

**The Struggling of Thailand National Security Strategic Formulation Model
Affecting to Thailand National Military Strategy and the Way Out**

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Abstract

This dissertation paper is about the Thai government must adopt a clearly defined process for developing and articulating from national grand strategy (NGS) to national military strategy (NMS). The focus arena of this qualitative research is mainly to build a model of making Thailand NMS (TNMS) and its connection. This process is particularly for the decision makers, strategy makers and policy makers at the highest level of the Royal Thai Armed Forces (RTARF).

The problem is the non-existing of clearly defined Thailand national strategic formulation process, standard, or guidance. The reason that this research will be undertaken because there is no real strategic formulation process for the TNMS. This is a severe problem because TNMS is playing the primary role of the strategic framework for the RTARF.

The research finding had found so many interesting ideas such as the Joint Operations Directorate (J-3) of the RTARF Head Quarters (RTARF HQ) is not the appropriate organization to take the full responsibility of making TNMS, the strategic formulation model should not be fixed but rather flexible, etc.

The analytic and recommendation would drastically change the RTARF's system of making strategies and policies such as the J-3 of the RTARF HQ might be able to perform just the duty of administrator to make the TNMS but could not be the main unit of making the TNMS. Therefore, the RTARF should have the professional unit for making strategy, especially TNMS. The RTARF HQ might need to set up the committee that could run by the very senior commander such as the deputy chief of

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defense force to produce, drive, monitor the implementation, measurement, review, make alteration and improve the TNMS every certain period of time or every significant change that get a significant impact to the TNMS, etc.

Keywords : National grand strategy, National security strategy, National defense strategy and national military strategy

Introduction

The truth of the fact is every country in this world is just one of the actors of this global that have so many things connect to one another. We might call that international relation or international security. Therefore, if some countries have the problem in their country (so call geopolitics), that problem might automatically affect to the other countries. Consequently, every country needs to understand geostrategy and framing their national strategy in order to survive in this complicated world.

The national strategy of each country might comprise of many national strategies such as national grand strategy, national security strategy (NSS), national foreign strategy, national economy strategy, national information and communicational technology strategy, national defense strategy (NDS), national military strategy, and so on. One of the problems of national strategy that many countries are facing is the synchronization of their national strategies to the end states of national grand strategy. (Doctrine for the Armed Forces of the United States, 2013)

Nevertheless, there is still not that clear about Thailand national strategic formulation process in term of the connection and synchronization of many national strategies and policies. This has made much confusion for the community of Thailand strategy and policy makers for a long time. It seems like nobody would be able to clearly explain the existing thought of those Thailand national strategies and policies that how they could work together.

Even though I was one of the key persons who was writing the first Thailand national military strategy (TNMS), but I still think that the model and the process of making TNMS still not that appropriate. What I had done for making the first TNMS was all my personal and the team's idea. The fact of the matter is Thailand and the RTARF still not have the real solution and process of producing TNMS. Therefore, I am interested in researching to find the initiate reasonable formulation of making TNMS.

Moreover, there are so many models of producing a military strategy that have been teaching at the war colleges of each Armed Forces components. Ironically, there is no concrete or reasonably model to

produce the overall national strategies for Thailand, and; that have made the Thai military strategy struggle against the consequence troubles. Furthermore, there is the challenge for the Royal Thai Armed Forces and her components that need to design and produce the national defense plan which is the most important plan of the Royal Thai Armed Forces in order to be the blueprint of designing the structure, compositions, and organizations of the Royal Thai Armed Forces. Consequently, without the appropriate NMS, there would be very difficult to make the appropriate national defense plan. (The Royal Thai Armed Forces, 2015)

Objectives of the study

There are so many questions the need to be asked and get the right answers in order to create the work flow of Thailand national strategies and national policies. However, the purpose of this qualitative study is mainly to build a model of making Thailand national military strategy (TNMS) and its connection. The following research objectives would be the main objectives to build up this dissertation:

1. To study and analyze the problems of making TNSSs.
2. To study and analyze the factors that are affecting to TNSSs.
3. To study the appropriate formulating model of TNMS.

Theoretical Concept

What is the strategy? Why the strategy is important?

Whenever we talk about strategy, people instantly start feeling giddy because the strategy is sound like something that complicated and very difficult to understand. First and foremost, about strategy would be the common worldwide understanding of "Bartlett model". (Paul, 2009, p. 20) This model is telling us that strategy is mainly comprising of "Ends, Ways, and Means" that is surrounding by security environment or organizations environment and resources constraints. This sound very easy about strategy, but most people have already felt dizzy and variously explain the meaning of strategy. (Robert, 2006)

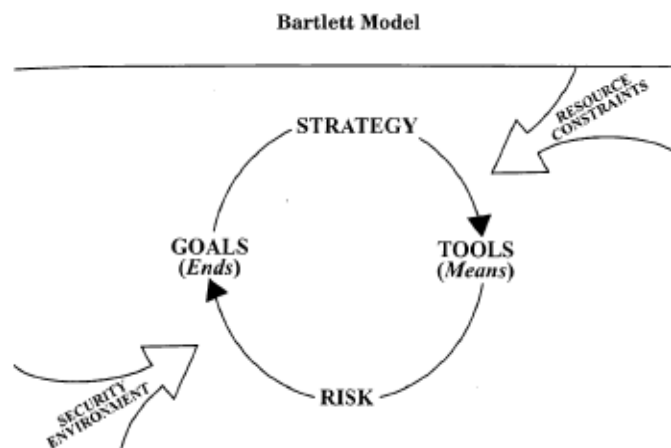


Figure 1 : Bartlett Model

A strategy link ends, ways, and means. That is, the ends of a strategy are the objectives or goals to be achieved, the means include the multitude of resources devoted to the achievement of those objectives, and the ways are the methods of organizing and employing those resources to achieve national objectives. Ways are the heart of strategy formulation. However, not every formulation of ends, ways, and means qualifies as a strategy. Stating lofty objectives with inadequately supported by resources is not a strategy. It is little more than wishful thinking, a vision. Vision statements are valuable, but they are not strategies.

Art Lykke gave coherent form to a theory of strategy with his articulation of the three-legged stool model of strategy, which illustrated that strategy = ends + ways + means and, if these were not in balance, the assumption of greater risk. In the Lykke proposition (model) the ends are “objectives,” the ways are the “concepts” for accomplishing the objectives, and the means are the “resources” for supporting the concepts. The stool tilts if the three legs are not kept in balance. If any leg is too short, the risk is too great, and the strategy falls over. (Richard, 2012)

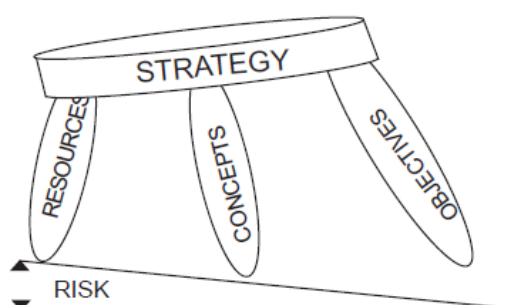


Figure 2 : The Lykke Model

We need to know that strategy is just “the process of solving problems”. (Lieutenant General Surapol Perniyaka, 2011) Moreover, the strategy would be just the “choices or options” that the organization has to pick to be the best practicing framework of thinking for their organization in order to produce the best outcome under their circumstance and constraints. Furthermore, the strategy is not a key of achievement; but, the consequences after having strategy is needed such as many policies, plans, projects, roadmaps and so on in order to meet the objectives of each strategy.

Strategy, itself, play a significant role of each organization up to the national level by being a framework of execution in order to meet the organization objective. Missing of a good strategy would lead the organization to the alien of its nature to get the achievement of the business or management. Moreover, it would make the organization waste of time with no bright future and have never seen the light by the end of the tunnel.

What is the national military strategy (NMS)? Why the NMS is important?

At the national level with the Bartlett model of "Ends, Ways, and Means", we need to identify what "means" are. There are so many theories on "national powers" such as "DIME: Diplomatic, Information, Military and Economy" or "PMESII: Political, Military, Economic, Social, Information, Infrastructure". As you could see that "military" is always playing the prominent role in the part of national powers. Therefore, the countries need to find a way of using military power as the tool or mechanism to solve the country's problems, especially the threats to national security. Moreover, that is why national military strategy is one of the most important strategies of every nation that play the massive role of forming up the country Armed Forces with rational reasons both during the peacetime and conflict or wartime.

Moreover, NMS is performing a critical role as follows. Bridging or connecting the higher strategies/ policies and lower strategies/ policies in order to synchronize all the working framework and understanding; and then, all the involved organizations and units would be able to work together at the same perception and understanding at every level. Establishing the framework of systematically thinking of the ends, ways, means and many mechanisms involved within the Armed Forces of each nation. Setting up the capstone of policies, roadmaps, plans and projects, especially the Armed Forces architectural structure, capability developing the plan, national defense plan and so on. (Baylis, James, Wirtz, & Eliot, 2007)

Research Methodology and Method

There would be approximately six steps of my research design as follows.

Step 1 : identifying the research objectives and questions in order to kick-start the research project.

Step 2 : conducting the documentary research by comparing the US model and the Thai model of formulating national security strategy (NSS), national defense strategy (NDS) and national military strategy (NMS). The outcome of this step would be able to identify not only the similarity and the difference of the two nations' strategic formulation model of making national security, defense and military strategies but also might find out the strength and weakness points of each model. Consequently, creating the in-depth interview questions and the topic for the focus group discussion by using most of the information from what I have found in this step.

Step 3 : conducting the in-depth interview and focus group discussion with the specific key selected people who are well known and have a lot of experience in making Thailand national security strategy (TNSS), Thailand national defense strategy (TNDS) and have some connection with making Thailand national military strategy (TNMS). The outcome of this step after the in-depth interviewed and focus group discussion with the expertise, I am expecting to get the value recommendation of the national security strategic formulation model for Thailand from each one of the experts, getting more precise answers to the research questions and meet the objective of this research.

Step 4 : conducting the participant observation method by using the firsthand experience as a key person who participated in making first TNMS. The participant observation would be conducted as one of the methods of the data collection in order to support and confirm the raw data that gather from the subject matter experts during the in-depth interview and focus group discussion.

Step 5 : processing data and conduct the data analysis, I would try to find out the process of security analysis and identify the appropriate Thailand national security posture at this step.

Step 6 : writing the report of the finding result and presenting the outcome of the research both in paper and oral presentation.

Research Result and Finding

The troubles of producing the Thailand national security strategy. There are so many schools and textbooks that teach about how to make national strategy and TNMS in the different methods. However, the RTARF schools such as RTARF Joint War College and National Defense College do not update their curriculum. Therefore, many pieces of knowledge in the schools mentioned above are not reliable.

Thailand didn't have a national grand strategy (NGS) in the past. Therefore, the Thai national security strategies and policies don't have the strategic guideline to quote. Lacking the national grand strategy would lead to the lacking of "national political objective".

Moreover, the national grand strategy needs to have the academic system response and support the method of making the NGS. Due to, if there is no educational system and knowledge solution support to make the NGS, there would create a lot of conflicts, disagreement, and dispute all around inside and outside the country.

At this moment, the unit that has the responsibility for making TNMS is the Joint Operations Directorate of the Royal Thai Armed Forces Headquarters (J-3). The problem is the J-3 has so many things to operate. Therefore, the J-3 doesn't have time and people who qualified or has enough knowledge to make TNMS.

Before making the TNMS and national strategies, there are required to get many prerequisite information to kick-start such as information of the element of national powers, the international and domestic security environment, the information for the world geopolitics and geo-strategy and so on. Lacking commander guidance is one of the main problems of making TNMS. Due to, if there is a commander who has a lot of experience to give the direction for the TNMS making team, there would be a lot of more comfortable for the team to get the TNMS done.

The problems of TNMS are not just only about how to make TNMS, but also there is about how to utilize or drive the TNMS to meet its objective. Driving TNMS requires so many things such as budget, the fundamental unit to take responsibility for each task of TNMS, etc.

Making TNMS while the existing of the current structure of the RTARF is weird because producing means for TNMS is complicated to change the current structure of the RTARF. There are so many capable people inside and outside the Royal Thai Armed Forces that would be able to help together to make TNMS; but they are not working for the right unit of making national strategy, national security strategies and TNMS.

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There is about the Armed Forces components are the incorporated juristic organization that has their budget. Therefore, most of the time that the Armed Forces components are not paid attention to the TNMS.

Making the national strategy and national security strategy are not just about the boss order you to do it, or you want to do it, or you think you could do it because you can't make most of the national strategy by yourself. It requires so many experts to be part of the team. It requires a hard-working team and teamwork with an outstanding leadership of the team leader.

Most of the people who were ordered to make TNMS understand general situation just in the specific area. They could not explain the geopolitics and geostrategic outside Thailand.

Many people that try to make national strategies and national security strategies are lack of the total solution of requiring knowledge. Most of them have a lot of experience at the tactical level but have no idea about the operational and strategic level of thinking. The international situation outside the country is also critical to consider; but very few people seem to understand these.

Most of the texts about national security and strategy that are being used in Thailand are complied with foreign countries. The problem is some of the books are not matched to the Thailand environment.

There are not so many senior Thai officers understand about national security strategy. Moreover, most of the senior Thai military officers don't seem to care much about national military strategy (NMS).

2. The main effective factors to Thailand national security strategy Of course, the most critical factors that affect Thailand national security strategies are the threats to national security both traditional and non-traditional threat.

The military capability of the neighboring countries is also a crucial factor affecting to Thailand national security strategy.

The other elements of national power are also significant factors affecting the Thailand national security strategies.

Geo-politic from all over the world both inside and outside each country would affect the regional and global security strategies.

Regional and international cooperation would be one of the critical factors affecting Thailand national security strategies.

International institution and constitutions would be part of the critical factor that would assist the world could work together under the same rule or regulation and having many institutions to cooperate.

CHAPTER 4

There would be a lot of external and internal factors affecting to Thailand national security strategy.

No academic curriculum studies deep into the national strategy or national security strategy. Lacking commander guidance or vision for making national strategy would take a lot of time to finish.

The system of the government official and the military unit also the key factors affecting the national security strategy. The long chain of command and complicated system of approval have been the main factors affecting the national security strategy as well.

The availability of people that have sufficiency capability to make national strategies. Due to there are not so many people that understand how to make a national strategy. The measurement of strategy also a crucial factor that is affecting the Thailand national security strategies to correct and improving the existing national strategy.

The budget is one of the most critical factors affecting the Thailand national security strategy. We could think or plan an excellent national strategy; but, if there is no budget to support that national strategy, all the hard work that produced the sound national policy is just the daydreaming.

One of the most important factors of making Thailand national security strategy and especially for the national military strategy is the political direction and policies of the commander in chief of the organization.

3. The appropriate formulating model of Thailand National Military Strategy (TNMS) There would be so many models of making national strategy in this world. However, one of the models that are typically used in Thailand is as follows.

You may lead the process by assessing the involved national laws and regulations. Follow by the analysis of the strategic environment; there needs to identify national security threats and problems.

Identify the national military strategic objectives (Ends)

Identify the national military strategic ways

Identify the national military strategic means

Then, starting by the framework of putting Ends, Ways and Means together to become the complete set of TNMS.

Testing feasibility, acceptability, and suitability of the TNMS. Having the KPI (Key Performance Indicator) to follow on and measure the quality of the strategy. Furthermore, trying to reform or develop the

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national strategy at every certain period or there might be some significant change that effect to the national interest or national security occurs.

One of the interesting models has the process of identifying the driving forces that produce the national strategic objectives.

The important of the model for making a national strategy is one thing; but the tools that would be used to support each step of the process in the model is also essential. There are so many tools to help each step of the process of making national strategies.

There would be a lot of model and books about how to make national strategy and national military strategy in this world. Therefore, the absolute model that would be used only one all over the globe is no exist.

If there are so many models of making national strategy in this world; consequently, the model of establishing a national strategy should be flexible. Conversely, that model should focus on identifying the key factors that impact national interest and national security. Additionally, that model should be reliable, explainable, reasonable and rationality.

The existing model that the Joint Operations Directorate of the RTARF HQ is using at the moment still believes that is one of the best models that everyone who would like to make the TNMS could follow and the outcome would be acceptable.

The exciting idea of the focus group is the model might important at the beginning of the process of making a national strategy or the TNMS; but, more important than the process of creating a national strategy is how to synchronize that national strategy to the upper and lower strategies as well as strategies at the same level.

Discussion and Recommendation

1. Discussion and interpretation of the troubles of producing the Thailand national security strategy

The Joint War Colleges of the Royal Thai Armed Forces headquarters and the War Colleges of the Royal Thai Armed Forces components not only need to teach the national security strategy and policy but also need to know how to make National Military Strategy and the Operational strategy of the Royal Thai Armed forces components. The curriculum of each school needs to cover at least the following subjects such as geo-strategy, geopolitics, political science, international relation ideology, legitimacy, national security, national strategy and so on.

CHAPTER 4

The country should create something like national strategy studies center in order to be the center of knowledge for the national security and strategy studies. Moreover, in that center do need to have many different kinds of experts in many differences non-traditional threat and future development.

Thailand would finally have the NGS. However, it would not easy to implement. The problem in the future for Thailand might not all about try to have the country grand strategy anymore. In contrast, it would all about how to synchronize the national strategies, policies, projects, plans and laws to the TNGS. Nevertheless, this would not easy to be done. In fact, this might need to have many things involved in order to solve this kind of problem. For instance, Thailand need to have the national policies and laws that would give not only the authority to the unit or any committee that would have to take the full responsibility to drive, monitor, evaluate and revise the NGS, but also to be the guideline of running so many things from the NGS to get to the objectives of NGS.

Thailand, including the Royal Thai Armed Forces, need to have the exact institutes or units to take full responsibility for making, implementing, evaluating and reviewing the strategies and policies in the exact period of time.

There has been a big mistake that the Policy and Strategy Division, Office of Policy and Plan of the Joint Operations Directorate of the Royal Thai Armed Forces Head Quarters (J-3) has been assigning to make the TNMS. The truth of the fact is that Policy and Strategy Division does not have enough capability to make TNMS because making TNMS is required not only to understand how to make the national strategy but also require to understand about national and international security as well. Making national strategies, including national military strategy, require many different fields of knowledge especially international relation that most military officers have no idea about them. In contrast, it would be comprised of many team members that have many different kinds of knowledge to get on board to make the national strategy. Every national strategy needs to have the expert that know how to do the national strategies for the whole circle of making, implementing, evaluating and changing for the better one. The meaning is making each kind of national strategy, including TNMS, need to have the unit that has the full responsibility and have sufficiency capability to make it.

The TNMS need to have the full responsibility unit that has some people that qualified many different fields of knowledge that not only about national security and strategy; but also, understand about the whole picture of the Royal Thai Armed Forces. In this case, we need to start doing this right away for the future and better TNMS.

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RTARF HQ need to have the dedication unit or organization that have sufficiency capability and be readied to make TNMS. If not, it would not be going to get the efficiency and sound TNMS. In order to make the TNMS; the RTARF need to have the expert or specialist to make it because it does not like something that everyone could do it. Making TNMS need inspiration, time, effort, and the teamwork of the experts. We might even have to hire the outsources both inside and outside the RTARF or even outside the country to do it. Making TNMS is not just to order someone to make it. It does not work that way.

The chief of the defense force and every senior commander of the RTARF need to follow and pursue of the accomplishment of the TNMS objectives. Consequently, all of the senior officers of the RTARF need to be educated to understand the ends, ways, means of the TNMS; and then try to improve the TNMS with the better logic of thinking in order to make the better RTARF in the future.

The Royal Thai Armed Forces components have their budget to spend; it would be complicated to change the budget system of the Ministry of Defense; however, the way to solve this kind of problem may be done by issuing and enforcing the policy that every subordinate unit under the Royal Thai Armed Forces have to request the fiscal year budget by following or basing on the idea of TNMS. If not, that unit might not get their requesting budget.

The RTARF HQ need to have the think tank or the experts on international relation, geopolitics, geostrategy, legitimacy, political and so on in order to be part of the TNMS making the team. However, the RTARF HQ might need to reconsider using the outsources experts of the specific knowledge that most of the RTARF officer does not seem to have for instance the geopolitics, geostrategy and so on.

Thailand should apply the foreign countries' knowledge to her strategic environment and have her text of making Thailand national security and strategy.

Therefore, instead of having many people on board with making TNMS, it would be much better to have the professional units or group of people to take the full cycle of making TNMS such as making, utilizing, monitoring, assessing, revising, utilizing, monitoring, assessing and revising, etc.

Utilizing and driving TNMS to meet the ends of TNMS is also a vital part of TNMS lifecycle as well. For that reason, after making TNMS and get approval from the authority to become the formal TNMS, the whole TNMS lifecycle need to be implemented under the supervising of the exact professional organization either inside or outside the country. Making the national strategy and national security strategy does require many experts to participate in the making process. This might need to depend on the leaders who lead the way of making the national strategy to make the decision of what to do and what direction to go and what kind of framework or process that will be selected to follow.

2. Discussion and interpretation of the main effective factors to Thailand national security strategy

As a matter of fact, there are so many practical factors that effect to the process of producing Thailand national security strategy and national military strategy from the research finding. Most of the time when the strategists try to make some strategies, the very first step of making not only national strategy but also the general strategy, they do need to do so call "environmental scanning". The most two critical common perceptions that most of the Thai strategists like to do when they do the environmental scanning are the regulation involved and SWOT analysis or TOW matrix. As you could see that there are so many practical factors that affect the national strategy and military strategy that I found from this research finding. Therefore, the SWOT analysis alone might not be enough for the environmental scanning before we identify the Ends, Ways, and Means of the national strategy. There are so many affecting factors to the national strategies and national military strategy that need to be considered when we do the environmental scanning at the beginning of making national strategies. Moreover, there are so many tools to do the internal and external environmental scanning beside the SWOT and TOW matrix analysis such as the systematic theory of the security environment by Shipping Tang, etc.

Moreover, one of the most important factors of making Thailand national security strategy and especially for the national military strategy is the political direction and policies of the commander in chief of the organization. Moreover, the vision and the understanding of how important of the strategies (as a framework of the organization) of the commander in chief of the Royal Thai Armed Forces and her components on the national strategies (NGS, NSS, NDS, NMS and etc.) and the focusing on the outcome of the strategies. In short, if the commander in chief of the organizations pay sufficient attention to the national strategies, all the subordinate organizations would pay more attention to the synchronization of the national and operational strategies and policies. Consequently, the strategic outcome of all the organizations up to the national level of Thailand would make the country pretty much stronger in term of having a strategic thought of making the country better. Therefore, every commander in chief of the organization need to have his or her own vision and political direction as a guideline for the organization to follow or apply. However, the commander in chief of the organization might not be able to issue the strategic direction or vision by himself or herself. The organization, therefore, might need to have the strategic making team to assist him or her make the strategic direction or vision for the organization.

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3. Discussion and interpretation of the proposing an appropriate model for Thailand to make national military strategy (TNMS)

There are so many models of making national strategy in this world. Some countries have the exact format of making national strategy, but some countries do not even care much about the format of making the national strategy.

Therefore, model or format of making NGS, NSS, NDS and NMS might not be an issue or essential. In contrast, it should be flexible and focus on the identify the ends as the objectives of the strategy that around the clear understanding of the current situation and environmental scanning. Then, find the ways of implementing as the ways and identify the means as the tools or mechanisms to perform the ways and meet the ends. Moreover, if there is something else that could improve the process of making the national strategy or NMS, we could add it to the process, for instance, one of the exciting models have the process of identifying the “driving forces” that might help to produce the national strategic objectives or ends.

The fact of the matter is the absolute model of making national strategies that would be used only one all over the globe is no exist. There are so many models of making NGS, NSS, NDS and NMS in this world. Consequently, the model of making national strategies should be flexible and practical. Conversely, that model should focus on identifying the key factors that impact national value, national interest, and national security. Additionally, that model should be reliable, explainable, reasonable and rationality.

The existing model that the Joint Operations Directorate of the RTARF HQ is using at the moment still believes that is one of the best models that everyone who would like to make the TNMS could follow and the outcome would be acceptable. However, having the KPI (Key, Performance, and Indicator) to follow on and measure the quality of the strategy would be very much important to consider. Furthermore, trying to reform or develop the national strategy every certain period or every significant change that effect to the national interest or national security when occur.

The most important thing for making national strategy might need to cover many essential things such as current environmental scanning, take a look at all the domestic and international law and regulation that might affect to the national security, pin down the national interest, vision and ends, identify the ways and means to achieve the ends. Moreover, testing the national strategies through the process of feasibility, acceptability, and suitability; and then, follows the whole lifecycle of making national security strategies’ lifecycle with the follow up of monitoring, evaluating and revising at every certain period of time or every major change of the global situation and environment.

CHAPTER 4

However, I would like to add two more thoughts on national strategic formulation process. The first one is after having the national grand strategy (NGS) of the nation, every government administration that come in and have the authority to run the country have to have the administration policies that follow the framework of NGS. And then, all the ministries and the important organization at the same level have to issue their national strategies at the ministry level as a milestone or the framework of the ministries. Moreover, the leadership of every ministries have to issue his or her policies that follow the framework of NGS, prime minister's policy and ministries' strategy. Furthermore, every minister has to issue his or her policies that follow the framework of NGS, government policy, ministries' strategy. And then, the Royal Thai Armed Forces headquarters and all the units at the same level have to issue the national military strategy and the similar strategies at this level. And then, the chief defense force would have to issue his policies that follow the framework of NGS, prime minister's policy, ministries' strategy, ministers' policies, NMS.

The second one is adding the driving force right after the environmental scanning process and right before identifying the end state of every level of national strategies in order to fit to the current global threats and situation.

Therefore, the following model would be my offering model for Thailand strategic formulation model of the national strategies and policies that come from the integration of the US & Thailand strategic formulation model from the national grand strategy down to the national military strategy.

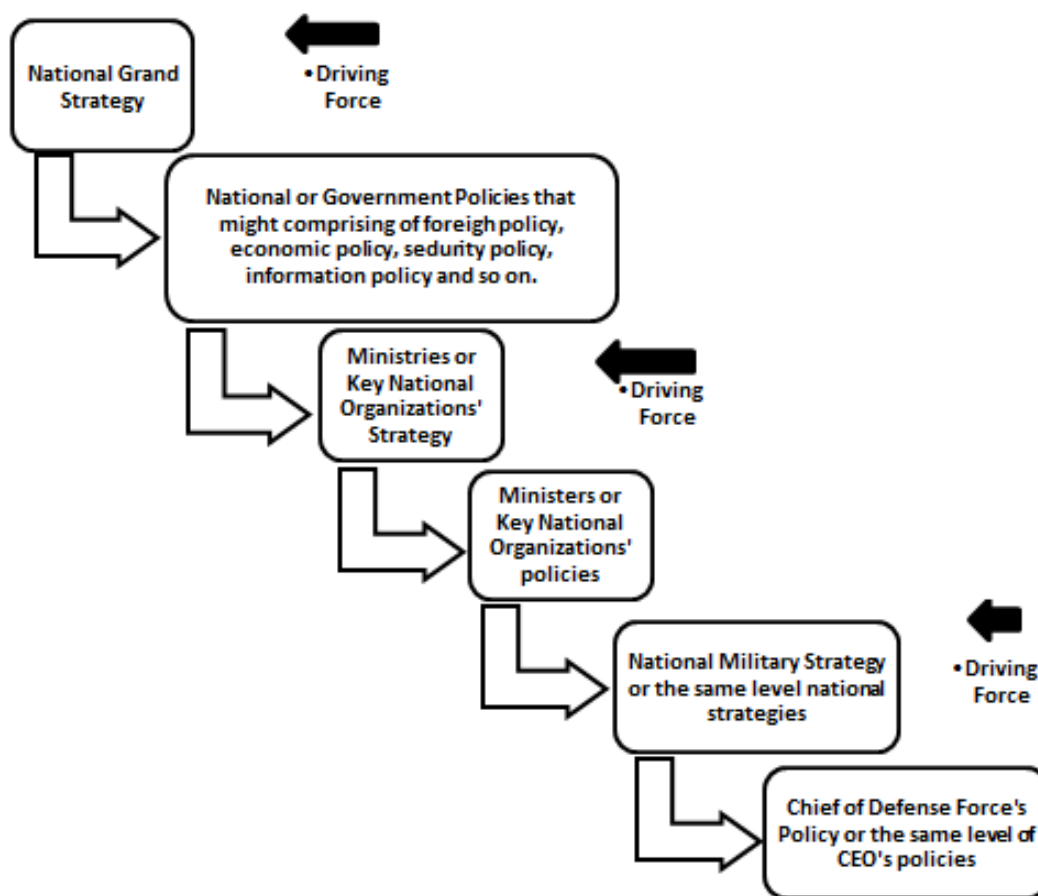


Figure 3 : The proposing national strategic formulation model

According to the proposing national strategic formulation model above, we would still be able to use the strategic formulation model of the first TNMS making process to make Thailand national military strategy (TNMS). Moreover, we could still be able to use the strategic formulation model of the US Army War College for making Thailand national grand strategy (TNGS) and Thailand national security strategy (TNSS). However, I am offering the proposing national strategic formulation model above not only for making TNMS but also to make the synchronization of the whole process of making Thailand national strategies from the TNGS down to the TNMS.

Concluding Remarks

It is essential for the whole nation that every main government organizations need to have their strategies to be the capstone of their organization that providing the organizations' framework and direction. Moreover, the strategy would perform its duty as the bridge to connect the unit's strategy to the higher units' strategies and make the entire government offices and private sectors to synchronize the similar notes when they play the interchangeable song in the same band. That means the whole nation would work together to accomplish the same national objectives of the national grand strategy.

However, strategy is not the magic tool to solve the problems of the nations. The strategy would be preferably performed as the framework of strategic thought. After the existing of each strategy, it requires many policies, plans, projects and many things to come out in order to be the tools of strategy to accomplish the strategic goals. The connection and relationship of national strategies and policies are crucial to the idea of the whole government approach to respond to all kind of national threats or problems. We might not be entirely using the concept of US NSS, NDS and NMS in Thailand because Thailand and the United States are totally different in not only the location of the country in the globe but also surrounding in the very much different environments. Thailand should set up the professional unit that would take the full responsibility for making, proving and synchronizing all the national strategies and national security strategies. That would make Thailand have a bright future in term of having the strategic objectives, methods and tools for making Thailand become the better country.

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