

Passing the Baton – The Mall Group's Female Leadership Transition to the Third Generation

The Mall Group grew into a retail leader through the strong leadership of a female entrepreneur. How will its future unfold with the challenges of passing the business to the next generation?

At a Glance

Year Founded	Founder	Chairperson	Revenue
1981	Supachai Umpujh	Supaluck Umpujh	US\$ 372 million (as of 2023)

Introduction

As she walked through the bustling corridors of The Mall Group's latest luxury development, Supaluck Umpujh, the eldest daughter of the founder Supachai Umpujh, reflected on the journey that had brought the family business to this point. Under her leadership, the company had grown into one of Thailand's premier retail giants, seamlessly blending world-class shopping experiences with deep local insights.

With the third generation gradually stepping into leading management roles, The Mall Group found itself at a pivotal moment. While some family members had taken on key positions, the company was increasingly relying on professional executives from outside the family to navigate the evolving retail landscape. But with the future approaching, a question remained: How and who would carry the legacy forward?

This case study explores the history and development of The Mall Group in the modern retail business in Thailand and the challenges faced by female entrepreneurs. It also examines the generational transition from the second to the third generation of the Chinese-Thai family business, focusing on the strategies for passing on leadership to the next generation with a limited number of family members.

Company Background

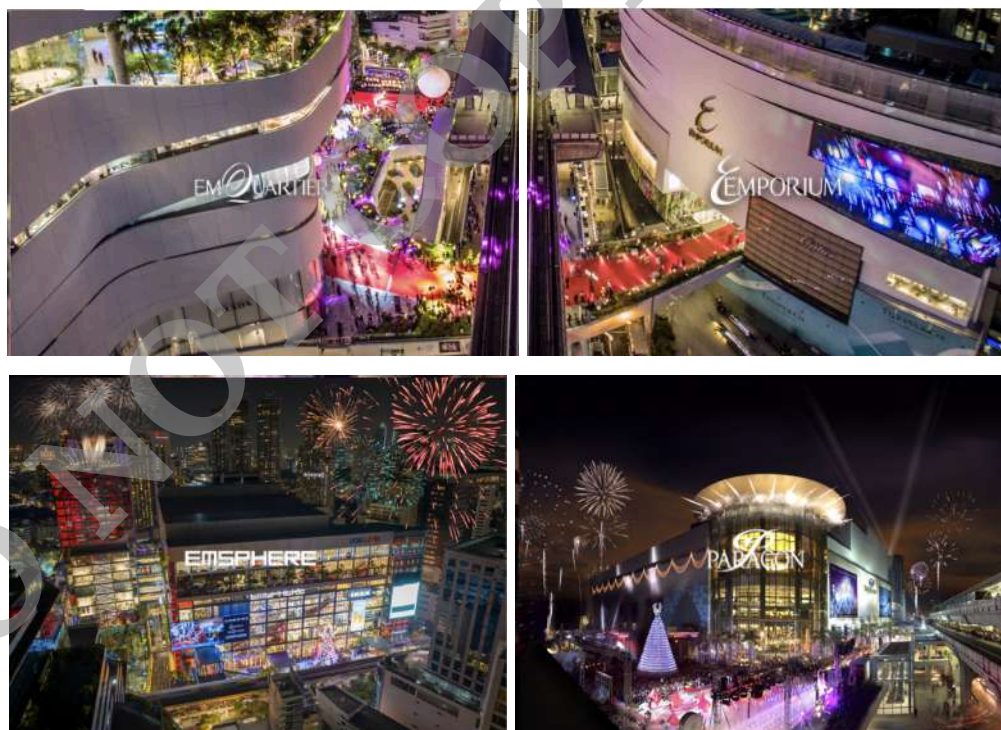


The Mall Department Store in Bangkapi District, Bangkok | Source: [Mall Bangkok](#)

The Mall Group started the business in 1981 when it launched its small shopping center on Ratchadamri Road in central Bangkok. However, it had to be closed down after eight years due to intense competition from other major department stores in the area. Then, the company shifted its strategy to suburban areas of Bangkok by opening The Mall Ramkhamhaeng in 1983, which quickly gained popularity in a short time. This led to further expansion, including The Mall Thapra (1989) and The Mall Ngamwongwan (1991). The establishment of The Mall had transformed these suburban areas into key shopping hubs catering to the growing middle class (See Appendix A).

As Thailand's economy surged in the 1990s, The Mall Group entered the luxury retail sector by opening [The Emporium](#) in partnership with Bangkok Bank in 1997 when the Asian financial crisis had just emerged. The company survived the crisis and expanded outside Bangkok, notably with The Mall Korat in 2000 in Nakorn Ratchasima province – the largest city in Northeastern Thailand. In 2005, it co-developed [Siam Paragon](#) with Siam Piwat Company Limited. Located in the city's busiest shopping district, Siam Paragon was inspired by international retail concepts and strategically positioned to attract both Thai and international shoppers – focusing on providing entertainment, dining, and shopping experiences under one roof.

After the success of Siam Paragon, the company launched *The Em District* in 2013, expanding The Emporium with EmQuartier and EmSphere, creating a high-end retail corridor. The Mall Group also ventured into leisure destinations with BluPort in Hua Hin and BluPearl in Phuket. In 2022, The Mall Group rebranded its malls as The Mall Lifestore to emphasize a modern and lifestyle-oriented shopping experience for all generations.



The Em District and Siam Paragon | Source: [The Mall Group](#)

Today, The Mall Group remains one of the key players in Thailand's retail sector, continuously adapting to evolving consumer needs and the rise of experiential shopping. Behind this remarkable growth, is Supaluck Umpujh, Chairwoman of The Mall Group, who had no business background yet had a sharp vision to boldly invest in suburban areas and expand into provincial markets ahead of competitors.

About the Founder - The “Umpujh” Family

First Generation: Entrepreneur



First The Mall Department Store on Ratchadamri Road (1981) | Source: [Pantip](#)

Supachai Umpujh, the founder of The Mall Group, was the father of Supaluck Umpujh and the fifth child of Chak-Suang Sae-Ou, a Hainanese Chinese immigrant in Nakhon Sawan province. His family initially ran various businesses, including a brewery, a billiard hall, a beauty salon, a cinema, a restaurant, a nightclub, and a massage parlor. Encouraged by a friend, Supachai developed a vacant land in downtown Bangkok and ventured into retail by opening The Mall Ratchadamri. However, the store struggled due to its small size and was perceived as a second-tier mall. Learning from this failure, The Mall Group shifted its strategy to suburban

shopping centers, where competition was low but residential communities were growing, leading to the success of its second branch on Ramkhamhaeng Road.

Second Generation: Woman Leader



Supaluck Umpujh, chairwoman of The Mall Group

Supaluck Umpujh, the eldest daughter of Supachai Umpujh born in 1955, graduated from her secondary education at Mater Dei School. She earned a first-class honors degree in pharmacy from Mahidol University and later pursued a master's degree in industrial pharmacy at Purdue University in the United States. After returning to Thailand, she briefly worked as a lecturer in Industrial Pharmacy at Mahidol University and as a pharmaceutical sales representative at Atlantic Laboratories Corporation before ultimately deciding to take over the family business from her father.

In Thai family businesses, it is relatively uncommon for a female heir to take over because many Thai-Chinese founders traditionally had multiple wives and had several male heirs to inherit the business. In patriarchal countries, the eldest son is typically designated to assume control of the family business. Traditionally, primogeniture, or the firstborn child, has dictated that incumbents select their heirs based on gender and age (Kubiček and Machek, 2017).

In the case of The Mall Group, Surat is the eldest son, surpassing Supaluck in age – according to Umpujh’s Family Tree (See Appendix B). However, Supaluck, the eldest daughter, was closely raised by her father and played a significant role in building the business alongside him. It is intriguing why the father designated the eldest daughter for succession instead of the firstborn son and provided her with suitable coaching and training. Additionally, while Supaluck exerted significant efforts to demonstrate her capability and competence to both family and non-family members, employees, and managers, there was no role conflict between father and daughter, no maternal envy about the daughter’s close collaboration with the father, and no sibling rivalry in the management of the company (Humphreys, 2013).

To illustrate the father-daughter relationship in The Mall Group, the **Successor-Incumbent Relationship Model** introduced by Margaret M.C. Humphreys (2013) comes into place. As seen in the figure below, the model consists of three components: the daughter successor's passion for the business and relevant skills, the incumbent father's desire to keep the business in the family's hands, and shared values of commitment to the business and family. When these elements align, they create a strong working relationship based on clear roles, trust, mutual respect, and accommodations for one another's working styles and life stages as most daughter successors referred to their current fathers as "mentors" or "role models" and their primary source of support.

Successor-Incumbent Relationship Model

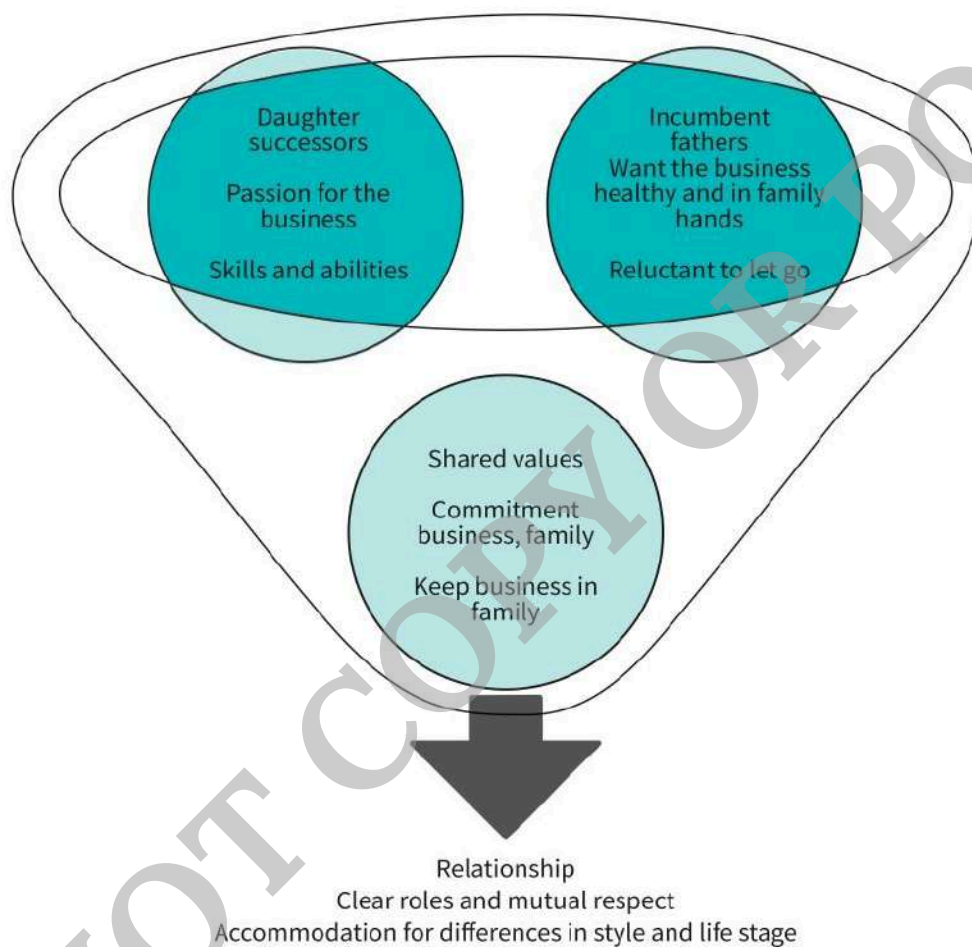


Figure: Successor-Incumbent Relationship Model | Source: Humphreys (2013, P. 32)

Using *this Successor-Incumbent Relationship Model*, several supporting factors also contributed to Supaluck's succession in The Mall Group – including her personal competence and social competence.

Personal Competence

Personal Competence features elements such as self-awareness, self-regulation, and motivation. **Self-awareness** includes recognizing one's emotions, knowing one's capabilities and having a strong sense of self-confidence. **Self-regulation** includes self-control, operating with honesty and integrity, being flexible with changes or delays, and taking responsibility for your personal performance. **Motivation** includes striving for improvement or excellence, and being persistent.

In the case of Supaluck Umpujh, she has always wanted to make her father proud. After earning her bachelor's degree, she worked as a pharmaceutical sales representative before pursuing a master's degree in Industrial Pharmacy at Purdue University in the United States. This experience allowed her to gain valuable knowledge, develop teamwork skills with diverse individuals, and broaden her perspectives and mindset in the workforce.

When Supaluck decided to join the family business, she started as the Trade Manager at The Mall Department Store. During this adaptation period, her father encouraged her to study competitors for several months, despite her initial lack of expertise in the retail sector. The unforgettable failure of the Ratchadamri branch became a hands-on learning experience that shaped her determination.

She believes that every project must have a clear focus, stating, *"Our competitors operate on a much larger scale. We cannot compete with them on the same ground. If we want to win, we need to choose the right battleground. That's why The Mall stays focused — we don't stray into hypermarkets. Instead, we conserve our energy to develop large-scale shopping complexes because we can't do everything in this world."*

Social Competence

Social Competence features elements such as empathy and social skills. **Empathy** includes actively understanding and taking an interest in others, having a service orientation, and reading group emotional currents. **Social skills** include the ability to induce desired responses in others, open communications, conflict management, and collaboration on shared goals.

Supaluck once stated in an interview, *"Having dreams alone wouldn't have brought me here. Everything I've achieved is the result of hard work."* Her journey was deeply influenced by her gratitude and respect for her father, Supachai, who played a significant role in shaping her perspective and way of life.

Before The Mall Group's retail expansion, Supachai was in the massage parlor business. She convinced her father to quit and pursue a different business path. Trusting his daughter's request, he closed all entertainment-related businesses and ventured into the retail industry which was still relatively new to Thailand at the time. This pivotal decision marked the beginning of The Mall Group's transformation.

Supaluck Umpujh is known for her relentless determination and resilience in overcoming challenges. Every shopping mall project she has undertaken incorporates innovative concepts and introduces retail layouts that have never been seen before in Thailand. She also played a significant role in importing global luxury brands into the Thai market, despite being an unknown businesswoman in the international business scene at the time.

She has often emphasized, *"If we want to be leaders, we must be bold in our thinking and actions. But boldness alone is not enough — we must learn, develop, and study thoroughly. My father always taught me that sometimes we can't see the wood for the trees — some people see the whole picture and think of the good ideas, while others don't."*

Academically, after joining the family business, the women's motivation changed from helping out to genuinely wanting to manage the company. This shift reflects their transition from "keeper of the king's gold" to "spinner of one's own gold," as well as the growth of leadership roles as Chief Executive Officers (CEOs) within the daughter (Humphreys, 2013).

Supaluck's contributions to the retail industry have earned her numerous awards in Thailand and globally. Some of them are the "Excellence Management" Award from the Retail Association, "Outstanding Business & Professional Women Leaders" and "Outstanding ASEAN Women Entrepreneur Award" from the Federation of Business and Professional Women's Associations of Thailand under royal patronage.

Her international recognition includes receiving the National Order of the Legion of Honor (Knight rank) from the French Republic for her role in promoting French fashion brands in

Thailand. In 2024, she was inducted into the Hall of Fame by the World Retail Congress and was also honored as the "Woman Entrepreneur of the Year" at the Asia Corporate Excellence & Sustainability Awards (ACES).

Third Generation: New Challenges



Third Generation of The Mall Group

Surat Umpujh, the eldest son of Supachai Umpujh, is married to Nannapat Wanpatek and has three daughters.

His eldest daughter, Wipa Umpujh, who holds a degree in business administration from Roehampton University in the United Kingdom, has returned to help with the family business. Wipa began working at the family resort in Phuket before joining The Mall Group in the *BeTrend* stationery department, where she learned about coordinating with suppliers for product importation. She then moved to the store planning department to learn the overall department store business – including interior design, product arrangement, and layout planning. She later transitioned to overseeing the restaurant section. As of 2024, Wipa holds the position of Senior Director of the Specialty Retail Department, overseeing areas such as the gadget, *SportsMall*, and *Power Mall*.



Wipa Umpujh, Senior Director of Specialty Retail Department, and Sunthorn Sureeluangkhajohn, General Manager of Merchandising for SportsMall | Source: [Positioning Magazine](#)

Pailin Umpujh, the second daughter of Surat Umpujh, graduated in Fashion Design from Kingston University in the United Kingdom. After graduating, she joined the family business and worked for *M CURATED*, a subsidiary company specializing in importing and distributing leading fashion and lifestyle brands from around the world. She started as a merchandiser which required her experience in selecting interesting brands, negotiating product imports, and assessing customer satisfaction. She currently serves as the Senior Director of Fashion Merchandising, overseeing the strategic direction and management of fashion products within the company.

Ploychompu Umpujh, the youngest daughter of Surat Umpujh, graduated with a bachelor's degree in Business Management with Marketing from the University of Brighton in the United Kingdom. She joined The Mall Group after completing her studies, initially managing the events of the EM District. She later transitioned to leasing to oversee tenant management in the EM District shopping centers. Her role then expanded to business development, focusing on new business opportunities and space expansion projects for the department store, such as *The Escape*, a dining and rooftop bar. Currently, she serves as the Senior Director of Supermarket Merchandise Management at The Mall Group.



Pailin (left) and Ploychompu Umpujh | Source: [Marketeer Online](#)

Additionally, another third-generation family member contributing to the business is Ittirit Ratanadaros-Umpujh, the eldest son of Nachanok Ratanadaros and Achara Umpujh, who is the younger sister of Supaluck Umpujh. Ittirit holds a degree in Interior Design and Architecture from Syracuse University in the United States and has completed the Young Entrepreneur business training program at Bangkok Bank. After graduating, he joined The Mall Group's *The Emsphere* project, where he played a key role in interior design, marketing, liaising with global brands, and learning retail management strategies. Leveraging his expertise in interior design, he contributed to store design and overall space planning. He is now the Assistant General Manager for Leasing and Property Management at The EM District.



Ittirit Ratanadaros Umpujh | Source: [Manager Online](#)

Even though the third-generation successors seem to have seamlessly divided their management roles based on their areas of expertise, the transition remains smooth largely because the second-generation leaders are still actively mentoring and guiding them. However, a critical challenge for The Mall Group in the future will be how to fairly distribute shares among family members who are actively involved in the business versus those who are not.

This issue highlights the significant generational shift risk, a challenge many family-owned businesses face when transitioning leadership and ownership across generations.

Challenges in Succession to the Third Generation

The Mall Group's strategy has been remarkable in selecting locations, delivering experiences from generation to generation, and offering people's lifestyle that effectively meets consumer demands. This success has been driven by the collective efforts of the second-generation successors, a growth pattern commonly seen in other Thai family businesses where the first

generation plays a key role in starting the business and the second generation plays a key role in expanding the business.

During the transition from the second to the third generation, the Mall Group has encountered challenges related to the professionalization of family members and the integration of non-family professional managers.

Professionalization of Family Members

The Mall Group faces significant constraints in family business professionalization due to a limited succession pool. Unlike other family firms with a broader selection of heirs, Supaluck Umpujh lacks direct descendants, relying instead on 11 nieces and nephews, only four of whom (three women and one man) have joined the business after overseas education. This scarcity, particularly of male successors, challenges the firm's adherence to primogeniture — a common succession practice among Sino-Thai business groups favoring the eldest son or grandson. Consequently, the Mall Group's expansion remains confined to Thailand, unlike its competitor, Central Group, which benefits from greater family involvement.



The Mall Group Executives | Source: [Marketeer Online](#)

Third-generation heirs benefit from the opportunity to learn from the second-generation, including parents, uncles, and aunts, as well as from non-family professional executives who contributed to the business's development. They can indeed comprehend the concept of family business succession in conjunction with the management principles of external professional executives. However, regarding the commitment to propel the company's growth, it may struggle to surpass the second generation of heirs who have experienced competitive challenges. The results must be observed following the gradual retreat of the second generation of heirs, a critical phase of generational change evident in all family businesses.

Integration of Non-family Professional Managers

A previous research by Sonfield and Lussier in 2014 shows that 80 percent of first-generation family firms followed a “paternalistic” management culture, but more than two-thirds adopted a “professional” management style in later generations. Paternalistic management involves hierarchical connections, top-down control, strict supervision, and distrust of outsiders. In contrast, descendant-controlled enterprises are more professionally managed, explaining that first-generation family managers are entrepreneurs with technical or business backgrounds, while their descendants face challenges in maintaining and enhancing the business. As a result, non-family professionals may be better suited to handle certain management tasks in later generations (Sonfield and Lussier, 2004).

Currently, The Mall Group has been gradually bringing in more professional executives from outside the family to strengthen its operations. As a result, its senior management team now includes both Thai and international executives (See Appendix C). Looking ahead, the company may need to evaluate whether to expand or streamline its leadership structure. Since The Mall Group has not yet been listed on the stock exchange, it faces two possible paths for leadership succession:

If The Mall Group intends to remain a privately held company in the future, this means the business will be passed down to the third-generation family members. One of the nieces or nephews who thoroughly understands the business and can collaborate effectively with professional executives would take on the role of Chairperson or CEO.

But if The Mall Group decides to go public in the future, it would indicate a plan to raise capital for expansion. In this scenario, the position of Chairperson or CEO could be handed over to a professional executive, while the family members step back to become major shareholders. The group's shareholding structure could be arranged in a pyramid format, ensuring that the major shareholders retain control over the business while daily operations are entrusted to external professional executives. The bottom line is that the family members would need to decide whether they are willing to allow the public to have ownership stakes and establish a structured process for selecting and developing professional executives to take over management roles.

Important Remark

This case study was an extended version of the Thai-written case study developed under the guidance of Assoc. Prof. Dr. Natenapha Wailerdsak (Yabushita) at Thammasat Business School, with significant contributions from the following students: Jarupiya Khunthai, Krit Srasangta, Warinthorn Chariyakhunthana, and Sawanya Paiporn. Their collective efforts and insights have been invaluable in the completion of this work.

Discussion Questions

Question 1

The family members of The Mall Group, encompassing both the 2nd and 3rd generations, demonstrate a notable interest in engaging with the family business. Evaluate the advantages and disadvantages of being employed in a family business.

Question 2

Using the Successor-Incumbent Relationship Model, analyze the factors enabling daughters' succession, their leadership challenges, and key attributes. How can businesses foster gender-inclusive succession for long-term sustainability?

Question 3

Analyze the advantages and challenges of appointing female heirs as successors in family businesses. Discuss the impact on governance, succession planning, family dynamics, sustainability, and the influence of societal factors on gender-inclusive strategies.

Question 4

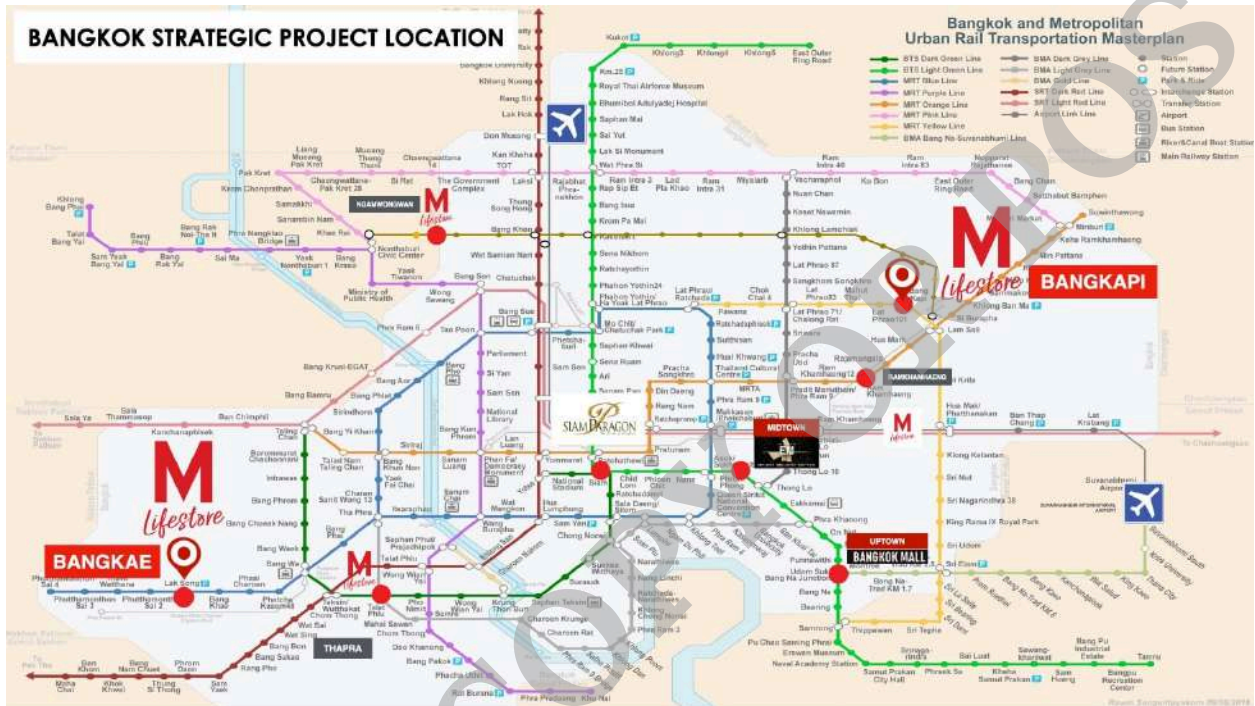
Assess the impact of professional vs. family executives in The Mall Group. Who should lead, considering succession, governance, culture, and sustainability? Provide recommendations for balancing family stewardship with professional management.

Question 5

Using the Ownership-Management Matrix, analyze The Mall Group's governance evolution. Should the Umpujh family maintain the Y-Landlord model or adopt a new approach, considering succession, professionalization, and sustainability?

Appendices

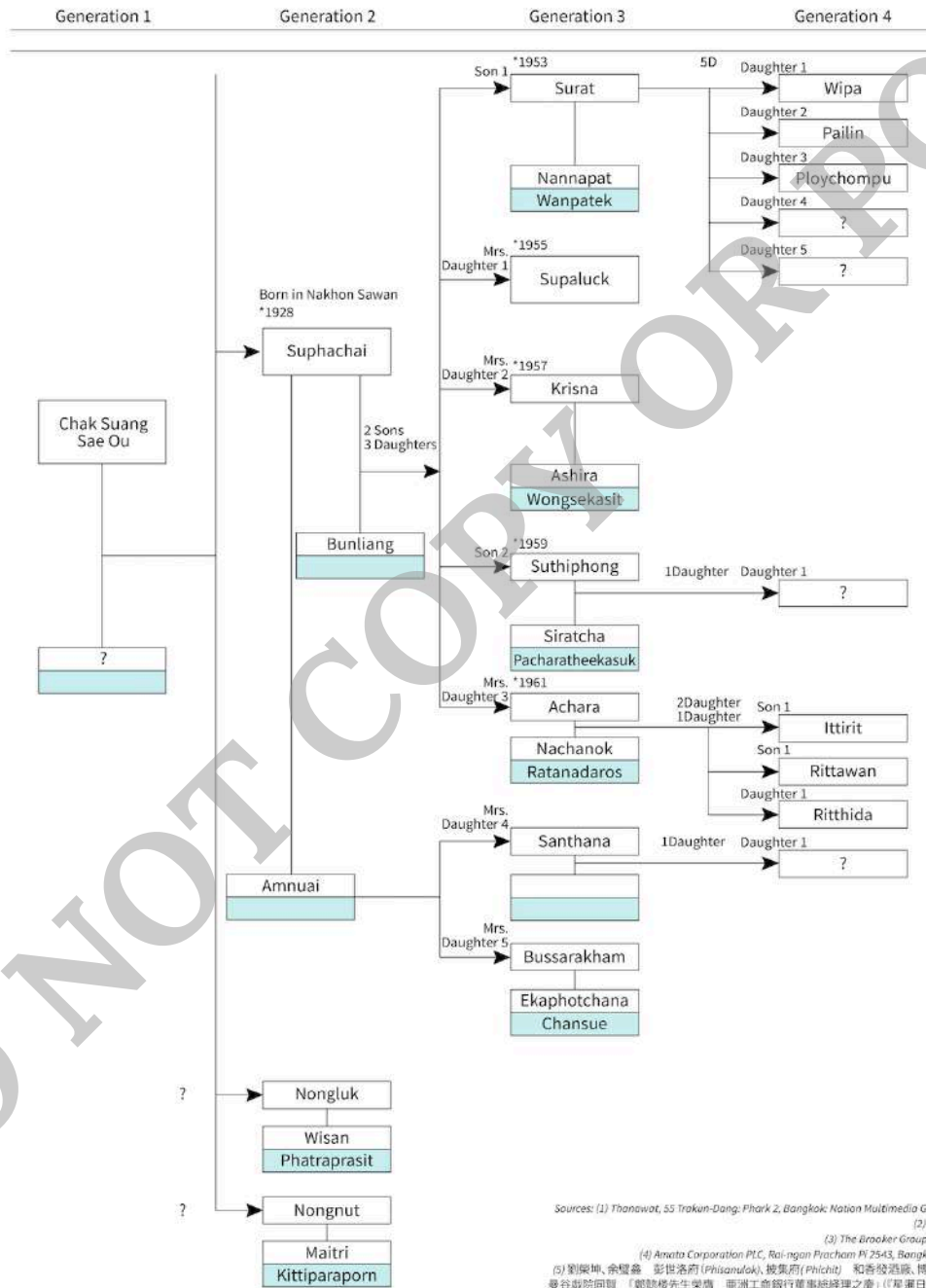
Appendix A: The Mall Group's Bangkok Strategic Project Location



Appendix B: The "Umpujh" Family Tree

Source: compiled and demonstrated by the authors based on Professor Akira Suehiro's database

Umpujh Family Tree



Appendix C: The Mall Group's Board Members

Source: Compiled by the authors

The Mall Group's "Umpujh" Board Members:

1. **Supaluck Umpujh** – Chairwoman and Chief Executive Officer
2. **Surat Umpujh** – Senior Chairman
3. **Achara Umpujh** – Executive Vice Chairwoman
4. **Suthiphong Umpujh** – Senior Vice Chairman
5. **Krisna Umpujh** – Vice Chairwoman
6. **Pailin Umpujh** – Senior Director, Fashion Merchandising
7. **Ploychompu Umpujh** – Senior Director, Supermarket Merchandising
8. **Wipa Umpujh** – Senior Director, Specialty Retail Department
9. **Ittirit Ratanadaros Umpujh** – Assistant General Manager, Leasing and Property Management, The EM District

The Mall Group's Non-Family Senior Executives:

1. **Naris Cheyklin** – Chief Executive Officer
2. **Kriengsak Tantiphipop** – Chief Executive Officer, The Emporium Group
3. **Robert James Cissell** – Chief Executive Officer, Retail Group of The Mall Group
4. **Jakkrit Keeratichokchaikun** – Chief Business Officer, Specialty Business of The Mall Group
5. **Thierry Prevost** – Chief Business Officer, Department Store of The Mall Group
6. **Jennifer Fall** – Vice President, Merchandising of The Mall Group
7. **Luc Charrier** – Vice President, Merchandising Specialty Retail of The Mall Group
8. **Voralak Tulaphorn** – Chief Marketing Officer of The Mall Group
9. **Anchalee Pattananansuk** – Chief Executive Officer, Leasing & Property Group of The Mall Group
10. **Kanyaratana Chokoontkit** – Chief of Business Development Officer of The Mall Group
11. **William Rithirueng** – Chief Human Resources Officer of The Mall Group
12. **Dr. Oliver Gottschall** – Chief Strategy Officer of The Mall Group
13. **Scott Cameron** – Chief Information Officer of The Mall Group

14. Chairat Petchdakul – Senior Director, Supermarket & Food Development of The Mall Group

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- Brandage : ศูนย์การค้าสยามพารากอน เป็นที่หนึ่งในใจคนไทยและนักเดินทางจากทั่วโลก
- Brandage : เปิดมุมมอง “วรลักษณ์ ตลาภรณ์” จากเดอะมอลล์ สู่ “Lifestore” การปรับกลยุทธ์ครั้งใหญ่ รับแลนด์สเคปใหม่ของค้าปลีกชานเมือง
- ศูนย์การค้าเซ็นทรัลในอาณาจักร Central Pattana มีกี่สาขา?
- ศกลักษณ์ อัมพูช เจ้าแม่แห่ง เดอะมอลล์ กรุ๊ป เผยเคล็ดลับสู่ Disruptive World
- ความท้าทายของ อิทธิฤทธิ์ รัตนทาส อัมพูช เมื่อเขาคือหลานของท่านประธาน
- 'ไพลิน อัมพูช' New Gen ผู้มาพร้อม Passion เพื่อพา 'เดอะมอลล์ กรุ๊ป' สู่ยุคใหม่
- ศกลักษณ์ อัมพูช ความสำเร็จที่เกิดมาจากการเสียสละ
- รู้จัก รู้ใจลูกค้า คว่าโอกาสที่มากับการเติบโตของชนชั้นกลางในประเทศอาเซียน
- 'ศกลักษณ์ อัมพูช' ผู้นำหญิงเก่งที่สร้างการเปลี่ยนแปลง บนหลักเรื่องความกล้าคิด-กล้าทำ
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- “อิทธิฤทธิ์ รัตนทาส อัมพูช” ทายาทเดอะมอลล์ กรุ๊ป ผู้ต่อจิ๊กซอว์ตัวสุดท้าย "ดี เอ็มดีสทริค"
- 'ค้าปลีก' ژیรัฐอัดยาแรงปลุกใช้จ่าย หวังนักท่องเที่ยวนุมดันกำลังซื้อ
- เดอะมอลล์เขย่าพอร์ต-จัดทัพ 'เจน3-มืออาชีพ' เคลื่อนธุรกิจ
- "อิทธิฤทธิ์ รัตนทาส" ทายาทรุ่นใหม่ของเดอะมอลล์ กรุ๊ป สานต่องานครอบครัว
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