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STRATEGIC ALIGNMENT IN THAILAND'S PUBLIC SECTOR: SUCCESS FACTORS FOR NATIONAL STRATEGY 2018-2037

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Abstract

This research investigates the critical success factors for public sector organizations in driving Thailand's National Strategy 2018-2037. Through document analysis, interviews, and observations, the study identifies key challenges, including inconsistencies between policy and strategy. Findings reveal that effective leadership, adaptable organizational structures, proactive change agents, and supportive organizational cultures are crucial. The study also suggests a shift from top-down planning to participatory governance, emphasizing the role of public servants as change agents. The implications extend to public sector reforms in Thailand and other Asian nations pursuing ambitious development goals. This paper argues for strategic alignment of organizational culture, leadership, structure, and change management to realize national objectives. Recommendations emphasize visionary leadership, flexible organizational designs, engaged change agents, and collaborative organizational cultures, all aimed at enhancing public sector effectiveness. These insights inform policymakers and public managers seeking to bridge the strategy-implementation gap in the public sector.

Keywords: Strategic Alignment, Public Sector Reform, National Development, Organizational Culture, Thailand

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Introduction

National strategies are often seen as blueprints for development, but their successful implementation depends on effective public sector organization management, especially in government agencies. Government agencies still play a significant role in driving the national strategy because they have the legal authority to do so directly. In Thailand, the implementation of the National Strategy 2018-2037 faces several challenges, including bureaucratic inertia, lack of coordination, and limited public participation. This study aims to address these challenges by identifying and developing key success factors that contribute to practical implementation. It draws on document analysis, in-depth interviews, and observation of the national strategy forum, all driven by the field of public administration.

The development of success factors in the public sector organization to drive the National Strategy 2018-2037 of Thailand involves considering how to improve the definition, utilization, and maintenance of these factors in public sector organization management. This should ensure awareness of public interests and stakeholders in driving the national strategy. By transforming strategies into action with 3-level plans, of which the National Strategy is the 1st level plan with 6 issues as a framework for preparing the plan, the 2nd level plan, which is a master plan with 23 plans, and leading to the 3rd level plan, which is the action plan and project of each government agency. The strategy must be driven in a way that is consistent with the principles of cause and effect (causal relationship (XYZ)) to achieve the vision.

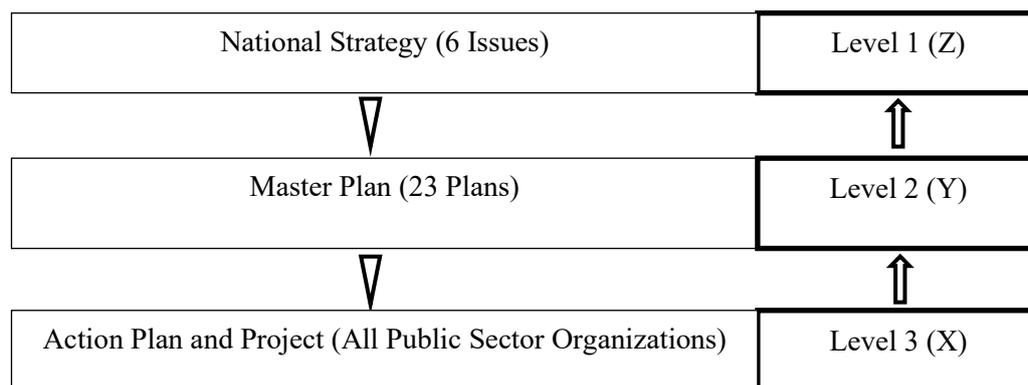


Figure 1 The Causal Relationship (XYZ) of Level 1, Level 2, and Level 3 Plans to Drive the National Strategy 2018-2037 of Thailand

This 3-level plan demonstrates the usefulness of transforming policy into practice by driving the national strategy, as it is based on the principle of cause and effect. It can serve as a case study for various countries to transform policies into national implementations by public sector organizations, which must adhere to the cause-and-effect relationship between plans. However, it must also comply with the principle that leaders consider public interests and stakeholders as necessary.

Synthesis to drive the national strategy is done by: (1) understanding the principles of the three levels of plans (XYZ): projects (X), master plans (Y), and national strategies (Z), including the translation into practice based on the principle of a causal relationship (XYZ) by integrating all government agencies, (2) compliance with the law regarding the preparation of the annual government action plan, which the Royal Decree on the Criteria and Methods for Good Governance 2003 and (No.2) 2019 supports, which requires the government's action plan to be in line with the master plan and national strategy in a concrete manner, and (3) use of monitoring and evaluation systems at all levels to adjust plans to be in line with the situation and achieve national strategic goals through participation of all sectors,

including the public or government sector, the private sector, and the civil society sector. This is significantly achieved by communicating the plan to promote the public interest.

Literature Review

This study draws on theories of public policy implementation to understand and identify the factors that contribute to the successful implementation of Thailand's National Strategy 2018-2037. We adopt a framework that emphasizes the importance of leadership, organizational structure, change agents, and organizational culture in shaping policy outcomes, and also consider the role of participatory governance and public engagement in promoting effective implementation with the concept of: (1) implementation of public policy by driving strategy, (2) development of success factors through efficiency management and benefit management.

Implementation of Public Policy by Driving Strategy

Public policy moves are driven by the need to manage resources, relationships, and the environment. Success depends on clarity, feasibility, organizational potential, resources, the attitudes of leaders and practitioners, organizational mechanisms, evaluation, and support from authorities and society. All of these factors are influenced by the context, basis, mechanism, and actors in the implementation. It is necessary to deal with problems in a participatory, flexible, and forward-looking manner based on the people's will. This requires government organizations to be the mechanism for transforming strategies and transferring them into practice. This must prevent the interpretation of regulations under different organizational cultures that do not lead to public interests (Udomwisawakul, 2025). It should allow the public to participate and be motivated within the relevant organizations, ensuring that the original organizational culture, which is not aligned with the strategy, does not become an obstacle or overshadow it. In addition to considering agencies and practitioners in terms of process, the mechanism for driving public policy can also consider the impact of factors affecting policy implementation, including (Sabatier, 2007): (1) the success or failure of the policy, (2) the impact of the policy, and (3) the public interest. The factors considered are: (1) organizational performance, (2) planning and control, (3) leadership and cooperation, and (4) politics and environment. This is a combination of key factors to achieve the most incredible possible inclusiveness in the implementation of public policies (Frederickson et al., 2003).

Development of Success Factors through Efficiency Management and Benefit Management

The concept of success management is often associated with performance management. However, it may not be comprehensive or may be too narrowly focused because the value gained might be suitable for achievements in terms of time, cost, and work. However, it does not cover government operations that must be addressed at the public level (Aubry et al., 2021). This necessitates benefit management, defined as a set of processes that ensure plans and projects are integrated with normal operations to create value impacting the public (Breese, 2012).

Therefore, the key to successful management is to shift the focus from efficiency and benefit management to considering the needs and perspectives of public stakeholders. The development of success factors in the public sector to drive strategy should employ management concepts to identify key elements that affect success (Ika & Donnelly, 2017). It directly or indirectly affects the success of the operation. It can be defined as conditions and situations that influence the outcome of an operation, serving as variables that affect the probability of success. If these factors are not identified, monitored, and controlled, they may lead to risks. Therefore, there should be continuous planning, implementation, monitoring, and management operations to develop success factors (Deming, 2018). It must be adapted to changing environments to periodically check the details of the process (Kotler & Lee, 2006).

They are the major concepts to study the development of success factors in the public sector organization to drive the national strategy 2018-2037 of Thailand, by being used in the research conceptual framework as follows.

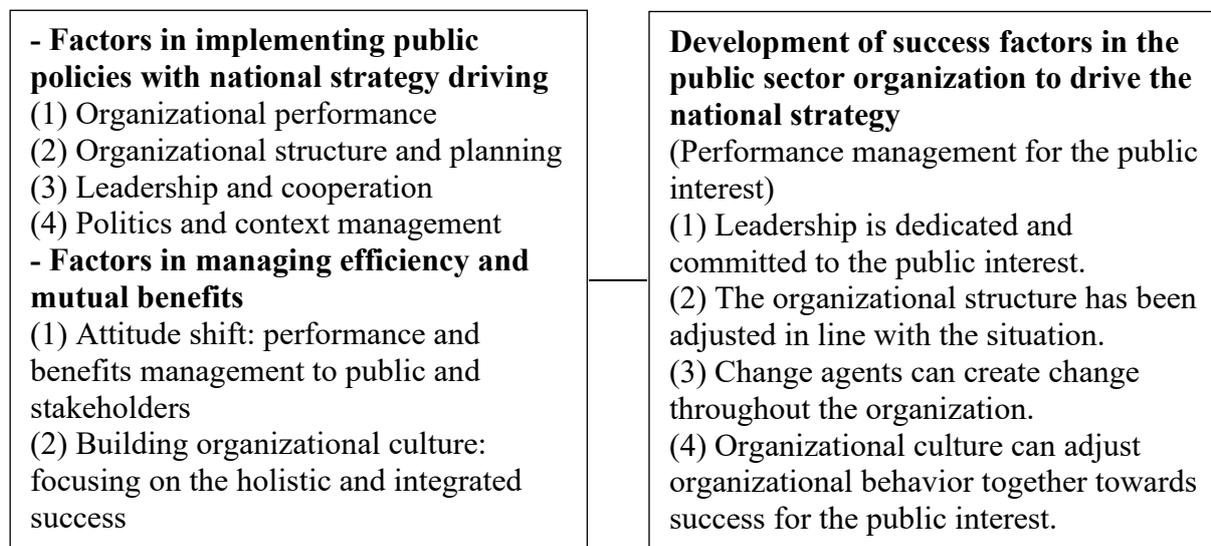


Figure 2 Research Conceptual Framework

Source: Developed from Frederickson et al. (2003); Kotler & Lee (2006); Sabatier (2007); Aubry et al. (2021)

The concept of public policy implementation by driving strategy is used to analyze the factors in implementing public policies with the national strategy driven by analyzing: (1) the organizational performance, (2) the organizational structure and plan, (3) the leadership and cooperation, and (4) the politics and context management. The concept of success factors through efficiency management and benefit management development is used to analyze the factors in managing efficiency and mutual benefits by analyzing: (1) the attitude shift from performance and benefits management to public and stakeholders, (2) the building of organizational culture by focusing on the holistic and integrated success. They are significant concepts related to developing success factors in public sector organizations to drive Thailand's national strategy 2018-2037. It considers the public sector organization's performance for the public interest by analyzing: (1) the leadership dedication and commitment to the public interest, (2) the organizational structure adjusting in line with the situation, (3) the change agents creating change throughout the organization, and (4) the organizational culture for adjusting organizational behavior together towards success for the public interest.

Research Methodology

This research uses public policy implementation theories as a framework to study and develop factors affecting the successful implementation of the National Strategy 2018-2037. We studied the documents and secondary data related to the implementation of the National Strategy 2018-2037 of Thailand, including the Constitution of the Kingdom of Thailand 2017, the National Strategy 2018-2037, the Master Plan under the National Strategy, Government Projects under the Master Plan, Cabinet Resolutions, and related documents. We also consider the role of participatory governance and public engagement in promoting effective implementation, along with relevant sources from national strategies in Asian countries. These countries can serve as role models for development by driving national

strategies for Thailand and other countries in Asia, such as Singapore, South Korea, and Japan.

In addition, this research interviewed stakeholders from 3 government agencies responsible for driving the national strategy. These include (1) the agency responsible for national development plans, namely the Office of the National Economic and Social Development Council; (2) the agency responsible for the national budget, namely the Budget Bureau; and (3) the agency responsible for the management of the country's human resources, namely the Office of the Civil Service Commission. This is an in-depth interview with executives at the director level who are directly involved in driving the national strategy from the 3 agencies mentioned above, 2 people from each agency, totaling 6 people.

Moreover, this research has participated in observing the strategy implementation process from the knowledge exchange forum between government agencies in driving the national strategy organized by (1) the Office of the National Economic and Social Development Council, (2) the Budget Bureau, and (3) the Office of the Civil Service Commission. All data provided to this research is provided voluntarily and will not be disclosed in a manner that would affect the data provider.

This research was triangulated through (1) documentary and secondary data collection, (2) in-depth interviews with stakeholders, and (3) participant observation. After analyzing (1) documentary and secondary data, (2) results of stakeholder interviews, and (3) participant observation, the research results and the discussions are presented. The presentation covers the following content: the situation of the national strategy, factors for success in the public sector organization to drive the national strategy, and guidelines for further developing these factors.

Research Result

Our analysis of the results revealed that effective leadership is crucial for driving the implementation of Thailand's National Strategy. The results emphasize the importance of visionary leaders who can communicate the goals of the strategy, build consensus among stakeholders, and inspire public servants to take ownership of the implementation process. The National Strategy Act states that “the Prime Minister shall provide leadership and guidance for the implementation of the National Strategy”. The National Strategy Act 2017, Section 12, provides for the establishment of a National Strategy Committee, chaired by the Prime Minister, and Section 15 requires the Committee to provide its opinions to the Parliament, the Cabinet, or relevant agencies in implementing the national strategy, including overseeing that national reforms are in line with the national strategy.

This finding is consistent with studies from other Asian countries, which can serve as models for development by driving national strategies in Thailand and other Asian countries, such as Singapore, South Korea, and Japan. In 2024, Singapore's Prime Minister announced the Smart Nation Strategy 2.0, which builds on the Smart Nation initiative introduced by his predecessor in 2014. The strategy aims to promote the adoption of artificial intelligence (AI) and establish a new agency to combat online dangers. South Korea has advanced an economic development plan called the “New Growth Strategy 4.0,” which proposes ambitious strategies and programs for the country’s future development. It aims to propel the economy based on future technologies and foster new economic growth engines. Japan is advancing a 20-year strategic plan to develop quantum technology by having all sectors collaborate to enhance innovation, learning, and future communication, aiming to create new technologies that are advanced for global competition. In these countries, leaders prioritize driving the national strategy by setting an agenda for national development, which leads to improving the organizational structure to align with the strategy.

The analysis found that the national strategies of these countries focus on a specific issue at a particular time, making it a key spearhead for leading development in other areas. While Thailand's national strategy has set several development issues to be addressed simultaneously to achieve success over the same period of 20 years, it has not designated a central issue as the spearhead of development for other issues.

The Situation of the National Strategy Driving

Thailand has a national strategy as a framework for national administration and for various sectors to use in preparing plans. This has established a 20-year national strategy for 2018-2037, in accordance with the Constitution of the Kingdom of Thailand 2017, Section 65. It led to implementation so that Thailand can achieve its national vision: "Thailand is stable, prosperous, and sustainable, and is a developed country with development based on the philosophy of sufficiency economy." It consists of 6 focus issues: (1) security, (2) competitiveness, (3) human resource potential, (4) social equality, (5) environmentally friendly quality of life, and (6) development of the public administration management system. All government agencies must operate under the cause-and-effect relationship of the 3 levels of plans (XYZ): projects (X), master plans (Y), and national strategies (Z), together with the country's value chain. The Cabinet approved the Value Chain Thailand on 29 September 2020. The Budget Bureau will use this as a factor in considering budget allocation. In addition, the Cabinet resolved on 5 May 2020 and 18 May 2021 to approve the guidelines for driving operations to achieve the goals according to the national strategy in 4 directions, namely: (1) establishing shared goals, (2) value chain analysis and project proposal preparation, (3) prioritizing project proposals, and (4) developing the action plan.

Table 1 Driving guidelines, project preparation procedures, and results from the project in the action plan for driving the national strategy

Driving guidelines	Project preparation procedures	Results from the project
(1) establishing shared goals	(1) study of guidelines, principles, and relevant information in project preparation (2) analysis of the selection of sub-master plan goals (Y1) in the project implementation	(1) understanding the direction of national development in project preparation and implementation to be in the same direction (2) sub-master plan goals (Y1) that the agency considers appropriate for project preparation and operation
(2) value chain analysis and project proposal preparation	(3) analysis and selection of factors under the value chain (4) preparation of project proposal drafts	(3) factors that the agency considers appropriate for preparing the project and supporting operations (4) project proposals draft that will drive the achievement of results according to the sub-master plan goals (Y1)
(3) prioritizing project proposals	(5) quality assessment and improvement of project proposal drafts	(5) quality project proposals draft to drive the process forward

According to the Cabinet resolution on 5 May 2020 and 18 May 2021, the 4th direction of the implementation guideline or action plan, which includes various projects of all government agencies, must align with the goals set by the national strategy for budget allocation.

Factors for Success in the Public Sector Organization to Drive the National Strategy

Key factors for success in the public sector organization to drive the National Strategy 2018-2037 include:

1) Leadership: The implementation of the 20-year national strategy in the early years will play an important role in laying the foundation for its stability. The Constitution of the Kingdom of Thailand 2017, Section 65 stipulates that the national strategy must be prepared and implemented accordingly. The leadership role of executives driving the national strategy under the government's operations will present challenges in transforming organizations and people to cooperate in the country's development. Leaders are a key element in bringing success to the unified national strategy by being central to the commitment of driving it for concerned stakeholders and bringing it to the public interest.

2) Organizational Structure: Organizational restructuring is a restructuring of power. The strategy will lead to the design or adjustment of the power structure that the leader must push for. Thailand's last major civil service reform was in 2002, which involved the dissolution and expansion of most agencies. However, the civil service reform, representing a change in the principles of the new modern civil service system, has been implemented since 1892. The ideology and power base that civil servants have accumulated over a long time have been rooted in the traditional government organization structure. It is difficult to adjust or change the structure of such power. Changing it will affect those in power according to the original structure. Whereas the proper organizational structure to drive the strategy to success will be able to adapt to the situation faster. Driving the strategy requires a timely response to the changing situation.

3) Change Agents: Change agents are present at all levels of the organization, especially in Thailand, where middle-level civil servants or office director-level civil servants play a key role in driving change. Civil servants at this level serve as the link between the management mechanisms of the organization's top executives and the implementation of changes at the implementation level to drive towards results. In addition, he has accumulated enough knowledge and expertise in the organization's mission to be a good mediator or leader of change. The change agent acts as a medium for creating change throughout the organization, serving as a change receiver to encourage each department to follow the strategy details necessary for success.

4) Organizational Culture: The organizational culture in Thai government organizations is a patronage culture that emphasizes trust in relationships over a moral culture that focuses on individual abilities. This organizational culture benefits those with close ties rather than the public interest or the people; the people do not have a fundamental part in determining the benefits or demerits of the organization's work. When an inappropriate organizational culture affects the work behavior of people in the organization, it is changed to create desirable collective behavior. Organizational culture acts as a set of behaviors shared by each organization through consensus, guiding its members to act together as one, especially in the direction of the public interest.

Development of Success Factors in the Public Sector Organization to Drive the National Strategy

The development of success factors in the public sector organization to effectively drive the National Strategy hinges on addressing several key issues that commonly arise during implementation. A crucial step is fostering awareness and understanding among responsible agencies, ensuring a shared grasp of the plan's intended activities. Clarity in goals and measurable indicators is paramount, as it provides a tangible and objective target. Moreover, avoiding overlap between planned activities and the agency's routine tasks is essential to initiate meaningful change for the public. Finally, seamless integration across relevant agencies facilitates coordinated operations. To improve upon these factors, leaders and

organizations must prioritize activities that create a significant impact on the public (the 'Big Rock'), which requires leaders to be unified and up-to-date. To realize the improvement, it is important to set clear and measurable goals, adjust or eliminate routine tasks, focus the review on key legal frameworks, define primary/secondary agency accountabilities, and standardize plan formats. Therefore, the key guidelines for success encompass developing dedicated leadership, building adaptable organizational structures, cultivating effective change agents, and fostering a supportive organizational culture.

Conclusion and Discussion

The driving of Thailand's National Strategy emphasizes the importance of visionary leaders who can communicate the goals of the strategy, build consensus among stakeholders, and inspire public servants to take ownership of the implementation process (Paddison & McCollin-Norris, 2023). The studies from other Asian countries, which can serve as role models for development for Thailand and other countries in Asia, include Singapore, South Korea, and Japan. In such countries, leaders prioritize the national strategy by making it a national agenda, which leads to improving the relevant organizational structure to align with the strategy. The national strategies of these countries focus on a specific issue at a particular time as a key spearhead for development (Krishnan et al., 2023; United Nations Development Program, 2024). Thailand's national strategy has set several development issues to achieve success. It has not set a central issue to focus on for development. As a country like Thailand, if we want to succeed in driving the national strategy, we should have a focal point that can spearhead development in other areas.

Situation of the National Strategy Driving and Implications for Policy and Practice

Thailand's National Strategy 2018-2037 may be characterized as a return to national strategy as the main principle, and making government policy secondary. This is inconsistent with the principle of implementing public policy, where government policies should arise from the needs of the people and aim to achieve this goal (End), using strategies as the methods (Means) to success (Wamsley, 1990). Since the 20-year national strategy is considered more important than government policy, it will dominate government operations without considering what the people want, which should be reflected in the public policy of the government that will administer the country. If the process continues in such a misleading order, it may lead to the misalignment of the national administration's priorities, which should align with the public needs. It may not be worth the taxpayers' money to run the country properly to meet the real needs of society in the public sense.

However, the analysis of the public policy implementation and the national strategy driven by Thailand's 2018-2037 strategic plan is logical according to the cause-and-effect principle of the plan. Because the driving force of Thailand's National Strategy 2018-2037 is itself a drive for public policy at the level specified in the Constitution. Government agencies must prepare projects based on the principles of cause and effect relationships at all three levels of plans (Causal relationship: XYZ), namely (1) project level (X), (2) master plan level (Y), and (3) national strategy level (Z). This requires empirical data to close the gaps and enhance the development of each sub-master plan goal (Y1) every 5 years. This is a logical driving force and can therefore be considered beneficial for advancing the national strategy. It must be based on having leaders who consider public interests and stakeholders as important (Frederickson et al., 2003).

Factors Leading to Success in the Public Sector Organization to Drive the National Strategy and Implications for Policy and Practice

The success of public sector organizations in driving the National Strategy 2018-2037 relies on the interplay of various factors, with careful consideration of public interests and stakeholder engagement. Crucially, effective leadership is essential for directing thoughts,

actions, and organizational structures towards strategic objectives. Leaders can drive organizational change by analyzing the environment, defining a clear vision, and understanding the values and expectations of those involved (Meier & O'Toole, 2006). This involves assessing organizational conditions to determine the most appropriate approach, enabling leaders to communicate goals and methods effectively. Furthermore, the strategy necessitates a restructuring of the organization's power dynamics to align with desired objectives. This can be a challenging endeavor, as it inevitably impacts those holding power within the existing structure. This is reminiscent of the Prismatic-Sala Model (Riggs, 2006), where bureaucracy struggles in societies transitioning from centralized to decentralized governance. Thus, leaders must utilize a diverse skillset to navigate power structures, employing compromise or persuasion to achieve desired outcomes (Rhodes, 2012). In addition to leadership and structure, change agents are pivotal for driving transformation throughout the organization, addressing resistance to the strategy (Pülzl & Treib, 2007). Dividing and managing personnel through change agents ensures a comprehensive implementation (Lipsky, 2010), supported by smaller sub-plans and projects designed for quicker, more readily apparent results. Lastly, organizational culture is integral for fostering participation and behavioral alignment (Hill & Hupe, 2014). To effectively drive the strategy, individuals throughout the organization must collaborate as a cohesive unit, ensuring that pre-existing organizational norms do not impede progress (Howlett, 2018). Therefore, building a culture that prioritizes cohesion requires demonstrating the benefits that individuals will receive from participation.

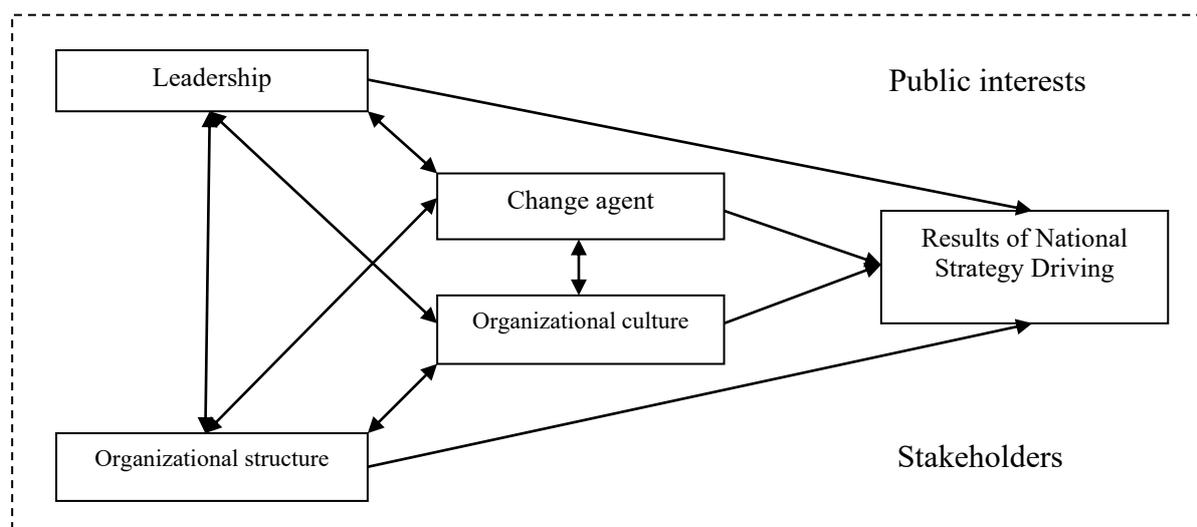


Figure 3 Factors for success in the public sector organization to drive the national strategy under the public interests and stakeholders

Development of Success Factors in the Public Sector Organization to Drive the National Strategy and Recommendations for Improving Public Sector Organization Management

To effectively develop success factors within public sector organizations driving the National Strategy, public interests and stakeholder considerations must be central (Brinkerhoff & Crosby, 2002). This requires a multi-faceted approach that encompasses leadership, organizational structure, change agents, and organizational culture. Leaders play a critical role in managing resistance to change, acting as role models, and empowering change agents to jointly define goals, approaches, processes, and initiatives aligned with the overall strategy (Kotler & Lee, 2006). This necessitates proactive preparation for unexpected challenges, including a thorough understanding of existing organizational structures and operational

systems. Open, two-way communication with practitioners is key, supported by robust human resource management practices to reinforce their commitment to the strategic goals.

Organizational structure, the second element, is vital. The organizational restructuring needed to drive the national strategy aims to cultivate high-performance operations, ensuring personnel are prepared to learn, innovate, and adapt effectively (Chhotray & Stoker, 2009). This involves establishing an integrated management system within the public sector by providing a long-term management strategy and strengthening the overall integrated system. The goal is to improve the government's roles, missions, and structure, and to rightsize it for cost-effectiveness. This includes reviewing the roles/missions to ensure appropriateness, canceling unnecessary missions, and transferring government services to the private sector or local government operation when possible. Furthermore, it involves laying the foundation for public organizations and special service units under executive branch supervision, as well as organizing the structures of government agencies in preparation for service purchasers and providers. It is important to review power decentralization for local entities and review/improve laws that create performance obstacles for government agencies.

Thirdly, change agents are vital. To strengthen responsiveness to change, governments can adjust structure, processes, tech, personnel, culture, and values, promoting quality administration and IT for public service. This also includes evaluation systems that measure results at both individual and organizational levels. Further recommendations promote developing competencies and cultures that enable work across departments, promoting continuous improvement, and implementing change management systems. This also includes providing professional development, promoting quality of life/discipline, conducting personnel inspections, and supplying civil servants to government agencies to improve the overall competence of government resources.

To ensure cohesion, executives must focus on key strategic goals. To drive strategy overall, executives cannot work alone. It is the change agent's job to share these goals (Drucker, 2008), including creating opportunities for gathering feedback to inform strategic planning and promoting networks of relationships to spread goals widely. To achieve this, the following is recommended: it is necessary to involve a large group of people in the network of relationships within the strategy-driving process, as they also want the process to be successful. It is key to record what is learned to facilitate the transfer of tasks to new agents and to ensure goal-oriented task assignments.

Finally, in terms of Organizational Culture, to improve all of the above processes, a thriving organizational culture must be implemented to adjust for strategic alignment. To begin, one must ensure the leadership is on board to work towards those goals by understanding the new direction the organization is aiming for and creating guidelines that support those operations. For a successful shift, survey current conditions. This will involve analyzing collected data for gaps/differences, reviewing the planned direction of the organization, creating guidelines, providing support, and, lastly, continuously measuring the transformation of the organization over time.

Policy Recommendations for Improving Public Sector Organization Management in Thailand and Other Asian Countries

Even though Thailand's National Strategy 2018-2037 may emphasize returning to the national strategy as the main principle and making government policy secondary, it is not consistent with the requirements of implementing public policy. However, analyzing the public policy and national strategy outlined in the 2018-2037 strategy, considering Thailand's causal relationship, can be beneficial for enhancing public sector organization management in Thailand and other Asian countries. It must be based on having leaders who are concerned about the importance of the national strategy, and who drive and take into account the public interests and stakeholders. This must lead to improvements in the relevant organizational

structures to align with the national strategy. In addition, the national strategy that will lead to success should address the main issue, serving as a spearhead to push for other issues. This can be modeled after the strategies of Singapore, South Korea, and Japan. These countries emphasize the strategic issue of national technology innovation to advance other development issues as well. In the case of Thailand, this can be achieved by selecting one of several strategies as a key issue, perhaps focusing on an environmentally friendly quality of life issue (which is part of Thailand's national strategy) that emphasizes food innovation, given Thailand's geographical potential.

There are important factors leading to success in the public sector organization to drive strategy, including (1) leadership, (2) organizational structure, (3) change agents, and (4) organizational culture. This aims to improve the country's development trend in various dimensions, enhancing the quality of life and reducing inequality problems. It includes conserving and restoring natural resources and the environment, as well as developing the efficiency of the government sector in responding to the needs of the people. It must be consistent with the changing situation of the global context (VUCA World) (Rajamannar, 2021) that affects the context of the country's development, which has the characteristics of high volatility (Volatility: V), high uncertainty (Uncertainty: U), high complexity (Complexity: C), and high ambiguity (Ambiguity: A). It makes national development more challenging. Therefore, we must quickly adapt to the change by synthesizing issues and approaches to continuously and concretely drive the country towards achieving the goals of the national strategy and the master plan, while considering public interests and stakeholders. This research is designed to provide a comprehensive study to analyze, discuss, and present proposals for public policy implementation through the national strategy by the public sector organization for national development. It is a holistic projection designed to provide a comprehensive framework for understanding the strategic direction and identifying the key elements crucial for the public sector organization to develop success factors in driving the national strategy. Therefore, in further studies, it can serve as a basis for consideration in each agency with a mission to drive the national strategy, which is further divided into specific details.

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