

## Lesson Learned from Driving the National Strategy 2018-2037 of Thailand

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### Abstract

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Public policy and strategy begin with ideas and results in action by driving strategy. The executives must supervise the action together. It can be considered from driving the National Strategy 2018-2037 of Thailand. It converts the plan into action with a 3-level plan. The national strategy is the 1st level plan with 6 aspects as a framework for creating the plan to the 2nd level plan, which is a master plan, which has 23 plans and forwards to the 3rd level plan, which is the action plan of each agency. It aligned with the cause-effect relationship under the top-down principle to achieve the vision. However, there should be more emphasis on driving strategies based on the bottom-up principle to gain the problem directly from the operator and connect with the global changes. Strategic driving can be achieved through (1) dedicated and committed leadership, (2) organizational structure, which is power structure change, (3) change agents that create change across the organization, and (4) organizational culture adjusts the behaviour for mutual success.

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**Keywords:** Lesson Learned, Public Strategy and Policy Driving, National Strategy 2018-2037 of Thailand

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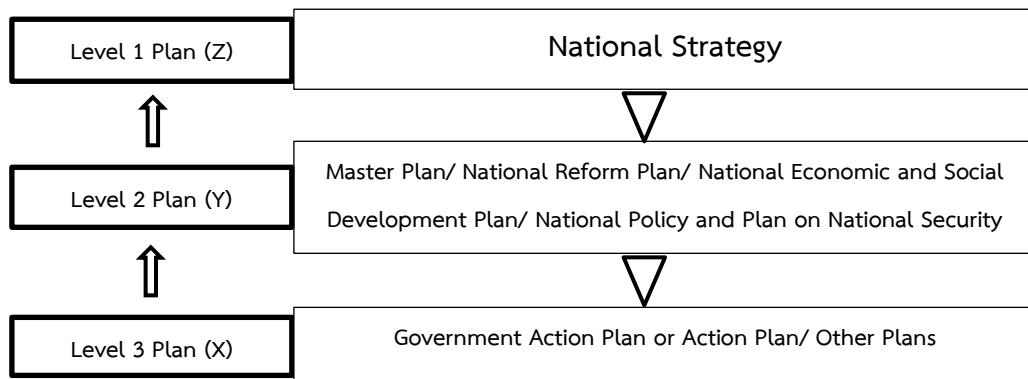
### Introduction

Public policy and strategy begin with a thought and will be reflected in action because policy and strategy are like ideas, which may end up as dreams if there is no action. Where responsibility for the results of actions is ultimately linked to the executives, the key elements that make driving the strategy successful can be considered from important issues including (1) leadership, (2) organizational structure, (3) change leaders, and (4) organizational culture. In this regard, the process of preparing the National Strategy 2018-2037 of Thailand may be characterized as reversing the national strategy as the main focus and making

government policy secondary, which is not consistent with what should be according to the principles of public policy that the policies of the government that came from the needs of the people, it should be the goal (End) with strategy as the methods (Means) to success according to said goal. (Udomwisawakul, 2023: 10-11) However, lessons learned from the analysis of driving public policy and strategy through driving Thailand's strategy 2018-2037 can be considered for the benefit of driving public policy and strategy. This is an important base that will lead to the development of the country that aims to have a better trend in many dimensions of development under the circumstances of changes in the global context that affect the development context of Thailand. Every sector must hasten to adapt to cope and lead to social change. (Frederickson, & Smith, 2003: 32-34) This reflects the nature of national development that will have more risks and challenges.

#### Driving Public Policy and Strategy through the National Strategy 2018-2037 of Thailand

The driving public policy and strategy can be considered from driving Thailand's national strategy for 2018-2037. This is transforming the national strategic plan into action with plans set at 3 levels under causal relationship (XYZ).



**Figure 1** The Linkage framework under causal relationship (XYZ) of Level 1, Level 2, and Level 3 plans for driving Thailand's National Strategy 2018-2037

The national strategy is the first level plan, which will serve as a framework for creating various plans in a consistent and integrated manner to create a joint driving force towards sustainable national development according to the principles of good governance in transforming national strategy into practice. This will be done through the transfer of national strategic goals and issues to the second level plan, which is the master plan. As for the 3rd level plan, which is the action plan. This is to create operations that are consistent and in

the same direction to be able to concretely achieve the vision of the national strategy by 2037. This can be considered as follows:

(1) Level 1 Plan: National Strategy

The national strategy is the goal of sustainable national development according to the principles of good governance to be used as a framework for making plans that are consistent and integrated. The goals and development issues are systematically transferred to the 2nd level plan and the 3rd level plan.

(2) Level 2 Plan: Master Plan

The master plan is a plan that provides guidelines for driving the country in various dimensions to achieve the goals of the national strategy and transfers them to guidelines for implementation in the 3rd level plan. It consists of a master plan that specifies goals divided into 4 periods of 5 years each. It sets out development issues in a way that includes integration and linkages between related strategies and national reform plans. It focuses on improving, changing or resolving urgent structural issues and obstacles, methods and processes, and mechanisms or regulations. It provided that the National Economic and Social Development Plan for 5 years must be consistent with this master plan.

(3) Level 3 Plan: Government Action Plan or Action Plan

Government action plans or action plans are plans prepared by government agencies to transform the goals and development issues of the Level 1 and Level 2 plans into practice. It consists of an operational plan or action plan, which will be an important mechanism for demonstrating the operations or projects of the agency in each fiscal year and every 5 years. It must be aligned with the national strategy, master plan under the national strategy, and lower-level plans based on the principles of cause and effect relationships (Causal Relationship: XYZ). The guidelines for preparing the 3rd level plan for driving the national strategy will have objectives to clarify and gain a common understanding with all government agencies, including submitting plans to the Cabinet. Its main duty is to carry out various missions under the national strategy and to participate in driving the development of Thailand towards the vision of the national strategy.

**1) Circumstances of Transforming National Strategy into Practice**

The national strategy has been included in the 2017 Constitution of the Kingdom of Thailand. Section 65: There shall be a national strategy as a goal for sustainable national development as a framework for preparing various plans to push towards the same goal.

Section 142: Proposing a draft budget bill for the fiscal year must be consistent with the national strategy and various plans. Section 162: The Cabinet that will take over the country's administration must state its policy to the National Assembly which must be consistent with the duties of the state, state policy, and national strategy. Section 270: The Senate has the duty and authority to follow up and make recommendations including expediting the preparation and the implementation of the national strategy. In addition, the National Strategy Preparation Act of 2017, Section 5: There should be a national strategy as a goal for sustainable national development, must not be less than 20 years and every government agency has to operate to achieve the goals set out in the national strategy, and the preparation of annual budget expenditures must be consistent with the national strategy. Moreover, the regulations regarding monitoring checks and evaluating the implementation of the strategy and the national reform plan 2019, Section 5: The specified system to be used for processing and analyzing data for monitoring, inspection, and evaluation according to the national strategy must include channels for citizens to participate in expressing opinions and suggestions for beneficial to monitoring, inspecting, and evaluating the implementation of the national strategy and national reform plan.

Having a national strategy is a long-term national development plan to be used as a framework for managing the country. Setting long-term goals and having a mechanism to prepare for challenges are necessary and must be continuously developed in various areas. This is so that various sectors can use it as a framework for making consistent and integrated plans.

The 20-year national strategy for 2018-2037 has been established under the Constitution of the Kingdom of Thailand 2017, leading to implementation for Thailand to achieve its vision. It focuses on creating a balance between economic, social, and environmental development. It consists of 6 strategies:

- (1) Strategy 1: Security; the strategy for efficiency in internal security management is driven by issues regarding (1) maintaining peace within the country (2) preventing and solving security problems (3) developing potential against threats (4) integrating cooperation and (5) developing security management mechanisms.
- (2) Strategy 2: Building competitiveness; the strategy is driven to grow the country's economy by developing from the grassroots with issues regarding (1) agriculture creating

value (2) industries and services of the future (3) creating diversity in tourism (4) infrastructure and (5) economic development based on modern entrepreneurs.

(3) Strategy 3: Developing and strengthening human resource potential; the strategy is driven to develop and promote the potential of quality human resources in the country with issues related to (1) changing values and culture (2) developing people's potential throughout their lives (3) reforming the learning process that responds to changes in the 21st century (4) recognizing the diversity of human intelligence (5) promoting good health for Thai people (6) creating an environment conducive to development and enhancing Building human resource potential and (7) strengthening sports potential.

(4) Strategy 4: Creating opportunities and social equality; the strategy is driven to create a society that provides opportunities and equality for the well-being of the people in the country with issues related to (1) reducing inequality (2) creating fairness in all dimensions (3) decentralization of economic, social and technological progress (4) social empowerment and (5) increasing the capacity of local communities for development including self-reliance and self-management.

(5) Strategy 5: Creating growth based on an environmentally friendly quality of life; the strategy is driven to make people in the country have a better quality of life and environment with issues related to (1) creating sustainable growth in a green economic society (2) creating sustainable growth in a maritime economic society (3) creating sustainable growth in a climate-friendly society (4) developing urban, rural areas, agriculture and ecological industries and (5) developing water security, energy and environmentally friendly agriculture as well as raising the paradigm to shape the country's future.

(6) Strategy 6: Balancing and developing the public administration system; the strategy is driven to make public administration efficient with issues related to (1) making the public sector more people-centred (2) the public sector being integrated, and smaller and modern (3) government personnel are good and talented people and adhering to the principles of morality and ethics (4) the government sector is transparent and (5) the law is consistent and appropriate including the judicial process, respecting human rights and treating people equally.

Thailand's National Strategy 2018-2037 is a long-term goal for national development. This is to be used as a framework for determining the government administration policy of the Cabinet before taking over the administration of the country. Including before the

government has prepared the National Economic and Social Development Plan, related national policies and plans, annual budget expenditures plan, and other level plans. The national strategy is therefore a guideline that sets the framework and development guidelines for government agencies to follow.

## **2) Consistency by the Principles Driving the Achievement of Goals According to the National Strategy**

National strategy is a map that determines the direction of a country. Which is a level 1 plan, while the master plan is a level 2 plan and a level 3 plan is a government operational plan. That is the operational plan which contains all important projects of every government agency used for the year's budget request. All 3 levels of the plan are important and must be consistent and linked at each level of the plan. The transformation of the strategic plan into practice must have a relationship or consistency among the plans at all 3 levels. The National Strategy 2018-2037 of Thailand itself is a driver of public policy, which is public policy at the constitutional level. The Constitution of the Kingdom of Thailand 2017, Section 65, requires the state to establish a national strategy as a long-term goal for national development. This is to be used as a framework for determining the government administration policy of the Cabinet before taking over the administration of the country by the principles of good governance. It is used as a framework for preparing the National Economic and Social Development Plan, policies, national plans, plans at other levels, and the budget for the fiscal year to be consistent and integrated to create a joint driving force towards the goal. This must be by the law on national strategy preparation. In addition, to comply with Section 10 of the National Strategy Preparation Act of 2017, the National Strategy Preparation Committee for each aspect shall prepare a master plan to achieve the goals outlined in the National Strategy. This is an important part of transferring the goals and strategic issues of the national strategy to plans at various levels. Emphasis is placed on linking the goals of each master plan under the national strategy to be consistent in the same direction according to the goals and indicators for implementation. Which is divided into 4 periods of 5 years each, for a total of 20 years from 2018-2037, including setting guidelines for development and important tasks or projects of the master plan under the national strategy. This is to provide a framework for the operations of relevant agencies to achieve the national development goals set out in the national strategy by raising the country's

potential in many dimensions to quality, creating opportunities and social equality, and creating growth under a quality of life that is friendly to the environment.

The National Strategy 2018-2037 consists of 6 strategies, which are translated into action by 23 master plans under the National Strategy: (1) security (2) foreign affairs (3) agricultural development (4) future industries and services (5) tourism (6) smart livable areas and cities (7) logistics infrastructure and digital (8) entrepreneurs and new generation small and medium-sized enterprises (9) special economic zones (10) changing values and culture (11) human potential throughout life (12) learning development (13) promoting good health for Thai people (14) sports potential (15) social power (16) grassroots economy (17) equality and social security (18) sustainable growth (19) management of the entire water system (20) public service and government efficiency (21) anti-corruption and misconduct (22) law and justice process (23) innovation research and development. The 23 master plans under the national strategy are formulating issues in an integrated manner between related national strategies. There will be no overlapping development issues between the master plans so that government agencies can effectively put the master plans into practice and prevent confusion. The master plan under the national strategy is a level 2 plan that is important in guiding the development and driving the country to achieve the goals of the national strategy, which is a level 1 plan. It transfers it to guidelines for practice, including moving the country to achieve the goals of the strategy and transferring them to guidelines for implementation in the government action plan that consists of the agency's projects, which is a level 3 plan. The structure of the master plan under the strategy has two main components: (1) master plan issues that include goals, indicators, and target values at the issue level to be used to monitor and evaluate performance at the intermediate results level and (2) sub-plans of the master plan that consist of goals, indicators, and target values for monitoring and evaluating performance at the primary results level.

Consideration of consistency with the principles of driving to achieve the goals of the national strategy is to obtain an appropriate approach in dealing with the problems of driving the public strategy. Which is the operation of agencies, support, and coordination as a result of the environmental context surrounding the national strategy. This should be considered to get the appropriate direction according to the cause, not only according to the symptoms. Otherwise, the solution will only be a short-term symptom fix. It is not a solution to the cause that has long-term effects. (Udomwisawakul, 2017: 24-26) The appropriate direction

can be considered from (1) the top-down principle, which will be clear and legal, (2) the bottom-up principle, which will receive awareness of the problem directly from the operator, and (3) the mixed principle, which will have network management coverage. However, when considering the application of any principle, it should be appropriate to the goal of the principle in solving public strategic problems that are intended and must be responsive to the people. (Wamsley, 1990: 105-106)

The drive to achieve the goals of the National Strategy 2018-2037 is based on the top-down principle which has the important characteristic of wanting to be clear and legal. It is a driving force of the national strategy that places importance on government agencies that must develop projects according to the principles of cause and effect relationships at all three levels of the plan (Causal Relationship: XYZ), that is, (1) Project level (Level X) (2) Master plan level (Level Y) and (3) National strategy level (Level Z). This must be based on empirical data to be able to close gaps and enhance the development of each sub-master plan goal (Y1) in an integrated manner. It is to affect the achievement of the results according to the goals of the sub-master plan (Y1) and the results according to the goals of the master plan under the national strategy as specified in each 5 years. This will lead to concrete results of the goals of the national strategy.

**Table 1** Guidelines, steps, and results from creating projects to drive the achievement of goals according to the national strategy.

Driving guidelines	Project preparation steps	The result
(1) Looking at common goals	(1) Studying guidelines, principles, and information related to project preparation	(1) Understanding the guidelines, principles, and information related to the country's development direction in organizing projects and operations in the same direction
	(2) Analysis and selection of sub-master plan goals (Y1) in project preparation	(2) Sub-master plan goals (Y1) that the agency considers relevant, necessary, and

		appropriate for project preparation and operations
(2) Value chain analysis and project proposal preparation	(3) Analysis and selection of factors under the elements of the value chain	(3) Factors that the agency considers appropriate and necessary to support the project and operations
	(4) Drafting project proposals	(4) Draft project proposals that affect driving the achievement of results according to the sub-master plan (Y1) goals based on the principles of cause-and-effect relationships (XYZ) and based on empirical databases
(3) Prioritizing project proposals	(5) Quality assessment and improvement of draft project proposals	(5) Draft a quality project proposal ready to present as a project to drive the achievement of goals according to the national strategy and the process that will continue

The guideline for driving towards concrete implementation is to prepare an action plan, which is an annual government action plan that includes various projects for driving and achieving goals according to the national strategy for budget allocation. The operational plan is the operational plan of the government agency that plans to carry out each year of the agency. It is an operation that uses budgets from various sources, including the national budget, agency income, loans, donations, joint ventures between the public and private sectors, other budget sources, or those that do not use a budget. The agency must prepare an annual operational plan and submit it to the minister for approval. The Budget Bureau will use it as information to consider allocating the budget so that it can be carried out successfully as specified in the operational plan for that year. At the end of the fiscal year,

the agency must prepare a report on the results of the annual operational plan and submit it to the Cabinet. This is by the process specified in the Royal Decree on the Criteria and Methods of Good Government Management, B.E. 2003 and (No. 2) B.E. 2019.

### **Proposals for Driving the National Strategy 2018-2037 of Thailand**

Strategy begins with an idea, with executives linking it to results in action. The executives are responsible for the overall results under dynamic situations. Therefore, strategic actions must be dynamic. (Kernaghan, 2000: 94-95) It is difficult to act in the same way under new circumstances and hope for the same results. The executives must direct their actions through working together (Teamwork) to drive strategy. (Lipsky, 2004: 73-75)

The important elements that make driving the national strategy successful can be considered (1) leadership for driving strategy (Dedicated and serious leaders) (2) organizational structure for driving strategy (Changed organizational structure) (3) change agents for driving strategy (Creating transformational leaders) and (4) organizational culture for driving strategy (Creating organizational culture).

#### **1) Leadership for National Strategy Driving**

The leader must have leadership that must be dedicated and serious in driving strategy. The power of the leader to drive the strategy must have unity (Unity) to be able to drive the strategy. Sometimes, when there is a resolution from the group in power that they agree with driving the strategy, in practice they may not agree. (Bryson, 2011: 35-36) For this reason, leaders must create unanimous agreement to lead to action so that those who do not agree will resist or remain indifferent when leading to action. Therefore, it is necessary to create an agreement first, which may be an agreement based on mutual benefits or benefits that will arise for the whole community as each person desires. There must be agreement or consensus before it can be implemented to avoid doubt in implementation. This is to create confidence in the results that will occur in the destination of the practice and then lead to implementation. (Klijn, & Koppenjan, 2015: 66-67) The leader must be serious until there are successful results from the practice. The leader must set an example for practitioners to see as a guideline for being serious in driving the strategy towards success.

When leaders are serious about implementation, it will make implementers dedicated and serious as well, which will result in driving the strategy forward.

## **2) Organizational Structure for National Strategy Driving**

The organizational structure must be adjusted to align with strategy because strategy is like the brain and that organization is like the body or organ that must act as the brain commands. Each part of the organization comes together to act according to strategy, thus the power structure must be adjusted. Because the power to act is necessary to have. Therefore this leads to organizational restructuring, which is a restructuring of power. (Christensen, & Laegreid, 2001: 44-46) For this reason, strategy leads to designing or adjusting the power structure that leaders must push for. It is difficult to adjust or change the structure of such power because it causes those with authority under the original structure to be affected. Leaders must therefore have the art of adjusting the structure of power to be able to drive the goals they want to achieve into reality. (Lafley, & Martin, 2013: 75-76) The leader must have a duty to deal with such obstacles by compromising with the old authority. This must not allow the original power to be an obstacle in implementation by switching (Rotation) or transferring old power to another place by using command power or persuasion by appropriate means. This is because if we want to emphasize any issue to drive the strategy, we must have the power structure support the intended implementation of the said issue.

## **3) Leader of Change for National Strategy Driving**

Leading change is creating leaders of change where strategy is driven by changes that must occur throughout the organization through change agents. This is like having a right hand and a left hand to work. It must be divided and managed (Divide and Conquer) through change agents so that the strategy can be thoroughly driven. Because in driving the strategy there is often resistance, the right hand and the left hand must be found to be co-creators or be on the same side in driving the strategy. By setting up plans or mini-projects that can be implemented. That is, you must think big by doing small (Think Big, Do Small) by breaking the strategy into small plans or projects that can more easily show results without spending a lot of time and resources on each such plan or project. (Certo, 2006: 57-59) This is beneficial in the sense that if it fails, it will fail on a small scale. But if successful, it will be an accumulation of small successes together until they become a large success. The change agent is responsible for each such plan or small project. The leader of this change should come from people with special abilities in that matter (Talent). They should have the

following qualities: (1) having high efficiency in work (High Performer) and (2) having high potential (High Potential). For this reason, the organization must have people with very special skills in that matter. This group of people can be found by bringing high-performing people to more challenging jobs to train them to become high-potential people. Leaders have to recruit many of these people because it is difficult and must retain them so that they can continue to be the leaders of change. The leader of this change may not have to give him a permanent position but may assign him to lead the change in that matter on a case-by-case basis. (Thompson, Gamble, & Strickland, 2012: 88-89) When small changes are achieved by the change leader, it will be a part of making adjustments more flexible (Agile). It is because small successes will allow for easy adjustment in management with problems. This makes it important to focus on small successes (Celebrate Small Success).

#### **4) Organizational Culture for National Strategy Driving**

Creating organizational culture is important in driving strategy. In which everyone in the organization must participate in driving the strategy, it is necessary to adjust organizational behaviour by using organizational culture as a driver of strategy for mutual success (Culture Shaping). The traditional actions of people in the organization cannot make the entire organization successful in driving the strategy to success together. (Rajamannar, 2021: 44-45) Therefore, it is necessary to create an organizational culture to change the behaviour of the organization to work together to drive strategy. This is done by analyzing the strategy and classifying it into the desired organizational culture to support the driving of the strategy. To drive the strategy, the entire organization must think and act together as a group behaviour. Otherwise, the original organizational culture that is not in line with the strategy will eventually become an obstacle or eat away at the strategy. (Culture eats strategy for breakfast.) (Drucker, 2008: 67-68) Organizational culture must be managed so that people in the organization behave in the same way that is consistent with strategy. No matter what the strategy is, there should be an organizational culture that is consistent in the same direction. Therefore, organizational culture must be created through intervention (Intervention) to be consistent with the core culture (Core Value). That is consistent with driving the strategy. By letting people in the organization see the benefits they will receive from having such an organizational culture, such as rewards and communication, etc., to create the desired behaviour.

Driving the National Strategy 2018-2037 of Thailand should be concerned about (1) the balancing of top-down approaches, and integrating bottom-up feedback mechanisms, create forums for stakeholder input, enable local influence on decisions, and prioritize community-driven projects, approach incorporates insights from various levels, enhancing the strategy's flexibility and responsiveness to real-world conditions (2) the enhancement of impact analysis, conduct scenario planning and risk assessment for long-term strategy execution, consider diverse global and domestic factors, develop contingency plans, and build flexibility to adapt to potential future events (3) the clear monitoring and evaluation methods, by having a comprehensive monitoring and evaluation framework, should address how the strategy defines success metrics or tracking tools and evaluation responsibilities in the timeline (4) the strategy execution limitations, explain how to conduct a detailed capacity assessment to identify budget, technological, and human resource constraints (5) the connection with global changes, integrates a global context analysis to assess the impact of international trends like trade agreements, geopolitical shifts, climate change, and technological innovations on Thailand's national strategy.

Even, though driving the national strategy for 2018-2037 is characterized by the top-down principle which requires clarity and legality. It is driven through government agencies according to the principles of cause-and-effect relationships of all 3 levels of plans (Causal Relationship: XYZ). However, there should be more emphasis on driving strategies based on the bottom-up principle to gain the problem directly from the operator. Moreover, there should be attention to the mixed principle of the top-down and the bottom-up to achieve network management coverage. Significantly, it should be considered for use to be appropriate to each situation according to the goals of the principle of solving public strategic problems that are intentional and must respond to the people.

Most of the important issues that arise during the drive to achieve the goals of the national strategy often appear as important issues, including: (1) creating knowledge and understanding for responsible agencies to know the true essence of the activities as specified in the plan, (2) clarity of the plan's goals and indicators will provide a single, concrete goal and enable assessment and measurement of success, (3) the planned activities are overlapping with the normal missions of the agency, causing no real change to the people, and (4) Integration between related agencies to create connections and affect related operations. The important problem issues in driving the said strategy can be used to

determine guidelines for improving the driving of the strategy. This is by focusing only on activities that will result in a significant change to the people (Big Rock) and giving importance to driving the implementation of such activities in practice to create and achieve concrete goals of the plan. (Kotler, & Lee, 2007: 56-58)

Important improvement issues can be considered including (1) setting goals and indicators at the plan level, and being able to measure achievement concretely, (2) eliminating activities that are considered normal missions of the agency and selecting only those activities that will result in significant changes to the people, (3) review of laws under the plan by selecting only important laws including prioritizing proposed laws (4) clear designation of primary and secondary responsible agencies, and (5) adjusting the layout of each side of the plan to the same format.

## **Summary**

The process of creating the National Strategy 2018-2037 of Thailand may not be consistent with the principles of public policy that government policy that comes from the needs of the people should be the goal (End) with strategy as the means (Means). However, driving Thailand's strategy for 2018-2037 can be considered for the benefit of driving public policy and strategy. The basic idea of creating a national strategy comes from setting development goals under the basic state policy in the Constitution. The driving force of the national strategy 2018-2037 is the transformation of the national strategic plan into action with plans set at 3 levels, with the national strategy being the first level plan, which will be a framework for preparing various plans towards the goals, develop the country by transferring the level of goals and national strategic issues to the second level plan, which is the master plan. The third level plan will be an action plan to achieve the vision of the national strategy based on the principle of cause-and-effect relationship (Causal Relationship: XYZ). The consideration of consistency with the driving principles to achieve the national strategic goals to obtain appropriate guidelines is the operation of the agency, support and coordination as a result of the environmental context, taking into account the cause and not the symptoms only. This can be considered from (1) the top-down principle to achieve clarity and legality, (2) the bottom-up principle to gain direct knowledge of problems from operators, and (3) the mixed principle to cover network management. This should be appropriate to the goal of the principle which must be responsive to the people. Where

strategy is like an idea which may end up being just a dream if there is no action. The elements that make driving the strategy successful can be considered from important points, including (1) leadership, considering the dedication and seriousness of leaders (2) organizational structure, considering the organizational structure changing to be able to drive the desired goals (3) change leader, considering the creating leaders to accumulate small successes together until they become large successes (4) organizational culture, considering the adjustment of organizational behaviour in driving the strategy to achieve mutual success. Driving the National Strategy 2018-2037 of Thailand should be concerned about (1) the balancing of top-down approaches, (2) the enhancement of impact analysis, (3) the clear monitoring and evaluation methods, (4) the strategy execution limitations, and (5) the connection with global changes.

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