

CHAPTER V

STRATEGIC MANAGEMENT PLAN

In Chapter IV, the researcher analyzed common characteristic and different characteristic of the selected theatre arts departments. In Chapter V, the researcher integrates the data and outlines strategic management plan for university theatres in Thailand. According to 3.2.2 Strategic Management Planning, the researcher applies that model to integrate the strategic management plan for university theatres in Thailand. There are five stages of the outline of the strategic management plan; conducting a situation analysis, formulation of grand strategy, formulation of strategic plan, implementation of strategic plan, and maintaining strategic control and evaluation of strategic plan. The process of integrating the plan is as follow.

5.1 Conducting a situation analysis

In this stage, the researcher conducts SWOT analysis to identify situation of the selected university theatres from the information in 4.1 Current Management of Each Theatre Arts Department.

1) Strengths

- Each theatre arts department is under university, which is the stable organization
- Each play is produced and directed by drama lecturers who are qualified dramatists and acceptable from theatre arts society
- Each theatre arts department has certain location to perform, which help save cost of production

- Dedicated mind from drama lecturers and student volunteers in production

- Each production can save employment expense by using student crew

- Each production can commit collaboration from many subjects in the department and/or from other departments by indicating student's assignments to save cost of production

- Cheap ticket price compared to commercial theatres

2) Weaknesses

- Most of theatre arts departments have not certain objectives and policies especially for production management

- Most of theatre arts departments have ineffective administration unit, which is a key to success

- There are not enough staff for running and operating both organization management and production management

- Due to lacking of staff, lecturers have to do multi-tasking job in both organization management and production management, leading to complication of tasks

- Not enough budgets for running production

- Not enough sources of supporters and donors

- No main supporters and donors

- Not enough supports from university

- Less interest from audience compared to other entertainment

- Locations of those theatres are inconvenient for theatergoers

- Expensive ticket price compared to other entertainment

- Lack of effective promotion direction

3) Opportunities

- Technology is adopted to be a free channel to do public relations such as Internet
- Unlike commercial theatres, university theatres present not only stage play for entertainment but also to convey valuable messages to public
- Theatre arts departments are getting more famous in many universities
- There are some certain specific audiences, who keep attending productions from universities
- General public has much more awareness of stage play existence and eager to appreciate this kind of arts
- Patronage system and seniority could bring good connection in terms of communication and fundraising
- Students' parents can be good network for public relations and promotion

4) Threats

- Higher-level executives, with less comprehension and appreciation in theatre arts, in related units who have responsibility in making decision about production management
- The television boom
- More plays from independent play troupes
- The increasing of choices in entertainment industry
- Poor economic system
- Inconstant political situation

- Commercial theatres with greater awareness from audiences as a new trend of stage play in Thailand

Moreover, reviewing their current mission must start the plan. The researcher identifies objectives of those selected theatres to be a guideline and also categorizes them into six particular groups as the figure below.

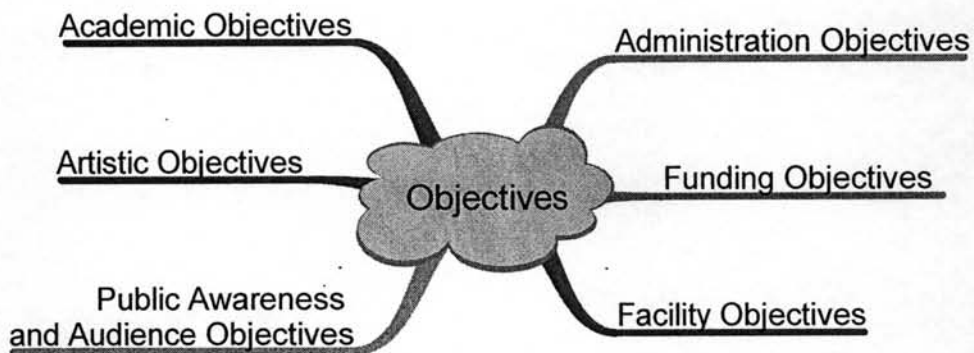


Figure 5 Six Categories of University Theatre's Objectives

1) Administration Objectives

- To encourage the theatre to acquire adequate amount of workers to run the theatre's management.

- To encourage the theatre to acquire qualified workers to run the theatre's management.

- To encourage more effective administration system.

- To develop more effective communication between the theatre and external-related units.

2) Funding Objectives

- To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.
- To encourage the theatre to obtain enough money to make each play production.
- To encourage the theatre's manager has effective strategic funding management.

3) Facility Objectives

- To encourage the theatre to acquire adequate workers to run facility management.
- To encourage the theatre to acquire qualified workers to run facility management.
- To develop more effective management system in running facility management.

4) Academic Objectives

- To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.
- To educate and convey useful messages to the audiences by play productions.
- To educate Thai society to realize the significance of theatre arts in Thailand.

5) Artistic Objectives

- To promote and encourage value of theatre arts in Thailand.
- To develop workers' abilities of making production.
- To practice students' skills of making production.

6) Public Awareness and Audience Objectives

- To increase number of the audiences attending each play production.
- To expand new target audience attending each play production.
- To make the audience realize the value of theatre arts.
- To make Thai society realizes the significance of theatre arts in

Thailand.

5.2 Formulation of a Grand Strategy

As the researcher referred in 3.2.2 Strategic Management Planning, formulation of a grand strategy is the second stage, which is designed to guide the major action that will accomplish the organization's long-term goals. The researcher selects growth strategy for the application because, from the collected data, university theatres still have many particular obstacles in theatre management. They need to be solved appropriately. In addition, university theatre, as nonprofit organization, can grow in terms of revenue, client served, and other criteria, so, the researcher integrates the strategy in form of goals, which are categorized into six parts: administration goals, funding goals, facility goals, academic goals, artistic goals and public awareness goals.

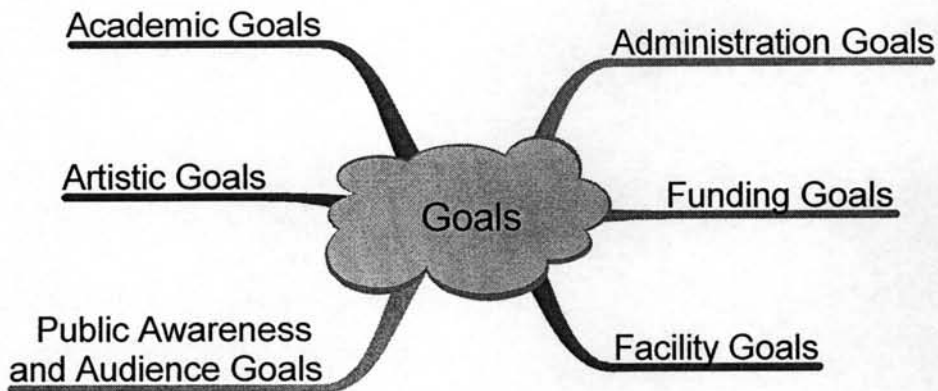


Figure 6 Six Categories of University Theatre's Goals

1) Administration Goals

- Employing more full-time proactive and dedicated theatre manager and teachers in running theatre management.
- Keeping practicing and developing workers' potential in terms of theatre management and artistic skills in theatre arts.
- Strategic management plan is established, developed, and applied by the theatre manager.
- Creating an administrative unit, which is proactive and dedicated and has ability to manage the theatre's funding.
- Administering the theatre effectively to develop partnerships among related units.
- Establishing appropriate procedures to monitor and measure the achievement of the theatre's strategic management plan.
- Effective communication between the theatre and external-related units is established, developed, and applied by the theatre manager.

2) Funding Goals

- The theatre has main sources to support the theatre's productions.
- The theatre can increase new sources of funding.
- The theatre can keep the old sources of funding.
- The theatre has enough money to create each production.
- Effective strategic funding management plan is established, developed, and applied by the theatre manager.

3) Facility Goals

- Employing theatre manager who is qualified in facility management.
- Keeping practicing and developing the theatre manager's potential in terms of facility management.
- Strategic management plan is established, developed, and applied by the theatre manager for facility management.

4) Academic Goals

- Graduated students have ability and potential in theatre arts.
- The audiences learn and comprehend the valuable messages from each play production.
- Thai society has more realization in terms of significance of theatre arts in Thailand.

5) Artistic Goals

- Theatre arts in Thailand turn to be a mainstream interest of Thai people.
- There are larger number of audiences who are interested, appreciate, and realize theatre arts as valuable culture in Thailand.
- The theatre has freedom in selecting playscript to make productions.
- The theatre has freedom in making any styles of productions.

6) Public Awareness and Audience Goals

- There is larger number of the audiences attending each play production.
- There are various new target audiences attending each play production.
- The audiences have more realization in terms of value of theatre arts from each play production.
- Thai society has more realization in terms of significance of theatre arts in Thailand.

5.3 Formulation of Strategic Plans

According to 3.2.2 Strategic Management Planning, strategic plans should specify particular detail, which can be applied to real action. The respondents of this research agree and also accept the process of developing action plan. This research aims to offer a suggestion of theatre management for university theatre in Thailand in general. Consequently, the researcher formulates the action plan in form of policies to cover different objectives of each organization. These policies, similar to objectives

and goals, are categorized into six parts: administration policies, funding policies, facility policies, academic policies, artistic policies, and public awareness and audience policies.

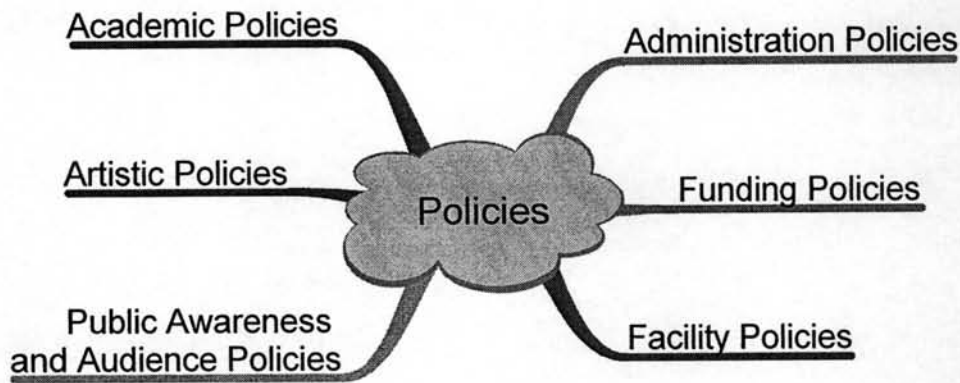


Figure 7 Six Categories of University Theatre's Policies

1) Administration Policies

- It is necessary to establish organization chart.
- The theatre arts department must establish own administrative unit to manage the theatre's funding.
- It is necessary to clarify job description for effective working system.
- It is necessary to specify job description for administrator position.
- It is necessary to do job specification for each position's requirement.
- It is necessary to provide theatre manager position and hire the manager to manage theatre management.
- Clarify the real decision maker in each section: the department, and the productions.
- It is needed to call for meeting at least once a month to consider tasks in the department especially relating to making productions.

- Annually, theatre workers must be practiced and trained by internal or external units in terms of theatre management and artistic skills in theatre arts.

- It is the administrator's responsibility to establish appropriate procedures to monitor and evaluate the achievement of the theatre's strategic management plan.

- It is necessary to establish, develop, and apply communication system between the theatre and external-related units to maintain good relationship for future coordination.

- It is necessary to develop partnerships among related units for effectiveness of working system.

2) Funding Policies

- It is the theatre manager's responsibility to do strategic fundraising plan annually.

- Potential sources of funding could come from the university, government organizations, foundations, private individual sponsors, students' parents, family members of production crews, private businesses as well as local interest groups.

- The fundraising concept should be matched supporters' interest and be used mutually agreed in advance and in accordance with the management plan policies.

- It would be productive to develop long term relationships with private donors, and all potential supporters to be permanent sponsors, which can ensure on-going funding of making productions.

3) Facility Policies

- It is necessary to provide theatre manager position and hire the manager to manage facility management.
- It is necessary to provide blackbox theatre and its facility to serve the theatre arts curriculum and making productions.
- It is necessary to provide adequate acting labs suitable for the number of students to serve effectiveness of academic activities including making productions.
- It is the theatre manager's responsibility to establish, develop, and apply facility management plan in terms of facility improvement, preventive maintenance, maintenance, and other necessary expenses.

4) Academic Policies

- Teachers in theatre arts department have three main responsibilities: teaching, researching, and making productions.
- It is necessary to establish the department's committee to approve academic activities and making productions.
- Student majoring in theatre arts need to be assigned making productions in various duties during four-years studying period.
- It is necessary to encourage students to make their productions as senior project in the last semester of the curriculum.
- Teachers need to be developed their knowledge and skills in theatre arts including teaching techniques by training in useful resources.
- It is necessary to establish criteria of selecting useful-messages playscripts to make productions communicating to the audience.

- It is necessary to make productions at least once a year.
- It is necessary to apply combination of universal and Thai concepts in developing theatre arts curriculum.
- Each subject in theatre arts curriculum must be related to making productions.
- The department must have freedom in curriculum management and academic activities.
- Each play production must encourage Thai society to realize signification of theatre arts in Thailand.
- It is the theatre manager's responsibility to establish, develop, and apply strategic management plan, which is based on combination of facility management, organization management, production management, and curriculum management.

5) Artistic Policies

- It is necessary to find own identity of the theatre's productions and develop productions' direction in the certain way.
- The department must have freedom in process of making productions.
- Producing play productions, which is suitable for budget as the annual management plan.
- Presenting various forms and styles to the audience to develop skills of teachers and students in theatre arts.
- Each production must be approved from the committee of the department before presented to public.

- Producing play productions to be good artistic model to other amateur play troupes.

- Encouraging teachers to develop their skills and abilities in theatre arts in any forms such as training, exchange program, or making productions with external units.

6) Public Awareness and Audience Policies

- It is the theatre manager's responsibility to establish, develop, and apply strategic marketing plan in terms of marketing mix including fundraising, which is based on characteristic of nonprofit organization.

- Expanding new target audience suitable for the content or style of each play production.

- Selecting valuable-messages playscripts approved by the department's committee to raise public awareness and amount of the audience.

- The ticket price must not be too high, just fit to the real expenses, to serve the policy of nonprofit theatre.

- Making the theatre's building decoration with concept of each production to attract the audience.

- It is necessary to do public relations plan with economic expenses to raise public awareness and number of the audience.

- It is necessary to make questionnaires to explore feedback from the audience after the end of a play production.

5.4 Implementation of Strategic Plans

This stage is implementation of the strategic plan. The concept of the implementation is specifying the relationship between objectives, goals, and policies, then, setting an operating system as a process. The researcher summarizes steps of this stage as follow.

1) Identifying the theatre's certain objectives as the six categories of related areas: administration, funding, facility, academic, artistic, and public awareness and audience areas.

2) Setting priority of those certain objectives by using SWOT analysis as their background.

3) Positioning where the theatre is, and where the theatre wants to be.

4) Comparing the difference between the current and the future positioning to consider the factors that could help achieving those six areas of goals, which are based on the identified and prioritized objectives.

5) Applying the six areas of policies, which are based on the identified and prioritized objectives and goals by identifying and using specified activities, which are appropriate to each university theatre's environment.

6) The duration of this implementation is four academic years as a short-range implementation or experimental period.

7) It is necessary to apply this implementation with the theatre manager's controlling, which is explained in the next step.

5.5 Maintaining Strategic Control and Evaluation of Strategic Plans

The last process of the strategic management plan is maintaining strategic control and evaluation of strategic plans. The researcher identifies three main areas to

monitor the plan: objectives area, goals area, and policies area, and also six sub areas in those three main areas: administration area, funding area, facility area, academic area, artistic area, and public awareness and audience area. Those areas are presented in form of a table to be easy understood. Each item aims to make sure that each area of the plan is on the right track as the university theatre intended. The answers of each question are Yes, No, or Not Sure. Yes means that item is effective and can be developed to be a long-term plan. No means that item is not effective and cannot be developed to be a long-term plan. Not Sure means that item has unclear result that cannot be specified whether it can be developed to be a long-term plan or not. Theatre manager can use the following table to control procedure of the strategic plan.

Table 37 A model of University Theatre's Strategic Plan Evaluation

Evaluation	Yes	No	Not Sure
1. Administration objectives support the reason of the university theatre's existence.			
2. Funding objectives support the reason of the university theatre's existence.			
3. Facility objectives support the reason of the university theatre's existence.			
4. Academic objectives support the reason of the university theatre's existence.			
5. Artistic objectives support the reason of the university theatre's existence.			
6. Public awareness and audience objectives support the reason of the university theatre's existence.			

Evaluation	Yes	No	Not Sure
7. Generally, the identified objectives support the reason of the university theatre's existence.			
8. Administration goals are the real expectation of the university theatre.			
9. Funding goals are the real expectation of the university theatre.			
10. Facility goals are the real expectation of the university theatre.			
11. Academic goals are the real expectation of the university theatre.			
12. Artistic goals are the real expectation of the university theatre.			
13. Public awareness and audience goals are the real expectation of the university theatre.			
14. Generally, the identified goals are the real expectation of the university theatre.			
15. Administration policies lead the university theatre to the identified administration goals, which are based on the identified administration objectives.			
16. Funding policies lead the university theatre to the identified funding goals, which are based on the identified funding objectives.			

Evaluation	Yes	No	Not Sure
17. Facility policies lead the university theatre to the identified facility goals, which are based on the identified facility objectives.			
18. Academic policies lead the university theatre to the identified academic goals, which are based on the identified academic objectives.			
19. Artistic policies lead the university theatre to the identified artistic goals, which are based on the identified artistic objectives.			
20. Public awareness and audience policies lead the university theatre to the identified public awareness and audience policies goals, which are based on the identified public awareness and audience policies objectives.			
21. Generally, the identified policies lead the university theatre to the identified goals, which are based on the identified objectives.			
22. Generally, the implementation of strategic plan is effective for management of the university theatre.			

1.-7. are to evaluate effectiveness of the plan in terms of objectives

8.-14. are to evaluate effectiveness of the plan in terms of goals

14.-21. are to evaluate effectiveness of the plan in terms of policies

22. is to evaluate effectiveness of the whole plan

The researcher suggests the table above as a method for evaluating the result of the strategic plan. The theatre manager can use this table to analyze the result of the strategic plan and can take the conclusion from this table to consider the evaluation of the strategic plan. Then, the theatre manager may convey the result of evaluation to higher-level executives to inspect in the next step. Lastly, this evaluation result must be communicated to related persons in the theatre for the same understanding about the strategic plan.

The strategic management plan is designed for a fixed period of time and is intended to promote and encourage value of theatre arts especially from university theatres. The successful implementation of the strategic management plan would be based on theatre manager's potential and ability, and the guideline of theatre management plan is needed to systematically apply to the theatre management, so, both theatre manager issue and the management plan issue must be concerned and operated to support each other for the theatre's achievement.

Chapter V outlines a strategic management plan for university theatres in Thailand. Chapter VI makes recommendations for urgent work, suggests potential areas for further research and draws conclusions from the study.