

COMMERCE

Vol. 1/ 2026

From Startup To Scale-up

Exploring the Power of Networking for Startups and
SMEs in Today's Business Landscape

HEATING UP

HOPE

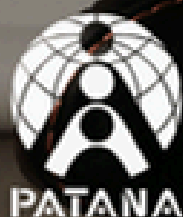
Sri Hollema, Grad'18,
developed MatZero, a heated mat powered
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Read Sri's story



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GOLD MEMBERS

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PRESIDENT'S MESSAGE

Dear Members and Readers,

It is my pleasure to welcome you to the first 2026 edition of Commerce Magazine, the official publication of the Netherlands Thai Chamber of Commerce (NTCC). This volume is dedicated to a theme that lies at the very heart of our community: the importance of networks and networking.

In today's increasingly interconnected and fast-evolving business environment, success is rarely achieved in isolation. Strong, trusted networks form the backbone of sustainable growth, innovation, and opportunity. Whether you are an established multinational, an SME, or an entrepreneur just entering the Thai market, the value of meaningful connections cannot be overstated. At the NTCC, we take pride in being a facilitator of these connections, bringing together Dutch, Thai, and international businesses in a dynamic and supportive ecosystem.

A recent example of this in action was our SME Fair, held on March 5 at the The Athenee Hotel Bangkok. This event perfectly illustrated the power of networking within our community. By providing a platform for our SME members to showcase their products and services, we enabled direct engagement, fostered new business relationships, and strengthened existing ones. The energy and enthusiasm seen during the event reaffirmed our belief that creating opportunities for members to connect face-to-face remains invaluable, even in an increasingly digital world.

Networking is not merely about exchanging business cards; it is about building trust, sharing knowledge, and supporting each other's ambitions. It is through these interactions that partnerships are formed, ideas are sparked, and opportunities emerge. As a Chamber, our role is to continue curating relevant, high-quality events and platforms that empower our members to grow their networks and, ultimately, their businesses.

In this edition, you will find insights, experiences, and perspectives from members and partners that highlight how networking has contributed to their success. I encourage you to engage actively, participate in our upcoming events, and make the most of the vibrant community we have built together.

On behalf of the Board, I thank you for your continued support and contribution to the NTCC. Together, we will keep strengthening the bridges between the Netherlands and Thailand.

Warm regards,



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From Start-Up to Scale-Up: The Power of Networks in a Changing World

By the Embassy of the Kingdom of the Netherlands in Bangkok



As the Embassy of the Netherlands in Thailand, we are aware that ambition travels well, but rarely grows when isolated upon arrival. For Dutch companies entering Thailand, the journey from start-up to scale-up is often not only about a strong product or innovative service. It is about access: to knowledge, to trusted partners, to capital, and to a broader ecosystem that enables sustainable expansion.

In today's global landscape, that ecosystem is especially important. Geopolitical shifts, evolving trade dynamics, supply chain reconfiguration, and the green and digital transitions are reshaping markets worldwide. Southeast Asia and Thailand in particular, have emerged as a strategic hub in this context. As companies diversify production, invest in future-proof sectors, and respond to ESG requirements, Thailand's position in regional value chains offers opportunity. Yet navigating regulatory frameworks, cultural nuances, and sector-specific standards requires more than market research; it requires relationships, with networks functioning as necessary growth infrastructure.

The Embassy works hand in hand with the Chamber to reinforce this ecosystem. Alongside our economic team, we support Dutch firms in entering or developing a position in Thailand. The Embassy also responds to trade requests, conducts market scans, and offers matchmaking services to help companies identify reliable local partners. Further initiatives such as the Partners for International Business (PIB) programme allow groups of Dutch companies to jointly explore and develop markets. An additional advantage is that by jointly presenting Dutch expertise, companies can connect amongst each other and offer up integrated solutions to local challenges.

Beyond our Embassy's services, Dutch businesses can rely on a broader set of instruments. Invest International for instance, offers financing solutions for international projects, particularly in infrastructure and sustainable sectors. For Thai colleagues travelling to the Netherlands, the Orange Carpet visa procedure can streamline business travel, reinforcing two-way exchange.

What unites these instruments is a philosophy: scaling up internationally is a collective effort. Government, chambers of commerce, financial institutions, and knowledge partners together form an enabling environment. This is particularly important for first-time exporters or SMEs without extensive international experience. Networks reduce entry barriers and mitigate risk. They open doors that might otherwise remain closed.



As such, the Embassy is glad to receive all Dutch entrepreneurs and stands ready to support you. As the saying goes: **"If you want to go fast, go alone. If you want to go far, go together"**. Feel free to contact our economic team via BAN-EA@minbuza.nl and we would be happy to see what we can help you with.



Lotte Nietzman has recently joined the Netherlands Embassy in Bangkok

As policy officer for Political and Economic Affairs.

"Hi everyone, it is a pleasure to meet you! My name is Lotte and I am honoured to work as First Secretary at the Embassy of the Kingdom of the Netherlands in Bangkok. From the moment I arrived, I have been amazed by the diversity and hospitality of this city and its inhabitants. The Thai people have already made me feel very welcome here and I am looking forward to getting to know the Dutch private sector in Thailand, too.

I moved to Bangkok mid-February, after having said goodbye to the Netherlands Defense Academy where I worked for a few years. In various roles, I learned a lot about international relations and international (economic) security, which I hope to apply here.

The Netherlands is rapidly adjusting to the changes in the multilateral order, and the rise of new economic powers such as China, Indonesia, Brazil and India. There is a growing consensus that we need to increase our economic security and reduce our strategic dependencies. I look forward to make my modest contribution to this. I believe that open economies like Thailand and the Netherlands can benefit from a level playing field and diversification of markets, and that the Dutch private sector in Thailand will thrive the most in an international context that is based on predictable rules and regulations. And, as the Netherlands is Thailand's largest EU investor and an important trading partner, I hope to be of service in furthering the Dutch-Thai relations in this regard. This is also in line with European foreign policy: to engage more in trade and cooperation with the emerging countries of the Global South.

In my previous role as a researcher, I had the opportunity to attend international conferences to present my own research and to share insights with colleagues with many different backgrounds. This definitely contributed to the idea of shifting to the Ministry of Foreign Affairs and to work and live abroad, in an international setting. I am eager to learn more about economic security as well as about regional developments affecting the bilateral relations between the Netherlands and Thailand on the short and long term. I also look forward to contributing to the Netherlands' engagement and to exploring new ideas for collaboration.

“
I am always up for connecting with others – and to gain insights from the diverse perspectives that define this dynamic region. So feel free to reach out!
”



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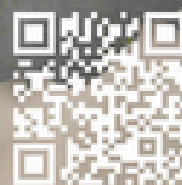


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Porter
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What Networking Really Means

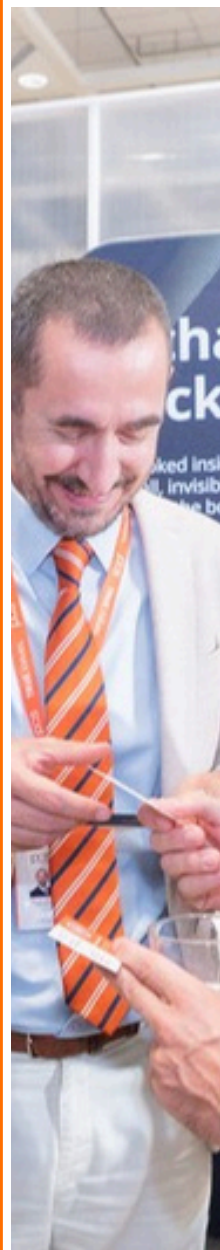
Walk into almost any business event and you will see it happening everywhere. Small groups in conversation, professionals introducing themselves, business cards changing hands, ideas being exchanged over coffee. This is networking in its most visible form, but the real concept goes beyond a single meeting or event.

Networking is essentially *the process of building and maintaining professional relationships*. It begins with simple interactions such as a conversation at a conference, a quick introduction at a reception, or a discussion after a panel talk. These first encounters allow people to learn about each other’s work, interests, and expertise. What often starts as a short exchange can gradually develop into a familiar professional connection.

What makes networking meaningful is what happens after that first interaction. When professionals reconnect at later events, follow up after meeting someone, or continue exchanging ideas, the relationship becomes stronger. *Over time, these individual connections grow into a broader professional network* that links people across industries, organizations, and areas of expertise.

From a theoretical perspective, networking is often linked to the idea of *social capital*. Social capital theory suggests that relationships themselves can *function as valuable resources*. Just as financial capital provides access to investment opportunities, social capital *provides access to knowledge, contacts, and professional support* that circulate within a network of relationships.

In practice, networking is *simply the way professionals become part of this wider ecosystem*. Through conversations, introductions, and continued engagement, individuals build connections that link them to a larger business community. These networks form the structure through which ideas, information, and professional relationships develop.



Bridging Business Cultures: Networking the Dutch Way vs. the Thai Way

By Tongfa Jeffers

In both the Netherlands and Thailand, networking opens doors. The goal is the same: building trust and creating opportunities. Yet the way those doors are opened can look very different. A conversation that feels direct and efficient in Amsterdam may unfold more slowly in Bangkok, where relationships take center stage.

These differences are more than cultural quirks. They influence how partnerships begin, how trust develops, and whether cooperation grows or quietly fades. Understanding them can make a real difference when doing business internationally.

A cultural lens



Networking styles do not appear by chance. They are shaped by deeper cultural patterns. Cultural researcher Geert Hofstede describes these differences through dimensions such as Power Distance and Individualism, which help explain how societies view hierarchy, equality, and group relationships.

Communication scholar Edward T. Hall adds another perspective with his idea of low-context and high-context cultures. In low-context cultures, people communicate meaning clearly through words. In high-context cultures, meaning often lies in the situation, relationships, and subtle signals.

These frameworks do not dictate behavior, but they help explain why Dutch and Thai professionals approach networking in different ways.



COMMUNICATION STYLE

In the Netherlands, communication is known for its openness. Professionals usually say what they mean directly and clearly. Honest feedback or even disagreement is seen as normal and constructive. This reflects a low-context communication style, where clarity and transparency are valued because they make cooperation more efficient.

Thailand approaches communication more carefully. Conversations tend to be diplomatic and indirect, with messages often softened to avoid discomfort. This reflects a high-context communication style, where meaning depends on relationships, tone, and non-verbal signals.

A key concept in Thai culture is “losing face”, which refers to causing someone embarrassment or loss of dignity in public. Because maintaining harmony is important, criticism or disagreement is rarely expressed bluntly. As a result, meaning is often understood between the lines.



“
What feels
transparent in
Amsterdam may
feel blunt in
Bangkok. What
feels polite in
Bangkok may
feel unclear in
Amsterdam.”



QUICK TIPS FOR SMOOTHER BUSINESS

When networking with Dutch professionals

- Be direct and clear, ambiguity creates confusion.
- Come prepared with concrete ideas and structure.
- Don't take straightforward feedback personally.
- Efficiency and time management are highly valued.
- Be transparent about expectations and limitations.

When networking with Thai professionals

- Build a relationship first.
- Be polite and respectful.
- Use the *wai greeting** when appropriate to show respect.
- Avoid public criticism and prevent someone from "losing face."
- Be patient with decisions.
- Show appreciation for hospitality and personal gestures.



wai greeting*

BUILDING RELATIONSHIP

In the Dutch context, networking quickly moves toward purpose. Conversations often lead naturally to practical questions such as how to collaborate or what the next step should be. Progress creates momentum. Efficiency signals professionalism, and shared objectives form the basis of trust.

In Thailand, trust is established before business discussions deepen. Informal conversations, shared meals, and repeated interactions are not distractions from business; they are part of it. Building rapport creates a sense of security and mutual respect. Only once the relationship feels stable does business fully unfold.



“
To one side, directness feels productive. To the other, it may feel rushed. The difference lies not in ambition, but in the sequence of priorities. Once trust is established, the question becomes how that connection is sustained over time.
 ”

After how we speak comes how we build trust.

MAINTAINING CONNECTIONS

In the Netherlands, professional relationships are often maintained through relevance and mutual value. Contact usually revolves around projects, shared expertise, or new opportunities. Without a clear reason to stay connected, communication may naturally fade, reflecting a results-oriented networking culture focused on efficiency and clear goals.

In Thailand, maintaining connections is more personal and relationship-driven. Professionals may check in, remember important moments, or meet socially to keep the connection alive. These gestures show respect and strengthen trust, even when no immediate business opportunity is on the table. By investing in the relationship itself, professionals strengthen trust and create a foundation for future cooperation.



Networking does not end after the first meeting. The way connections are sustained reveals deeper cultural values.

ใหม่

สูตรซักด่วน

สะอาดหอมใน

15 นาที^{*}

ยูเซน โบลท์
นักวิ่งที่เร็วที่สุดในโลก



^{*}อ้างอิงระยะเวลาซัก ล้าง ปั่น



NTCC FAMILY CHARITY FUN RUN X IWELTY & NETHERLANDS EMBASSY CHILDREN'S DAY CHARITY 2026

On Saturday, 17 January 2026, the grounds of the Embassy of the Netherlands welcomed a vibrant gathering of families, friends, and partners for the NTCC Family Charity Fun Run x iwelty, followed by the Netherlands Embassy Children's Day Charity Celebration. What began as a morning of movement evolved into a full day of connection and community spirit, all in support of the Thai Child Development Foundation TCDF.

A Morning of Movement and Meaning

From the early hours, participants arrived with enthusiasm and purpose. Parents ran alongside their children, colleagues joined as teams, and friends turned the fun run into a shared experience. The city plogging route through Lumpini Park reflected more than physical activity. It symbolized a collective commitment to healthier lifestyles and environmental awareness.

The morning concluded with a yoga stretching session, where participants gathered to cool down together. The energy, encouragement, and laughter set a positive tone for the rest of the day and reflected the inclusive spirit that defines NTCC community events.

Families at the Heart of the Celebration

As the run concluded, the Embassy grounds became a vibrant Children's Day celebration. Children explored inflatables, joined game stations, and proudly showed off their face painting. Creative workshops encouraged participation, while playful challenges sparked laughter. The festive setting reflected shared joy in family activities together.

Throughout the afternoon, the grounds of the Embassy of the Netherlands in Bangkok resembled a lively family fair. Food stalls and refreshment points complemented the festive atmosphere, allowing parents to relax while children remained engaged throughout the day.



Creating Impact Together

Beyond the festive atmosphere, the event carried a meaningful purpose. All net proceeds will be donated to TCDF, directly supporting improved care, education, and opportunities for children in need. The generosity of attendees, sponsors, and partners demonstrated how collective participation can translate into tangible impact.





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Physical Stress. Mental Stress. *Can Your Body Keep Up?*

Samitivej Hospital

By Norasak Suvachittanont, MD., MSc.
Cardiologist, Sports Cardiology Specialist,
Samitivej Sukhumvit Hospital

Senior executives operate in sustained high-performance mode; complex decisions, constant connectivity, international travel, high accountability, and increasingly intense physical training layered on top.

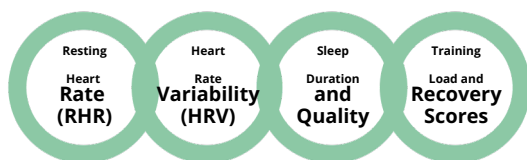
Many leaders now train and monitor themselves like athletes. Wearables track heart rate, heart rate variability (HRV), sleep, oxygen levels, and exercise load. Yet more data does not automatically translate to better performance or resilience. The key question is; which metrics truly matter—and what do they reveal about long-term resilience.

What Stress Does Physiologically

Whether triggered by a board presentation or high-intensity interval training, stress activates the sympathetic nervous system and the hypothalamic-pituitary-adrenal (HPA) axis, releasing adrenaline and cortisol. In the short term, this enhances focus, cardiovascular output and energy availability.

When activation becomes chronic without adequate recovery, however, cardiovascular, metabolic, endocrine and neurological systems begin to shift. Wearables allow us to observe aspects of this process in real time.

The Metrics That Matter



Exercise is protective, but cumulative load matters most. When intense occupational stress combines with high training volume, an elevated resting heart rate may emerge, HRV may decline, sleep becomes fragmented and performance can worsen. In these cases, pushing harder often exacerbates imbalance rather than improving fitness.

Performance, Stress, and the Physiology of Recovery High performance does not guarantee protection. Even physically fit, high-functioning professionals can develop atherosclerosis, adverse lipid profiles, or arrhythmias despite strong fitness metrics. Chronic stress, driven by sustained sympathetic activation and elevated cortisol, gradually alters metabolic, cardiovascular, and endocrine function.

From midlife onward, hormonal transitions further influence recovery capacity, body composition, and cardiovascular risk. Sleep is the central recovery system in this equation: insufficient or fragmented sleep elevates blood pressure, inflammation, and metabolic dysfunction, while undiagnosed disorders like sleep apnea quietly erode resilience.

From Data to Medical Insight Many executives now generate extensive personal health data, yet few translate it into structured medical insight.

Sustainable performance requires integrating wearable trends with preventive cardiology, endocrine evaluation and sleep medicine to distinguish adaptive stress from harmful overload.

When physiological signals are interpreted within a clinical framework, early risk becomes identifiable, recovery capacity becomes measurable, and performance strategy becomes evidence-based rather than reactive.

At Samitivej Hospital, the Wearable Clinic was created to bridge this gap.

Daily physiological data is interpreted alongside advanced cardiovascular and metabolic evaluation, transforming trends into meaningful insight.

The goal is not to medicalize training, but to separate productive stress from harmful overload, and to identify risk before performance declines.

Sustainable High Performance

Sustainable performance requires discipline. Physiological performance deserves the same rigor. In business, leaders measure risk with discipline. Longevity in performance depends on recovery capacity and early detection of imbalance.

Wearables provide visibility. Clinical interpretation provides direction. High capacity is impressive.

Sustaining high output over decades requires monitoring, recalibration, and preventive strategy.

Because ultimately, the most important performance system under your leadership is your own.



Scan to learn more about
Samitivej Wearable Clinic





NTCC Networking & SME Fair 2026

On Thursday, 5 March 2026, the Netherlands-Thai Chamber of Commerce hosted the NTCC Networking & SME Fair 2026, welcoming members and guests from the community for an evening dedicated to connection, collaboration, and opportunity.

The event was created as a platform for businesses within the NTCC community to showcase their activities and expand their professional networks. In today's competitive and fast-changing business environment, strong networks play a crucial role in helping companies grow, develop partnerships, and move from startup to scale-up.

This year's fair featured **16 exhibitor booths**, where companies presented their services, products, and ideas to fellow members and guests. The exhibitors represented a wide range of industries, reflecting the diversity and entrepreneurial spirit within the NTCC network. **Participating companies included:**



NTCC NETWORKING & SME FAIR 2026 Corporate Booths



“Throughout the evening, guests had the opportunity to meet the teams behind these businesses, learn more about their work, and explore potential collaborations.”

The event created a lively and welcoming atmosphere where conversations and new connections developed naturally. Guests visited the exhibitor booths, exchanged ideas, and strengthened existing relationships within the NTCC community. The informal setting encouraged open discussions and provided a relaxed environment for networking, allowing members and guests to connect in a meaningful way.

The evening was further elevated by the generous support of our main sponsors, Samitivej Hospital and Skill Lab. In addition to supporting the event, both organizations contributed prizes to the lucky draw, adding an exciting moment to the program and giving several guests the chance to go home with a special reward. Appreciation is also extended to The Athenee Hotel, a Luxury Collection Hotel, Bangkok for hosting the event in such an elegant setting and for kindly contributing a prize to the lucky draw, providing another enjoyable highlight for attendees.



The NTCC Networking & SME Fair 2026 once again demonstrated the importance of bringing businesses together. For startups and SMEs, networking remains one of the most valuable tools for growth, opening doors to new partnerships, knowledge exchange, and future opportunities.

We would like to thank all exhibitors, sponsors, and guests who joined us and contributed to making the event a success. Their participation strengthens the NTCC business community and reflects the collaborative spirit that helps businesses thrive.

We look forward to welcoming everyone again at the next edition of the NTCC Networking & SME Fair and many other events.



Sponsored by







NTCC welcomed 2026 with a festive New Year Cocktail Party at Brewski Rooftop Bar. Members, partners, and friends gathered high above the Bangkok skyline to celebrate the start of a special year: the NTCC's 35th anniversary.

A highlight of the evening was **the unveiling of NTCC's official 35th anniversary logo**, marking an important milestone in the Chamber's journey of strengthening Dutch–Thai business ties and building a strong community over the past decades.

With free-flow drinks, cocktail canapés, music, and lively conversations, guests enjoyed a vibrant atmosphere that set a positive tone for the year ahead. NTCC sincerely thanks everyone who joined this memorable evening and looks forward to celebrating this milestone year together.

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With fresh coffee brewing and ideas flowing at Glowfish Plaza Sathorn, NTCC officially launched the first Coffee Connect session, introducing a new interactive event format.

The first edition gathered professionals from the **IT and cybersecurity sector** for an open roundtable discussion. Rather than formal presentations, the session focused on honest dialogue, shared experiences, and insights from those working in this rapidly evolving industry, creating an energizing exchange of perspectives and a strong foundation for future editions of the series.



On Friday 20 February, NTCC hosted the first edition of the year's VrijMiBo at The Hangover Bar, bringing together members, young entrepreneurs, and professionals for a relaxed evening of networking and after-work drinks.

A highlight of the evening was the keynote by **Harry Spangers**, founder of UpBeat Trailers and The Signage Factory. He shared practical insights on navigating the Thai business landscape, including cultural nuances, common entrepreneurial challenges, and key factors for sustainable growth.

The keynote was followed by an engaging Q&A session, sparking interesting discussions and exchanges among participants. The lively atmosphere and valuable conversations set a positive tone for the upcoming VrijMiBo editions.





Multi-Chamber Networking Cocktail

19 February 2026

The Multi-Chamber Networking Cocktail at IKEA Sukhumvit welcomed a full house of members from FTCC, NTCC, SweCham, STCC, and supporting chambers for an evening of lively engagement and cross-chamber connections. The fully booked event reflected the growing interest in collaborative networking within international business community. Throughout the evening, conversations flowed, new partnerships were explored, and many business cards were exchanged.

The event also served as the official **pre-event gathering for the Sustainability for Business Forum 2026**. Guests received an exclusive preview of the upcoming forum, which will focus on retail sustainability practices, Scope 3 emissions and EU compliance, and e-mobility solutions.

NTCC thanks IKEA Sukhumvit, our partner chambers, and all participants for making the evening a great success and looks forward to reconnecting at the Sustainability for Business Forum 2026.

Venue hosted by 



Sustainability in Hospitality Talks & Networking Cocktail

27 February 2026

NTCC, together with FTCC and the Phuket Hotels Association, recently brought hospitality leaders to InterContinental Phuket Resort for an evening focused on sustainable practices.

Highlights from the talks:

- **Sean Too (Sentinel Solution Thailand):** Smarter water management
- **Cyrene Lee (The Panwa):** Sustainability from concept to completion
- **Jaymes Khell (ZERO SIX ONE):** Eco-friendly cleaning with aqueous ozone

Moderated by Jayne MacDougall, the session offered practical ideas for greener operations, followed by a seaside networking cocktail where members and guests exchanged insights and built connections.



Breakfast Talk

18 March 2026

A breakfast session on “**Optimizing Income Tax in Thailand**” was held at the London Room of Conrad Bangkok, hosted by Lorenz & Partners, bringing together NTCC members, expatriates, investors, and business leaders.

Till Morstadt, Managing Partner and Lawyer at Lorenz & Partners and the speaker of the morning, shared insights on:

- **Long-Term Resident (LTR) program updates**
- **International Business Centre (IBC) regime**
- **General taxation developments**

The session offered a timely overview of recent changes and their practical implications, with conversations continuing over breakfast among participants.



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FIXING THAILAND'S TALENT PARADOX: FROM DEGREES TO REAL JOBS

Did you know that graduate unemployment in Thailand surged to 19% in Q3 2025?

It's a striking number—especially in a country known for its low overall unemployment. But beneath the surface lies a growing contradiction: graduates are the largest unemployed group, while companies say they can't find the talent they need.

TOO MANY GRADUATES, NOT ENOUGH "RIGHT" SKILLS

At first glance, it looks like a supply problem. It isn't.

Thailand produces plenty of degree holders—but what employers are really facing is a **skills mismatch**. More than **30% of graduates work in jobs unrelated to their field of study**, and many others are underemployed.

For businesses, the issue isn't quantity—it's job-ready capability.

The gaps are most visible in areas critical to Thailand's economic future such as digital and tech, R&D and innovation, advanced engineering and management.

These are precisely the sectors needed to drive the country toward a **high-income, innovation-led economy**—yet they remain the hardest roles to fill.

And Thailand is not alone. Around the world, employers are reporting the same issue: graduates leaving education without the **practical skills, workplace readiness, and adaptability required to succeed**.

RETHINKING THE EDUCATION-TO-EMPLOYMENT PIPELINE

If the problem is systemic, the solution must be too.

That's where **Skill Lab** comes in. Designed as an end-to-end AI powered digital platform, it connects education institutions, employers, and policymakers to **bridge the gap between learning and work**.

Rather than focusing only on education or hiring, the platform tackles the full journey including profiling and assessing student skills, guiding learning pathways, connecting students to internships and jobs and, importantly, providing institutions with real-time, data-driven insights.

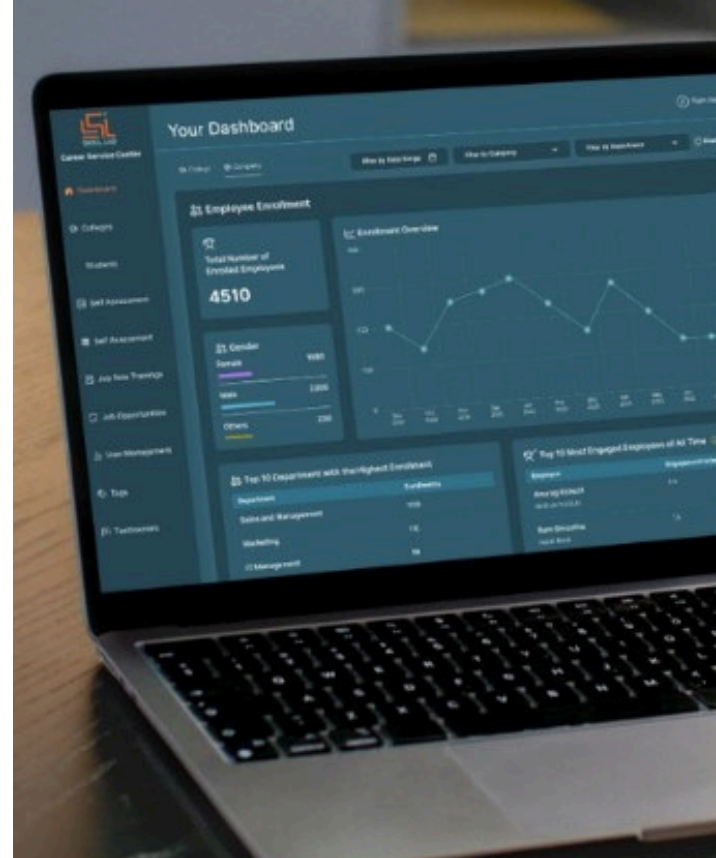
The result? A more aligned ecosystem where graduates are not just educated—but **employable**.

BEYOND EMPLOYMENT: A SYSTEM-WIDE IMPACT

The benefits go further than job placement. By digitising the education-to-employment journey, institutions will strengthen performance metrics and KPIs, improve global rankings and enhance their compliance and reporting.

At the same time, companies gain **direct access to a wider, more relevant talent pool**, while students benefit from clearer pathways into the workforce.

It's a shift from fragmented efforts to a **connected, data-driven system**—one that turns insight into action.



SCALING ACROSS ASIA—NOW ENTERING THAILAND

Founded in 2019, Nanda Mandal from Nepal and Art Paardekooper from The Netherlands started their collaboration after meeting as classmates during the Insead Social Entrepreneurship Program.

Combining Nanda's leadership experience at the Yunus Centre at King's College and advisory work with the ILO, with Art's global corporate and SME expertise, and the team's dedication and passion, Skill Lab relentlessly works to drive measurable impact and contribute to the success of employers, institutions and students.

Supported by investors such as RB Diamond, SecurityPal AI and private funding, Skill Lab has expanded across Asia, partnering with hundreds of education institutions and companies in countries including Singapore, Malaysia, Vietnam, Nepal, The Philippines.

And now, the platform is launching in Thailand in 2026!

FROM DEGREES TO OUTCOMES

Thailand's challenge is clear: not a lack of talent, but a lack of alignment.

Fixing that gap requires more than incremental change. It calls for a **fundamental rethink of how education connects to employment**—and how skills are developed, measured, and matched to real-world demand.

Because in the end, success isn't about how many students graduate, it's about how many are truly **ready to work**.



As new member of NTCC we look forward to also support your organization in Thailand!

Reach us at:

Art Paardekooper – art@skilllabasia.com

Nanda Mandal – nanda@skilllabasia.com

Our website – www.skilllabasia.com



Line:



SweetChew: Turning a Simple Idea into a Growing Snack Brand



HOW A WEDDING TREAT SPARKED A BUSINESS IDEA

SweetChew's story began with a cultural connection. Through her marriage to a Dutch partner, Nooch was introduced to stroopwafels, the traditional caramel-filled waffle from the Netherlands.

At first, it was simply a personal discovery. But during her wedding ceremony, the snack unexpectedly caught the attention of guests.

"We used stroopwafels instead of the traditional wedding envelopes," Nooch recalls. "Everyone kept asking what it was and where they could buy it."

That moment sparked an idea. Thai guests had never seen stroopwafels before, yet they instantly loved them.

Curious about the possibilities, Nooch started experimenting at home. She watched YouTube tutorials and tried recreating the product using local ingredients. But homemade production proved difficult. The texture and flavor never quite matched the authentic version.

Everything changed when she visited the Netherlands and saw how stroopwafels were produced and exported globally. That was when she realised: if they could travel across the world, they could succeed in Thailand too.



***Phattanooch "Nooch"
Saikwan***

She never planned to become a food entrepreneur. Yet today, she is the founder of SweetChew by MN Co., Ltd., a brand that introduced Dutch stroopwafels to the Thai market and supplies bakery snacks to cafés and supermarkets across the country.

Her journey began in an unexpected place: her own wedding. What started as a playful ceremony gimmick slowly evolved into a business idea. Today, SweetChew represents more than just a product—it tells the story of resilience, cultural exchange, and entrepreneurial growth.

THE EARLY STRUGGLES

The early years of SweetChew were far from easy. Importing food products came with unexpected challenges. Some shipments arrived with melted caramel or damaged packaging, forcing the company to discard entire batches.

“For the first two years, we lost a lot of money,” Nooch admits. “We underestimated the complexity of logistics and costs.”

The pressure did not only affect the business. It also impacted her personal life. The stress of building a company eventually contributed to the end of her marriage.

At one point, she even considered quitting. But those difficult moments became valuable lessons. They forced her to understand every part of the business—from supply chains to partnerships and financial management.

THE START OF GROWTH

SweetChew’s turning point came when Nooch found the right business partner.

A partner who had previously worked with the company in packaging saw the growth potential and proposed a new collaboration model. By using his production facilities, SweetChew could scale its operations and build a more structured system.

“That partnership changed everything,” Nooch explains.

Production increased, new products were developed, and the business began to grow rapidly. By the third year, SweetChew finally became profitable.

SIMPLE ADVICE FOR STARTUPS

For startups and SMEs, Nooch believes that success does not necessarily require large resources.

“Many entrepreneurs think they need big funding,” she says. “But clarity is more important than capital.”

Understanding the customer, defining the purpose of the product, and identifying a real problem to solve are the foundations of sustainable growth.

SweetChew itself began with a simple insight: people love coffee moments, and they want a small snack to complete the experience.

“Sometimes the most powerful businesses begin with one clear observation about human behavior.”



EXPANDING BEYOND STROOPWAFEL

Today, SweetChew offers more than stroopwafels. The company supplies a range of ambient bakery products—including crispy brownies and caramel cornflakes—to cafés and retailers.

The idea behind the expansion came from a simple observation: coffee culture needs the right companion.

In Thailand’s coffee shops, customers often buy a drink but rarely add food. SweetChew developed snacks designed specifically for that moment—easy to carry, long shelf life, and perfect with coffee.

“We call it ambient café bakery,” Nooch says. “It helps cafés increase customer spending without worrying about short shelf life.”

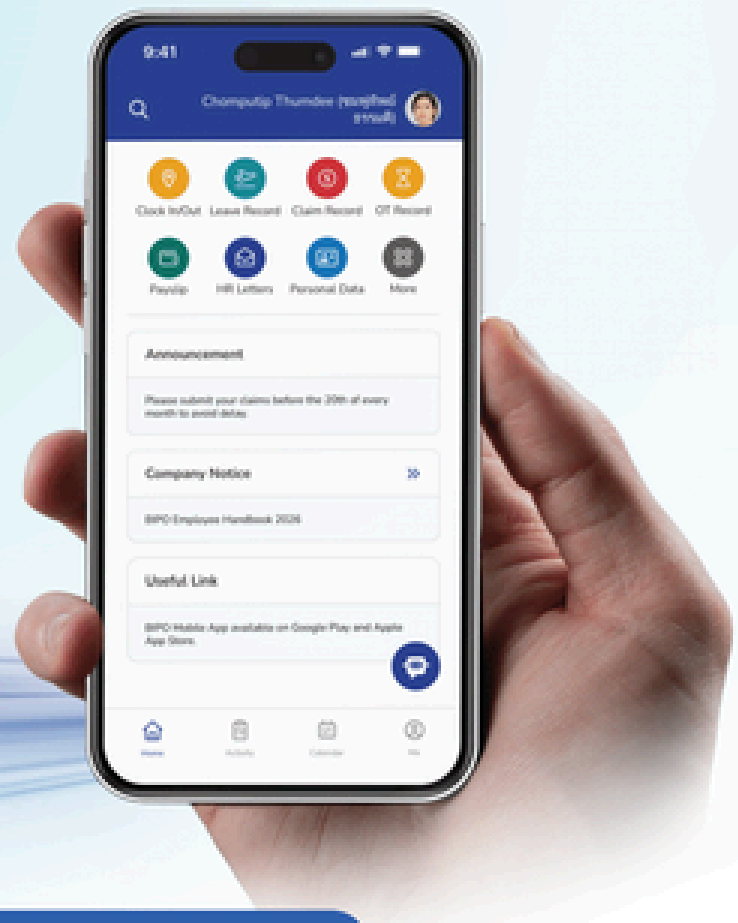
Despite the growth, maintaining brand identity remains a priority. SweetChew focuses on consistent product quality, strong partnerships with cafés and retailers, and continuous product development.

The company follows what Nooch calls an “outside-in approach”—observing how consumers eat, drink, and live before developing new products.

“Finding the right partner was the turning point that moved SweetChew from a survival-mode startup into a growing business.”

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Introducing M—NTCC's 2026 Columnist & Consulting Partner



You've met me at NTCC events — the consultant with the navy and silver name card. I'm the only one in the chamber with that color. But here's what you don't know: most businesses I work with don't hire me because they have a problem. They hire me because they have discomfort — something's off, but unclear what.

Some clients hire me when they're preparing to scale — but don't know if their structure can hold. Others hire me when they're considering an exit — but don't know if they're ready. A few hire me when they're stuck between family logic and business logic — and don't know which one to follow.

"Most businesses don't hire me because they have a problem. They hire me because they have discomfort."

I don't arrive when the scope is written. I'm called when there's no scope yet — just discomfort. Then I translate that into structure: feasibility models, pricing logic, cashflow maps, internal control walkthroughs. Whatever form the problem needs.

I don't present slides and disappear. I sit beside you — watch how your team works, ask questions others don't ask, build systems that actually hold. Sometimes the problem isn't in the system but in who does what, why, and who checks.

This is why I'm the right person to interview NTCC board members for our new Director in Spotlight series.

Because in consulting, I've learned: the best decisions don't come from perfect logic. They come from understanding the person in the system.

Each interview will introduce one board member — not just by title, but by rhythm. You'll hear about growth, leadership, personal pivots, and the unseen decisions that shaped their path. In some cases, you might recognize your own story in theirs.

What's Next The Director in Spotlight series launches on

LinkedIn after April 2026. Follow NTCC to stay updated. I also write on Medium — for those

who don't use LinkedIn, or who find older articles easier to read there. Topics range from cross-cultural friction to power dynamics and the quiet decisions that shape long-term outcomes.

[Medium: M | Luo Chenguang](#)

If you recognize the kind of work this is — you probably already know whether it's time.



GOLD MEMBER



JLC Consultatie B.V.

JLC Consultatie B.V. accelerates the transition to a climate-neutral economy by supporting companies, governments, and investors in achieving measurable CO₂ reduction, circular business operations, and biobased innovation.

Our consultancy is grounded in robust data, up-to-date legislation, and proven business models. In addition, JLC Consultatie B.V. advises clients on the tokenization of real estate, agricultural yields, and business financing.

Through digital asset valuation and collateral-backed structures using blockchain technology, risks are mitigated while tradability and transparency of tokenized products are enhanced.

This enables responsible decision-making from producers to end consumers and supports both governments and consumers in monitoring sustainability.

Farold Sugigarto

Commercial Director

farold@jlc-consultatie.nl

jlc-consultatie.nl

CORPORATE MEMBERS

Aeroned Asia Co., Ltd.

Marc Boshuizen

Regional Director
marc@aeroned.com



Aeroned ASIA Co., Ltd.

AeroNed is a recognized and specialized company that provides rotary and fixed wing parts to various commercial and military applications. AeroNed successfully distributes these parts via our global network to MRO's, airlines and resellers.

We carry a large stock of dependable OEM/PMA parts in our facilities in the Netherlands and Thailand. Excellent technical knowledge, flexibility, and a complete understanding of the market are just a few of the qualities that separate us from the competition. AeroNed prioritizes customer satisfaction, taking into account on-time (AOG) delivery of quality parts and accurate documentation. The aviation industry is a demanding market and we at AeroNed are delighted to serve it and keep your aircraft flying.

AIORGS

Alexander Montoya

CEO
aiorgsvip@gmail.com



AIORGS

Founded in 2018, we have been involved in advanced AI research and beta testing with international partners under NDA. While specific technologies remain confidential, this work provides us with deep insight into the direction and practical application of AI. In 2024, we launched our platform for SMBs. An ecosystem delivering AI and automation solutions designed specifically for non-technical businesses.

In parallel, we are actively exploring new opportunities in digital and e-commerce, with the objective of creating new business units or potentially launching new companies.

We are actively looking for:

1. New clients for our AI and automation systems under the AIORGS ecosystem
2. New digital and e-commerce business opportunities, including co-founder roles, strategic partnerships, and new ventures



Asia Magnetic Winding

Asia Magnetic Winding is an independent Company growing over the last 27 years in the electronic manufacturing services field, assembling under the same roof services from Design, Manufacturing, Assembly, and Testing of Electronic, Electromechanical Products and Power Converters, from Standalone Components and PCB Assemblies to fully integrated and tested electronic systems and finished products.



Caroz Asia Thailand

Caroz began as a traditional 3PL freight-forwarder, in 2000. Today, as a global fourth-party logistics (4PL) leader with offices in Netherlands, China, Hong Kong and Thailand we focus on streamlining your business. We supply the most advanced transport management software – Caroz, THE TMS – and the leading control tower solution, Caroz, THE control tower. As a trusted independent party, we don't own any trucks, trains, planes, or ships. We don't own any warehousing or distribution centers either. Result: we can do what is best for you without having to consider anyone else's interests.



Larive

Larive (Thailand) is a member of the Larive Group, with headquarters in Zeist, the Netherlands. Larive is all about business development in emerging markets. We deploy 40 years of knowledge and on-the-ground experience to assist clients in entering and expanding their activities in Asia, Eastern Europe and East Africa. Larive has been active in Thailand since 1983 and is one of the founders of the NTCC.

Larive Thailand represents the Larive Group in Thailand and also acts as regional headquarters for Asia. The team consists of Thai and Dutch nationals.



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Oliver Schnatz

Cluster General Manager
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BANGKOK SUKHUMVIT



Sofitel Bangkok Sukhumvit

Sofitel Bangkok Sukhumvit is a luxurious 5-star hotel centrally located in bustling Sukhumvit road in the heart of Bangkok city, seamlessly blending French elegance with Thai hospitality. Its most significant convenience feature is the dedicated, covered skybridge providing direct access to the BTS SkyTrain Asok Station, MRT Sukhumvit Subway Station, and the Terminal 21 shopping mall, offering guests effortless connectivity across the city. The hotel features 345 exquisite rooms, the acclaimed Belga Rooftop Bar & Brasserie, an outdoor pool, and the award-winning Sofitel Spa with L'Occitane, making it a premier choice for luxury travellers seeking world-class service and unparalleled urban accessibility.

INDIVIDUAL MEMBERS

Arthur Bot

Owner/DGA



Arthur Bot Ict
consultancy B.V.



+66 629924311



botarthur087@gmail.com



Frank Schrader

Commercial Director Asia Pacific



Farm Frites International
B.V.



+66 826540442



frankschrader@farmfrites.com



Frank van Baal



+66 819192300



frankvanbaal@mac.com



Want to become a member?

Be part of our community. Gain access to of over 300
members, exclusive events, information sharing and
an extensive network!

EMAIL TO:
membership@ntccthailand.org

NTCC CALENDAR

**SAVE THE
DATE**
Stay Tuned

**28
MAY**

SBF 2026

The Sustainability for Business Forum 2026 returns on 28 May at The Athenee Hotel, Bangkok. This leading forum highlights innovative strategies that combine business performance with environmental and social impact. Sessions will explore sustainable retail, Scope 3 emissions in supply chains, and the future of e-mobility across Asia.



**SAVE THE
DATE**
Stay Tuned

**19
JUN**

MULTI-CHAMBERS EASTERN ECONOMIC CORRIDOR NETWORKING

An evening networking event brought together professionals from several international chambers at the beachfront InterContinental Pattaya Resort. Organised by NTCC and BeLuThai, together with partner chambers, the programme featured a presentation on AI-driven energy forecasting and energy efficiency.



Why Networking Still Matters?

In an increasingly digital business world, it might seem that professional relationships can be built entirely through emails, online platforms, and virtual meetings. Yet despite the rapid rise of digital communication, networking continues to play a central role in professional life. Across industries, conversations, introductions, and shared experiences remain essential in building meaningful business relationships. These interactions do more than simply connect people. They create the foundation for trust, knowledge exchange, and new opportunities.

One reason is that business relationships are still largely **built on trust**. Trust rarely develops through a single email or online interaction; instead, it grows through conversation, shared experiences and repeated engagement.

Another important reason networking continues to play such a central role is its **connection to opportunity**. Many professional collaborations, partnerships or projects begin through introductions or recommendations within a network. Rather than emerging solely through formal channels, opportunities often develop through personal connections and shared conversations.

Networking **creates the environment** in which these **connections can develop naturally**. When professionals meet and exchange ideas, they gain a better understanding of each other's expertise, interests and perspectives. **These interactions often form the foundation for stronger professional relationships** that extend beyond the initial meeting.

Networking also **provides access to insights** that might otherwise be difficult to obtain. Conversations with professionals from different industries or roles can offer valuable perspectives on market developments, emerging trends and new approaches to business challenges.



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The NTCC Ecosystem



NTCC GALA DINNER 2026

SAVE THE DATE

Gala Night 2026, a special evening where we will mark the 35th anniversary of the NTCC and celebrate this important milestone together with our community. More information about the event will be shared soon, so stay tuned for further updates.

Parthos is an international specialist in mobile wall systems, aluminum windows and doors, room dividers and partition walls, with production facilities in the Netherlands, Germany, China and Thailand. We support projects worldwide by delivering flexible, high-quality space solutions tailored to our clients' needs.

Our growth from a local manufacturer to an internationally operating SME has been powered by collaboration. In today's dynamic business environment, strong partnerships are essential. By working closely with architects, contractors, suppliers, and clients across regions, we share expertise, strengthen supply chains, and respond quickly to changing market demands.

Combining Dutch engineering standards with local knowledge in Thailand allows us to operate effectively across cultures and markets. For Parthos, networking is not just about visibility, it is about building trusted relationships that drive resilience, innovation, and sustainable scale.

PARTHOS
designed
for space



Turn Your Company's Next Challenge into Real Impact

A strong corporate impact story does not have to be complicated. "Together We Ride for Hope" showed how a clear challenge, shared widely, funds real outcomes.

From 9 to 11 February 2026, our supporters Malachy and Novak cycled hundreds of kilometres from Bangkok to the Baan Unrak Foundation in Sangkhlaburi.

The campaign also became a powerful learning experience. High school students from Tsinglan School took the lead in promotion, fundraising, and community engagement, strengthening their leadership and global citizenship.

Every baht raised directly supports education for 73 children at Baan Unrak's community-based school.

Help Us Help Them. You can make a difference by backing a challenge-led campaign and sharing it through your business network.

KLM Royal Dutch Airlines

KLM: A Century of Growth and Innovation

Founded in 1919, KLM is oldest commercial airline in the world still operating under its original name. Beginning with its first flight between London and Amsterdam in 1920, KLM steadily expanded beyond Europe, pioneering long-haul routes to Asia and the Americas. Its hub at Amsterdam Airport Schiphol became a key global gateway, supporting its international growth. Over the decades, KLM embraced innovation, from introducing jet aircraft to advancing digital and sustainability initiatives. KLM has been investing in cleaner, quieter and more fuel-efficient flights for years. Alongside fleet renewal, SAF (Sustainable Aviation Fuel) is one of the most effective measures for substantially reducing CO2 emissions. In 2025, the Air France KLM group (merged in 2004) incorporated over 200,000 tons of SAF in their operations, which is twice more SAF compared to 2024. Today, KLM continues to connect people and cultures worldwide, building on over a century of aviation excellence and heritage.



TAUBE DIGITAL

Taube Digital is your ERP expert specialised in Odoo.

With over 30 successful transformations and regional awards like "Best Odoo Partner APAC", Taube Digital proves Odoo software works for Thai businesses. Our agile, multilingual team delivers high-value, scalable solutions and is experienced in Thai accounting and payroll localization. To maximize efficiency, we focus on getting our clients up and running as fast as possible through our quickstart strategy. By prioritizing European-managed enterprises, we provide the strategic oversight and budget-conscious scalability needed to fuel the long-term expansion of international companies based in Thailand.

A New Tented Camp in Nan, Thailand

At Visama Explorer Nan, the luxury of a high-end tented camp meets the authenticity of Northern Thai culture amid breathtaking mountain scenery. As mist rises over the valleys at dawn, guests are welcomed into an experience that goes beyond mere sightseeing, offering a unique fusion of nature, unparalleled comfort, and genuine local connection.

Visama Explorer Nan is defined by its seamless integration of eco-luxury, deep cultural immersion, and active sustainability. Guests enjoy sophisticated comfort while participating meaningfully in the local culture and gaining rare access to the wilderness—all within a single, exceptional destination.

More than a mere visitor, you become an active participant in a living narrative that binds the mountains, the river, the people, and their traditions. Visama Explorer Nan promises genuine renewal through an authentic experience deeply rooted in the spirit of the place, its people, and the land.



Visama
EXPLORER
Nan



From Network to Scale: Building the Trade Rails for Thai Food

For startups and SMEs, growth does not start with capital; it starts with trusted networks.

Operating between Thailand and the Netherlands, we've seen how relationships open doors, but systems determine whether businesses can scale. Increasing regulatory complexity in global food trade limits SME growth, even when demand exists.

VeriPura was born from these cross-border conversations within our network. We are building an agentic AI-driven trade infrastructure in which a dedicated digital compliance agent manages every shipment, verifying documentation, aligning with regulations, and linking payments to compliance milestones.

Networking creates opportunity. Infrastructure turns it into a sustainable scale.

As part of the NTCC ecosystem, we are now seeking three foundational partners to accelerate this transition:

- An EU-facing importer
- A logistics or freight forwarding partner
- A laboratory or testing provider

Together, we can strengthen the Dutch–Thai food corridor and make compliant trade scalable by design.



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Onno Stienen onno@veripura.com
Co-founder +66929423669

YOUR TITLE WON'T SAVE YOU. YOUR NETWORK WILL!

Executive job security is dead. The sooner you accept this, the better your odds of survival.

Amazon just cut 16,000 corporate roles. Dow Chemical is eliminating 4,500 jobs. And the list grows daily.

The unspoken truth in these announcements is that VPs, directors, and other senior leaders are being cut right alongside everyone else.

The traditional promise of senior-level job security has evaporated. Cost-cutting is a permanent strategy, boards demand immediate impact, and restructuring makes expensive executives visible targets.

The brutal truth is this

If your network has gone quiet, you're already in danger.

You know I have always said: **You need to network when you don't need one!** Yes, quote by Tom Sorensen.

The executives who survive and thrive aren't the ones with the strongest titles; they're the ones with the strongest relationships. They maintain warm connections and stay visible outside their company, keeping an opportunity pipeline running at all times.

Ask yourself: If your role disappeared tomorrow, who are the first five people you would call? More importantly, who would call you?

**The best time to build your network was three years ago.
The second-best time is today.**



By Tom Sorensen

Managing Partner of Tom Sorensen | NPAAworldwide
Recruitment

Email: tom.s@tomsorensen.in.th

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