

# Scope of Operations

## 0 Abstract

This document describes the Scope of Operations for the organization for the management and future development of the Chulalongkorn Memorial Pavilion in Bispgården.

## 1 Vision

The Chulalongkorn Memorial Pavilion is in its full glory. An increasing number of visitors from Thailand, Sweden and other countries visit this important memorial site to get a better understanding of what king Chulalongkorn had achieved for his country and why he still can be considered as an example for future generations *to come*. With regards to the UN sustainability goals, Chulalongkorn has proven to be far ahead of his time and shown how future oriented he was thinking as to drastically improve the situation for the people of Thailand. People are visiting his memorial pavilion to get a better understanding of his deeds and his great vision as well as to appreciate the historical ties he made with the Kingdom of Sweden.

## 2 Mission

The organisation has focus on realizing the vision. For that it is represented by the Thai community, both in Sweden and Thailand and the local rural community of Ragunda. An organisation has been established to decide upon the appropriate level for preservation of the Chulalongkorn Memorial Pavilion (renovation and maintenance), the marketing efforts to attract new visitors and to manage the day-to-day operation of the facilities during the opening seasons. The organisation is also responsible for finding ways to raise fund and support future development of the site.

## 3 Strategy

The strategy builds around three pillars. One is the Thai community in Sweden and Thailand and its ability to maintain and grow the level of interest in the Chulalongkorn Memorial Pavilion amongst the people of Thailand. The knowledge and experience of the Thai culture is the most important element for bringing authenticity to the Chulalongkorn Memorial Pavilion. The second pillar is the local rural community of Ragunda and its ability to grow an interest amongst the people of Sweden and the

knowledge and experience of how CMP contributes economic benefits to the local community. This includes the climate effects on buildings and land and how the local administration works. The third one is the ability and willingness of both communities to find ways to cooperate towards common goals and thus set forth a global example.

## **4 Objective and goals**

**The main objective is to reinstate the Chulalongkorn Memorial Pavilion in its full glory before the upcoming 125<sup>th</sup> anniversary on the 19<sup>th</sup> of July 2022.**

One of the goals is to establish an organisation for the management and development of the Chulalongkorn Memorial Pavilion with representatives of the Thai and Swedish communities.

A sustainable funding program must be established by the organisation mentioned above for the renovation and maintenance of the property, the marketing efforts in both Thailand and Sweden and the day-to-day operation of the facilities including other operational costs. In the long term, it is hopeful that the organisation will be able to self-finance its activities.

The number of visitors must show a positive trend. Marketing efforts have to result in this improvement as well as activities for further development of the facilities to create a better experience. An important proofing point of that is a positive trend of the number of returning visitors. There must also be a spin-off of economic benefit from tourism to the local community.

The Chulalongkorn Memorial Pavilion must be renovated and restored to its original state. Maintenance of the grounds and facilities is taken care of by the local operations unit that consist of both personnel of the Thai and Swedish communities. Voluntary works could also be enlisted wherever possible.

New events and promotions must be organized to extend the visiting season during both summer and winter periods.

## **5 Stakeholders**

The *stakeholders of the Chulalongkorn Memorial Pavilion* are the Thai and Swedish societies.

## **6 Organisation**

A new organization needs to be established for both the decision making, marketing and fund-raising as well as the day-to-day operations and maintenance processes. The organization needs to be flexible and adaptable to the specific needs of the stakeholders. The setup should cater for effective and efficient decision making and should not be an economic burden for the stakeholders and owners. It should not be profit-driven but

based upon a budget that covers the annual costs related to operation and maintenance of the Chulalongkorn Memorial Pavilion.

For these requirements an association is the best option. An association fulfils all the specific needs of the stakeholders and owners.

New regulations for the establishment and management of a foundation will not fulfil the requirements of the stakeholders. This form of organization will be an economic burden (all eventual costs must be safeguarded up front) for the stakeholders and it is neither designed for an efficient decision-making process nor does it allow changes in the setup.

## **7 Steering and decision making**

A steering committee will be established with representatives from the Thai and Swedish communities. The number of steering committee members should be kept to a maximum of seven or nine and could be elected for a certain period, preferably 2-3 years for continuity of work.

From Thailand it needs to be representatives from both Thailand and from the Thai community in Sweden.

From the Swedish society it should be representatives from local community, companies, preferably from tourism and industry, and a representative of the municipality.

The steering committee will make decisions about the renovation, marketing efforts, operation and maintenance as well as future development of Chulalongkorn Memorial Pavilion. All decisions will be made on a consensus basis.

The steering committee is responsible for establishing a long term (3 – 5 years) budget plan as well as a detailed annual budget that needs to be reviewed and followed-up every year. The steering committee will also draft a management plan for the operational organization with clearly defined actions and targets. The operational organization will present an annual report of both the economic and operational results and target fulfilment to the steering committee.

## **8 Management and control**

Objective setting and strategy formulation, steering documents, policies and directives.

### **8.1 Policies**

Policies decided by the steering committee to be carried out by the operations team.

### **8.2 Directives**

Rules defined by the steering committee and applied by the operations team.

### **8.3 Operational targets**

Operational targets to be defined by the steering committee for a period of 3-5 years. Expected results from the operations refer to performance towards the targets and objectives.

## **9 Operational management**

An operations team will manage the day-to-day work during the different seasons. One full-time manager will lead the team which consist of volunteers from the Thai and Swedish communities. During the high season for tourism or special events extra volunteers can be employed in order to manage the workload. They can solve problems, provide guiding and perform some other duties for maintaining the grounds. During the season this can be three to four extra people how divide the work. Other maintenance works such as cleaning, landscaping, security can be outsourced to contractor as appropriate.

## **10 Participation**

An important element in driving the new organization is the participation of different actors from both the Thai and Swedish community. The strategy here is to create an open and inclusive network of people working together to reach the common objective and goals.

## **11 Progress & financial reporting**

The manager of the operations team will report the performance against the set operational and financial targets on a quarterly basis. A financial budget will be set by the steering committee with clear financial targets. The operations manager must escalate deviations as soon as she or he has become aware of these. The financial system used for keeping records must be transparent and accessible to give members of the steering committee a possibility to follow the financial performance and create an insight of the economic situation of the organization. A controller function resides within the steering committee.

## **12 Funding**

The steering committee has the responsibility to attract sponsors and other stakeholders who can assist with funding the necessary financial means for the renovation and development of the Chulalongkorn Memorial Pavilion. The respective members can utilize their respective networks and contacts for this purpose.

## **13 Marketing and sales**

A marketing and communications plan will be drafted by members of the steering committee and express the ambitions of the steering committee. To anchor the plan, input is required from the operations manager and members of the Thai and Swedish societies. This plan will be the blueprint for all marketing and sales activities. It should also stipulate different fees for the respective events and for the entrance to the grounds of the Chulalongkorn Memorial Pavilion. The fees will have to be reviewed on an annual basis.

A separate role or function is required to execute the activities stipulated in the marketing and communications plan. The steering committee will have to decide whether this function will be part of the steering committee role or become an integral part of the operations team.

### **13.1 Events**

An event calendar will be drafted by the steering committee every year. Most events will be organized during the tourist season or the special celebrations. In order to attract more visitors new events need to be developed which also can extend the tourism season (for example events with themes like spring or winter and snow).

### **13.2 Publications**

All publications will be described in the marketing and communications plan under responsibility of the steering committee.

#### **13.2.1 Press releases**

The content of the press releases will be drafted and approved by the steering committee.

#### **13.2.2 Brochures, flyers, etcetera**

The marketing function or role will be responsible for the preparation and distribution of brochures, flyers and other marketing material following the marketing and communications plan.

#### **13.2.3 Social media**

The marketing function or role will be responsible for the preparation and communication of information on social media channels following the marketing and communications plan.

## **14 Discontinuation**

In case of a need to discontinue or dissolve the association and its steering committee, the issue of ownership of the ingoing assets will be decided upon exclusively by the Royal Thai embassy and the municipality of Ragunda.