

Report on the Thailand Mission

June 12, 2015

GRIPS Development Forum

A policy research team consisting of Kenichi Ohno, Izumi Ohno, and Akemi Nagashima visited Bangkok during May 24-26, 2015 to study Thailand's experience in fostering FDI-local firm industrial linkage, and draw lessons for other developing countries including Ethiopia¹. Special attention was paid to public and private efforts for promoting such linkage and matching between Thai and Japanese firms. Japan is the dominant (roughly 60%) source country of FDI into Thailand. Moreover, there is an increasing interest in enhancing business ties of various types—input sourcing, OEM, joint venture partners, etc.—between Thai SMEs and Japanese SMEs, the latter of which are rapidly increasing investment in Thailand in recent years.

We visited relevant Thai official and private organizations and met Thai policy makers and practitioners as well as Japanese advisors assigned at Japan Desks. We would like to express our deep appreciation to all people and organizations who kindly received us and shared valuable information with us. This report summarizes the mission's findings. The mission schedule, interviewed organizations and persons, and information collected are given in attachments 1-3.

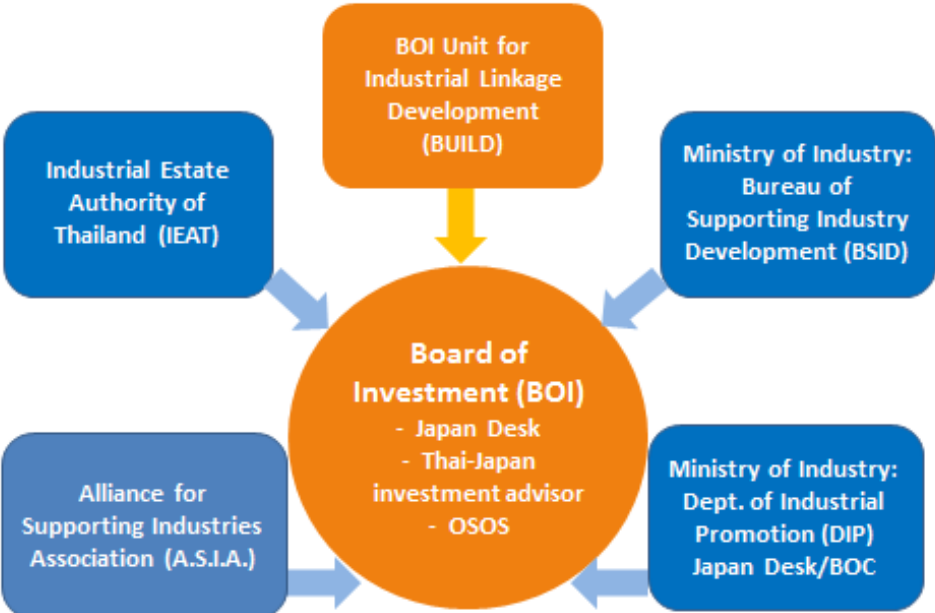
1. Key features of Thailand's FDI-local linkage development

Since the mid-1980s, Thailand has introduced a number of programs to promote “supporting industries” (part and component suppliers for large assembling firms operating in Thailand, especially in automotive and electronics sectors). FDI-local industrial linkage development is one of the key programs. Japanese manufacturing FDI increased suddenly in Southeast Asia in the late 1980s following a sharp yen appreciation, but component producers were undeveloped in the region. This prompted some governments in Southeast Asia to develop supporting industries from scratch, often with Japanese private and public assistance. Malaysia introduced the Vendor Development Program (1988) and the Industrial Linkage Program (1995), but it subsequently abandoned this policy and began to focus on value-creating high-tech Malaysian SMEs without linkage with FDI. By contrast, Thailand has steadfastly maintained the policy of attracting manufacturing FDI firms and strengthening Thai firms to work effectively with them even to this date. The recent rise of FDI by Japanese SMEs into Thailand has activated both the Thai government and private sector to strengthen business matching and linking services to produce a “win-win” situation for the two countries. The appetite of Thai companies for technology transfer from Japanese FDI remains strong.

¹ The purpose of JICA-commissioned missions, including this one, was to collect information on industrial policy formulation in selected countries for the policy learning of other developing countries. During Phase I of Japan-Ethiopia industrial policy dialogue 2009-2011, the GDF team visited Singapore (August- September 2010), Korea (November 2010) and Taiwan (February 2011). During Phase II, India (September 2012), Mauritius (October 2012), Malaysia (June 2013), Indonesia (June 2014), Rwanda (August 2014), and Cambodia (May 2015) were visited in addition to Thailand. Views expressed in this report are those of the GDF team and do not necessarily represent the views of JICA.

Figure 1 illustrates the Investment Promotion Network for Thai-Japanese SMEs with special attention to industrial linkage development and supporting industry promotion. The Board of Investment (BOI, an investment agency under the Prime Minister’s Office)² and the Ministry of Industry (MOI) are the key official actors for FDI-led industrialization and industrial capacity building. They flexibly and informally coordinate activities of related agencies and units affiliated with BOI or MOI, as well as private sector bodies such as the Alliance for Supporting Industries Association (A.S.I.A.) which comprises of twelve Thai industrial associations (see section 3). The network is neither dominated by a single organization nor governed by explicit rules. Each member organization performs its works separately, and refers customers to other organizations whenever they can fill required functions better than itself. Personal relationship among officials and experts at various organizations matters greatly in ensuring the quality of collective services. Such mutual referral is called *taraimawashi* in Japanese, often with a negative connotation of bureaucratic irresponsibility. But when *taraimawashi* is conducted speedily and properly, customers are well served even without a focal point or formal procedure. Loose working style such as this is typical of the Thai government not special to the Investment Promotion Network alone.

Figure 1: Investment Promotion Network for Thai-Japanese SMEs



Source: BOI presentation (May 2013)
 Note: This network was created when the BOI was placed under the MOI at the time of former Prime Minister Yingluck Shinawatra.

BOI issues investment licenses and approves incentives based on the published list of priority activities and products which is combined with internal deliberation. As an investment promotion agency, BOI is the first contact point for foreign investors. On January 1, 2015, BOI introduced

² BOI was originally under the Prime Minister’s Office, but it was placed under MOI during the time of former Prime Minister Yingluck Shinawatra (August 2011-May 2014). Under the current government of Prayuth Chan-ocha, BOI was moved back to the PM’s Office.

new investment incentives guided by the Seven-Year Investment Strategy 2015-2021, which promotes investments enhancing national competitiveness through R&D, innovation, value creation in the agricultural, industrial and service sectors, or promoting environment-friendly activities. This was a major shift in Thai FDI policy from the previous zone-based regime (different amounts of incentives were granted depending on location: Bangkok, near Bangkok, or remote) to the combination of the activity-based (knowledge-based, value-added, high-technology) and the merit-based (competitiveness enhancement, decentralization, industrial area development, etc.) regime. BOI also has the BOI Unit for Industrial Linkage Development (BUILD, see section 2) which provides business matching and linkage services between FDI and Thai firms.

The Department of Industrial Promotion (DIP) of MOI is responsible for industrial policy design, as well as policy implementation directly or indirectly through various official and non-official bodies such as the Bureau of Supporting Industry Development (BSID) under DIP (section 3), several sector-specific institutions, industry associations and their apex organization A.S.I.A., and the Industrial Estate Authority of Thailand (IEAT). In addition, there are academic institutions and NPOs that provide management and technical education and training, business consulting, among which the Technology Promotion Association (TPA, section 5) is most prominent.

The remaining sections will explain key member organizations of the Investment Promotion Network for Thai-Japan SMEs, illustrated in Figure 1, as well as selected private sector organizations that contribute to FDI-Thai firm matching and linkage.

2. BOI Unit for Industrial Linkage Development (BUILD)

To meet the demand of FDI companies for procuring domestic inputs or finding suitable Thai partners for joint venture (JV) or Original Equipment Manufacturing (OEM) arrangement, BOI established the BOI Unit for Industrial Linkage Development (BUILD) in 1992. BUILD provides one-stop sourcing services for FDI companies by identifying the needs of FDI manufacturers and matching them with local suppliers. Through industrial linkage development, BUILD contributes to the transfer of production technology and the growth of supporting industries in Thailand.

Main activities of BUILD include sourcing service, SUBCON Thailand, Association of Southeast Asian Nations (ASEAN) Supporting Industry Database (ASID), and internationalization (Vender Meet Customers (VMC) Roadshow Program).

- *Sourcing service*—BUILD provides free service to help both Thai and foreign buyers source parts and components in Thailand. When an inquiry is received from a buyer, BUILD identifies potential suppliers that meet the buyer's requirements. Normally, BUILD announces the specification and volume requirements of foreign buyers in the website and solicits expression of interest from Thai suppliers. One-on-one meetings can also be arranged for a buyer to discuss individually with each potential supplier. There are various channels through which BUILD receives inquiries from buyers. In some cases, buyers directly contact BUILD via email or phone. In other cases, the One Start One Stop Investment Center (OSOS) or the overseas offices of BOI transfer inquiries by foreign buyers to BUILD. Japanese local governments often contact BOI's Tokyo or Osaka Offices

instead of contacting BUILD in Bangkok directly.

- *SUBCON Thailand*—this event, started in 2007, is the largest industrial subcontracting exhibition for industrial parts and business matchmaking in the ASEAN region. It is organized jointly by BOI, the Thai Subcontracting Promoting Association, and UBM Asia (Thailand) in May every year. It is also held to coincide with Intermach, the largest machinery exhibition in Southeast Asia. SUBCON Thailand 2015 took place on May 13-16, 2015, in Bangkok.
- *ASEAN Supporting Industry Database (ASID)*—this is an information service of ASEAN that lists manufacturers of parts and components in the ten member countries on the internet for global access. BUILD is responsible for maintaining this database in Thailand by consolidating and updating information. For each entry, the database includes company profile, investment profile, and information on employment, customers, products, capacity, processes, raw materials, and machinery and equipment. The BUILD team asks registered companies to update their information annually. The team told us that convincing registered companies on the merit of database inclusion was the key to secure their cooperation for regular updating.
- *Internationalization (VMC Roadshow)*—the VMC Roadshow Program allows Thai parts manufacturers to participate in overseas exhibitions and trade fairs with the aim of widening their vision and knowledge. Participating local firms are expected to gain entrepreneurial experience leading to business development and competitiveness improvement. It is hoped that exposure to linkage opportunities may enable Thai companies to become part of a global supply chain.

BUILD is run by one director and ten staff members, with each staff assuming responsibility for sourcing service for different buyers. According to the BUILD Director, business matching is not an easy task with partner search being more difficult than finding local inputs. It sometimes takes more than one year to look for suitable partners. BUILD arranges various types of business partnership for FDI customers (JV, OEM, patent use, production contract, etc.). BUILD does not have data on the number of buyer inquiries or the number of successful search. However, the BUILD team often receives positive feedbacks from companies. One of the staff felt that about half of the FDI firms that made inquiries would subsequently send a thank-you email and report the progress to BUILD³.

3. Bureau of Supporting Industry (BSID) under DIP/MOI

The Bureau of Supporting Industry (BSID) under DIP of MOI assumes the main responsibility for promoting supporting industries (Thai SMEs rather than foreign suppliers in Thailand). The history of BSID goes back to 1988, when the Metal-working and Machinery Industries Development Institute (MIDI) was established within DIP as an agency to implement promotion measures for metal-related supporting industries with JICA technical cooperation. At that time, there was a strong need to strengthen Thai firms as reliable partners for Japanese FDI production, in the wake

³ When we asked about the number of inquiries from FDI companies and the number of successful business matching per year, the BUILD team was unable to give clear answers. It seemed too busy with day-to-day operations to produce such statistics, and the general working environment of the Thai government does not require such reporting unlike some other governments.

of a massive relocation of Japanese manufacturers to Thailand following a sharp yen appreciation of 1985. In 1996, MIDI was upgraded to BSID with a higher organizational status and a broader scope of work (including plastic, packaging, and linkage). It focused on the three aspects of people, technology, and linkage. This is a good example of scaling up and institutionalizing JICA technical cooperation by the ownership of the Thai government. During the 1990s, more industrial institutes were established by DIP/MOI including the Thai-German Institute (TGI, 1992), the Thailand Automotive Institute (TAI, 1998); the Electrical and Electronics Institute (EEI, 1998), the Iron and Steel Institute (ISI, 2000), and so on. These were initially established with the government budget or foreign aid, but are currently required to operate as autonomous, non-profit, and financially self-supportive organizations.

BSID has taken a step-by-step approach to strengthening the capacity of Thai supporting industries. Initially, when the private sector was weak and the number of supporting industry firms was limited, BSID directly provided technical and managerial support to individual companies. When the number of companies grew to approximately 1,000, BSID established and managed thematic forums of supporting industries (design, metal, machinery, foundry, etc.), serving as their coach and secretariat. Gradually, these forums have gained experience and developed into truly privately-run industrial associations. Currently, there are twelve such industrial associations fostered by BSID⁴. Increasingly, those associations are beginning to provide technical support and human resource development to member companies without BSID's help.

In 2008, the Alliance for Supporting Industries Association (A.S.I.A.) was established, again with the support of BSID/DIP, to promote networking among existing supporting industry associations. There are more than 15,000 companies involved in A.S.I.A. A.S.I.A. plans and conducts activities related to all industry associations thereby producing synergetic effects. Compared to the Federation of Thai Industries (FTI) established in 1987, A.S.I.A. is a young apex organization focusing on domestic supporting industries, and its capacity needs to be further strengthened. Nevertheless, this is a good way to promote cooperation among different supporting industry firms toward a common goal of becoming competitive regionally and globally, now that Thai supporting industries have grown to a certain level and are aspiring to achieve higher management and technology capability.

Currently, BSID, industrial institutes, A.S.I.A., and A.S.I.A.-affiliated industrial associations collectively work to strengthen supporting industries. BSID is a policy-making organization responsible for overall policy for supporting industry promotion. It initiates and directly implements innovative pilot projects, which should eventually be handled by the private sector (A.S.I.A. and its industrial associations). BSID is also responsible for emerging industries such as the medical and health care industry and the elderly care industry, for which industrial associations are yet to be formed. Industrial institutes play a key role in drafting and implementing industrial master plans in respective sectors, acting as the hub for businesses, government (BSID), experts, and other

⁴ The A.S.I.A. has a network of the following twelve associations: Thai Machinery Association, Thai Composites Association, Thai Foundry Association, Thai Embedded Systems Association, Thai Plastic Industries Association, Thai Logistics and Production Society, Thai Tool and Die Industry Association, Thai Air Conditioning Traders Association, the Association of Thai Software Industry, Thai Subcontracting Promotion Association, Hazardous Substance Logistics Association, and the Association of Thai Small and Medium Entrepreneurs.

organizations. A.S.I.A. and its industrial associations are the initial point of contact for member companies for information, training and other capacity development activities, business matching, and so on. It is important to note that BSID, industrial institutes, and industrial associations work very closely in Thailand. Most (80%) of these associations are housed in the same complex in Klong Toey, Bangkok, where BSID, TAI and ISI are also located. Physical proximity allows these organizations to visit and discuss with each other easily and frequently⁵.

As the above history shows, the degree of government's direct involvement in enterprise support was strong at first, but has decreased over time as the private sector developed its capacity. Now, BSID's role in enterprise support is indirect, primarily working through A.S.I.A. and its industrial associations. Likewise, *shindan* (SME management consultant system) service was initially provided by the government, but now it is implemented by individual firms that have come to understand its benefits. Currently, the main role of BSID in *shindan* is normative, setting the criteria for enterprise diagnosis and establishing a mechanism in which *shindan* reports can be used effectively to address concrete problems. Since a few years ago, Thai companies are obliged to present *shindan* reports when applying for BSID support or financial support from the SME Bank. BSID also manages a database for supporting industries in Thai language. It is exploring the possibility of linking it with J-GoodTech, a database of Japanese high-quality SMEs recently created by the SME Support, Japan (SMRJ).

4. Japan Desks at BOI and MOI

Because of close economic relationship between Thailand and Japan, both BOI and MOI have established "Japan Desks" as consultation windows dedicated to Japanese investors.

At BOI, Japan Desk is headed and staffed by Thai officials. In addition, over the last twenty years, Shoko Chukin Bank⁶ has continuously dispatched its staff to BOI's Japan Desk as a bilateral investment advisor. This advisor gives necessary advice on application procedures, company registration, investment promotion policy, and incentives to Japanese investors. Approximately 20-30 cases are handled per month.

At present, the Thai-Japan investment advisor sits in BOI's One Start One Stop Investment Center (OSOS) in central Bangkok, established in 2009, rather than at BOI's headquarters. The aim of OSOS is to bring investment-related agencies under one roof, make the process of starting business easier, and centrally provide information on business operations. Staff from BOI and the Ministries of Finance, Commerce, Industry, and Labor are stationed at OSOS, and staff of some other ministries and agencies are available by appointment. According to the Thai-Japan investment advisor, the majority of Japanese investors use business consultants on a fee basis to obtain investment and business licenses instead of free service at OSOS. As a result, OSOS

⁵ In Thailand, there is no secondment practice from government to the private sector. In order to reach out to various industrial institutes and associations, BSID staff may spend one day of the working week at a particular institute or association while they are at BSID on other days. This eliminates the need for formal personnel arrangement.

⁶ The Shoko Chukin Bank is the only public financial institution in Japan, jointly invested by government and the private sector (partial privatization started in 2008). It provides financial access to SMEs and SME cooperatives to facilitate their business activities.

functions primarily for a small number of companies that choose to do all application procedures by themselves without using business consultants. It should additionally be noted that, in contrast to relatively efficient BOI procedure for issuing investment licenses and incentives, application procedure for obtaining tax and import duty exemption is highly complex and only in Thai language, and companies must file application for each consignment of imported goods.

At MOI, Japan Desk was established in 2009 within the Business Opportunity Center (BOC) of the Bureau of Strategies Management (BSM) of DIP, and a rotating Japanese expert has been dispatched with JICA funding since then. While BOC disseminates information on Thai industry and business opportunities generally to all, Japan Desk here is dedicated to providing initial contacts and facilitating networking between MOI (that is, DIP) and Japanese local governments (prefectures and municipalities) which are interested in business expansion of Japanese local SMEs in Thailand. Fukuoka Prefecture was the spearheading case. With a strong initiative of the prefectural authority, various programs have been organized including mutual visits of SMEs in Thailand and those in Fukuoka Prefecture, networking and business matching events, lectures, and so on. The Fukuoka model stimulated other Japanese local governments that have similar interest in facilitating bilateral business partnership. With rising interest among Japanese SMEs to invest abroad in recent years, eleven local governments have signed MOUs with DIP (Aichi Pref., Akita Pref., Fukui Pref., Fukuoka Pref., Saitama Pref., Shimane Pref., Tottori Pref., Toyama Pref., Yamanashi Pref., Kawasaki City, and Minamiboso City). DIP also has partnership arrangements with the SME Support, Japan (SMRJ), the Tokyo Metropolitan Industrial Technology Research Institute (TIRI), and the Tokyo Metropolitan Small and Medium Enterprise Support Center.

5. Technology Promotion Association (TPA)

The Technology Promotion Association (TPA) is a Thai NPO established in Bangkok in 1973 by former Thai students who studied science and technology in Japan. For 42 years, it has provided management and technical education and training, language courses, and book publication with a strong focus on Japanese manufacturing. Based on its accumulated experience and expertise, TPA established the Thai-Nichi Institute of Technology (TNI) in 2007, a private university for teaching Japanese style manufacturing in theory and practice, with a strong emphasis on the latter. TNI was financed by TPA's accumulated profits and a bank loan. Japanese businesses in Thailand have assisted TPA and TNI from the sideline by dispatching experts, accepting student internship, providing equipment and scholarship, and so on. The Japan-Thailand Economic Cooperation Society (JTECS) was an organization established in Tokyo to coordinate and provide private and public assistance to TPA from the beginning. However, management and financial resources of TPA and TNI have been local with strong Thai ownership.

TPA has been offering three core programs: (i) culture and language (with an emphasis on Japanese but also other languages); (ii) shindan consultancy for companies; and (iii) calibration (setting or correcting of measurement on precision-requiring equipment). In addition, TPA recently adopted an innovative approach (i-TPA) in which project-based pilot activities can be started on a trial basis to enlarge its functions—which can be formalized if successful and ended if not. This is an effort to positively respond to the changing needs of both Thai and Japanese businesses. In 2014, TPA was reorganized by adding pilot project units to the existing functional units conducting

regular programs.

The Thailand-Japan Business Alliance Center (abbreviated as J-SMEs)⁷ is a notable example of such pilot projects. J-SMEs was established in August 2013 to conduct business matching between Thai companies and Japanese SMEs, building on TPA's strong Japanese network. Its activities include: (i) arranging business trips and business matching for Japanese investors interested in Thailand or other Southeast Asian countries as well as for Thai investors interested in Japan; (ii) organizing workshops for both Thai and Japanese SMEs; and (iii) business coordination functions such as business advice, market research service, local business trip arrangement, and market development support. TPA has assigned three permanent officers to run J-SMEs, which is located on the third floor of the Old TPA Building, and collaborates with Tokyo Higashi Shinkin Bank which has dispatched two staffs to J-SMEs, from January 2014, to promote business matching and exchange between Japanese SMEs (clients of Tokyo Higashi Shinkin Bank) and Thai companies.

The first two years of J-SMEs have shown that business matching is time-consuming and does not produce quick results. The J-SMEs staff have faced a mismatch between Japanese SMEs which have specialized high technology ("Only One" technology) and Thai SMEs which prefer producing a large quantity at low cost. To be compatible, Japanese SMEs must make great effort to localize their technology and produce at lower cost, while Thai SMEs need to upgrade their technology and capability. From this experience, TPA now realizes the important role of business matching coordinators who understand and can coach in the technological aspects of both Thai and Japanese SMEs, not just in management and marketing. To produce such coordinators, TPA has turned to the Model of the Greater Tokyo Initiative (TAMA for short)⁸. TAMA was established in 1998 and became an association in 2001, to vitalize industries in the Greater TAMA area (encompassing parts of Tokyo, Kanagawa, and Saitama) through innovative collaboration among industries, universities, local governments, and financial institutions. TAMA has contributed to the cluster formation of SMEs, R&D and technology, and creation of "Global Niche Top" companies in the Greater TAMA area. TPA is seeking twinning arrangement with TAMA, by inviting experts for training high-skilled project coordinators, curriculum development, and advising SMEs for writing good business proposals.

6. Implications

Thai experience in FDI-local industrial linkage development offers useful lessons for today's developing and emerging economies in three ways.

⁷ For details of J-SMEs, visit <http://www.tpa.or.th/industry/index.php>.

⁸ TAMA is named after the Tama Region, which is the Western part of Tokyo comprising the core geographic area for this initiative, as well as for abbreviation of the Technology Advanced Metropolitan Area. As of March 2014, TAMA had 595 members including 300 firms (94% of which are SMEs), 64 economic associations and NPOs, 38 universities, and 22 local governments (TAMA Annual Report FY2013). Building on this broad and diverse membership, about 150 TAMA coordinators work to create various types of business collaboration involving local SMEs, in such areas as R&D, marketing, and overseas business expansion, human resource development, information sharing, and networking with other regions. The number of business collaboration cases arranged by TAMA exceeds 500.

First, two main components of industrial linkage development are (i) creating linkage between FDI and domestic companies through various types of business matching programs; and (ii) capacity building of domestic SMEs. Both components are necessary for effective linkage development. In Thailand, the former component is handled mainly by BUILD of BOI, which is the first contact point for foreign investors, and the latter is assumed by BSID of MOI, industry institutes, and industrial associations belonging to A.S.I.A. These organizations form a loosely coordinated investment promotion network for Thai and Japanese SMEs. In addition, there are private organizations, such as TPA, which provide various programs for business matching and industrial capacity building.

Second, in Thailand, many organizations, both public and private, support business matching between Thai and FDI firms including sourcing service, matching events, and overseas visits (Vender-Meet-Customer Roadshow). However, it has become increasingly clear that superficial matching is not enough to produce results, and that in-depth preparation is necessary to identify the real needs of both local and FDI companies including technology aspects. In the most innovative case, TPA plans to train highly-skilled project coordinators with technical knowledge to conduct more effective business matching, in collaboration with a Japanese industrial NPO. It is important to monitor the results of this initiative.

Third, the Thai government has played a vital role in fostering the private sector, by helping first the establishment and then the enhancement of industrial associations. In particular, BSID has taken a step-by-step approach to strengthening the Thai supporting industries. When the private sector was weak, BSID directly provided technical and managerial support to individual companies. It then created and served as secretariat for thematic forums of supporting industries, which later developed into relatively capable privately-run industrial associations. More recently, BSID supported the establishment of an apex networking organization, A.S.I.A., to facilitate information sharing and various capacity development activities across industrial associations.

What Thailand practices is a relatively advanced form of FDI-local firm industrial linkage development and supporting industry promotion in comparison with other developing countries. This is the result of cumulative efforts over the last three decades made by both public and private players. Although it is not easy to replicate the full set of what Thailand does in most other countries, we believe that the examples given in this report are highly useful for countries aspiring to strengthen manufacturing capability under FDI-led industrialization. They point to a general direction to go as well as pitfalls to avoid.

Attachments:

1. Mission schedule
2. Organizations/persons visited
3. List of information collected

Mission Schedule

Mission Members

Kenichi Ohno	Professor, National Graduate Institute for Policy Studies (GRIPS), Tokyo, Japan
Izumi Ohno	Professor, National Graduate Institute for Policy Studies (GRIPS), Tokyo, Japan
Akemi Nagashima	Research Associate, National Graduate Institute for Policy Studies (GRIPS), Tokyo, Japan

Mission Schedule

Date		Time	Activity
MAY	24	Sun	PM Flight from Haneda to Bangkok
			PM Dinner with Ambassador Shiro SADOSHIMA, Embassy of Japan in Thailand
	25	Mon	AM Ministry of Industry, Department of Industrial Promotion (DIP), Bureau of Strategies Management (BSM), Business Opportunity Center (BOC)
			AM Unit for Industrial Linkage Development (BUILD), BOI
			PM Technology Promotion Association (TPA)
	26	Tue	AM Ministry of Industry, Department of Industrial Promotion (DIP), Bureau of Supporting Industry (BSID)
			AM Thailand Board Of Investment (BOI)
			PM Flight from Bangkok to Phnom Penh

Organizations/Persons Visited

Organization	Name	Position
Ministry of Industry, Department of Industrial Promotion (DIP), Bureau of Strategies Management (BSM), Business Opportunity Center (BOC)	Kiyoshi MURAKAMI	Advisor for BOC Japan Desk
Ministry of Industry, Department of Industrial Promotion (DIP), Bureau of Supporting Industry (BSID)	Panuwat Triyangkulsri	Director
Unit for Industrial Linkage Development (BUILD), BOI	Sonklin Ploymee	Director
	Keeratinun Srimuang	Investment Promotion Officer
Thailand Board Of Investment (BOI)	Tomoyoshi HARADA	Thai-Japan Investment Advisor
Technology Promotion Association (TPA)	Damrong Thawesaengskulthai	Executive Director and Director General
	Virach Sornlertlamvanich	Advisory Executive Director General
	Napaporn Ngamthanacom	Oversea Project Director

List of Information Collected

Source	Title	Authors/Publisher
Thailand Board Of Investment (BOI)	A Guide to the Board of Investment 2014	BOI
	Presentation Documents: Thai-Japanese SMEs Investment Cooperation, 23 May 2013	BOI
	Brochure: BUILD	BUILD, BOI
	Brochure: BUILD -One Step Sourcing Service-	BUILD, BOI
Ministry of Industry, DIP, Bureau of Strategies Management (BSM), Business Opportunity Center (BOC)	Thai Magazine article: OTAGAI -Thai & Japan for the future- (Japanese Translate by JICA)	MBA Magazine
Others	The Eleventh National Economic and Social Development Plan 2010-2016	NESDB
	Presentation Documents: Investment in Thailand, 11 March 2015	Mr. Daisuke MATSUSHIMA, JICA expert at NESDB
	Brochure: Ticon Group FORWARD, September 2014, March 2015	TICON