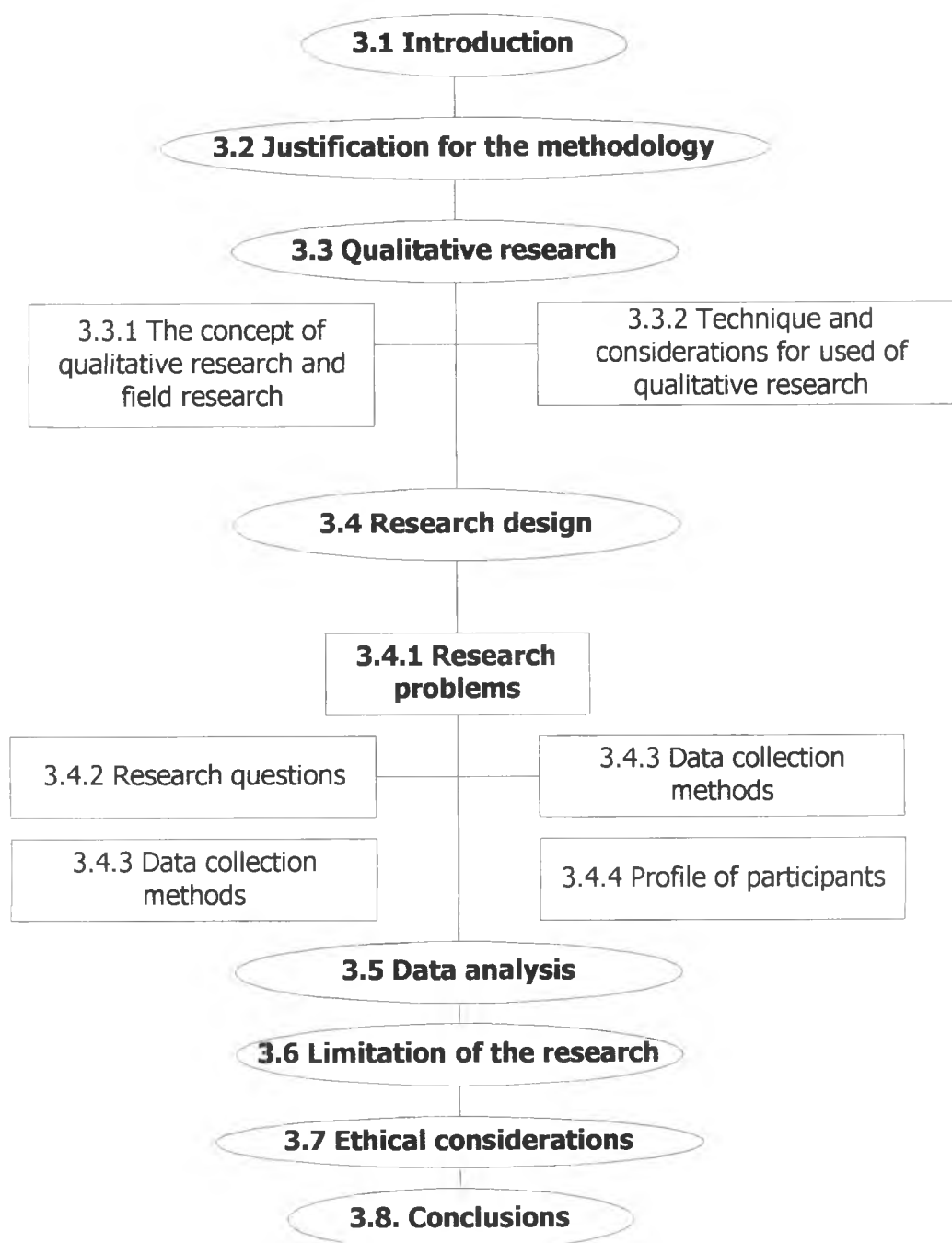# CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Last chapter, management in the arts, evolution, environments and arts organizations were reviewed. Operations strategy, contemporary dance and general brief picture of world CDC give the picture of how RCDC can establish at TCC. Fundamentals of organizing and organizational design were discovered. Brief historical background of the TCC, current status of the TCC and future opportunities to the TCC can guide the feasibility of establishing a resident contemporary dance company at Thailand Cultural Centre. Finally the research issues were established which comprised research hypothesis, research objectives, research questions and propositions.

This chapter starts with the justification for the methodology, qualitative research the concept of qualitative research, field research, technique and considerations for used of the methods are discussed. Research design, research problems, research questions, are shown with the data collection methods. Finally , conclusion revealed a summary of the chapter (see the organization of the chapter in Figure 3.1)

3.2 Justification for the methodology

This research is to assess the feasibility of establishing an art organization the Resident Contemporary Dance Company RCDC at Thailand Cultural Centre (TCC) which is an art organization. Heilbrun and Gray noted that art organization now display much greater marketing sophistication than in the past. Theatre managers, before establishing a range of ticket prices, want to know what kind of people make up their audience. (Heilbrun and Gray, 2001: 40)

Figure 3.1: Organization of Chapter 3

- 3.1 Introduction
- 3.2 Justification for the methodology
- 3.3 Qualitative research
  - 3.3.1 The concept of qualitative research and field research
  - 3.3.2 Technique and considerations for used of qualitative research
- 3.4 Research design
  - 3.4.1 Research problems
    - 3.4.2 Research questions
    - 3.4.3 Data collection methods
    - 3.4.3 Data collection methods
    - 3.4.4 Profile of participants
- 3.5 Data analysis
- 3.6 Limitation of the research
- 3.7 Ethical considerations
- 3.8. Conclusions

Armstrong described field research is the conducting of investigations by direct contact or observation to collect fresh information about the attitudes and behavior of consumers and industrial buyers. (Armstrong, 2001: 83)

But Arts and Culture are complex issues Taylor (1913) remarked Culture is a complex and interrelated set of element comprising knowledge, belief and values, arts, law, manners and morals and all the other kind of skills and habits acquired by a human being as a member a particular society. And as Aristotle remarked the aim of art is to represent not the outward appearance of things, but their inward significance. Vogel also pointed that the performing arts traditionally generate more psychic than pecuniary income and they operate under somewhat different economic assumptions than the other entertainment industries thus far discussed. (Vogel,2001: 317) That why qualitative research come in.

Miles and Huberman (1994) defined Qualitative research is essentially an investigative process that focuses more on words than on the numbers that are important to quantitative research. (Cited in Chuwit Mitrchob, 2000: 2, 120) Since management is here to assist the arts and culture and needed to be investigated, qualitative will be pertinent in this aspect and field research will be assisted qualititative research in evaluating the effectiveness of alternative channels of distribution.

3.3 Qualitative research

Denzin and Lincoln propose the definition of qualitative that is, Qualitative research is multimethod in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study thing in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meaning people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials: Case study, personal experience, introspective, life story, interview, observational, historical, interactive, and visual texts that describe routine and problematic moments and meanings in individuals lives (Cited in Chuwit Mitrchob, 2000: 2, 121)

Swanson and Holton 1977 stated that Qualitative research also helps to understand a particular phenomenon, such as the factors to address when promoting organization change. A focus on the specific context helps decision makers see potential pitfalls to stated goals and determine more accurately what initiatives to take and when to introduce them. (Cited in Chuwit Mitrchob, 2000:119)

The management of the arts seem to fit into this issues it is considered appropriate to research the field of qualitative inquiry.

3.3.1 The concept of qualitative research

Qualitative market research provides information on consumer tastes, preference, attitudes and buying habits which, although subjective, can yield significant insights which complement the more factual data obtained from desk and field research. (Armstrong, 2001:87-88)

The nature of qualitative research is subjective. This approach does not entail serious statistic numbers or rigorous mathematical analysis (Zikmund, 1997). It employs methods that seek for quality including feeling, perceptions, viewpoints, meaning, relationships, stories, and dynamic changing perspectives (Swanson et al., in Swanson and Holton (Eds), 1997). Strauss and Corbin (1990) note that qualitative research can be used to over and understand what lies behind any phenomenon about which little is yet known. (Cited in Chuwit Mitrchob, 2000: 19,120)

The benefits of a properly conducted field survey are:

1. Specific information is obtained about the dynamics of consumer behavior;

2. Attitudes to new and existing products can be measured; and

3. From this factual information on behavior and attitudes conclusions can be reached on shaping marketing strategies or solving marketing problems. (Armstrong, 2001:86)

Qualitative and field inquiry is an appropriate technique for finding explanations of processes occurring in local contexts. Qualitative research is the core

of an investigative process that focuses more on words than on the numbers that are important to quantitative researchers.

3.3.2 Technique and considerations for used of qualitative research

The three most commonly used qualitative research techniques are as follows:

1. The individual interview, which may take the form of a 'depth' or non directive interview which is largely unstructured and attempts to get to the heart of an individual's motivation. This approach may be modified a little to allow more structure in the form of a checklist of points to be covered, although respondents will be allowed to reply freely about each topic.

2. Group discussions, in which a reference group, ie a group of people with certain common characteristics, is gathered together. The group leader guides the discussion, encouraging members to express their views and exchange them with one another. This interaction between group members is an important feature of the technique.

3. The Kelly repertory grid, which obtains the opinions of respondents on competing products and their brand images. The interviewer presents informants with the names of products in groups of three for them to select the product that is different from the other two and to describe how it is different. There is then a final sifting through all the products in the test to check out the characteristics attributed to them. (Armstrong, 2001:87-88)

In this thesis we use observation from field method to accompany qualitative research, sometimes, we may see qualitative and quantitative methods were used in the same research project. Interestingly, qualitative and quantitative methods can be used effectively in the same research project. The useful function of qualitative data in the project is to elaborate on the meaning of statistical findings. In other words, researchers can use qualitative data to illustrate or clarify quantitatively derived

findings (Strauss and Corbin, 1990; and Swanson et al. in Swanson and Holton (Eds), 1997). (Cited in Chuwit Mitrchob, 2000: 119)

Qualitative methods are employed to collect and investigate the occupational culture hidden in the workplace and atmosphere that employees felt as they try to elucidate their opinions. Qualitative research helps to find out when promoting organizational change and understand pertinent potential factors. It can help understanding a particular case situated in the organization.

3.4 Research design

Research design is prescribed a number of key steps that guide the researcher to follow the direction to be succeeded. Research design consists of research hypothesis, research questions, the explanation on reliability and validity tests that are used to control the quality in this thesis. Finally, data collection and data analysis are described.

3.4.1 Research hypothesis

'Establishing a resident contemporary dance company at the Thailand Cultural Centre is feasible and will benefit the creative aspect of cultural development in Thailand.'

3.4.2 Research questions

The precise and clarify questions can guide the right direction from what it is to what it ought to be. These 'why' 'what' 'How' questions are appropriated for conducting data collected that will explore the qualitative research and encompass all the variables and the precise involved variables. Those question are as follow,

- Why should RCDC be necessary for TCC ?
- How can RCDC establish at TCC ?
- What is the suitable structure of RCDC at TCC ?
- What are the conditions necessary for the success of set up RCDC at TCC ?

- Managing conditions
- Financial conditions
- Technical conditions
- Marketing conditions

3.4.3 Data collection methods

In this thesis four basic Techniques of data collection were used:

1. Detailed analysis of official documents memorandums, letters and other written file material.

2. Intensive interviews with the major stakeholders in the field of dance and management of TCC.

3. Observation of relevant issues from participant and non – participant point of view.

4. Questionnaires from the general public.

The first two techniques I&2 were used in reviewing the information on the Thailand Cultural Centre and domestic and international dance companies (relevant materials i.e.) Dance companies from Europe, the USA. and South East Asia will provide the bases for the international sources.

The use of multiple sources of evidence through six potential sources of evidence can be made. These sources comprise documentation, archival records, interviews, direct observations, participant-observation, and physical artifacts (Yin, 1994:80).

The interviews were loosely structured to allow respondents to answer in their own words. For the feasibility studying social and economic valued interviews will be held with four purposes in mind.
Interviews:

(1) people who gives service: administrative staffs and staffs of Thailand Cultural Centre, artists and performers.

(2) people who use service: target audiences, students, parents.

(3) focus groups who use the service such as: target audiences, students and parents.

(4) Other groups of people concerned with the issues: International scholars and other cultural offices.

In this thesis, the three international scholars were interviewed:

- Richard A. Long: Dance Writer and Atticus Haygood Professor, emeritus Emory University (Atlanta, USA).

- Rod Fisher: Lecturer and director of intelligence on culture, UK.

- Jukka Miettinen: Art and cultural writer and lecturer, Finland.

Other interviewees are also included Helen Lancaster, Senior Director of Mee Fa, The International Academy of Music. Other Thai cultural managers presented a number of accurate and pertinent findings that related to their own experiences. These findings all relate to current information regarding reliable data, thus enabling qualified research.

The artists and dance students' interviews constitute excellent sources for defining problems from their different perspectives. Key members of the organization will be interviewed repeatedly, especially in the field of performing arts, to find out about relevant problems among the staffs and artists, and the background thinking of program planning.

Table 3.1: Periods of Time and Tasks of Data Collection for This Thesis

Period of Time	Tasks
8 November 2001	Director of Cultural Promotion Fund Division, ONCC
17 November 2001	Director of Art and Culture, Office of the National Education Commission, Prime Minister's Office.
24 November 2001	Member and Assistant Secretary, Art Association for Youth, ONCC. Member and volunteer parent, Art Association for Youth, ONCC.
23 November 2001	Artistic Director of Eurythmy Lighting Designer of Eurythmy Dancer of Eurythmy
29 November 2001	Director of Tadu Pavilion

Period of Time	Tasks
14 December 2001	Director of Thailand Cultural Centre, ONCC Rod Fisher: Lecturer and Director of Intelligence on Culture, UK.
21 December 2001	Cultural officer 1, TCC, ONCC.
26 December 2001	The head of Performing Arts Section TCC, ONCC Education officer 1 TCC, ONCC Staffs of the Office of the National Cultural Commission ONCC
2 January 2002	Anucha Thirakanont, Ph.D., Lecturer, Faculty of Journalism and Mass Communication Thammasat University.
4 January 2002	Jukka Miettinen: Art and Cultural Writer and Lecturer, Finland.
10 January 2002	Richard A. Long: Dance Writer and Atticus Haygood Professor, emeritus Emory University (Atlanta, USA).
11 January 2002	Drama Department, The faculty of Arts, Chulalongkorn University Director of Cultural Policy Division, ONCC Senior Staff, Public Relation Section, ONCC
18 January 2002	Assistant Dean of School of Communication Arts, Bangkok University.
22 January 2002	Thai Music lecturer, Dramatic Art College, Bangkok
24 January 2002	Secretary – General, the Office of the National cultural Commission ONCC
28 January 2002	Marketing and Public Relations of musical productions, Bangkok.
7 February 2002	Helen Lancaster, Senior Director of Mee Fa, The International Academy of Music.
1-31 January 2002	Target groups interviews
January 2002	Arts Education Reform Seminar, Office of the National Education Commission, Prime minister's Office.
16 January 2002	Creative Education Seminar, Thai-UK Education Collaboration
14 September 2001	Questionnaires-Dance audiences
28 December 2001	Questionnaires-General audiences
1-31 January 2002	Questionnaires-Dance students

Source: Prepared for this thesis

The in-depth interviews of Thailand Cultural Centre civil servants more than once provided relevant information and insights into issues concerning of the organization, management and human resources aspect which can conceivably be shared with a contemporary dance organization. The data collected of their interviews relate to their long term experiences of work related to the bureaucratic system and are important evidences in the analysis of the feasibility of establishing RCDC in their own working places in term of management and technology feasibility.

Pertinent documents in the Thailand Cultural Centre performing arts files were examined: background, organization, program planning, income, and government budgets. The TCC documents provided by TCC officers allow the researcher to succeed in the financial feasibility's findings. Since some sections can be surprisingly restrictive, some questions of details cannot be answered. Nevertheless, some documents are based on substantial information both indirect and direct.

Onsite observation was used to investigate available theatre facilities and spaces for performances and rehearsals. The Thailand Cultural Centre's educational activities and funding will also be investigated for determining the feasibility of financial support for a Resident Contemporary Dance Company.

Information from participation in meetings relating to the use of art and creativity in education was an important source of information for the purposes of formal analysis. Non-participant observation was also used for the Thailand Cultural Centre organization. Data requirements will be collected for organizational study. Participation twice in the seminars that related to Office of the National Education Commission, Prime Minister's Office, allowed the researcher to collect the data of the opportunities of establishing RCDC at TCC.

Attitude surveys were conducted with various types of people who are associated with the styles of performing arts. Pertinent participating members of the cultural organization will be interviewed (at least once) as to their area of expertise. These can result in excellent data for analyzing an organization's human resources

and marketing aspects such as: demand, supply, responses from audiences, social situation, public' s opinion on CDC, RCDC and TCC, ethical opinion.

Questionnaires were developed to:

a. Survey opinions of the target groups regarding the image satisfaction of TCC' s services.

b. Know expectations and demands of performance groups in Thailand as well as their attributes and style.

c. Know target groups' preferences and opinions about the concept and style of a performance group that will be established at TCC.

Audience surveys, were done by pass out a questionnaire to members of a performing arts audience as they assemble before the performance and collecting the completed questionnaires before they leave.

3.4.4 Profile of participants

The last Chapter has already mentioned the interviewees divided into four groups:

1.) Education and Cultural officers from government offices. Three executives of ONCC, the chiefs , two heads of section and officers of TCC, the chiefs from the Prime Minister's educational office were selected for personal interviews in order to find out the present and future aspect of TCC.

- Secretary – General, Director of Cultural Policy Division, Director of Cultural Promotion Fund Division from the Office of the National cultural Commission ONCC.
- Director of Art and Culture, Office of the National Education Commission, Prime Minister's Office.
- Director of Thailand Cultural Centre,
- The officer from the performing arts section of the Bangkok Thailand Cultural Centre (TCC), the Office of the National Cultural Commission (ONCC): the head of Performing Arts Section, 2 cultural affair technical officers,

2.) Four international dance and arts events scholars,

- Richard A. Long: Dance Writer and Atticus Haygood Professor, emeritus Emory University (Atlanta, USA).
- Rod Fisher: Lecturer and Director of Intelligence on Culture, UK.
- Jukka Miettinen: Art and Cultural Writer and Lecturer, Finland.
- Helen Lancaster, Senior Director of Mee Fa, The International Academy of Music.

3.) Thai performing arts scholars and artists was selected for in-depth interviews.

- Vararom Pachimsawat, the artistic director of The Company of Performing Artists-Thailand
- Jiraphan Ansavanan and Sinnapa Sarssas Music director of Ekarong
- The director of the National Theatre, Thailand.
- The director of Tadu Contemporary Art, Royal city avenue.

4.) 115 Students and parents were selected for the focus group interviews for the purpose of knowing the market's demands and needs in contemporary dance aspect.

The questionnaires were also distributed to get the supported information of marketing research, demand and audience's conditions from 3 target groups in Bangkok dance scene from:

1. The people at the music and dance festival on September,14, 2001. at TCC.

2. Dance students age 16-22 years old in Bangkok area in January, 2002.

3. Parents, students and mixed audiences from university performance at Chulalongkorn University auditorium on 28 December 2001.

Main issues in the questionnaires are:

- Is public relation of the TCC widespread and suitable?
- Has the TCC held various and suitable shows.
- Should the centre have a resident company
- How can you get the information about the performances at TCC?.

- What kind of paper?

- Do you learn that there is RCDC at TCC?

- Do you think Thailand should have National Western Dance Company?

- Should TCC have RCDC

- What kind of performance would you like to see?

- What style is RCDC at TCC?

- What type of performance at TCC did you see?

- What type of performance that TCC support?

- To whom is TCC suitable for?

- What kind of services should TCC develop?

- Education & Occupation

The questionnaires used are attached as appendix D.
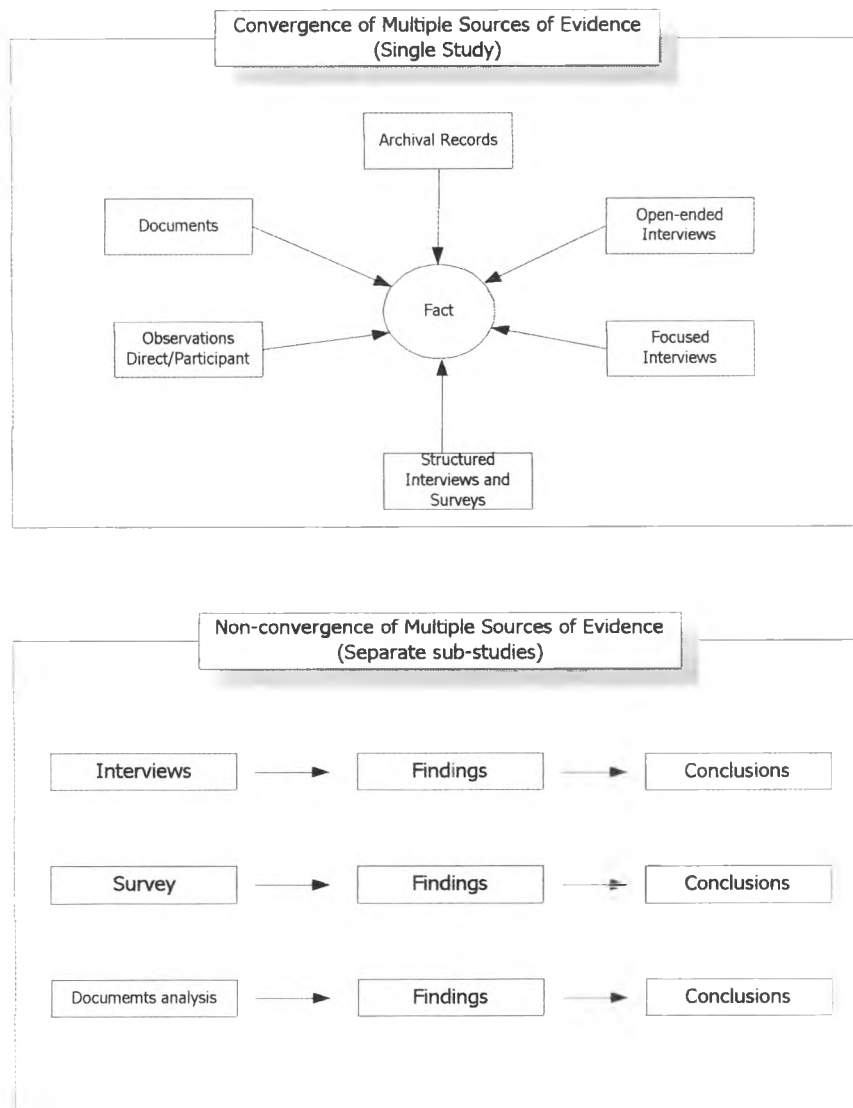
3.5 Data analysis

The propositions proposed in this thesis were analysed by the adapting used of multiple sources of evidence. Theoretically known as Triangulation (Denzin, 1970; Lincoln and Guba, 1985; Patton, 1987; Yin, 1994; Maxwell, 1996; and Potter, 1996). Triangulation is a valuable method in which a researcher encounters conflicting evidence and must decide which set of evidence has the higher degree of credibility (Potter, 1996) The idea of triangulation is based on collecting information from a diverse range of individuals and settings, using a variety of methods (Denzin,1970) (Cited in Chuwit Mitrchob, 2000: 145-149)

Triangulation is a method that benefits research processes in two respects. One the findings were matched to each other through each of the main sources of evidence such as the findings from in-depth interviews and the findings from observation. Two the findings were directly interpreted towards conclusions,as the resources of Chuwit Mitrchob described:

"There are two views of using triangulation on reconciling facts (see Figure 3.2). The views are convergent and divergent. The convergent view uses triangulation to demonstrate that all the observations conform to one interpretation (one fact). With

the convergence of observations from many different sources (across time. space, and analytical level), the researcher can make a powerful argument that the interpretation is really vigorous (Denzin, 1978 and Potter, 1996). In contrast, the divergent view, one that is called by Yin (1994) 'nonconvergence', is based on seeing different facts through separate sources of evidence. Triangulation is an important method since it provides researchers with a means to distinguish between the idiosyncracy of focusing on differences, and the representative i.e. focusing on the convergences (Yin, 1994 and Potter, 1996). (Cited in Chuwit Mitrchob, 2000: 145-149)

Figure 3.2: ASummary of Use of Triangulation:
Convergence and Non-convergence of Multiple Sources of Evidence

Convergence of Multiple Sources of Evidence
(Single Study)

Archival Records

Documents

Open-ended
Interviews

Fact

Observations
Direct/Participant

Focused
Interviews

Structured
Interviews and
Surveys

Non-convergence of Multiple Sources of Evidence
(Separate sub-studies)

| Interviews | → | Findings | → | Conclusions |

| Survey | → | Findings | → | Conclusions |

| Documemts analysis | → | Findings | → | Conclusions |

Source: Chuwit Mitrchob, 2000: 146

By the adapted used of multiple sources of evidence, theoretically known as triangulation, in this thesis the researcher added another source of evidence that is the data collection from questionnaires. It adds to the other three sources: observations, documentaries, and interviews to form a square model of evidence. All the sources of evidence and findings can be matched to each other or directly interpreted towards conclusions or explained on the basis of relevant theories. Then the conclusion for each research proposition was produced. (See Figure 3.3)

Figure 3.3: Square model for the data analysis of this thesis
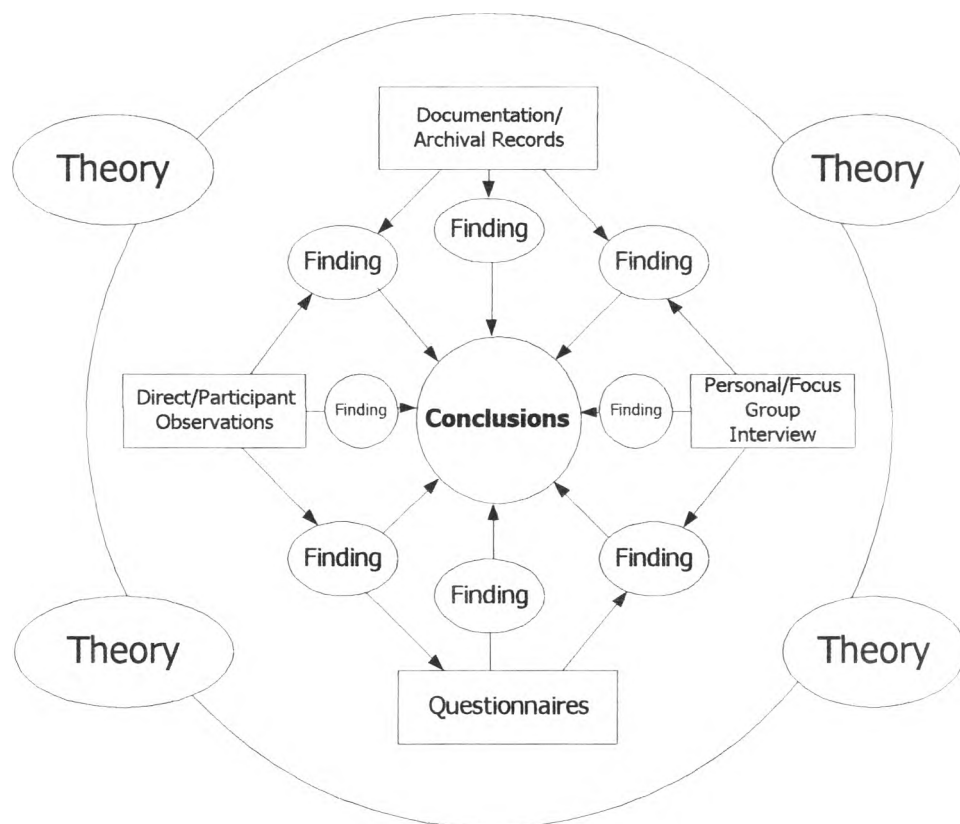
Source: Prepared for this thesis

Figure 3.4, illustrates the plan that research hypothesis, research question, and data collection methods are connected in the conclusion as a stage of analysis of data using the square model. So with the same concept that is parallel to the triangular method the adapted square method is incorporated in the convergent techniques, as seen in Figure 3.2. Documents, observations, interviews and questionnaires were 4 main cornerstone sources of evidence used in this thesis.

Figure 3.4: Illustrates the plan that research hypothesis, research question, and data collection methods Source prepare for this thesis
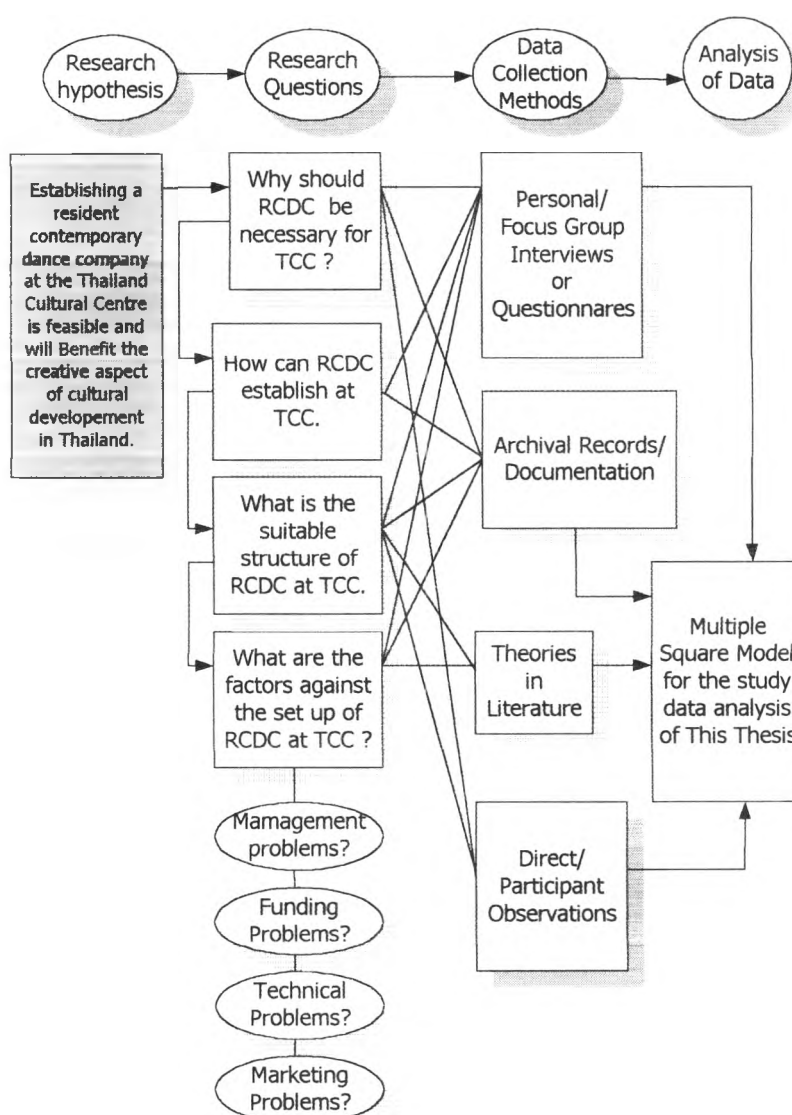
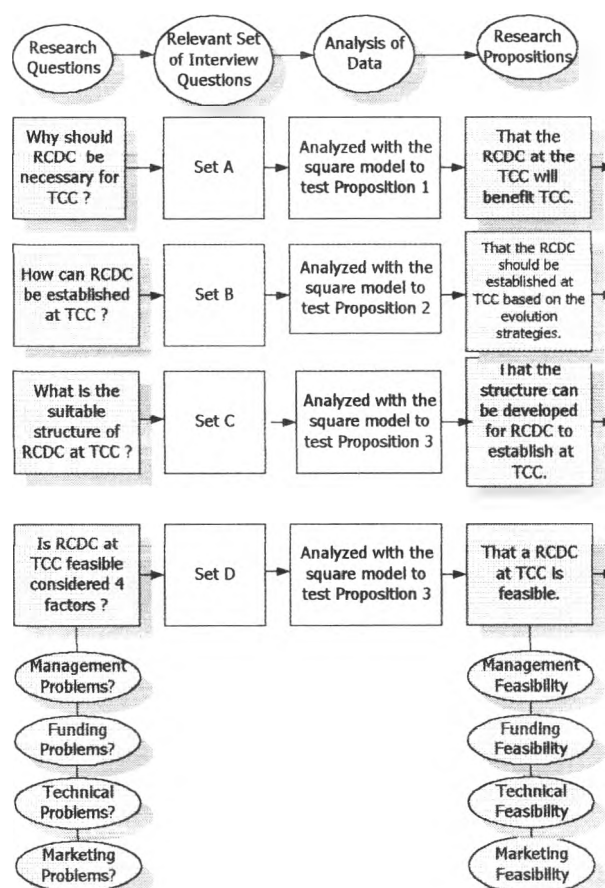Source: Prepared for this thesis

In Figure 3.5, Illustrates how research questions 1-4 connected with different data collection methods, in this thesis, (See Table 3.2)

question 1 used questions set A, question 2 used questions set B

question 3 used questions set C, question 4 used questions set D

In the diagram, all the questions were connected to the theories in the literature reviewed in chapter 2. The research hypothesis also was tested through the pertinent literature and documents of TCC. The data collected through the methods then were analyzed by the multiple Square model surrounded by the pertinent theories. Each of the interview questions set was created to connect with each of four research questions. Finally the findings from the propositions examined are presented. (see Table 3.2 the interview questions that link with Figure 3.5)

Figure 3.5: The Systematic Links of Analytical Procedures Based on the Use of the Interview Questions.

Source: Prepared for this thesis

Table 3.2: Sets of the interview questions matched with each research question and proposition

Set	Research Questions	• List of Interview Questions	To Test Research Propositions
A	Why should RCDC be necessary for TCC ?	• What are the benefits of RCDC at TCC? • How can RCDC at TCC be useful to general public? • How do RCDCs in the other countries work?	A Contemporary Dance Company at the Thailand Cultural Centre will benefit Thailand Cultural Centre.
B	How can RCDC establish at TCC?	• What is the strategic management plan? • What kind of artistic products or activities should RCDC do ? • What are funding and promoting strategies?	The RCDC should be established at TCC based on the evolution strategies.
C	What is the suitable structure of RCDC at TCC?	• How can RCDC be matched with TCC organization? • What are job descriptions of important positions that are needed for a RCDC organization? • What are the costs of the organization?	That the structure can be developed for RCDC to be established at TCC.

D	Is RCDC at TCC feasible considered 4 factors?	• Are there any factors against the establishment of the RCDC at TCC?
		   • Management
		   • Financial
		   • Technology
		   • Marketing
			That a resident contemporary dance company is feasible.

Source: Prepared for this thesis

Table 3.3: Sets of the focus group interviewees matched with each interview questions and other methods of research.

Set	Interview Questions	List of Interviewees Matched with Questions
A	What are the benefits of RCDC at TCC?	- Foreign Scholar: Long, Fisher, Miettinen. - TCC staffs - Artists, dance students - Audiences
	How can RCDC at TCC be useful to general public?	- Foreign Scholar: Long, Fisher, Miettinen. - Artists, dance students - Audiences - TCC staff
	How do RCDCs in the other countries do?	- Foreign Scholar: Long, Fisher, Miettinen. - Literature reviewed
B	What are the strategic management plans?	- Theories in the literature reviewed. - Foreign Scholars: Fisher, Miettinen, Lancaster. - Questionnaires
	What kind of artistic products or activities should RCDC do ?	- Foreign Scholars: Long, Fisher, Miettinen, Lancaster. - Artists, dance students. - TCC staff - Questionnaires
	What are funding and promoting strategies?	- Foreign Scholars: Lancaster. - Manager, public relations - Theories in the literature reviewed. - Documentaries.
C	How can RCDC be matched with TCC organization?	- TCC staff - Artists - Foreign Scholars: Long, Fisher, Miettinen.
	What are the job descriptions of important positions that are needed for RCDC organization?	- Artists - Theories in the literature reviewed. - Documentaries
	Costs of the organization.	Artists

Set	Interview Questions	List of Interviewees Matched with Questions
		▪ Documentaries
D	Is RCDC at TCC feasible considered 4 factors? 1. Management	▪ Law scholars ▪ Theories in the literature reviewed. ▪ Foreign Scholar: Lancaster ▪ TCC staff ▪ Artists
	2. Financial	▪ Documentaries ▪ TCC staffs ▪ Artists
	3. Technology	▪ Observations ▪ Foreign Scholar: Long, Fisher, Miettinen. ▪ TCC staffs ▪ Artists
	4. Marketing	▪ Foreign Scholar: Lancaster ▪ Artists ▪ TCC staffs ▪ Observations ▪ Questionnaires ▪ Theories in the literature reviewed.

Source: Prepared for this thesis

Relevant set of interview questions A, B, C and D are designed to systematically link with each of four research questions. The final outcome of the research was contained in the findings from the propositions examined. See also Table 3.3, which presents the sets of the focus group interviewees matched with each interview question and other methods of research.

Questions set A, are created for findings that were directly interpreted towards conclusions that the RCDC at the TCC will benefit TCC. And the questions are,

▪ What are the benefits of RCDC at TCC?

▪ How can RCDC at TCC be useful to general public?

- How do RCDCs in the other countries work?

Questions set B, are created for the findings that were directly interpreted towards conclusions that the RCDC should be established at TCC based on the evolution strategies. And the questions are,

- What are the strategic management plans?
- What kind of artistic products or activities should RCDC do ?
- What are the funding and promoting strategies?

Questions set C, are created for findings that were directly interpreted towards conclusions that a structure can be developed for RCDC to be established at TCC. These questions are:

- How can RCDC be matched with TCC organization?
- What are job descriptions of important positions that are needed for the RCDC organization?
- Costs of the organization?

Questions set D, are created for findings that were directly interpreted towards conclusions that a RCDC at TCC is feasible. And the questions are,

- Are there any factors against the establishment of the RCDC at TCC?
  - Is the management feasible?
  - Is the financial support performance?
  - Is the technology feasible?
  - Is the marketing feasible?

Feasibility is analysed in terms of 4 aspects

1. Management feasibility is indicated by the presence of an organizational form that can function to achieve the objective of the organization. In this case, it means the availability of resources and manpower in the organization.

2. Financial performance feasibility is indicated by the achievement of satisfactory financial performance at the minimum that the organization should be able to cover its costs of operation. Strategies to achieve financial feasibility should be well defined

3. Technology feasibility is indicated by the availability of resources to meet

the technical requirement of the operations. In this case, it refers to the access to space and equipment to support the production of a dance performance.

4. Marketing feasibility is indicated by the possibility of attracting sufficient uses and consumers for the products of the organization in a way that will support the financial performance feasibility criteria. In this case it refers to the possibility of attracting the audience for the performance of the RCDC and consumer of its other services such as its educational programs

3.6 Limitation of the research

Interviews with people from different backgrounds, notions, and occupations has naturally led to some limitations. Some can be overcome by moderating, carefully conserving, and planning. Some interviewee cannot limit such aspects as anger, emotional statements. Since some sections can be surprisingly restrictive, some questions of details cannot be answered. Nevertheless, some documents are based on substantial information both indirect and direct. Thai people are not familiar with giving their opinion in public. But the younger generation is starting to be brave enough to criticize the relevant issues strongly in public. During the interviews, although certain strategies were used to pull the interviewees back to the topic in order to give a chances to everybody, some others in the group had fewer opportunities to share their ideas. Some civil servants might be influenced by the bureaucratic restraint which discouraged potentially expressing their own definitive individual views. Some cultural officers behaved in a discriminating manner and lacked a cultural awareness. Their missing of up to 4 appointments, resulting in a distortion of the planning.

Finally, since there has never been any research directly concerning the Thailand Cultural Centre before, some sections at TCC could not provide documentation that was useful to this research. This obviously caused some limitation on relevant issues.

3.7 Ethical considerations

Ethical considerations for interviews in this thesis are the same as for most other research. Firstly, must ensure that full information about the purpose and uses of participants' contribution was provided. Secondly, the researcher guarantees responsibility for keeping confidential the data obtained from the group. Thirdly the researcher must be strictly honest in his process of providing evidence.

3.8. Conclusions

This chapter revealed thesis methodology based on qualitative research. Data collection comes from interviews, documentation, direct and indirect participant observations. Three international scholars in the performing arts, top executives, cultural officers, staff from TCC and ONCC, Thai performers as well as cultural managers were personally interviewed in-depth. 70 interviewees selected from Thai and Western dance students were interviewed by dividing into 5 groups.

In this chapter the Square Model was created to analyze the data. The next chapter data analysis are described precisely through several sources of evidence for reaching the 4 propositions.