

ความเป็นไปได้ในการจัดตั้งคณะนาฏยศิลป์ร่วมสมัย  
ประจำศูนย์วัฒนธรรมแห่งประเทศไทย



นาย นราพงษ์ จรัสศรี

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

สาขาวิชาการจัดการทางวัฒนธรรม

สหสาขาวิชาการจัดการทางวัฒนธรรม

บัณฑิตวิทยาลัย

จุฬาลงกรณ์มหาวิทยาลัย

ปีการศึกษา 2544

ISBN 974-03-1218-7

FEASIBILITY OF ESTABLISHING A RESIDENT CONTEMPORARY DANCE COMPANY  
AT THAILAND CULTURAL CENTRE

Mr. Naraphong Charassri

A Thesis Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Arts in Cultural Management  
Interdepartment of Cultural Management

Graduate School

Chulalongkorn University

Academic Year 2001

ISBN 974-03-1218-7

Copyright of Chulalongkorn University

13 11 2001

1 20434236

Thesis Title FEASIBILITY OF ESTABLISHING A RESIDENT  
CONTEMPORARY DANCE COMPANY  
AT THAILAND CULTURAL CENTRE


By Mr. Naraphong Charassri

Field of Study Cultural Management

Thesis Advisor Assistant Professor Charit Tingsabadh Ph.D.

---


Accepted by the Graduate School, Chulalongkorn University in Partial  
Fulfillment of the Requirements for the Master 's Degree

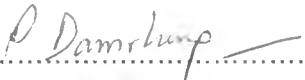
  
..... Dean of Graduate School  
(Professor Suchada Kiranandana, Ph.D.)

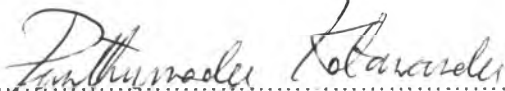
THESIS COMMITTEE

  
..... Chairman  
( Associate Professor Pomsom Sirisambandh )

  
..... Thesis Advisor  
( Assistant Professor Charit Tingsabadh, Ph.D.)

  
..... Member  
( Associate Professor Channarong Pomrunroj, Ph.D.)

  
..... Member  
( Associate Professor Pomrat Damrhung )

  
..... Member  
( Punthumadee Katawadee, Ph.D.)

นราพงษ์ จรัสศรี : ความเป็นไปได้ในการจัดตั้งคณะนาฏยศิลป์ร่วมสมัยประจำศูนย์  
วัฒนธรรมแห่งประเทศไทย (FEASIBILITY OF ESTABLISHING A RESIDENT  
CONTEMPORARY DANCE COMPANY AT THAILAND CULTURAL CENTRE)  
อาจารย์ที่ปรึกษาวิทยานิพนธ์ : ผู้ช่วยศาสตราจารย์ ดร. จาริต ดิงศภทิพย์ 222 หน้า  
ISBN 974-03-1218-7

วิทยานิพนธ์ฉบับนี้มีวัตถุประสงค์ในการศึกษาความเป็นไปได้ในการจัดตั้งคณะนาฏย-  
ศิลป์ร่วมสมัยประจำศูนย์วัฒนธรรมแห่งประเทศไทย โดยได้ศึกษาความเป็นไปได้ในด้านการ  
บริหารการจัดตั้งคณะนาฏยศิลป์ร่วมสมัยและข้อมูลที่เกี่ยวข้องกับศูนย์วัฒนธรรม ในด้านนาฏยศิลป์  
ได้ศึกษาลักษณะเฉพาะของนาฏยศิลป์ร่วมสมัย การดำเนินการของคณะนาฏยศิลป์ร่วมสมัยที่มี  
อยู่ในหลายประเทศทั่วโลกตลอดจนแนวคิดของคณะนาฏยศิลป์ร่วมสมัยประจำโรงละคร

วิทยานิพนธ์นี้เป็นการวิจัยในแบบบรรยายได้เก็บข้อมูลจากการศึกษาทางด้านเอกสาร  
สัมภาษณ์ สังเกตการณ์ และแบบสอบถามในระหว่างวันที่ 1 สิงหาคม พ.ศ.2544 ถึง วันที่ 15  
กุมภาพันธ์ พ.ศ.2545 ในกรุงเทพมหานคร ทั้งนี้ได้รวบรวมข้อมูลความคิดเห็นจากศิลปินและผู้  
เชี่ยวชาญทั้งในและนอกประเทศแล้วรวบรวมข้อมูลมาวิเคราะห์ วิจัยในระบบสี่มุม (the Square  
Model) ซึ่งพัฒนาขึ้นเพื่อใช้ในการศึกษาสำหรับวิทยานิพนธ์ฉบับนี้ การศึกษาตั้งสมมติฐานไว้ 4  
ข้อซึ่งได้ข้อสรุปว่า (1) คณะนาฏยศิลป์ร่วมสมัยประจำศูนย์วัฒนธรรมจะให้ประโยชน์กับภารกิจ  
ที่ศูนย์วัฒนธรรมรับผิดชอบโดยเฉพาะในด้านการอนุรักษ์เผยแพร่และพัฒนาศิลปะการแสดงของ  
ชาติ (2) คณะนาฏยศิลป์ร่วมสมัยประจำศูนย์วัฒนธรรมสามารถจัดตั้งได้บนพื้นฐานของการ  
พัฒนากลยุทธ์ในการบริหารจัดการที่มีประสิทธิภาพ (3) เสนอโครงสร้างคณะนาฏยศิลป์ร่วมสมัย  
ประจำศูนย์วัฒนธรรม (4) มีความเป็นไปได้ในการจัดตั้งคณะนาฏยศิลป์ร่วมสมัยประจำศูนย์วัฒน  
ธรรมแห่งประเทศไทย

สาขาวิชาการจัดการทางวัฒนธรรม ลายมือชื่อนิสิต..... จันทน-ธ วิจารณ์  
สาขาวิชาการจัดการทางวัฒนธรรม ลายมือชื่ออาจารย์ที่ปรึกษา.....  
ปีการศึกษา 2544

## 4389463020 : MAJOR PERFORMING ARTS

KEY WORD: FEASIBILITY ESTABLISHING / RESIDENT CONTEMPORARY DANCE  
COMPANY / THAILAND CULTURAL CENTRE

NARAPHONG CHARASSRI : FEASIBILITY OF ESTABLISHING A RESIDENT  
CONTEMPORARY DANCE COMPANY AT THAILAND CULTURAL CENTRE

THESIS ADVISOR : ASST. PROF. DR.CHARIT TINGSABADH

222pp. ISBN 974-03-1218-7

This thesis aims to study the feasibility of establishing a resident contemporary dance company (RCDC) at the Thailand Cultural Centre (TCC). Feasibility was established in term of managerial, financial, technical, marketing performance criteria, TCC information was discussed. Contemporary dance and world resident contemporary dance companies were explored.

The methodology employed in the documentary research, in-depth interviews, observation and audience survey. Surveys were carried out between 1 August 2001 and 15 February 2002 at the TCC in Bangkok for this qualitative research. Interviews were conducted with artists and experts in Thailand and abroad. Then the data collected were analyzed by means of the Square Model for the Data Analysis developed specially for this thesis. This thesis advances four research propositions. The analysis confirmed all the propositions (1) That the RCDC at the TCC will benefit TCC, (2) That the RCDC should be established at TCC based upon the evolution strategies (3) That the RCDC structure can be developed at TCC. (4) That the establishment of the RCDC at TCC is feasible.

Interdepartment Cultural Management

Field of study Cultural Management

Academic year 2001

Student's signature

Advisor's signature

*Naraphong Charassri*

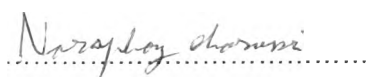
*Charit Tingsabadh*

## ACKNOWLEDGEMENTS

I wish to express my appreciation to those interviewees whose help has been most valuable especially: Richard A. Long, Rod Fisher, Jukka Miettinen and Helen Lancaster, I could not have succeed without the kind open discussions of the Secretary-General, Director of Cultural Policy Division, Director of Cultural Promotion Fund Division the Office of National Cultural Commission, Director of Thailand Cultural Centre and his staffs, Director of Art and Culture, Office of the National Education Commission, Prime minister's Office.

I would like to thank Asst. Prof. Dr. Charit Thingsabadh for his dedicated supervision and I could not have produced this thesis without Yuthana Sivarak, Rohn Hopper, Dr. Chuwit Mitrchob, Jahn C.W. Buhrman, Robert Merchant, Vijjuta Vudhaditya, and all of the interviewees' immense assistance.

Finally I wish to express my appreciation to my parents whose profound love have encourage my determination against so many trouble physically and psychologically through out this course.



*Naraphong Charassri*

24 April 2002

## TABLE OF CONTENTS

	page
Abstract in Thai.....	iv
Abstract in English.....	v
Acknowledgements.....	vi
Table of Contents.....	vii
List of Tables.....	xii
List of Figures.....	xiv
CHAPTER 1 INTRODUCTION.....	1
1.1 Background to the research.....	1
1.2 Research problems and propositions.....	3
1.2.1 Research hypothesis.....	4
1.2.2 Research objectives .....	4
1.2.3 Research questions.....	4
1.2.4 Research propositions .....	4
1.3 Methodology .....	5
1.4 Terminology .....	6
1.5 Scope of the thesis .....	8
1.6 Assumption.....	8
1.7 Conclusion.....	8
CHAPTER 2 LITERATURE REVIEW.....	10
2.1 Introduction.....	10
2.2 Management of the arts.....	10
2.2.1 Evolution of management .....	12
2.2.2 Environments and organizations .....	14
2.2.3 Formulating strategic plans .....	15
2.2.4 Fundamentals of organizing and organizational design.....	20

2.3 Dance and dance companies.....	22
2.3.1 Contemporary Dance.....	23
2.3.2 Contemporary dance companies in the world.....	24
2.3.3 The Concept of the RDC.....	27
2.4 Thailand Cultural Centre (TCC).....	30
2.4.1 Brief historical background of the TCC.....	31
2.4.2 Current status of the TCC.....	32
2.4.3 Future opportunities to the TCC.....	38
2.5 Conclusions .....	39
CHAPTER 3 RESEARCH METHODOLOGY.....	41
3.1 Introduction.....	41
3.2 Justification for the methodology.....	41
3.3 Qualitative research.....	43
3.3.1 The concept of qualitative research and field research.....	44
3.3.2 Technique and considerations for used of qualitative research .....	45
3.4 Research design.....	46
3.4.1 Research hypothesis.....	46
3.4.2 Research questions.....	46
3.4.3 Data collection methods.....	47
3.4.4 Profile of participants.....	51
3.5 Data analysis.....	53
3.6 Limitation of the research.....	63
3.7 Ethical considerations.....	64
3.8. Conclusions.....	64
CHAPTER 4 ANALYSIS.....	65
4.1 Introduction.....	65
4.2 Findings.....	65
4.2.1 The necessities of establishing the RCDC at TCC.....	65



4.2.1.1 The situation without RCDC at TCC.....	67
4.2.1.2 Benefits from having the RCDC at TCC	
Proposition 1, that the RCDC at TCC will benefit TCC, is found.....	91
4.2.2 How to make RCDC at TCC sustainable.....	95
4.2.2.1 Overall strategic management plans.....	98
4.2.2.2 Formulating strategic plans.....	99
4.2.2.3 Mission statement.....	101
4.2.2.4 Objectives and goals.....	102
4.2.2.5 Situation Analysis-SWOT.....	103
4.2.2.6 Strategic issue.....	120
4.2.2.6.1 Artistic research plans.....	122
4.2.2.6.2 Marketing research plans.....	123
4.2.2.7 Marketing strategic campaign.....	126
4.2.2.8 Utilities for RCDC marketing strategic plans.....	127
4.2.2.8.1 Production strategic plans.....	128
4.2.2.8.2 Fund raising strategic plans.....	135
4.2.2.8.3 Promotion strategic plans .....	141
4.2.3 Organization analysis.....	144
4.2.3.1 A number of company members.....	145
4.2.3.2 Salaries analysis.....	147
4.2.3.3 Organizational units.....	148
4.2.4 Analysis of the feasibility of establishing RCDC at TCC.....	154
4.2.4.1 Management.....	154
4.2.4.2 Financial.....	155
4.2.4.3 Technical.....	170
4.2.4.4 Marketing.....	175
4.3 Conclusions.....	183
CHAPTER 5 CONCLUSIONS.....	185
5.1 Introduction.....	185

5.2 Conclusions about the research propositions.....	185
5.2.1 That the RCDC at the TCC will benefit TCC.....	185
5.2.2 That the RCDC should be established at TCC based on the evolution strategies.....	187
5.2.2.1 Overall strategic plans.....	188
5.2.2.2. RCDC Mission statement.....	188
5.2.2.3 RCDC Objectives.....	188
5.2.2.4 RCDC Goals: .....	188
5.2.2.4.1 Artistic strategic plans.....	189
5.2.2.4.2 Marketing research plans.....	189
5.2.2.5 Marketing strategic campaign.....	190
5.2.2.6 Utilities for RCDC marketing strategic plans.....	190
5.2.2.6.1 Production strategic plans.....	191
5.2.2.6.2 Fund raising strategic plans.....	191
5.2.2.6.3 Promotion strategic plans.....	193
5.2.2.6.4 Promotion action plans.....	193
5.2.3 That the RCDC structure can be developed at TCC.....	193
5.2.4 That RCDC at TCC is feasible in .....	194
5.2.4.1 Management feasibility.....	194
5.2.4.2 Financial feasibility.....	194
5.2.4.3 Technical feasibility.....	195
5.2.4.4 Marketing feasibility.....	195
5.3 Limitations of the study.....	195
5.4 Further research.....	196
REFERENCES.....	197
APPENDICES.....	200
APPENDIX A: Cash flow project-RCDC 2003-2007.....	201
APPENDIX B: Diagram of performing arts at Thailand Cultural Center comply of 3 years(1999-2001).....	212

APPENDIX C: Diagram of audiences' opinion .....215

APPENDIX D: Questionnaires.....220

BIOGRAPHY.....222

## LIST OF TABLE

	page
3.1	Periods of Time and Tasks of Data Collection for This Thesis.....48
3.2	Sets of the interview questions matched with each research question and proposition.....59
3.3	Sets of the focus group interviewees matched with each interview questions and other methods of research.....60
4.1	Problem 1. There is no permanent contemporary dance company for talented dancers to perform in Thailand.....67
4.2	Problem 2. The talented dancers are unreasonably scattered and compete in different places. ....68
4.3	Problem 3. There is no national institution that acts as a station to continue to work progressively in creative dance.....71
4.4	Problem 4. There is no regular place for national artists to work and rehearse.....72
4.5	Problem 5. There is no National Contemporary Dance Company (CDC) to work on national project and gain national's reputation.....73
4.6	Problem 6. Most of the booking programs at TCC do not directly serve creative art and cultural aspect.....75
4.7	Problem 7. TCC. offers less creative production.....77
4.8	Problem 8. There is not enough activity, information and demonstration of new dance creations at TCC.....78
4.9	Problem 9. There are under-used rehearsal and performing spaces at TCC.....80
4.10	Problem 10. The TCC's technicians can not develop their technique in their own working place.....81
4.11	Problem 11. Thai CDC's artists/performers have no permanent space to perform.....82

4.12	Problem12. Thailand has not enough contemporary dance works to reflect the development in dance.....	83
4.13	Sources of Evidence for TCC performing arts management: Strengths and Weaknesses.....	105
4.14	Sources of Evidence for TCC performing arts management: Opportunities and Threats.....	107
4.15	Individual business organization.....	116
4.16	Juristic person business organization.....	117
4.17	Budget distribution-project basis.....	153
4.18	Ticket price and income of various theatre in Bangkok.....	157

## LIST OF FIGURES

	page
1.1	Research problems and research propositions of thesis.....3
2.1	Organization of chapter 2.....11
2.2:	Thailand Cultural Centre (TCC) organization chart.....34
2.3:	TCC audience diagram.....36
3.1:	Organization of chapter 3.....42
3.2:	A summary of the use of Triangulation.....55
3.3:	Square model for the data analysis of this thesis.....56
3.4:	Illustrates the plan that research hypothesis, research question, and data collection methods..... 57
3.5:	The systematic links of analytical procedures based on the use of the interview questions.....58
4.1:	Organization chart of chapter 4.....66
4.2:	Problem analysis.....89
4.3:	Result analysis.....90
4.4:	Summary of the RCDC organization proposal.....96
4.5:	The RCDC strategic management.....100
4.6:	A Break-event chart for 3 season performances, 1 year.....139
4.7:	RCDC organization chart.....149
4.8:	Budget statement of the fiscal year 2003 the second plan.....163
4.9:	The project of expanded cultural services for over all alternative education with quality.....164
5.1	Organization of chapter 5.....186