019)	Work permit: 2-4 weeks Visa: 2 weeks

“N/A”: Not applicable

APPENDIX 5

THAILAND SALARY GUIDE WITH RELEVANT POSITIONS AT CRCC ASIA (Adecco Thailand Salary Guide 2019, 28-32)

Job position	Relevant position at CRCC Asia	New Graduate		1-5-year experience		More than 5-year experience	
		Min (THB)	Max (THB)	Min (THB)	Max (THB)	Min (THB)	Max (THB)
Branch Manager	General Manager			50,000	60,000	55,000	80,000
Brand Manager	General Manager					70,000	100,000
Operations Manager	General Manager					70,000	80,000
Business Development Executive/ Officer	Business Development Manager			30,000	65,000	60,000	70,000
Business Development Manager/ Specialist	Business Development Manager			40,000	50,000	80,000	100,000
Sales Manager	Business Development Manager			30,000	45,000	60,000	100,000
Sales Executive/ Officer	Business Development Associate	20,000	35,000	40,000	50,000		
Sales Coordinator	Business Development Associate	20,000	25,000	25,000	40,000	45,000	50,000
CRM Manager	Program Manager					60,000	100,000
Customer Service Ground Staff Manager	Program Manager					35,000	50,000
Customer Service Manager	Program Manager					60,000	100,000
Event Manager	Program Manager			40,000	60,000	50,000	80,000
Customer Service Executive	Program Manager/ Program Coordinator	18,000	25,000	20,000	35,000	40,000	50,000
CRM Officer/ Executive	Program Coordinator			35,000	40,000		
Customer Service Coordinator	Program Coordinator	15,000	18,000	20,000	22,000		
Customer Service Executive	Program Coordinator	18,000	25,000	20,000	35,000	40,000	50,000

APPENDIX 6

THAI JOB POSTING WEBSITES

Website	Features	Price & Package (exclude 7% VAT)					
		1month post/ position	Packages				
Jobthai (Website of Jobthai 2019)	“The most popular job searching platform in Thailand” Average 1.8 million users, 1 million applications and 200,000 candidates per month. Services: post job, search resume, advertise.	990 baht		Business package		Premium package	
			Duration	1 position	2 positions	3 positions	5 positions
			2 weeks	700 baht	1,400 baht	2,100 baht	n/a
			1 month	990 baht	1,980 baht	2,970 baht	3,300 baht
			2 months	1,908 baht	3,960 baht	5,940 baht	6,600 baht
			3 months	2,673 baht	5,346 baht	8,019 baht	8,910 baht
			6 months	5,049 baht	10,098 baht	15,147 baht	16,830 baht
			1 year	9,504 baht	19,008 baht	28,512 baht	31,680 baht
jobDB (Website of jobDB 2019)	“Jobs DB is by far the biggest job website in Thailand. It has more than 5x as many job offers as any of the other ones at any time of the year.” Services: job ads, talent search, recruitment centre	9,095 baht	1 month	1 posting	9,095 baht		
				3 postings	17,043 baht		
			3 months	5 postings	24,700 baht		
			12 months	12 postings	51,948 baht		
Bangkok Post Jobs (Website of Bangkok Post Jobs 2019)	It is an integrated online recruitment solution of Post Today Job Online and M2Fjob Oneline. More than 2 million viewers targeted in new generation Thais, expatriates and foreigners. Services: Ads banners and job listing.	3,000 baht	Ads banners	18,000 – 35,000 baht/month			
			1-10 pages job advertisement and 1 free page of company info	3,000 – 9,000 baht/month			

JobTopGun (Website of JobTopGun 2019)	Access to Thailand's database of 3.8 million candidate profiles. Services: largest database, instant recruitment through 1-click search, super resume and super recruit features.	2,000 baht (trial price) 8,714 baht (regular price)	Package	Package period (30 days/ad)	Regular price	Special trial price
			1 position	1 month	8,714 baht	2,000 baht
			2 positions	1 month	8,286 baht	3,600 baht
			3 positions	1 month	8,143 baht	4,800 baht
			4 positions	3 months	7,786 baht	5,600 baht
			5 positions	3 months	7,429 baht	6,000 baht

CO-WORKING SPACES IN BANGKOK, THAILAND

Name and address		Location and space	Facilities and amenities	Monthly price
Glowfish (Website of Glowfish Offices 2019)	Asoke 2 nd – 3 rd Floor, Asoke Towers	Walking distance of the BTS Asoke station and halfway between the commercial district and the entertainment district. “The Asoke intersection is surrounded by the beautiful Benjakitti Park which serves as an after-work running track with a lake view for locals and expats alike.”	Free WIFI Free Access to cosy common area Hassle-free Company Registration Prestigious Bangkok Address Mail and Phone Handling Services 24/7 CCTV, Duty Guards, Controlled Access Professional Phone number Available Parking Private Meeting Room 6 Hours Monthly 20% Discounts at Kuppadeli	30,000 – 35,000 baht for 4-5 pax private office depending on the view. (7% VAT included) Exclude: - Electricity bill, Telephone calls, parking 2,500 baht/month - Other services such as printing, copy and messenger service Contract term: 2-month deposit and 1-month advance payment (Payakkachart 2019)
	Sathorn 2 nd Floor, Sathorn Thani 2	“The building is connected to four major office towers in the area via the Sathorn Bridge Intersection as well as many different banks”, walkable distance to BTS and MRT stations.		
	Sathorn Nakorn 19 th – 20 th Floor, Sathorn Nakorn Tower	“Connected to BTS Chong Nonsi with stunning view of Sathorn.”		
HUBBA (Website of Hubba Thailand 2019)	Sathorn 2 nd Floor, Si-amnara Food Work	5-min skywalk from BTS Chong Nonsi, surrounded by fantastic food places.	Access 24/7 with private air-con Access to any HUBBA 4 locations in Bangkok with a workspace/ meeting room reservation High-speed internet Daily cleaning and once a week deep clean (vacuum and mop) Mail and package handling Receptionist on working day Mon-Fri at 9am-6pm Snack bar Free access to member-only activities Discount for HUBBA Academy Classes & Workshops Discount for additional meeting/conference usage	3-seat private office: Regular Price 36,000 baht / Special offer 30,600 baht (7% VAT excluded) Length of contract: 1 year Service Retainer: 2 Months Desk set up fee: free (Regular price 3,000 baht for new member) Extra seat: 2,000 bath per person (Can bring own desk and chair) Meeting room: 12 credits per month (No accumulate. Room S 2 credits/hour, room M 3 Credits/hour and Combined room 5 credits/hour) Printing Credit: 300 pages per month (No accumulate - B/W only) (Pongthippanus 2019)
	Silom 19 th Floor, Silom Complex	5 minute walk from BTS Sala-daeng	Discount for events organized by HUBBA Access to exclusive discounts and deals from HUBBA partners (Pongthippanus 2019)	N/A
	TO 3 rd Floor, Habito mall	An artisan hub concentrating in design and crafts. 15-minute walk from BTS Onnut	Access 24/7 with private air-con	4-6-seat private office room: 25,500 baht (7% VAT excluded)

			<p>Parking Coupon 4hrs. / 8 hrs. (HUBBA-TO only)</p> <p>Flowable to all HUBBA locations (Hot Desk usage, for registered members only)</p> <p>Snack bar</p> <p>Free access to member-only activities</p> <p>Discount for HUBBA Academy Classes & Workshops</p> <p>Discount for additional meeting/conference space usage</p> <p>Discount for events organized by HUBBA</p> <p>Access to exclusive discounts and deals from HUBBA partners</p> <p>(Pongthippanus 2019)</p>	<p>Length of contract: 1 year</p> <p>Service Retainer: 2 Months</p> <p>Printing credits (B&W only): 600 pages per month (No accumulate)</p> <p>Meeting room credits: 9 credits per month (No accumulate - B/W only) (small meeting room 1hr./1 credit, screening room 1hr./3 credit)</p> <p>(Pongthippanus 2019)</p>
	<p>Ekkamai</p> <p>19 Soi Ekkamai 4, Sukhumvit 63 Rd.</p>	<p>A cosy and warm co-working space located in a 2-storey house.</p> <p>10-minute walk from BTS Ekkamai</p>		<p>2-4-seat private office room: 16,000 baht (7% VAT excluded)</p> <p>Length of contract: 1 year</p> <p>Service Retainer: 2 Months</p> <p>Printing credits (B&W only): 400 pages per month (No accumulate)</p> <p>Small meeting room credits: 6 credits per month (small meeting room 1hr./1 credit)</p> <p>(Pongthippanus 2019)</p>
<p>JustCo</p> <p>(Website of JustCo 2019)</p>	<p>AIA Sathorn Tower</p> <p>9-10th Floor</p>	<p>“Easily accessible and within walking distance to BTS Surasak, and will be connected to the future BTS Suksa Withaya Station over a sky bridge.”</p>	<p>In-House Café</p> <p>Snacks (\$)</p> <p>In-house Entertainment</p> <p>Event Spaces</p> <p>Meeting Rooms</p> <p>Private Phone Booths</p> <p>Lockers (\$)</p> <p>Mother's Room</p> <p>24/7 Access & Security</p>	<p>Starting from 7,500 baht/person</p> <p>4-5-person office with window 40,000-48,000 baht depending on the view (Santikarn 2019)</p> <p>Promote rate: 22,950 baht for 3 pax office (listed at 34,500 baht), 32,500 baht for 5 pax office (listed at 45,000 baht) (JustCo Bangkok 2019)</p>
	<p>Capital Tower</p> <p>9-10-11th Floor</p>	<p>“Strategically located at the edge of Bangkok’s central business district, and a stone’s throw away from the city’s busy Ratchaprasong shopping district, JustCo at Capital Tower is easily accessible within a five-minute walk from BTS Ploenchit Station.”</p>	<p>Mail Handling Services</p> <p>High Speed Internet</p> <p>IT Support</p> <p>Printing Facilities & Office Supplies</p> <p>Pantry</p> <p>Cleaning Service</p>	<p>Starting from 8,500 baht/person</p>
	<p>Samyan Mitrtown</p> <p>24-27th Floor.</p>	<p>“Spreading across 12,000 square metres, this mega co-working space welcomes an ever-expanding community of like-minded businesses and individuals to come together to network, collaborate and innovate.”</p> <p>“Direct connection to Sam Yan MRT station at the basement floor. Convenient to travel at Co-working Space Samyam Mitrtown, Chula, Rama4.”</p>		<p>Starting from 8,000 baht/person</p>
	<p>Launchpad</p> <p>139 Pan Road, Silom</p>	<p>“Located at the heart of Bangkok’s CBD with more than 880 square meters of space and over 100 large desks custom fitted for</p>	<p>Entrance equipped with Biometric Scanners and CCTV camera 24/7.</p>	<p>Bundle pack for group: start at 5,400 baht/pax</p>

<p>(Website of Launchpad 2019)</p>	<p>the optimal working environment.”</p> <p>5 minute walk from the Surasak station BTS</p>	<p>Natural Lights Standing Tables Open Desks Large Working Desks Writable Walls Kitchen and Pantry Launchpad Cafe (discount) Flexible 24/7 Access</p>		
<p>The Great Room Unit A, Level 25 & 26, Gaysorn Tower (Website of The Great Room 2019)</p>	<p>“Directly connected to Chidlom BTS in Central Bangkok, The Great Room occupies 30,000 sqft over 2 floors in a brand new, light filled building. It is a vibrant neighbourhood with restaurants, shops and wellness facilities.”</p>	<p>Enterprise Grade Wifi Monday Breakfast Club Meeting Rooms Specialty Coffee and Tea Video Conferencing Private Phone Booths Weekly Social Networking Mail and Package Handling</p>	<p>Dedicated office spaces: from 32,000 baht</p>	
<p>Draft Board (Website of Draft Board 2019)</p>	<p>Chidlom 12A Floor, Orakarn Building</p>	<p>4-minute walk from Chidlom BTS</p>	<p>Accessible 24/7 with key card High speed wifi Share workspace Pantry zone 4 meeting room can accommodate from 2 to 15 people Business registration</p>	<p>Private room for 4 people: 39,000 baht 10% discount on 1-year contract</p>
	<p>MBK Center 6th Floor, MBK Center, Pathumwan (COMING SOON)</p>	<p>Near National Stadium BTS</p>	<p>Private room Convention hall Chill & Cafe Mail handling Printing facilities & office supplies Meeting room (max. 8 people)</p>	<p>Room M (max. 6 people): N/A</p>
<p>The Company 23rd Floor, GMM Grammy Place, Asok (Website of The Company 2019)</p>	<p>Located “where the business, residences and entertainment district gather. In the building, there are fitness gym, convenience store, and restaurants within the building, and office supplies store and pharmacy across the street. Fully equipped photo studio with art and colourful in the office environment.”</p>	<p>24/7 access Drinks Mail receiving service Company and VAT registration at 3,500 baht Call receiving service for 2,000 baht/month Copy: 3-20 baht/page Lockers available to all members for 600THB/month and non-members for 1,000THB/month. Additional entrance cards for a colleague: 3,500THB/month (Lost</p>	<p>Private office (4 persons): 19,000 baht (VAT inclusive) Meeting room: 5 free hours/month</p>	

			card reissuance fee 1,500THB/card).	
The Hive (Website of The Hive 2019)	Thonglor Piman 49, Soi Sukumvit 49	“Occupying 5 floors of a modern building which includes a huge rooftop and the best little spa in town on the 1st floor.”	Mailbox Locker Printer Wi-Fi	Private office: from 10,000 baht/person
	Prakanong 5 th Floor, Chavanich Building	The Hive Prakanong offers large sized offices, two coffee lounges, stylish coworking spaces and much more	Phone booths Cafeteria Community Event	Private office: from 5,800 baht/person
Cluster Office 16 th Floor, S.S.P Twoer, Sukhumvit Soi 63 (Ek- kamai) (Website of Cluster Office 2019)		“Fun and collaborative workspace including 13 rooms equipped with oak wood table, relaxing corner, pantry area with free water and coffee.”	24 hour access with finger scan and CCTV Dedicated phone line High-speed internet with in-house server Fax/scan/print Parking space House keeper	Size and Price: S: 17,000 baht M: 24,000 baht L: 26,000 baht XL: 30,500 baht
Muchroom 61 Pradipat Soi 23 (Website of Muchroom 2019)		A 50-year-old house with a café-like atmosphere, plenty of work desks and five private rooms for rent.	Facilities include a common printer, Wi-Fi, a phone operator and messenger. Meetings in the Muchroom Hall start at B800/hour and B600/hour for the Very Muchroom.	Small office (2-4 persons): 16,000 baht (2 nd floor)/ 18,000 baht (balcony view)
WOLF 2 nd – 5 th Floor, 32/6 Surasak Rd. Silom (Website of Wolf Coworking 2019)		In the heart of Silom & Sathorn areas. Nearby BTS Surasak station	CCTV Surveillance House Keeping Member Activity Pantry Locker Wi-Fi	Co-office space for 3 persons with cabinets (1 st floor): 24,000 baht Work station (4 th floor): 6,900 baht/person for group of 4 people

“N/A”: Not applicable

BUSINESS CONSULTING FIRMS IN THAILAND

Company	Services	Related experience	Recommendations/ Concerns for CRCC	Quotation/ Price list *	Processing time
PKF Thailand (Website of PKF Thailand 2019)	Assurance Special accounting Taxation Business solutions Advisory Corporate finance Hotel consulting	Many years of experience in business solutions services including corporate legal, such as company setup, BOI, FBL, work permit and visas, notary services, etc.	Regional office – cannot sign contract with customers but can sign contract with suppliers; allows 1 Thai : 1 foreign employee ratio; but needs to correctly define the role of the Regional Office in Thailand and provide the right documents. Also recommend “ED” visa for curricular interns and “B” visa + work permit for non-curricular interns and CRCC staffs. (Casella, McBean & Wannapirun, personal communication on 16.5.2019)	Establishment of the Regional Office: 50,000 baht Application for Tax ID: 5,000 baht Registration for Social Security: 12,000 baht Opening a bank account: 15,000 baht Work permit application: 22,000 baht One-year visa application: 20,000 baht (family member: half price) (Casella 2019)	N/A
GPS – Legal & Consulting (Website of GPS – Legal & Consulting 2019)	Corporate & Finance Real estate Employment & Labour Individual & Family Intellectual property & technology Dispute resolution Estate planning Business advisory services	Founder and senior partners have been actively involved in setting up business in Thailand for 15 years and 29 years total across Asia. A large majority of clients are US companies. (Tice 2019)	Representative Office – “a wholly owned extension of its overseas company and must operate as a cost center, earning no revenue within Thailand” with specifically permitted business activities, noting 1 Thai : 1 foreign employee ratio. (Tice 2019)	All fees are in Thai baht and are net of 7% VAT, government filing fees, and any disbursements. Formation of the Foreign Representative Office: from 80,000 Registration with Revenue Department: from 5,000 baht Registration with Social Security Office: from 10,000 baht Obtain Work Permit for foreign employee: from 20,000 baht Obtain Non-Immigrant "B" Visa for foreign employee: from 25,000 (Tice 2019)	45 to 60 days, depending on how fast CRCC will be able to provide the required documentation. It ordinarily takes GPS 10 to 15 business days to prepare the application, excluding any translation, if requested. (Tice 2019)
Pugnatorius (Website of Pugnatorius 2019)	Corporate and investment laws Real estate and property laws Cross-border and domestic tax structuring Special areas of expertise, including fintech, renewable energy, and out-bound FDI	“The law firm’s activities are dedicated to legal and tax advice and specialized in guiding discerning foreign clients through the red-tape requirements, legal hurdles and tax considerations in the firm’s core practice areas.”	Representative Office was suggested at first glance but serious advice would need a closer communication. (Eder 2019)	Flat fee of USD3,800 for Thai company formation task and services. Flat fee of USD1,000 including taxes for legal advice regarding the corporate structuring, corporate regulatory requirements, etc. This amount is fully deductible from the flat fee above. (Eder 2019)	2 weeks (Eder 2019)

<p>RSM (Website of RSM Thailand 2019)</p>	<p>Accounting Audit & Assurance Business Advisory & Legal Corporate Advisory Executive Recruitment & Outplacement IFRS Services Payroll & Human Resources Risk Management Taxation</p>	<p>A world leader in audit, tax and consulting services. The world's 6th largest audit, tax and consulting network offering global coverage to its clients through its network of member firms.</p>	<p>Representative Office: easy to set-up and liquidated. There is no permanent establishment (PE) issue and the corporate income tax and VAT are exempted, which are the advantages. However, the Representative Office can only do research and collect information relating to potential host companies, accommodation, etc. relating to the business trend and movement and report such information to the head office. Branch office is not restricted to such activities but the criteria for setting up a branch office is quite high. There is a risk that committee will not grant the FBL to CRCC business that might be subject to Employment Arrangement. Overall, Representative Office might be the best option. (Chaipipat 2019)</p>	<p>N/A</p>	<p>Representative Office: N/A Branch Office: An application must be submitted to and approved by the Foreign Business Committee. The process will take approximately 3-4 months. It is also recommended to propose a consultant letter to the Director of the Department of Employment for the highest ruling which shall not be argued afterwards. This process will take 1-4 weeks depend on the complexity of the issue. (Chaipipat 2019)</p>
<p>Lorenz & Partners (Website of Lorenz & Partners 2019)</p>	<p>National and international law National and international tax law Local accounting incl. internal reporting and controlling Administrative and organisational support (Morstadt 2019)</p>	<p>“The firm is specialised in legal, tax and business consultation for foreign companies investing in Southeast Asia. Further to Bangkok, we maintain offices in Hong Kong, Ho Chi Minh City and Berlin.” (Morstadt 2019)</p>	<p>To determine the suitable setup option for the intended business scope, further discussion and drafting a legal memorandum, outlining the potential options are suggested for a charge of EUR500 flat fee. (Morstadt 2019)</p>	<p>Once the most-suitable setup option has been determined, additional flat fees would incur for company setup, tax registration, Foreign Business License (if applicable) etc. (Morstadt 2019)</p>	<p>The timeframe to be fully operational also depends on the setup option and may vary from 1 week to 6 months. (Morstadt 2019)</p>

* Government fees and out-of-pocket expenses are not included.

“N/A”: Not applicable