Thailand Residential Property Management

Market scan for apartments, condos, housing estates, and villas

Research date: Thursday, August 6, 2026. Source priority: official company websites and management pages. This PDF is the short decision brief. The detailed LLM-ready dataset lives in the Markdown companion file.

What the market looks like

- Bangkok dominates condo and juristic-management competition; Phuket dominates villa and short-term rental management.
- Large residential operators compete on compliance, staffing depth, resident apps, collections, and common-area operations.
- Villa managers compete on OTA distribution, guest communications, housekeeping, maintenance speed, owner reporting, and concierge depth.
- Public transparency is uneven. SMART, PIPS, RESAVA, Plus Property, Knight Frank, and CBRE publish the strongest public scale signals.
- Concierge-style add-ons are much more explicit among villa managers than among condo or juristic managers.

Best public-data examples by segment

Condo / juristic: SMART, Plus Property, Home BASE, Knight Frank Phuket, CBRE Thailand
Villa / rental: RESAVA, PIPS, AMBA
Strongest explicit concierge positioning: Thai Estate Group, PIPS, AMBA

Apartment, Condo, and Housing-Estate Managers

Company	Years	Public scale	Focus	Notable services
Plus Property plus.co.th/en/living-management	30+ years	300+ residential projects	Condos, housing estates, residential project management	Parcel handling, in-room maintenance, curated lifestyle activities
SMART Service and Management smartservice.co.th	29+ years	500+ residences; 264k+ households	Condo, townhome, village juristic management	Resident app, bill and parcel workflows, emergency response
Home BASE basethai.com	15+ years	30+ Bangkok high-rise condos	Condo and residential-building operations	24/7 support, juristic and vendor management
APP Services and Management appmanagement.co.th/en	20+ years	Public count not disclosed	Condo, estate, and office juristic management	Parcel, visitor, and maintenance systems via Living OS
Knight Frank Thailand - Phuket knightfrank.co.th/services-in-phuket	Founded 1998	30+ premium estates and gated communities	Estates, condos, apartments, villas	Platinum concierge-style tier, staffing, security, guest services
CBRE Thailand cbre.co.th/services/manage-properties-and-portfolios/property-management	Thailand since 1988	2.9M sqm; 700+ PM staff	Residential plus mixed-use benchmark operator	Hospitality-trained experience services, digital tenant platform

Interpretation: these firms are strongest when the problem is resident operations, common areas, staffing, governance, reporting, and building-level service consistency. They are generally weaker on chef/airport/experience-style concierge than villa specialists.

Villa and Holiday-Rental Managers

Company	Years	Public scale	Focus	Notable services
PIPS Phuket pipsphuket.com	Founded 1998	300+ homes in Phuket	Homes, villas, apartments, owner-corporation projects	Airport transfers, babysitters, shopping service, activities staff
RESAVA Group resavarealestate.com/rental-management	Established 2006	500+ apartments, condos, villas	Phuket short-term rental and owner operations	Housekeeping, maintenance, 24/7 support, owner portal
AMBA Real Estate manage.ambarealestate.com	Since 2015	54+ properties	Koh Samui villa and investment-home management	Welcome kits, concierge, hotel-license and TM30 support
Pearl Property Phuket propertymanagementinphuket.com	Not disclosed; site references a decade of local relationships	Public count not disclosed	Villas, condos, branded residences, townhouses	Owner portal, 15+ channels, same-day emergency response, compliance admin
Thai Estate Group thaiestategroup.com	Not disclosed	3 public managed villas + confidential stock	Luxury villa management and brokerage	Private chef, airport transfers, concierge, curated experiences

Interpretation: Phuket is the deepest visible online cluster. Koh Samui operators are present, but public scale data is thinner. Owner-side admin depth varies a lot; Pearl and AMBA are stronger on compliance language, while Thai Estate Group and PIPS are stronger on guest-experience extras.

Implications for diligence or product strategy

- Separate building governance from rental operations. Many providers are strong at one but not both.
- Treat public count disclosure as a trust signal. Some firms market premium service without showing operating scale.
- For villa managers, compare concierge depth explicitly: chef, airport transfer, childcare, activities, wellness, classes, and owner portal quality.
- For juristic operators, compare resident-tech stack, response SLA, collections performance, and staffing model.
- If you need a Phuket-first competitor list, start with PIPS, RESAVA, Pearl, Thai Estate Group, Knight Frank Phuket, and Plus Property's residential-management arm.

Low-data watchlist

- Phuket L&P; - relevant Phuket operator, but public founding year and scale were not visible.
- Koh Samui Villa Management - high concierge depth, but no public founding year or property count found.
- Inter Property Koh Samui - dedicated property-manager model, but low public scale transparency.
- Blue Bay Phuket - search snippet showed 15+ years, but anti-bot protection blocked full page review.

Source note: AMBA and several watchlist items rely partly on official search-cache snippets because the official URL was visible but did not expose a clean fetchable page body in this environment.