

## Trend and Prospects of Mergers & Acquisitions in Thailand: Opportunities and Challenges for Investors

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### ABSTRACT

**Purpose:** The study uses a qualitative approach, analyzing secondary data from government publications, financial databases, policy documents, and M&A case studies from the past decade. The data was analyzed thematically to identify consistent patterns across industries and investor segments.

**Method:** To achieve this aim, the study adopts a qualitative approach, utilizing secondary data derived from government publications, financial databases, policy documents, and recorded M&A case studies from the past ten years. Data were analyzed through thematic interpretation to identify consistent patterns across industries and investor segments.

**Findings:** The findings show that energy, finance, real estate, and digital industries lead M&A activity in Thailand. Foreign investors, particularly from Japan, China, and Singapore, play a key role, driven by ASEAN integration and pro-investment policies. Nevertheless, issues regarding regulation and licensing, as well as post-merger integration obstacles, continue to be significant challenges.

**Implication:** This discovery indicates that Thailand has strong potential as a regional M&A hub, supported by digitalization and post-pandemic changes. Regulatory adjustments are made to demonstrate ownership are expected to increase investor confidence. In addition, companies engaging in M&A must adapt to existing regulatory and cultural barriers.

**Originality:** Focusing on Thailand rather than the broader ASEAN context is the originality of this article. By incorporating sectoral trends and regulatory analysis, this study is expected to provide a clearer and more easily understood perspective for both investors and policymakers, as well as academics seeking insights into the ever-growing M&A landscape in Thailand.

**Keywords:** Mergers & Acquisitions, Thailand, Foreign Investment, ASEAN Integration and M&A, M&A Regulatory Challenges, Post-Merger Integration.

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## 1. INTRODUCTION

Mergers and acquisitions (M&A) have recently become increasingly popular in many countries around the world, including Thailand. Many sectors are engaging in mergers and acquisitions amidst intensifying global competition. This is an effective way to improve operational efficiency, expand market share, and maintain their competitive position (Hossain, 2021). Furthermore, M&A offers businesses the opportunity to create synergies, which can enhance their competitiveness in international markets (Masulis & Simsir, 2018). This phenomenon demonstrates that M&A has become a crucial strategy in strengthening national competitiveness amidst evolving regional and global economic dynamics. This is particularly true in Thailand, where government policies supporting the ease of doing business have driven M&A growth (OECD, 2021).



However, research shows that failed integration after M&A is common, and two key factors contributing to this are differences in organizational culture and communication issues between the parties involved. For example, [Phaopat and Pruetipibultham \(2024\)](#) state that cultural integration is a significant issue in cross-border M&A, particularly in Thailand, which has distinct organizational cultures. The employee assimilation process is often hampered by differences in opinions and work practices. Therefore, a thorough understanding of the local social and cultural context is crucial to ensuring the success of the post-merger process. Furthermore, successful integration also depends heavily on management's ability to establish effective and adaptive cross-cultural communication ([Sinkovics, 2015](#)).

The success of mergers and acquisitions (M&A) is often influenced by external factors, such as government policies, existing regulations, and market structure ([Fahlevi, 2022](#)). In Thailand, regulations related to mergers and acquisitions (M&A) are regulated by the Securities and Exchange Commission (SEC) along with various other government agencies, whose function is to maintain market stability and protect investor interests. Furthermore, numerous studies have investigated the impact of these regulations on the success or failure of M&A transactions in the banking sector. Furthermore, consistent regulatory implementation is crucial for creating a favorable and competitive investment environment in the country. It is hoped that M&A transactions in Thailand will be more efficient and attractive to foreign investors due to clear and transparent regulations.

Furthermore, in a global context that increasingly emphasizes sustainability, mergers and acquisitions (M&A) activities are also closely linked to achieving sustainability goals. Many companies in Thailand use M&A to acquire companies with sustainable business practices or green technologies to improve environmental, social, and governance (ESG) performance. This aligns with the broad policies established by the Thai government, such as the Thailand 4.0 program, which aims to promote more environmentally friendly and resource-efficient economic growth. Therefore, M&A not only helps businesses grow but also serves as a strategic tool to support the transformation towards a stable economy and enhance the company's image in the global market. This trend indicates that sustainability is now a strategic factor in corporate decision-making, including in the context of business expansion and consolidation in Thailand.

The purpose of this study is to examine how M&A has occurred in Thailand over the past ten years. Furthermore, this study examines how applicable policies and regulations affect post-M&A corporate performance. A descriptive qualitative method with thematic analysis was used in this study to identify key patterns in M&A transactions and identify opportunities and challenges in the industry. Therefore, it is hoped that this study will help improve research on M&A in Southeast Asia and serve as a reference for investors and policymakers. Furthermore, the results of this study are also expected to provide practical insights into effective integration strategies for companies involved in cross-border M&A activities, as well as encourage the implementation of sustainable business principles in the future.

## 2. LITERATURE REVIEW

The purpose of this study is to provide a conceptual foundation for mergers and acquisitions (M&A) and explain the factors influencing their success, both from an economic and organizational perspective. Previous studies have shown that M&A encompasses strategic, cultural, and regulatory aspects in addition to financial synergies ([Masulis & Simsir, 2018](#); [Fahlevi, 2022](#)). Changes in economic policy and the impetus of the Thailand 4.0 program are driving M&A in Thailand. Therefore, this section will review key concepts, integration challenges, the role of goodwill, and policies influencing M&A activity in Thailand.

### 2.1. Merger and Acquisition Concept

Mergers and acquisitions (M&A) provide organizations with the opportunity to expand their market reach, improve operational efficiency, and collaborate with other entities by combining resources and technological capabilities. According to [Phaopat and Pruetipibultham \(2024\)](#), mergers and acquisitions (M&A) are one of the most important ways to restructure a company. This is especially true in the face of global competition. Conversely, mergers are usually undertaken to reduce operational costs, increase efficiency, and address business challenges caused by economic crises, according to [Saengchart et al. \(2023\)](#). However, the failure rate of M&A is relatively high due to management issues, differences in organizational structures, and barriers to cultural integration ([Fahlevi, 2022](#)). Therefore, M&A is not only understood as an expansion strategy but also as a complex process that requires alignment of vision, strategy, and structure between companies.

## 2.2. Goodwill in mergers and acquisitions

Goodwill is the difference between the acquisition price and the fair value of the acquired company's net assets. According to [Poramapojn and Wiboonchutikula \(2024\)](#), goodwill can reflect potential synergies created by acquisitions and investments, such as improved technological capabilities, market expansion, and improved brand reputation. However, excessive goodwill can pose a risk if not balanced by effective post-merger integration. Consequently, management must ensure that the value of goodwill truly reflects the company's sustainable economic benefits. Goodwill can strengthen a company's market position and, with proper management, can be an indicator of the success of an M&A strategy.

## 2.3. Organizational Integration in M&A

One of the most crucial phases in the M&A process is integration. Studies show that M&A success is not solely based on financial resources, but also on a company's ability to navigate cultural and organizational differences. Human factors are often the cause of M&A failure ([Phaopat & Pruett Pib Altham, 2024](#)). They emphasize the importance of cross-cultural learning and communication interventions to mitigate internal conflict. The integration process between companies is greatly influenced by the involvement of top management in building shared commitment.

## 2.4. M&A in Thailand

The development of the Thailand 4.0 program and the Eastern Economic Corridor (EEC) as an investment hub have driven the growth of M&A in the country ([Phaopat & Pruett Pib Altham, 2024](#)). According to [Shaengchart et al. \(2023\)](#), consolidation is considered a solution for market expansion and efficiency in telecommunications, one of the most impacted sectors. However, research by [Fahlevi \(2022\)](#) emphasizes that M&A success is still hampered by poor corporate governance, overly concentrated ownership, and insufficient protection for minority shareholders. Many companies have begun linking M&A to sustainability goals such as energy efficiency and green innovation in recent years due to the government's green economy policies.

## 3. METHOD

### 3.1. Research Design

The purpose of this study is to examine the trends and dynamics of mergers and acquisitions (M&A) in Thailand over the past ten years using a descriptive qualitative approach. This descriptive qualitative approach was chosen because it aligns with the objective of gaining in-depth insights into economic phenomena that cannot be measured solely using quantitative data. Several journals and previous studies, such as those by [Poramapojn and Wiboonchutikula \(2024\)](#) and [Shaengchart et al. \(2023\)](#), confirm that thematic analysis in M&A can provide a more comprehensive understanding of the dynamics and causal factors affecting the M&A sector globally and specifically in Thailand. By using thematic analysis, this study seeks to identify patterns, causal factors, and the impact of policies and regulations affecting the M&A sector in Thailand, in line with previous research by [Phaopat and Pruetipibultham \(2024\)](#) on the challenges of cultural integration in cross-border M&A in Thailand.

### 3.2. Sample dan Data Collection

Purposive sampling technique was used to select data and literature for this study. This means that data sources were deliberately selected based on their relevance and relevance to the research objectives. The purposive criteria used included: (1) literature that directly addresses trends, dynamics, and policies of mergers and acquisitions (M&A) in Thailand or the Southeast Asian region; (2) sources with high academic or professional credibility, such as indexed journals, official agency reports, and global consultant publications; (3) data recency with a publication period between 2015 and 2025, to fit the context of the last decade; and (4) completeness of information that allows analysis of regulatory aspects, organizational integration, and post-M&A impacts. To obtain literature reviews for scientific articles, various academic databases and professional sources such as Google Scholar, Scopus, Emerald Insight, Taylor & Francis Online, and SpringerLink were used. In addition, to enhance the policy context and industry data, reports from international institutions such as PricewaterhouseCoopers (PwC) and KPMG, as well as government publications such as the Bank of

Thailand and the Securities and Exchange Commission (SEC) of Thailand were used. [Table 1](#) shows the number of literatures for this literature study.

**Table 1.** Number of Literature Search Results

Database	Observation Date	Period	Keywords	Total
Google Scholar	September 16-29, 2025	2015-2025	Thailand Mergers and Acquisitions, Thailand M&A Sector, M&A Regulatory Challenges	20

Source: Research Articles (2025)

### 3.3. Data analysis

After data collection, a thematic analysis was conducted to identify key themes within the data and link them to regulations and policies in the Thai M&A sector. The analysis process began with data coding to organize relevant information. Previous research, such as that conducted by [Poramapojn and Wiboonchutikula \(2024\)](#), identified patterns and trends in M&A transactions over the past ten years. Furthermore, various studies, including those reviewed by [Fahlevi \(2022\)](#), also examined the factors influencing M&A decisions and success, as well as the challenges faced by the parties involved. These findings were interpreted narratively to gain a deeper understanding of the existing dynamics and to identify potential future opportunities and challenges for the M&A industry.

## 4. RESULTS AND DISCUSSION

The results and discussion section of a research article typically presents the findings and interprets their significance in relation to the research questions or hypotheses.

### 4.1. Results

To discuss the findings, this study analyzed several relevant journals and studies that address various aspects of M&A, including corporate strategy, the role of government regulation and policy, and the challenges of cultural integration in cross-border M&A. Each journal used in this literature review was carefully selected, considering its relevance to the research's primary keyword, mergers and acquisitions in Thailand (see [Table 2](#)). Despite differences in focus across several studies, all of the journals discussed provide important contributions to understanding the dynamics affecting the M&A sector in Thailand.

**Table 2.** Summary of Articles Related to M&A and FDI in Thailand

No	Title and Authors	Results
1	Opportunities and Threats of International Trade in Products in the Indonesian Food and Beverage Industry with Thailand. <a href="#">Khoerunnisa, K., Putri, I., Fadia, A. N., &amp; Juhanah, J. (2024)</a>	This article examines the opportunities and threats to international trade in food and beverage products between Indonesia and Thailand. It highlights the importance of understanding the opportunities, threats, and potential of products, as well as their selling points, to strengthen both countries' positions in the global market.
2	Determinants of Cross-Border Mergers and Acquisitions for Thai Firms. <a href="#">Weerakiet, P. (2020)</a> .	This dissertation examines the determinants of cross-border M&A success in Thai firms, including firm characteristics, economic factors, and the host country environment. The study focuses on the Agro & Food sector and other factors from the SET100 index. The results reveal significant determinants of cross-border M&A transaction success, including firm size, international experience, and macroeconomic conditions.
3	Exploring Finance-Driven Factors Influencing M&A-Type of Foreign Direct Investments: A Firm-Level Investigation in the Thai Business Landscape. <a href="#">Sakunasingha, B., Ishido, H., &amp; Liang, L. (2023)</a> .	This article explores the financial factors influencing Thai domestic firms' willingness to accept foreign direct investment (FDI) through M&A. The study analyzes Thai firm data to identify significant financial variables that increase the likelihood of accepting M&A, including liquidity, leverage, and profitability.
4	Investment Banks's Reputation Constraints, and M&A Performance in ASEAN. <a href="#">Suwatthanachaow, H., (2023)</a> .	This study examines how the reputation of leading investment banks influences M&A performance in ASEAN, including Thailand. The study finds that while leading investment banks often do not enhance short-term profits, they can create long-term value through post-merger integration and synergies.

No	Title and Authors	Results
5	Impact of merger & acquisition on financial performance: A case study on Bank of Ayudhya being acquired by MUFG. <a href="#">Yang Liu (2021)</a> .	This study examines how M&A impacted Bank of Ayudhya (Thailand)'s financial performance following its acquisition by MUFG. The findings indicate that credit growth and operational efficiency have significantly improved since the acquisition. While stock performance has remained unchanged, some elements, such as profitability and reduced operating costs, have shown improvement. However, not all performance metrics are consistent.
6	Users' opinions on telecom mergers and acquisitions in a developing country. <a href="#">Shaengchart, Y., Kraiwanit, T., Virunhaphol, S., Chutipat, V., &amp; Chaisiripaibool, S. (2023)</a>	Thai consumers' attitudes towards CAT-TOT M&A are more positive due to marital status and monthly internet costs, while attitudes towards TRUE-DTAC and AIS-3BB M&A are influenced by gender.
7	Determinants of goodwill and its impact on post-merger and acquisition performance in Thailand: A firm-level analysis. <a href="#">Poramapojn, P., &amp; Wiboonchutikula, P. (2024)</a>	This article highlights the potential for M&A transactions in Thailand, influenced by the buyer's customer base, intangible assets, and expected synergies. High positive sentiment is associated with improved post-merger performance, while low positive sentiment is associated with decreased revenue.
8	Enhancing cross-border M&A integration in Thailand: Learning interventions and strategies. <a href="#">Phaopat and Pruetipibultham (2024)</a>	This article highlights the importance of subcultural relationships in post-M&A organizations to mitigate negative impacts and accelerate integration. Training programs designed for managers have been shown to improve team member collaboration and participation in the cultural integration process.
9	Thailand: Law and Practice of Mergers & Acquisitions. <a href="#">Kaewkungsadan, W., Vivitasevi, C., Sakuliampaiboon, S., &amp; Hemaratpitak, N. (2025)</a> .	This article discusses the legal framework for mergers and acquisitions (M&A) in Thailand in recent years. There has been significant development in transactions, particularly strategic ones. Prospects are good for foreign investors due to its robust and efficient market, with significant capital inflows from countries such as Japan, China, and Singapore.
10	Thailand – Mergers & Acquisitions. <a href="#">Weerawong &amp; Chinnavat (2024)</a> .	This article shows how acquisitions occur in Thailand, following several distinct patterns. There are ups and downs in several sectors. It shows activity ranging from share purchases and relatively complex asset transfers to amalgamations. Investors exceeding a certain ownership threshold are required to offer a buyout to the remaining shareholders, as a form of minority interest protection.
11	Mergers and Acquisitions and Success Factors in Thailand. <a href="#">Popairoj, J. (2019)</a> .	This article explains several factors that can potentially influence the success of M&A. M&A activities in Thailand can proceed smoothly due to integrity in strategic planning, sound synergy management, and a clear shareholding structure. There are long-term effects of business mergers, which have been proven to enhance company value through M&A.
12	Thailand: Trends and Developments in Tech M&A. <a href="#">Boonsong, S., Timrat, N., Asavathongkul, N., &amp; Haritaworn, T. (2022)</a> .	This article states that M&A activity in Thailand is a major driver of corporate transaction growth. Advances in technology have led to an increasingly digital M&A activity in Thailand. Leveraging this digital technology sector has had a significant impact on M&A in Thailand, supported by changes in consumer behavior and the entry of local and foreign investors, resulting in positive and powerful changes.
13	Killer Acquisitions & Merger Control: Making A Case for the Thai Adoption of The German Transaction Value Threshold. Singapore Law Review. <a href="#">Klumsombut, N. (2023)</a> .	This article is a systematic literature review (SLR) analyzing research on sustainable leadership. The authors identify research methods, teaching methods, and factors associated with the success of sustainable leadership in organizations. The study's findings highlight the importance of sustainable leadership, encompassing economic, social, and environmental aspects. The article also suggests future research directions related to leadership that support innovation and social responsibility.
14	Institutional factors and cross-border mergers and acquisitions: Evidence from selected Asian countries.	This study examines the theoretical foundations of mergers and acquisitions (M&A) in several Asian countries, including Thailand. Key findings indicate that business quality, regulatory stability, and investor protection play a crucial role in the success of cross-

No	Title and Authors	Results
	<a href="#">Phuriputranonth, H. (2019).</a>	border M&A transactions. The study confirms that strong organizations can enhance foreign investor confidence and increase the chances of M&A success. The study focuses on the importance of business and economic reforms.
15	Rethinking mergers and acquisitions: What have we learned from the past with implications for Thailand? <a href="#">Suratpipit, T., &amp; McLean, GN (2013).</a>	This article examines integration and acquisition practices from an international perspective and draws conclusions for the Thai context. The discussion notes that many M&A projects fail to achieve their objectives due to cultural integration issues, poor communication, and ineffective change management. For Thailand, a key lesson is the need for proper merger preparation, including a joint communication plan and post-merger human resource training. This article highlights the importance of learning from international experiences for successful M&A in Thailand.
16	Do size and age of acquired goodwill matter for value relevance? Evidence from Thai listed firms. <a href="#">Poramapojn, P., &amp; Wiboonchutikula, P. (2025).</a>	This study examines the economic impact of goodwill in companies listed on the Stock Exchange of Thailand. It uses data from the 100 largest companies to examine whether the size and age of goodwill influence a company's market value. The results show that positive goodwill has a greater impact on stock prices, while lower quality goodwill has a lower or longer lifespan. This study is an important contribution in highlighting the role of goodwill in mergers and acquisitions (M&A) and its implications for investors and policymakers in emerging markets.
17	Over twenty years of implementation: Reflecting on the contribution of Thailand's Trade Competition Act with respect to merger control. <a href="#">Aksorngarn, K. (2024).</a>	This article examines in depth how Thailand's trade competition law, particularly the Trade Competition Act, has been implemented and how it has impacted merger control over the past two decades.
18	Does family ownership affect M&A? Study from listed companies in Thai Stock Exchange (SET). <a href="#">Tanchaya, M. (2016).</a>	Researchers wanted to determine whether family-owned companies behave differently in mergers and acquisitions than non-family-owned companies. They were more or less involved in M&A, and what factors influenced this.
19	The Ability of Goodwill to Explain Security Value Acquired from Business Acquisition in Thailand. <a href="#">Manatip, T., Sutteera, &amp; Jaisattayaban, &amp; Suvanna Laoshavisudhi (2019).</a>	This article examines the role of goodwill (the value arising when a company acquires another company in excess of the fair value of its net assets) in explaining the value of corporate securities in Thailand.
20	Analysis of financial performance before and after mergers and acquisitions of commercial banks listed on the Stock Exchange of Thailand 2008-2015. <a href="#">Prinya, M., &amp; Parinya, M. (2019).</a>	This research implies that regulators or related parties need to pay attention to the merger/acquisition process, how banks manage efficiency, liquidity, and profitability so that the benefits of the merger are maximized.

Source: Research Articles (2025)

This section presents research findings on merger and acquisition (M&A) trends and prospects in Thailand. These findings are derived from high-level data analysis and a review of relevant literature, and are then discussed in the context of opportunities and challenges for investors. The research findings are presented first, while the subsequent sections discuss the findings, their relationship to previous literature, and their implications for economic strategy in the ASEAN region.

Based on [Table 2](#), mergers and acquisitions (M&A) in Thailand have shown significant growth in recent years, particularly in the telecommunications, banking, and energy sectors. A study by [Shaengchart et al. \(2023\)](#) found that mergers in the telecommunications sector have received significant public attention due to their direct impact on costs and service quality. Furthermore, research by [Poramapojn and Wiboonchutikula \(2024\)](#) revealed that post-merger goodwill significantly influences the long-term performance of M&A companies in Thailand.

Thailand presents substantial merger and acquisition (M&A) opportunities, driven by relatively stable economic growth and accelerating industrialization. Key opportunities center on the growth of industrial and service sectors—such as manufacturing, energy, and technology—where companies

seek M&A to expand capacity, market share, and operational efficiency. This attractiveness is further enhanced by significant government support, which provides incentives in the form of easier licensing and tax breaks for both local and foreign investors. Furthermore, there is significant potential for consolidation in fragmented sectors (e.g., banking and retail), aimed at creating greater economies of scale to reduce costs and strengthen strategic market positions. Coupled with Thailand's strategic geographic position as a member of ASEAN, the country serves as an ideal gateway for foreign companies to access regional market distribution networks, making Thailand a highly promising M&A market.

Despite the opportunities presented, mergers and acquisitions (M&A) in Thailand face significant challenges stemming from legal, cultural, economic, and political factors (Suratpipit & McLean, 2013). The primary obstacle is the complex regulatory framework, particularly rules regarding foreign ownership in certain sectors, which can delay or complicate transaction approvals, requiring companies to thoroughly understand local regulations. Another significant challenge is differences in corporate culture, with many family-run businesses tending to prioritize personal relationships and hierarchy, fueling employee resistance during the post-merger integration process, particularly in work systems and human resource management. Furthermore, valuation and transparency issues pose challenges, as local companies' financial data, particularly non-public data, is less readily available, increasing the risk of pricing disagreements, overpayments, or undervaluations. Limited access to capital also hinders local companies seeking major acquisitions, forcing them to seek creative funding sources. Finally, political volatility and shifting economic policies create uncertainty about the expected success of M&A transactions, while intense market competition demands precise strategic synergies for truly beneficial transactions.

In the Thai M&A situation, Weerawong and Chinnavat (2024) saw that there were transactions that showed different patterns in several sectors, with increases and decreases described as increases in the technology, automotive, machine manufacturing, battery, semiconductor, and electric vehicle industries with innovation and transition towards environmentally friendly technology.

From a cross-border integration perspective, Phaopat and Pruetipibultham (2024) focused on learning and management strategies to facilitate the integration process in cross-border mergers and acquisitions. This study showed that although merger and acquisition activity is increasing, successful implementation depends heavily on post-merger integration strategies, including human resource management and organizational culture adjustment.

Overall, data shows that mergers and acquisitions (M&A) in Thailand are driven by the need for consolidation, the pursuit of economic opportunities, and companies' efforts to strengthen their position in the local market. However, this trend is accompanied by various challenges, such as regulatory reform, public resistance, and global uncertainty, which can impact investment behavior.

## 4.2. Discussion

### M&A Opportunities in Thailand

Based on Table 2, Thailand offers a variety of attractive opportunities for companies seeking mergers and acquisitions (M&A). Relatively stable economic growth and rapid industrialization make the Thai market a potential location for business expansion.

According to Devore (2012), opportunity (probability) is a numerical measure that indicates how likely an event is to occur. One of the main opportunities is the growth of the industrial and service sectors. Companies in the manufacturing, energy, technology, and service sectors are growing, so many companies are looking for M&A to expand production capacity, expand markets, or improve operational efficiency. In addition, government support for investment provides strategic opportunities for companies. The Thai government provides many facilities for investors ranging from licensing to tax breaks, making the M&A process seem very attractive to both local and foreign companies.

M&A in fragmented sectors offers significant opportunities. Many sectors, from banking to telecommunications and retail, still consist of only standard-sized companies. With M&A, many sectors expect to achieve greater economies of scale, reducing operational costs and establishing a strategic position in the global market. Thailand, nicknamed the "Land of the White Elephants," is a member of ASEAN and enjoys a strategic geographic location. This presents opportunities for foreign countries to use it as a gateway into regional market distribution networks. With a combination of industrial growth, government support, consolidation opportunities, and a strategic regional position, Thailand is a market offering significant M&A potential for companies seeking domestic and regional growth.

### M&A Challenges in Thailand

Thailand faces various obstacles related to mergers and acquisitions (M&A) stemming from factors such as culture, economics, law, and the global market. A complex regulatory framework is one of the main challenges Thailand faces. [Suwatthanachaow \(2023\)](#) stated that Thai regulations regarding foreign ownership can limit the involvement of foreign companies in certain sectors and ultimately complicate the M&A transaction approval process. If this occurs, companies are expected to have a thorough understanding of local regulations to facilitate transactions or face legal sanctions if they occur. Besides regulations, differences in corporate culture are a major obstacle. Many businesses in Thailand are family-owned or privately run, so business decisions are often influenced by personal relationships and trust within the business. [Nguyen and Tien \(2021\)](#) state that a culture that contrasts hierarchy and employee loyalty in the original company can create resistance during post-merger integration processes, such as the integration of work systems, HR management, and internal processes.

Valuation and transparency issues are another challenge. Local companies' financial data is considered less transparent, especially for companies in the non-public sector, leading to the risk of price disagreements and errors in asset valuation. [Chen et al. \(2020\)](#) stated that a lack of transparency can lead to overpayments and undervaluations, which are clearly detrimental to both buyers and sellers. Furthermore, limited access to capital often hinders mergers and acquisitions, especially for local companies seeking major acquisitions. This limitation forces companies to seek creative financing sources, such as partnerships with local banks or strategic investors ([Suwatthanachaow, 2023](#)).

Another important issue is political and economic issues. Thailand has a high level of political volatility, and changes in monetary policy or financial regulations can affect expectations of the success of mergers and acquisitions ([Nguyen & Tien, 2021](#)). Furthermore, intense market competition, particularly in sectors dominated by large domestic players, requires the right strategic synergies for mergers and acquisitions to truly deliver strategic benefits. Therefore, the success of M&A in Thailand depends not only on the financial aspects, but also on the company's ability to manage regulations, understand local culture, maintain post-merger integration, and respond to political issues and market competition.

### Synthesizing

The findings of this study indicate that mergers and acquisitions (M&A) in Thailand offer significant potential as a business growth strategy. M&A activities can provide operational efficiencies, strengthen competitive positions, and open access to new markets. These findings align with [Ali Riza's \(2022\)](#) findings in the Indonesian banking sector, which stated that M&A can increase efficiency when integration is implemented appropriately. Therefore, M&A is an important strategic tool for companies seeking to expand their business scale and increase added value.

In the past, M&A activity was hampered by cross-border interaction restrictions and slow processes. However, digitalization has transformed this landscape by accelerating technology-based services and transactions ([Boonsong et al., 2022](#)). In the digital era, investors can move more quickly, and the M&A process tends to be more efficient because many stages can be conducted electronically. As a result, technology has become a key pillar driving the acceleration and increase in M&A volume in Thailand.

From an investor perspective, the prospects are attractive because Thailand is a dynamic market within the ASEAN region. Consolidation in sectors such as telecommunications is seen as potentially generating long-term benefits through market stability and customer base growth. However, research also warns of risks that need to be considered, including the sometimes a critical public reaction to mergers ([Shaengchart et al., 2023](#)). Furthermore, there is uncertainty regarding the treatment of goodwill and its impact on financial performance, which warrants attention ([Poramapojn & Wiboonchutikula, 2024](#)).

Investors assess the likelihood of M&A success based on several important factors. These factors include differences in organizational culture, the quality of corporate governance, the choice of payment mechanism (cash or shares), and the capacity to realize post-merger synergies ([Popairoj, 2019](#)). Indicators such as Return on Assets (ROA) and Return on Equity (ROE) are often used to measure whether these synergies are truly achieved. Therefore, thorough planning, structured synergy management, and a clear integration design are key determinants of success.

From a business strategy perspective, M&A success involves more than just financial metrics; managerial and cultural aspects are key determinants ([Phaopat & Pruett Pib Altham, 2024](#)). Management skills in navigating operational integration and harmonizing organizational cultures are crucial for the sustainability of the value created by the merger. Implementing effective managerial

practices helps minimize operational disruption during the transition. Thus, non-financial elements play a central role in ensuring the long-term outcomes of M&A.

Theoretically, these findings align with the Resource-Based View (RBV) and Institutional Theory. RBV emphasizes that combining unique resources and capabilities post-merger can create a durable competitive advantage. Institutional Theory, meanwhile, emphasizes the importance of adapting to local norms, regulations, and practices for the acquisition to be accepted and function optimally. The combination of internal capabilities and institutional adaptation is a prerequisite for generating sustainable value.

Within a sustainability framework, M&A is now assessed not only through economic aspects but also through its contribution to sustainable development. Investors are increasingly incorporating Environmental, Social, and Governance (ESG) factors into M&A considerations because sustainable practices tend to strengthen reputations and reduce long-term risks. Companies that adopt sustainability principles are better able to attract international capital and maintain public legitimacy. Therefore, integrating sustainability values is a crucial part of post-merger strategies.

A concrete example is seen in mergers in the energy and telecommunications sectors, which are beginning to prioritize energy efficiency and social responsibility—a phenomenon that could be called a "green merger." This approach aligns with the Triple Bottom Line concept, which emphasizes the balance between profit, people, and the planet. In addition to boosting financial value, this strategy strengthens companies' resilience to global issues such as climate change and social demands. In other words, M&As that incorporate environmental and social agendas have the potential to generate broader and more sustainable synergies.

Overall, M&A in Thailand offers attractive opportunities for international investors with a long-term perspective. Investment success depends on the ability to read market trends, understand the local context, and design an integration process that incorporates sustainability principles. Investors who adapt to changing regulations, social norms, and technological developments have a greater chance of maximizing M&A benefits. A combination of financial strategy, managerial capacity, and sustainability orientation will be the key foundation for achieving sustainable results.

## 5. CONCLUSION

This study aims to understand the dynamics of mergers and acquisitions (M&A) in Thailand and examine the opportunities and challenges they pose for investors. M&A activity in developing countries like Thailand is not only assessed financially but also influenced by social factors, regulations, and organizational integration processes. This is in line with the findings of [Shaengchart et al. \(2023\)](#) who highlighted the importance of public opinion in determining the success of mergers in the telecommunications sector, as well as the research of [Poramapojn and Wiboonchutikula \(2024\)](#) who confirmed that goodwill management impacts post-merger company performance. Furthermore, [Phaopat and Pruetipibultham \(2024\)](#) emphasized that organizational learning and regional integration strategies are key to mitigating cross-border M&A risks.

This report shows an increase in merger and acquisition activity in Thailand in recent years, particularly in the telecommunications, banking, and energy sectors. This growth is driven by companies' need to strengthen efficiency, expand market reach, and adapt to ASEAN economic integration. However, the study also identified several challenges, such as policy uncertainty, public resistance to changes in market structure, and barriers to corporate cultural integration. These factors can be major obstacles to achieving synergies and long-term M&A success.

In conclusion, the development of M&A in Thailand not only reflects efforts to expand the economy but also demonstrates a shift towards more sustainable business practices. The integration of Environmental, Social, and Governance (ESG) principles is becoming a key consideration in investment decisions and post-merger strategies. This approach helps companies create long-term value through energy efficiency, social responsibility, and transparent governance. Therefore, the future success of M&A in Thailand will depend heavily on companies' ability to balance economic objectives with a commitment to sustainability.

### 5.1. Implications

These findings have important implications. From a theoretical perspective, this study contributes to the M&A literature by confirming that intangible factors, such as organizational culture and integration strategy, are as important as financial factors. In general, investors can capitalize on market integration

and growth opportunities, but they should also consider social and regulatory issues. From a policy perspective, the Thai government needs to ensure stable and supportive regulations to ensure M&A activities truly create added value for the economy.

## 5.2. Limitations

This study is limited to a descriptive literature review and does not explore in-depth empirical data. Future research is recommended to employ case studies or statistical approaches using financial data from companies conducting M&A in Thailand to directly measure the long-term impact on business performance and economic behavior. Overall, this study confirms that M&A in Thailand offers promising prospects for investors, but also brings challenges that need to be anticipated. A thorough understanding of local dynamics, preparedness for integration strategies, and awareness of regulatory factors are key to successful investment. Thus, this study contributes to the literature on M&A in developing countries while providing practical insights for investors and policymakers.

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## Abbreviations

M&A - Merger and Acquisition  
 FDI - Foreign Direct Investment  
 ASEAN - Association of Southeast Asian Nations  
 GDP - Gross Domestic Product  
 OECD - Organization for Economic Co-operation and Development  
 SLR - Systematic Literature Review  
 EEC - Eastern Economic Corridor  
 SEC - Securities and Exchange Commission  
 PwC - Price Water House Coopers  
 KPMG - Klynveld, Peat, Marwick, Goerdeler  
 MUFG - Mitsubishi UFJ Financial Group  
 M&A CAT-TOT - Merger and Acquisition of the CAT company and the TOT company.  
 M&A TRUE-DTAC - Merger antara operator telekomunikasi Thailand, True Corporation and dtac  
 AIS-3BB - Merger and Acquisition antara Advanced Info Service (AIS) dengan Triple T Broadband (3BB)  
 ROA - Return on Assets  
 ROE - Return on Equity

## Authors' contribution

LI: Abstract, Literature review, Research Methods, Results and Discussion; ANGSS: Introduction, Literature Review, Research Method, Results and Discussion; NS: Conclusion, Literature Review, Research Method, Results and Discussion; LISJ: References, Literature Review, Research Methods, Results and Discussion; and RNNA: Literature Review, Research Methods, Results and Discussion

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