ADITYA GROUP

INDUSTRY INTELLIGENCE SERIES

Retail & Omnichannel Commerce in Thailand

Strategic Market Report

For Consumer Brands, Retailers, Marketplace Sellers, Distributors, Investors and Omnichannel Operators

Thailand | 2026 Website Edition

Table of Contents

Executive Snapshot

Selected report themes, designed to orient executives quickly before the detailed market analysis.

Market Lens	Entry Focus	Risk View	Aditya Role
Thailand	**Partners**	**Compliance**	**Execution**
sector context	channels & routes	operating controls	local support

1. Executive Summary

2. Industry Overview

3. Thailand Market Context

4. Market Intelligence & Key Trends

5. Opportunity Landscape

6. Competitive & Operating Environment

7. Regulatory & Compliance Considerations

8. Market Entry & Execution Considerations

9. Risks, Challenges & Watchpoints

10. Aditya Group Perspective

11. How Aditya Group Can Support

12. Selected Relevant Experience

13. Conclusion & Call to Action

Sources

1. Executive Summary

Thailand's retail sector is not a single-channel consumer market. It is a multi-format commerce ecosystem combining modern trade, convenience stores, hypermarkets, department stores, speciality retail, shopping malls, marketplaces, social commerce, mobile payments, tourist spending, provincial expansion and cross-border sourcing. For consumer brands and distributors, the strategic question is no longer whether to sell online or offline, but how to design a profitable omnichannel route-to-market. [1] [2] [3]

Krungsri Research expects modern trade sales to grow by only 1.5-2.5% in 2026, before improving to 3.0-3.5% annually during 2027-2028. This points to a market that remains structurally important but operationally more selective, with growth concentrated in food and beverages, ready-to-eat meals, daily necessities, health and beauty, convenience formats and well-located retail clusters. [1]

Thailand's online commerce continues to deepen. The U.S. International Trade Administration cites E-Commerce Association - Thailand data showing e-commerce market value of USD 21.83 billion in 2024 and a projected USD 23.45 billion in 2025, supported by high mobile use, improved logistics and stronger e-payment adoption. [3]

The opportunity is meaningful but not easy. Retailers face fragile purchasing power, high household debt, margin pressure, discount-driven competition, platform fees, stock risks, rental costs, last-mile complexity, regulatory scrutiny of online marketplaces, data-privacy obligations and the need for Thai-language customer operations. New entrants need precise channel design rather than generic "Thailand distribution".

Strategic theme	Implication for brands and investors
Omnichannel is mandatory	Consumers discover, compare, buy, review and repurchase across stores, marketplaces, social platforms, chat channels and events.
Modern trade remains powerful	Large chains and malls provide visibility and trust, but listing fees, consignment terms, margins and inventory discipline must be evaluated carefully.
Convenience and necessity win	Daily needs, food, beverage, health, beauty, pet, baby, home, tech accessories and value-led lifestyle products are more resilient than discretionary luxury mass retail.
Social commerce is a Thai reality	LINE, Facebook, TikTok-style discovery and live selling affect demand generation even when fulfilment happens through marketplaces or offline stores.
Execution defines profitability	Channel margin, packaging, claims, Thai copy, logistics, returns, warranty, after-sales service and reseller management decide whether market entry scales.

Aditya Group view Thailand is attractive for brands that can localise product-market fit, price architecture, packaging, channel incentives and after-sales execution. The winning model is rarely one channel. It is usually a managed mix of distributor, marketplace, social commerce, retail pilots, corporate/B2B sales and selective offline visibility. Aditya Group can act as a practical market-entry and execution bridge for foreign brands, Thai product owners, B2B platforms and retailers that need local intelligence plus operating support.

2. Industry Overview

Retail and omnichannel commerce covers the sale, distribution, marketing and fulfilment of consumer products through physical stores, digital platforms, social channels, wholesale networks, B2B channels and direct-to-consumer models. Thailand's retail market is deeply connected to tourism, urban development, household income, logistics, digital payments and the country's role as a sourcing and manufacturing base.

2.1 Retail value chain

Layer	Examples	Commercial success factors
Product and brand development	Consumer goods, private label, imported brands, Thai lifestyle products, packaging and merchandising	Clear product-market fit, local claims, packaging, pricing, certification, differentiation and reorder economics.
Wholesale and distribution	Importers, general trade wholesalers, B2B distributors, category agents, regional dealers	Margin structure, credit control, territory discipline, stock rotation, trade promotions and relationship management.
Modern trade and specialty retail	Convenience stores, supermarkets, hypermarkets, department stores, pharmacies, beauty chains, home and electronics stores	Listing access, trade terms, retail margin, visibility, inventory velocity, merchandising and joint promotions.
Digital commerce	Marketplaces, branded webstores, social commerce, live selling, chat commerce, affiliate/KOL channels	Traffic acquisition, content localisation, platform economics, reviews, delivery, payment and returns management.
Fulfilment and customer experience	Warehousing, 3PL, last-mile delivery, service centres, warranty, customer care	Availability, speed, accuracy, return handling, after-sales service and trust building.

2.2 Core retail formats

Modern trade: supermarkets, hypermarkets, convenience stores, department stores, specialty chains and health/beauty retailers.

General trade: neighbourhood stores, traditional wholesalers, local dealers, provincial agents and informal distribution routes.

Shopping-centre retail: mall-based fashion, lifestyle, food, beauty, electronics, home and experience-led retail.

E-commerce marketplaces: marketplace storefronts, official stores, cross-border sellers and platform fulfilment services.

Social and conversational commerce: Facebook, LINE, short-video commerce, live selling, community groups and chat-based ordering.

B2B and corporate commerce: corporate gifts, hospitality procurement, office supplies, branded merchandise, project supply and institutional buyers.

3. Thailand Market Context

Thailand has a large consumer base, mature urban retail infrastructure and one of Southeast Asia's most developed mall and convenience-store networks. Bangkok remains the country's commercial centre, but provincial cities, tourism corridors and suburban communities have become more important to retailers as transport infrastructure, shopping centres and household consumption patterns expand beyond inner Bangkok. [2]

Retail demand is supported by domestic consumption and tourism, but constrained by household debt, cautious spending and intense competition. For this reason, successful entrants increasingly combine value engineering with premium cues: products must look differentiated, feel trustworthy and still fit the consumer's price expectations.

Market indicator	Current relevance
Modern trade sales growth	Krungsri forecasts 1.5-2.5% growth in 2026 and 3.0-3.5% average annual growth during 2027-2028, signalling recovery but not easy growth.
Retail property demand	Krungsri expects demand for retail space in Bangkok Metropolitan Region to grow only 0.9% from 2025, with selective expansion in high-potential locations.
E-commerce value	ITA cites USD 21.83 billion in 2024 and projected USD 23.45 billion in 2025, with growth linked to mobile adoption, logistics and e-payments.
Total retail importance	A 2025 brokerage report citing the Thai Retailers Association projects Thailand's retail sector at about THB 4.4 trillion in 2025, approximately 23% of GDP.
Consumer sensitivity	Weak purchasing power and high household debt create pressure on non-essential categories and increase promotion intensity.

Note: Market sizing varies by methodology. For strategic planning, Aditya Group recommends triangulating official data, trade association inputs, chain-level signals, platform data and category-specific field checks.

4. Market Intelligence & Key Trends

4.1 Omnichannel is becoming the operating model

Thailand's consumer journey increasingly moves across digital discovery, offline trust, online price comparison, social recommendations and convenience-led fulfilment. A brand may be discovered through short video, compared on a marketplace, validated in a mall, discussed on LINE and repurchased through a retailer or social seller.

Retail strategy must define the role of each channel: awareness, trust-building, transaction, replenishment, service or B2B lead generation.

Channel conflict must be managed through SKU architecture, pack sizes, recommended retail pricing, official-store policies and reseller agreements.

Merchandising now includes content, reviews, demo videos, livestream scripts, QR codes, influencer assets and offline shelf presentation.

4.2 Convenience, health, beauty, food and daily needs remain resilient

Krungsri identifies food and beverage, ready-to-eat meals, daily necessities and health and beauty products as categories with good growth trends inside modern trade. These categories benefit from habitual purchase behaviour, smaller basket sizes, convenience-store reach and strong urban demand. [1]

4.3 Shopping centres are shifting from space providers to experience platforms

Retail space is recovering selectively. Krungsri notes that operators are expected to delay expansion or lease selectively in high-potential locations, with gradual recovery supported by tourism, transport infrastructure and suburban community growth during 2027-2028. [2]

4.4 Social commerce and live selling are now demand engines

Thai consumers are highly responsive to social proof, community selling, KOL content, chat-based interaction and promotional urgency. For brands, social commerce is not only a sales channel; it is also a low-cost testing ground for product messages, objections, pricing and customer education.

4.5 Retail data and loyalty are becoming strategic assets

Retailers and brands are increasingly using CRM, loyalty points, member apps, digital receipts, personalised offers and platform analytics. However, data use must be balanced with PDPA compliance, consent management and responsible customer communication. [8]

5. Opportunity Landscape

Opportunity area	Why it matters	Where Aditya Group can add value
Foreign consumer brands entering Thailand	Thailand can serve as a test market and ASEAN showcase, but localisation and channel selection are critical.	Market research, importer/distributor search, retail pilot design, pricing model, Thai adaptation and launch coordination.
Thai brands expanding across channels	Many Thai product owners have products but lack channel discipline, packaging standardisation and digital commerce execution.	Brand architecture, B2B positioning, e-commerce readiness, reseller toolkit and export-channel preparation.
Lifestyle, home, gifts and eco-products	Tourism, hospitality, corporate gifting and online discovery support differentiated product demand.	Thai Aesthetics platform, sourcing, product curation, OEM/ODM development and buyer matching.
Health, beauty, wellness and personal care retail	These categories fit modern trade, e-commerce, spa, hotel amenities and private-label demand.	Supplier validation, Thai FDA pathway mapping, packaging localisation, distributor and hospitality buyer access.
Tech accessories and smart devices	Consumers buy through online channels, specialty retailers, corporate gifting and B2B bundles.	Arahant/Novora experience, product selection, channel economics, service/warranty planning and B2B outreach.
B2B procurement and corporate commerce	Companies, hotels, offices and institutions often need curated products and reliable fulfilment beyond normal retail.	Corporate gifting, hospitality procurement, branded merchandise, sourcing and account-based sales execution.

5.1 Attractive categories for disciplined entrants

Daily-use premium but affordable lifestyle products: home, kitchen, travel, office and gifting.

Health and beauty products with clear compliance pathway, credible claims and strong visual packaging.

Eco-friendly packaging, reusable products and sustainable gifting for hotels, corporates and premium consumers.

Pet care, baby/family lifestyle, small smart devices and compact consumer electronics with good demonstration value.

Private-label and OEM product lines for retailers, hotels, wellness operators and corporate clients.

6. Competitive & Operating Environment

Thailand's retail environment is sophisticated and competitive. Large domestic groups dominate modern trade, convenience stores, malls, department stores and specialty chains. Digital marketplaces are crowded with imported goods, discount sellers, official brand stores and cross-border players. Traditional trade remains important for some categories, especially outside Bangkok and for price-sensitive goods.

Competitive force	Implication
Large retail groups	Access can be valuable, but terms may include high margins, listing fees, promotional commitments and strict supply requirements.
Marketplace competition	Search visibility, advertising costs, reviews, price comparison and cross-border sellers can compress margins quickly.
Consumer promotion culture	Campaign days, coupons, bundles and flash sales condition customers to wait for discounts unless brand value is clear.
Offline trust requirement	For new categories, physical demonstration, pop-ups, retail visibility or corporate references may be needed to build credibility.
Operational sophistication	Stock accuracy, fulfilment speed, warranty, customer service and content quality increasingly separate serious players from casual sellers.

Operating insight A brand can generate sales and still lose money if platform fees, discounts, returns, ad spend, logistics and reseller margins are not modelled upfront. The correct launch sequence often starts with controlled pilots, not immediate nationwide distribution. For B2B and premium products, credibility assets - samples, case studies, references, packaging, warranty and Thai-language materials - matter as much as price.

7. Regulatory & Compliance Considerations

Retail and e-commerce businesses in Thailand may be affected by company registration, foreign business restrictions, tax, VAT, import rules, product-specific licensing, consumer protection, digital platform service regulations, PDPA, advertising rules and sector-specific product standards. Regulatory analysis should be conducted by qualified legal and compliance professionals before launch.

Compliance area	Practical relevance for retail and omnichannel commerce
Company and foreign business structure	Foreign ownership, trading activity, retail/wholesale scope, nominee risk and licensing must be reviewed before operations.
Import and customs	Imported products require HS code classification, duties, VAT, documentation, origin rules and sometimes product-specific permits.
Product regulation	Food, cosmetics, health-related products, electrical goods, toys and other regulated items may require Thai FDA, TISI or other approvals.
Digital platform rules	ETDA's Digital Platform Services framework and newer marketplace obligations increase governance expectations for online platforms and marketplaces.
Data privacy	PDPA applies to collection, use and disclosure of personal data, affecting CRM, loyalty programmes, online stores, marketing and customer service.
Consumer protection and advertising	Claims, warranty, refunds, misleading representations, pricing displays and promotions need controls, especially for online commerce.
Tax and accounting	VAT registration, withholding tax, corporate income tax, transfer pricing, marketplace invoices and inventory accounting must be planned.

ETDA's Digital Platform Services framework applies to many digital platform operators, while Thailand issued additional 2025 obligations for online marketplace providers, with new operational requirements scheduled to take effect from 31 December 2025 according to legal briefings on the Government Gazette notification. [5] [6]

Thailand's PDPA has been in force as the key personal-data protection framework and is relevant to almost every omnichannel retailer that collects customer information through websites, marketplaces, loyalty programmes, delivery systems, customer service or marketing lists. [8]

8. Market Entry & Execution Considerations

Market entry should begin with category validation and channel economics, not company setup alone. A product that performs in another market may fail in Thailand if the pack size, price point, sales copy, demonstration method, warranty expectations, product claims or channel margin are not adapted.

Entry route	Best suited for	Key watchpoints
Distributor-led entry	Imported products, B2B brands, consumer goods needing local stock and relationships	Distributor capability, exclusivity, channel plan, minimum orders, reporting discipline and termination terms.
Marketplace official store	Consumer products with visual appeal, repeat purchase potential and manageable fulfilment	Platform fees, ads, reviews, returns, customer service, price leakage and unauthorised sellers.
Retail pilot	Products that need demonstration, trust, sampling or premium positioning	Listing cost, margin, consignment risk, inventory velocity and promotional support.
Social commerce launch	Products requiring education, community trust, influencer demonstration or rapid testing	Claims control, order management, cash collection, fulfilment reliability and brand consistency.
B2B/corporate channel	Gifts, hospitality products, office products, branded merchandise and institutional procurement	Lead generation, sample presentation, credit terms, customisation, fulfilment timing and account management.

Entry route	Best suited for	Key watchpoints
Own Thai entity	Long-term brand owners, operators with staffing needs or significant local sales ambitions	Foreign business licensing, accounting, tax, staffing, compliance and local operational overhead.

8.1 Recommended launch sequence

Define target customer segments, price bands, product claims, competitor set and required certifications.

Validate channels through desk research, field checks, retailer interviews, marketplace review analysis and distributor conversations.

Build Thai-language sales assets: product pages, catalogues, warranty terms, retail one-pager, FAQ, demo videos and buyer presentation.

Pilot with controlled inventory and measurable KPIs before giving exclusivity or scaling retail footprint.

Review profitability after full cost: landed cost, packaging, margin, platform fee, payment fee, ad spend, fulfilment, returns, samples, incentives and service.

9. Risks, Challenges & Watchpoints

Risk	Why it matters	Mitigation approach
Weak purchasing power	Consumers may trade down or delay discretionary purchases.	Focus on clear value, smaller packs, bundles, necessities and differentiated benefits.
Channel margin erosion	Retailer margin, platform fee, promotions and logistics can eliminate profit.	Build a full margin waterfall before launch and separate SKUs by channel.
Inventory and cash-flow risk	Slow-moving stock, consignment and returns can lock working capital.	Run controlled pilots, set reorder triggers and negotiate realistic payment terms.
Regulatory gaps	Unregistered claims or restricted product categories can create penalties and reputation damage.	Map product-specific requirements before import, advertising or marketplace listing.
Unauthorised sellers	Parallel imports and reseller discounting can damage pricing and trust.	Use official store policy, batch controls, reseller agreements and market monitoring.
Poor localisation	Foreign messaging may not resonate with Thai buyers or retail buyers.	Localise copy, packaging, demo approach, customer support and category positioning.
Execution underestimation	Many entrants assume retail access equals success.	Invest in merchandising, training, service, replenishment, content and data review.

10. Aditya Group Perspective

Aditya Group views Thailand's retail and omnichannel market as attractive for disciplined operators that combine product strategy, channel economics and local execution. The market is not ideal for generic products chasing distribution alone. It rewards differentiated products, strong packaging, credible claims, reliable supply, good content and patient relationship building.

For foreign clients, Thailand can function as an ASEAN market-entry base, a regional product-testing ground and a sourcing/branding platform. For Thai clients, the opportunity is to professionalise product development, channel readiness and export-facing positioning. For Aditya Group, this industry sits naturally across consulting, trading, technology, travel/hospitality products and Thai Aesthetics.

> Strategic thesis The strongest opportunities are not purely online or offline. They are channel-integrated models where each channel has a defined job. Retail success depends on "execution architecture": product, price, packaging, compliance, content, channel, fulfilment, support and partner governance. Aditya Group can help clients avoid the common trap of entering Thailand through the wrong distributor, wrong retail terms or wrong digital-cost assumptions.

11. How Aditya Group Can Support

Client need	Aditya Group support
Market research and feasibility	Category sizing, competitor mapping, channel landscape, price benchmarking, buyer interviews, platform review analysis and go/no-go recommendations.

Client need	Aditya Group support
Thailand market entry	Entry-route design, company setup coordination, distributor search, importer validation, pilot planning and local representation.
Retail and distribution strategy	Channel prioritisation, retailer pitch preparation, margin modelling, trade terms review, territory planning and reseller toolkit development.
E-commerce and omnichannel setup	Marketplace readiness, content structure, product-page logic, official-store planning, social commerce strategy and fulfilment model review.
Product sourcing and development	Supplier identification, OEM/ODM coordination, packaging development, sample review, specification control and price negotiation.
Thai Aesthetics platform support	Product curation, B2B exposure, category-brand alignment, export/buyer positioning and AI-enabled product-presentation support.
Execution and business development	Buyer outreach, partner meetings, launch coordination, sales-pipeline tracking, performance review and operational troubleshooting.

11.1 Practical deliverables

Thailand retail-entry diagnostic report: customer, category, competitor, channel, pricing and compliance scan.

Distributor and retail partner shortlist with qualification matrix and meeting support.

Omnichannel launch blueprint covering marketplace, social, retail pilot and B2B routes.

Margin waterfall and working-capital assessment for each channel route.

Thai-language sales presentation, product catalogue, retailer one-pager and buyer FAQ.

90-day launch plan with milestones, KPIs, stock assumptions, campaign calendar and partner responsibilities.

12. Selected Relevant Experience

Aditya Group's relevance to retail and omnichannel commerce comes from the group's combined experience in trading, consulting, technology distribution, market-entry support, corporate gifting, travel/hospitality products, Thai Aesthetics category development and execution-led business building. The group's strength is not only advising on market entry but helping clients convert strategy into practical routes, partners, documents, pricing and sales action.

Relevant capability	Evidence of practical application
Trading and sourcing	Experience in supplier coordination, product evaluation, pricing, wholesale models, buyer communication and commercial feasibility.
Technology distribution	Arahant's IT/software distribution background supports channel management, reseller thinking, product launch discipline and B2B sales processes.
Thai Aesthetics	Consumer-product category development across tech, eco-products, gifts, home, personal care, pet, baby/family and hospitality-oriented products.
Corporate gifting and hospitality supply	Understanding of B2B procurement, customised products, presentation, fulfilment expectations and relationship-driven sales.
Market-entry consulting	Support for foreign companies entering Thailand through research, incorporation, partner search, business matching and execution planning.

13. Conclusion & Call to Action

Thailand's retail and omnichannel commerce industry remains one of the country's most important commercial arenas, but the basis of competition has changed. Physical retail is selective, e-commerce is crowded, social commerce is influential, consumers are value-conscious and compliance expectations are rising. The market still offers strong opportunities, especially for products that are differentiated, well-priced, visually credible, operationally reliable and supported by the right channel architecture.

For companies planning to enter or expand in Thailand, the key is to move from ambition to structured execution: test the category, choose the right route, validate partners, localise the offer, control margin, monitor compliance and build trust with buyers and consumers.

> How to use this report Foreign brands can use this report to assess whether Thailand is suitable for market entry and what operating model may fit their products. Thai product owners can use it to identify gaps in channel readiness, packaging, pricing, compliance and omnichannel execution. Investors and business leaders can use it as a starting point for category research, partner screening and route-to-market planning.

Aditya Group can support clients with Thailand market research, retail-entry planning, distributor and buyer search, channel strategy, product development, omnichannel execution and ongoing business development support.

Sources

[1] Krungsri Research. Industry Outlook 2026-2028: Modern Trade.
https://www.krungsri.com/en/research/industry/industry-outlook/wholesale-retail/modern-trade/io/modern-trade-2026

[2] Krungsri Research. Industry Outlook 2026-2028: Retail Space in Bangkok Metropolitan Region.
https://www.krungsri.com/en/research/industry/industry-outlook/real-estate/commercial-buildings-in-bmr/io/retail-space-2026

[3] International Trade Administration, U.S. Department of Commerce. Thailand - eCommerce Country Commercial Guide.
https://www.trade.gov/country-commercial-guides/thailand-ecommerce

[4] ETDA. Value of e-Commerce Survey in Thailand / Statistics and Information.
https://www.etda.or.th/th/Our-Service/statistics-and-information.aspx

[5] ETDA. Royal Decree on the Operation of Digital Platform Services.
https://www.etda.or.th/getattachment/Regulator/DigitalPlatform/law/Clean-Royal-Decree-on-DP-Corrected-1.pdf.aspx

[6] Tilleke & Gibbins. Thailand Introduces New Obligations for Online Marketplaces.
https://www.tilleke.com/insights/thailand-introduces-new-obligations-for-online-marketplaces/19/

[7] Department of Business Development. DBD official business registration and e-service portal.
https://www.dbd.go.th/

[8] Ministry of Digital Economy and Society. Personal Data Protection Act B.E. 2562 (2019).
https://www.mdes.go.th/law/detail/3577-Personal-Data-Protection-Act-B-E--2562--2019-

[9] Finansia Syrus Securities. Thailand Commerce Sector Report, 2025, citing Thai Retailers Association.
https://www.fnsyrus.com/uploads/research/20250701ThailandCommerce-Awaitingatrigger%2Cvaluationsalreadycompelling_TH-1.pdf

[10] Krungsri Research. Thailand Industry Outlook 2026-2028.
https://www.krungsri.com/en/research/industry/summary-outlook/2026-2028

This website edition is designed as an executive industry intelligence document. It is not legal, tax, financial or investment advice. Clients should obtain qualified professional advice before making regulatory, investment or market-entry decisions.

Build the Right Thailand Entry Strategy

Aditya Group helps clients evaluate market potential, identify partners, structure practical entry routes and coordinate local execution in Thailand.

Connect with Aditya Group Thailand

Market Entry | Strategic Advisory | Business Matching | Sourcing & Supply Chain

Regulatory Coordination | Technology | Trading | Execution Support

Website: www.adityagroupthailand.com **Email:** contact@adityagroupthailand.com