

## CHAPTER 5

### CONCLUSIONS

#### 5.1 Introduction

Last chapter analyzes the data collections from TCC, international dance and management scholars as well as artists and audiences. The findings of problems solving were revealed. The material finding of how to make RCDC at TCC sustainable by using strategic management are collected. The organization analysis to set up RCDC organization is discussed. Finally analysis the feasibility of establishing the RCDC Organization at TCC, in managing, financial, technical and marketing are described.

In this chapter, conclusions about the research questions 1-4 and the research problems are described. Limitations are also revealed, finally further research is suggested (see the organization chart of this chapter in Figure 5.1)

#### 5.2 Conclusions about the research propositions

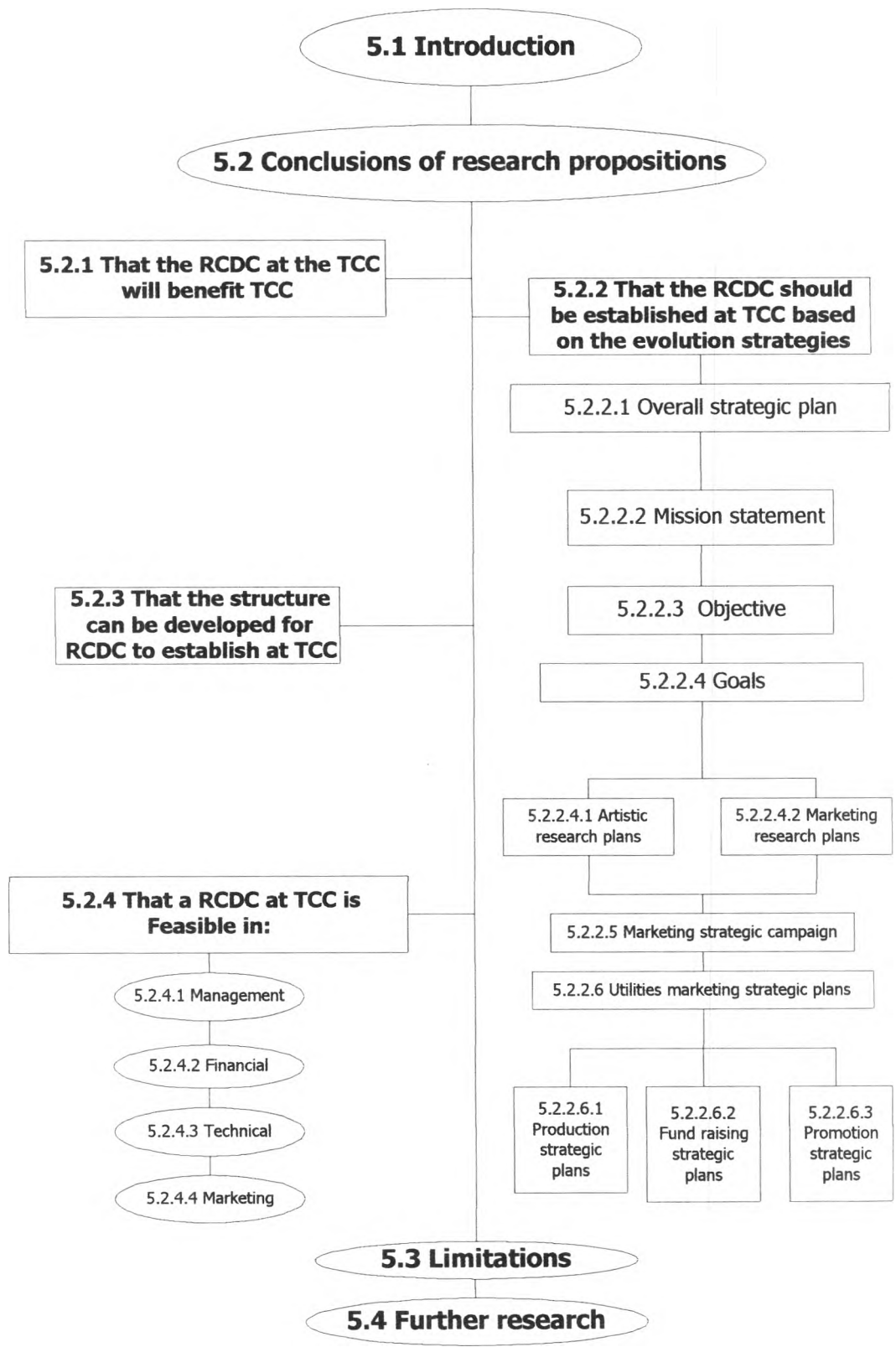
Not only was the RCDC to benefit the creative aspect of cultural development in Thailand and improve the function of TCC for general public but the establishing RCDC at TCC is also feasible. General highlight proposition statement then give conclusion.

##### 5.2.1 Research proposition 1

**That the RCDC at the TCC will benefit TCC or the necessities and the need of having a Resident contemporary dance company at Thailand Cultural Centre.**

From the problem tree analysis, the researcher set up a table of problem solving and a resultant tree, the result of setting up the RCDC at TCC. This enables a conclusion, namely Research Proposition 1, that the RCDC at the TCC will benefit TCC in their task of organizing cultural services for the benefit of the general public, the audiences as well as artists and performers:

Figure 5.1: Organization of Chapter 5



Source: Prepared for this thesis

If the RCDC is established at TCC, there will be a permanent contemporary dance company for talented dancers to perform in Thailand. Talented dancers from all over the country will be able to gather in the same place to present master works. TCC will act both as a presenting house that can serve organizations and a production house that will produce qualified works. This will make TCC a national institution that can act as a station to continue working, experimenting and progressing in creative dance. It will also be a regular place for national artists to work and rehearse at the same time and TCC will be a regular place for audiences to see creative works. There will also be a Thai national contemporary dance company to work on national projects and gain a national reputation. Contemporary dance will have more opportunities to be presented at TCC. While commercial projects will have less opportunity to present their works at TCC. The programs at TCC will directly serve creative art and cultural aspect and present opportunities to various types of performing arts. The TCC will eventually offer more creative productions resulting in activities and demonstrations of new dance creations at TCC. Talented dancers will have more opportunities to develop their careers and will stay in the country. A significant factor is that TCC's technicians will be able to develop their technology in their own workplace side by side with RCDC members. If the rehearsal and performing spaces at TCC are efficiently used contemporary artists and performers will have space to perform. TCC spaces will be used to benefit professional standards and those children who are studying arts projects at TCC. Eventually, Thailand will have enough contemporary dance works to reflect the development of dance, which is the substantial policy of the Thailand Cultural Centre.

### 5.2.2 Conclusions about research proposition 2

That the RCDC should be established at TCC based on the evolution strategies.

All these findings are approached by formalizing strategic plans which consist of the following steps:

**5.2.2.1 Overall strategic plans** It provides the framework for guiding choices which determine RCDC's nature and direction. It is related to RCDC's products or services, markets, key capabilities, growth, return on capital and allocation of resources.

**5.2.2.2 RCDC Mission statement:**

'To create RCDC as compelling national resident contemporary dance company, to be a notable place for talented Thai dancers in which they have opportunities to perform to the highest possible standard in creative performances for the public.'

**5.2.2.3 RCDC Objectives**

RCDC objective is to say what the RCDC must achieve to fulfil its mission.

1. To gather and allocate Thai dancers and relevant artists for the best presentation.
2. To present the uniqueness of The RCDC's creative dance for everybody.
3. To extend public understanding and enjoyment of diversified, creative and experimental dances and theater.

**5.2.2.4 RCDC Goals**

1. To win public recognition as an innovated dance company both artistically and in organization within one year.
2. To win international public recognition as an innovatory dance company both artistic and organizational in five years.

Conceptualizing ideas of the RCDC overall strategic management is considered by dividing the tasks into two categories

#### 5.2.2.4.1 Artistic research plans

Artistic plans will include program planning, audition for performers, choreograph, rehearsals, dressed rehearsals, performances, workshops and lectures.

RCDC artistic management is concentrated on the resource base required to make it succeed in producing Thai talented artists. The dance school and dance events are good places to meet dance artists and apprentices. Then the planning of how to use those resources is necessary,

- First for planning of how to allocate resources to opportunities which contribute to the implementation of the RCDC strategies.
- Second for managing these opportunities in ways which will significantly create value to the results achieved by the organization.

#### 5.2.2.4.2 Marketing research plans

Management strategic plans must parallel artistic plans and the responds of the managing director who will concentrate initially on the costs of the proposed projects, the resources necessary to succeed, ramifications on other company activities, corporate planning, marketing, management accounting and operation research, which make considerable use of related techniques. These must be considered as necessary disciplines.

Since the organization's mission statement is dealing with contemporary dance, the main concept of the RCDC management plans should follow that direction. In live performance there is a relationship between performers and audiences. RCDC marketing research plans need to pay attention to the latest information and reactions about audiences.

Marketing Research plans for RCDC will concentrate on audience finding strategies. We conclude that there are two type of audience that it is needed to convince :

1. To convince people the importance of a fine artistry.

2. To convince people who will support the company and help it to survive, such as the parents and children who study dance.

The production, fund raising and promotion strategic plan for RCDC will follow the RCDC strategic issues and utilities for RCDC marketing strategy plan.

#### **5.2.2.5 Marketing strategic campaign**

RCDC marketing needs to provide the products and services that can satisfy people's need for beauty in their lives. So RCDC marketing strategy is found to be the issue of "needs and wants in contemporary situation", which we will be used as an overall strategic issue for the starting period of operation. Needs and wants will provide a high degree of satisfaction to audience members so they continue to purchase the product as well as the philanthropists expected to give grants, and business companies inspired to act as sponsors.

#### **5.2.2.6 Utilities for RCDC marketing strategic plans**

The utilities that we use for overall marketing strategic plans:

- Form utilities: Strong and powerful images from the information material and continuing into the same emotion during the performance can form a powerful relationship between the audience and the RCDC. All the information material should be matched to the style and quality of the production
- Time and place utilities: Live performances, by nature, will always be limited in their manipulation of time and place utilities. In this issue the television and home videotaping provides contact in a way that can reach audiences that would never be able to be at the theatre and can be a good material to advertise the company for long distance connections.
- Possession utility-long-time subscribers, sponsors, grants, members, grants from philanthropists or friends of RCDC can offer audiences regular private seating. The strategy of selling souvenir programs and other related material can also be launched in order to get funding for the company' activities.

From RCDC strategic issues and utilities, their will be three practical directions to reach

the RCDC management strategy plan.

#### 5.2.2.6.1 Production strategic plans

The plan will concentrate on organizing activities for the following groups, in order of priority:

Firstly: the students and teachers from schools, colleges and universities in the community.

Secondly: ordinary people in the community or outside the area.

##### (1) RCDC Production's plans:

- Scan applicants for a talented artistic director and arrange an open audition for talented people.
- Gather talented dance artists and give professional training.
- Launch creative programs to attract both regular and new audiences.
- Have the company promoted in local communities and the new audiences such as schools and educational institutes.
- Evaluate results in order to effect improvements in the future.

##### (2) Activities' planning

Make programs entertain the public and serve the communities.

Design a year long plan of the RCDC activities:

1. Three seasons performances a year: Summer season, Rainy season, Winter season.
2. Dance classes in various kind of dance.
3. School and educational institute tours
4. Workshops
5. Special event or performance domestic venue or international venue

#### 5.2.2.6.2 Fund raising strategic plans: For RCDC the fund

raising strategic plans must be:

##### (1) Autonomic fund raising plans

(1.1) Dance classes with experienced artists at a less cost than market fees.

(1.2) Ticket Buying strategy plans: To make the RCDC audiences grow from ticket buyers to RCDC subscribers, members and annual supporters. To get the RCDC audiences to buy from their belief that the RCDC program would be beneficial to them in a number of satisfying ways.

## (2) Approach to philanthropists'

Convincing persuasion of Philanthropists and the audience, as well as sponsor by: demonstrating to them " Who will be there ? " The students and parents in all dance schools will be there.

Indicate " Who will benefit ? "Dance is one of the oldest arts that continue to benefit the general public and establish the reputation of the company nationally and internationally.

(3) Justification of some government subsidy lies in the fact that dance can benefit the community and national economy such as tourist business.

(4) Sponsors Show how it will benefit those companies by relating the function of RCDC dance projects with their own mark (logo).

## (5) Fund raising action plans

Generation of RCDC revenue, that covered the 3,752,700baht expenses, will come from its activities in the first year of operation as follows:

1. Fee of 1,125,000baht from creative dance classes at TCC for 150 students at the 7,500baht per 1 student per year.
2. Funding of 100,000baht each from 7 shareholders
3. Box office sales: RCDC plans to sale 10,390 tickets (with the moderate expect of 64% of audiences) in 9 main auditorium performances per year at the average price150baht per 1 ticket in order to reach the expense,



4. Creating special projects to serve the TCC annual or special events and get 300,000 bath grant.

The following funding methods can be developed to assure the sustainability of RCDC in the long run: To get sponsor from school tours, summer holiday workshop, sales from related activities, public subsidy, unearned income, a subscriber to RCDC, RCDC friends, advertise in the best contemporary dance company and sponsorships.

#### **5.2.2.6.3 Promotion strategic plans**

Public relations is a useful tool to execute in the early stages. Positioning–distinguishing a brand from its competitors-to win the two generations of audiences young and middle age is anticipated. RCDC uses the “ Two Deriving from Thai community” to be the hot issue of the promotional campaign to win the conservative audiences and attract the young or new generations who search for new trends.

#### **5.2.2.6.4 Promotion action plans**

Used Public Relations and School Tour to build up goodwill relationship. This would begin with a brochure that demonstrates that this is a Thai contemporary dance company. Good, interesting and powerful professional photos of the company's members energetically dancing would help to demonstrate this.

### **5.2.3 Research proposition 3**

**That the RCDC structure can be developed at TCC.**

There are 3 organizational units logically integrated in related activities to set up the RCDC limited company:

1. Board of Trustees of RCDC includes: Executive Director, Artistic Director, Associate Artistic Director, Director of Development, Director of Finance, Director of Publicity and Advertising, Director of Law, Personnel Director, and Administrative Assistant.
2. Artistic section is included: Artistic director, Ballet master, Stage

managers, Technical director, 1 stage crew, 1 Wardrobe, 10 performers and 9 apprentices

3. Administrative section is included: Administrator and assistant administrator

#### **5.2.4 Research proposition 4**

That a RCDC at TCC is Feasible in:

- (1) Management feasibility
- (2) Financial feasibility
- (3) Technical feasibility
- (4) Marketing feasibility

This thesis has studied the TCC present facilities, the example of possible activities for RCDC and the TCC future projects proposal. This thesis has discovered that the feasibility of management, the feasibility of financial, and the feasibility of technical requirements and the feasibility of marketing are as follow:

##### **5.2.4.1 Management feasibility**

Related to the chapter 2 literature review and the thesis findings in chapter 4, the researcher has developed some logical processes and theory that helps to reflect the clear perspective of reasonable organization management. We can see in these ways that the RCDC management at TCC will be feasible as a limited company. The limited company will act as the Company Ltd. for nonprofit activity which allow RCDC management to execute their strategic plans to meet it's mission as a professional creative dance company in the short and long term.

##### **5.2.4.2 Financial feasibility**

From the evidence of surviving learning courses, the trend of creative dance and the TCC Budget statement of the fiscal year 2003, the conclusion is reached for funding feasibility for RCDC which is divided in to two categories: The feasibility of getting the feasibility of financial autonomy and government support

suggests that there is a reasonable hope of survival and growth. And the quickest way to get a starting budget for the RCDC, is to get income from organizing dance classes at TCC.

#### **5.2.4.3 Technical feasibility**

The available spaces around TCC, both indoor and outdoor, including the interesting architecture in the area, can be used as a rehearsal and performing space for RCDC members. The human resources and TCC facilities can be run by manipulating what is already there. Creative thinking can be used to see what can be done with the resources. Feasibility of rehearsal and performing spaces, the feasibility of dancers and technical staffs' opportunities - these processes will be utilized wisely with the clear strategic management that the technical feasibility of establishing RCDC at TCC is demonstrated.

#### **5.2.4.4 Marketing feasibility**

The key issues of marketing feasibility derives from the positive observation of art and cultural management scholars, the government's policy of educational reform in management and creativity in education which are implications of fostering creativity and innovation in young people. And the tendency of contemporary dance globalization will encourage the contributions to marketing feasibility.

### **5.3 Limitations of the study**

This thesis has two perspective limitations. There is not much literature in this country in the field of learning organizations which is relevant to management in performing arts and government organizations. Thailand has just entered into the pool of the creative methods of development in arts organizations. Therefore, the literature for dance organizations reviewed in this thesis was based primarily within international contexts with some Thai focus. The data collected for this thesis was suitable as of the collection time. Any change of important position in the organization may effect the

ongoing research propositions. Therefore, the generation of the thesis values is subject to such change in the bureaucracy.

#### **5.4 Further research**

This thesis is an initial step in art and cultural development. Arts and cultural development need continual research. Art appreciation in Thailand should be distributed to the governors as well as the general public. Finally the further research and experimental process of arts and cultural management should be encouraged in order to enhance the creativity and appreciation in art and culture for present and upcoming generations.