

The Impact of Financial Problems of Performing Dance
Companies on Dance Business: A Case Study Analysis
of New York Dance Organisations

Research dissertation presented in partial fulfilment of the
requirements for the degree of
MSc in Accounting & Finance Management



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Declaration

In compliance with the dictates of this Dissertation, I include the following, *“By submitting this dissertation, I attest this submission represents my own work, and not that of another student, scholar, or internet source. I understand I am responsible for knowing and correctly utilizing referencing and bibliographical guidelines. I have not submitted this work for any other class or award of degree.”*

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List of Abbreviation

BOCBlue Ocean Strategy

Abstract

Ballet business environment is full of uncertainties and organisations opt for introducing change in business operations to bring improvement in business processes and to generate ample revenue. The process of change is crucial to ensure the establishment of unique working culture and to increase excellence in business performance. The leadership of business organisations are responsible to seek certain opportunities that bring economic prosperity for a business. However, the leadership alone cannot perform business improvement tasks as they need the support of employees. A strong relationship between ballet leaders and dancers depends on mutual respect and compliance with the needs of both actors. The satisfaction of emotional, social, and monetary needs help organisations to ensure a unique working environment that is absent in the New York ballet industry. This dissertation focuses on the economic issues of the New York ballet industry to find the solutions to avert the bleak future of the industry. There are five chapters in the dissertation. The first chapter is an introductory chapter that highlights the background of the problem and provides details of general and specific problems of the New York ballet industry. The second chapter explores academic opinion, and the third chapter investigates the role of the research method in this context. Chapter four presents an analysis of the data and findings followed by the conclusion and recommendations of the dissertation.

Keywords: ballet businesses, strategic, marketing, change, revenue generation, performance

1. Introduction

The economic problems of the performing arts industry in present times have increased globally due to the Covid-19 outbreak (Foster 2020). However, the overall economic situation of the United States' ballet organisations in New York has not been convincing enough since the 2010 economic recession (Schupp 2018). Economic constraints have forced many organisations to close their business activities. A good number of performers have left the industry in pursuit to find better economic prospects (IBISWorld 2019). Theorists have identified multiple reasons associated with feeble economic conditions of ballet organisations involving leadership issues, increasing costs of events and performances issues. The absence of strong marketing strategies, lack of motivational culture in organisations and poor working conditions for dancers are some other identified reasons behind the poor economic situation of the industry. Governance issues in ballet organisations have widened the gap between the leadership of the industry and professionals working as dancers (Moran et al. 2015). Dancers are concerned about their salaries while organisations complain about the absence of innovation, diversity, and competitiveness in dance performances. However, all these issues whether they are related to governance or performance have deprived the industry of a good number of audiences (Rosina 2015).

The focus of the research is to highlight the specific problem of the industry that has been identified as the failure of the leadership role in the performing arts industry leading the industry to a bleak economic future (Moran et al. 2015). The research aims to discuss identified issues that have a direct link with the unsuitable working environment of the ballet industry in New York. To explore the extent and impact of these issues, different research questions along with study objectives have been identified to present a broader perspective to readers to understand the grim economic situation of the dance industry and how these issues can be resolved using strategies of business management. This research involves the use of exploratory case study research techniques to identify root causes behind the financial problems of the industry to focus on finding the answer. The use of case study techniques might help to focus on aspects of the research that according to Yin (2018) will assist the researcher to find the answers of '*How*' and '*Why*' something happened and how the economic problems have been damaging the business environment and economic returns.

The research provides grounds to understand different economic issues of the ballet organisations chronologically. The application of pragmatic research philosophy and the use of mixed-method techniques involving qualitative and quantitative data collection methods

according to Zukauskas, Veinhardt and Andriukaitiene (2018) will help to analyse the nature, scale, and impact of economic issues. The literature review section will help to understand theoretical propositions that highlight the significance of economic issues related to the dance industry. The theoretical underpinning will elaborate on how controversial aspects of leadership issues and poor working environment can damage a business and how following a certain mechanism can help to resolve issues.

The application of a research paradigm to ensure the quality of research results as Gordon (2016) notes is essential and the application of pragmatic research philosophy will help to define, measure, analyse the scale of the economic problems. The research paradigm will help to know how to implement different controls to minimise the impact of economic adversity. This research will end on finding potential outcomes of the research that might be helpful for other researchers to invest their potential to find out the scale and impact of economic problems of the dance industries in their respective regions.

1.1 Aim of the Research

To identify potential threats related to business governance and poor working environment leading dance organisations towards failure and contributing to grim economic prospects for New York ballet organisations.

1.2 Research Objectives

Identification of the research objectives helps a researcher to stay on the course of exploration to find out the root causes behind any problem or to propose a possible solution for the under-investigation topic. Bearing this in mind, some of the research objectives that presumably seem adequate for this research have been identified and mentioned as under.

To identify the potential problems that dance organisations have been facing resulting in declining economic activity.

- To find out how poor working conditions impact the business growth and generate a relationship gap between the leadership and employees.
- To identify how different marketing, strategic and competitive theories can be integrated to maximise the financial returns.
- To identify how various business problems lead to a specific problem resulting in declining performing arts growth and leading performers to leave this field.
- To identify how the application of motivational theories can restructure the overall organisational culture to boost competitiveness in business operations and to increase profitability.

1.3 Research Questions

The identified research objectives will be achieved using the following research questions. The research question includes.

- RQ1. How can leadership roles contribute to reducing the financial problems of ballet organizations?
- RQ1a. How can the presence of a business model reduce strategic challenges for ballet organisations?
- RQ2. How does the unfavourable working environment affect business growth?
- RQ2b. How do the increasing costs of dance performances affect the business?
- RQ3. What is the nature of barriers to response efforts?
- RQ3a. What are the response efforts to avert financial issues in the dance industry?
- RQ4. What possible measures do the dance theatres need to adopt to evaluate their strategic and marketing strategies to increase financial resources?

1.4 Background to the Research Objectives and Research Issues

It is a well-known fact that competition is one of the major reasons that persuade organisations to restructure their business processes to stay competitive in the market. However, it is a reality that the internal business environment and the external environment affect the performance of business organisations. Ballet organisations have been facing various issues that have direct relevance with competitive issues. Bearing this in mind the selection and identification of certain research objectives is essential. The identified research objectives are extensive in their scale and require focusing on different aspects of business-related issues. The primary objectives of this research include the identification of issues and constraints that contribute to the declining of finance for the performing arts industry in particular the dance industry of New York. This also includes the identification and evaluation of root causes that involve diversity issues, innovation, absence of creativity in dance performances and poor management of people by the leadership of the dance industry. It is a fact that business trends change over time and a similar case is with the dance industry irrespective of any region. The absence of creativity and innovation often leads a business towards failure. A similar case has happened with different New York-based ballet organisations. These organisations include Cedar Lake Contemporary Ballet, Jessica Lang Ballet Club in New York, Martha Graham School of Contemporary Dance, and New York Career Institute. All these organisations closed their business in the last 10 years. The closure of these businesses is an alarming threat for other business organisations especially since the

spread of Covid-19. The pandemic has reduced business activities. It is an evident fact that the financial problems of ballet organisations require serious consideration to evaluate the role of two prominent actors of the research, employees, and the leadership of the organisations. This will help to identify how bridging the communication gap between both actors can contribute to the resolution of financial problems of ballet organisations.

1.5 Justification and Relevance

Researching dance industry financial problems is a relatively different topic that might interest people concerned with the research (teachers, dance industry professionals and leaders of business organisations). The purpose behind the identification of research objectives and designing of research questions is to highlight how business management issues at the time of financial crisis can be resolved by identifying the root causes.

There are multiple reasons behind the selection of this topic, and these are different from personal motivation or personal interest. The first is to use business theories and paradigms for organisations that are not manufacturing or producing goods in the market. However, the dance industry is a service industry where people perform for the audience as a service provider and in exchange earn their livelihood. The research focuses on how different business theories of diversification, innovation and motivation can be applied to understand the impact of these on human psychology concerning financial growth or decline.

Another reason for choosing this topic is, there is a literature gap on this topic. Few researchers have attempted to answer the questions that have been designed in the form of research questions. People talk about film, drama, music but some countable people talk about the importance of ballet performances. This is the major reason behind the declining economic situation of the industry. The research particularly focuses on these issues to determine how financial leadership, the presence of strong management and close coordination between performers and the leadership can contribute to the development of a strong model that might bring economic prosperity for the industry.

Leadership and competitive factors are certain areas that have a deep place in business management studies. To understand different concepts related to the motivational aspect, various motivational theories such as Maslow's theory, Goal-setting theory, and Herzberg theory will help to understand how various ballet business problems can be solved. Similarly, the application of the Blue Ocean Strategy will help to analyse how new trends can be introduced into a business to make it different to attract customers. These theories, concepts and academic standpoints will help to understand what the real problem behind the economic problems of the industry is and how these problems can be resolved. The integration of

theoretical propositions will help to analyse different issues discussed in the form of research questions and how to set research objectives that can be achieved.

Literature Review

Introduction

The review of the literature highlights the importance of the research topic “The Impact of Financial Problems of Performing Dance Companies on Dance Business: A Case Study Analysis of New York Dance Organizations”. The discussion focuses on various aspects of governance issues, work environment, barriers, application of motivational theories, and the integration of the Blue Ocean Strategy to bring innovation and diversification to dance performances to improve the economic situation of the ballet organisations in New York (Witt 2020).

2.1 The Importance of the Leadership Role in Economic Performance

Leadership failure is a genuine problem for an organisation striving for excellence in the global market. This problem has significantly appeared in the US ballet industry as the records indicate a constant decline in economic growth for ballet organisations. A poor leadership role is a major factor behind the dissatisfaction of employees, funding cuts and overall poor working environment (McShane, Olekalns & Newman 2018). The significance of the leadership role as indicated in research carried by I.C.A.E.W., (2018) suggests that leadership is responsible for identifying the weak operational system and strategies of organisations to bring improvements in business processes. The financial stability of ballet organisations largely depends on strong coordination among all business actors. However, this whole process depends on the skills, knowledge, and dynamic professional characteristics of a leader.

2.1.1 Supportive Leadership Role for Improved Organisational Culture

One of the primary characteristics of the leadership role demands a leader to be a role model by showing personal examples of success. Leading people in difficult circumstances and guiding workers using effective communication methods enables leaders to achieve the set goals. Communication among all the actors working under one roof brings close coordination to make everything happen (Kanter 2010). Supportive leadership roles as McShane, Olekalns and Newman (2018) believe give confidence to workers to share their ideas and opinions leading towards performance improvement. The impact of positivity in business operations results in economic growth and ample financial returns.

2.1.2 Technical Aspect of the Leadership Role

Leading people is not the only option that leaders in an organisation must adopt but it is essential to manage financial technicalities that involve an understanding of commercial needs, financial risk evaluation and budgeting. The successful management of these issues further improves the leadership capabilities to identify market opportunities to expand the business and to gain competitive advantages over other competitors (I.C.A.E.W., 2018).

Focus on business externalities as Kanter (2010) identified is a thinking process that boosts creativity and develops thinking by doing things differently. This according to Zu (2019) is a major source behind profit maximisation. Leaders in an organisation focus on the development of a purpose-driven model that satisfies stakeholders' needs, organisational needs and helps workers to improve work performance by satisfying their financial needs.

2.1.3 Understanding the Behaviour

Bird (2018) argues that understanding individual and collective behaviours is essential for an effective leadership role. Individual or collective behaviours are essential to be understood. Bird borrowed Kanter's notions of fieldwork known as the "Kaleidoscopic" process that helps leaders to ensure perfectibility by understanding human behaviour. High-quality performance is a major source to boost profitability. McShane, Olekalns and Newman (2018) believe that understanding employees' behaviour helps organisational management to bring positive change in business processes to generate more positivity in the working atmosphere. The increased level of positivity ensures a strong bond among employees and this bond becomes a major source to create a positive working culture.

2.1.4 Financial Leadership Failure

The data from 2015 to 2019 concerning closed ballet businesses indicates that funding cuts have been a significant problem for ballet businesses in New York. The primary reason behind this issue is leadership inability to persuade government officials and private donors to invest in ballet businesses. Cooper's (2015) investigation concerning financial leadership failure in the context of Cedar Lake Contemporary Ballet indicates that the organisation was largely dependent on private donors. Cedar Lake Ballet closed because Nancy Laurie, the Wal-Mart heiress, stopped 70% of the funding of the organisation.

The term financial leadership, as indicated in the I.C.A.E.W. (2018) report, highlights the leadership role's significance. Financial leadership is an emblem of strategic and financial concepts. The purpose of the financial leadership role is to generate funds for the industry by improving financial decision making. Financial budgeting is always problematic. Batra and Verma (2017) note that the ballet industry requires the presence of strong financial leadership

to ensure cash flows for different projects in the ballet industry. Rosenberger (2018) identifies that the presence of cash flow, innovation along a productive working environment is essential to convince donors to invest and fund the ballet industry. The triangulation of these is essential to improve operational processes. Revenue generation largely depends on innovation in business processes and public funding which can only be ensured with the presence of strong financial leadership in ballet organisations.

2.1.5 Leadership Role in Funding Strategies

Baumol and Bowen (1966) conducted field research to highlight ballet industry problems. The results indicate as supported by Rosina (2015) that the financial failure of the ballet industry is due to the poor performance of business leaders. The financial leadership role seems completely absent in recent years especially, after 2010. The leadership seems unable to understand market trends and market needs. Johnson (2019) evaluates this problem because of external economic costs of the industry and complete ignorance of competitive factors in ballet performances. A report on closed ballet businesses by DeVos Institute (2015) indicates that the leadership of ballet businesses is unable to understand the need for bringing change not only in strategic processes but in financial planning. The research indicates that Martha Graham School of Contemporary Dance, New York Career Institute, Cedar Lake Contemporary Ballet and Jessica Lang Ballet Club had no presence of strong strategic leadership. This is the primary reason behind declining financial activity in ballet businesses. Getting funds from the US government is complex and discouraging because it is a systematic process that involves compliance with different rules and regulations. Politicising funding is one of the reasons that ballet organisations avoid getting government funds. Due to this very reason, organisations seek to attract individual donors. Most of the ballet organisations in the United States work as non-profit businesses. Hence, it becomes difficult for ballet organisations to meet organisational expenses. To improve conditions, the leadership needs to initiate a change process. This process can help organisations to bring strategic as well as economic change. Identification of stakeholders' interests, remodelling business needs and reduction in costs are certain initiatives that should be a part of funding strategies. The involvement of all the stakeholders can help leaders to focus on their business strategies (Schwarzmueller et al., 2016).

According to Rosenberger (2018), leadership needs to improve artist and management relationships. The need for using this option is to understand the commercial needs of business and to portrait the commercial picture of the dance industry. Though, there is a great difference between the artistic nature of a business and the commercial nature of a business;

however, in present times the leaders need to focus on funding's strategies commercially. Schatteman and Bingle (2017) believe that leaders need to opt for multiple funding options for revenue generation. Apart from government funding, there is a need for convincing donors to invest in the industry portraying the commercial prospect of the ballet business. Multiple options for fundraising as Schatteman and Bingle believe can be helpful. For instance, fundraising events, consultation with different foundations interested in giving funds, corporations interested in branding cultural ballet performances and individuals with artistic love are considerable options.

2.2 Designing a Business Model to Resolve Strategic Challenges

The absence of a business model in ballet organisations has caused serious harm to business development initiatives. One of the major reasons for avoiding any business model is that most of the organisations in the United States rely on government funding while a countable number of organisations run dance businesses as a corporate product. The presence of a business model is essential to follow certain standards, rules and regulations that contribute to profitability and help leaders to achieve business aims. Making a mindset for performance enhancement leads to sustainable business growth (Painter, Hibbert & Cooper 2019). The presence of a business model according to Painter-Morland et al. (2018) provides chances to the leadership and workers to opt for value-driven initiatives to acquire financial goals. The presence of a business model ensures a systematic and gradual completion of work tasks and the possibility of changing any strategic initiatives become easy. Painter, Hibbert and Cooper (2019) believe that the rigid mindset of the leadership is a major strategic issue that often hinders progress. In a contemporary world, it is essential to understand contemporary business challenges to improve business models. Financial productivity largely depends on the presence of a cost-effective business model that helps to improve workers' efficiency.

2.2.1 Leadership and Designing a Business Model

Tran (2017) carried out comprehensive research to identify the leadership role in making a business model. Tran's research suggests that the making of a business model requires focusing on industry values and culture. Similarly, the business model also reflects the values and culture that the organisation follows. The reflection of organisational culture appears from its workers' skills, professional attitude, knowledge, and development of ready to adopt attitude. The concept of value and valuation as Lorino (2018) noted indicates American pragmatism. This term refers to a complete process of evaluation of organisational strategies, leadership effectiveness and the path that the leadership adopts for business success. Del-Baldo and Baldarelli (2017) noted that the development of a business model involves the

presence of a strong leadership role along with contributory initiatives from employees. However, the presence of financial resources along with other material and human resources is essential to the development of an effective business model for lasting profitability.

2.2.2 Ethical Business Model

Business stability is a major concern for organisations and to achieve this goal as Painter, Hibbert and Cooper (2019) noted, the integration of ethical norms is essential. Compliance with corporate social responsibility attracts people towards a particular business. The absence of ethical practices in terms of a flexible work environment for dancers in the US ballet industry has inflamed serious concerns from dance professionals. The dance business is a two-way process that depends on giving and taking. Roepe (2016) noted that dance performers as employees and the leadership of ballet organisations need to cooperate with each other because both aim for "exacting performance to succeed". Dancers as Smantha (2020) argues can be categorised as one of the miserable communities in the performing arts industry because they are paid very little in comparison to other professionals. This situation demands the presence of a business model integrated with professional ethical norms and standards. Korrapati (2016) believes that the presence of ethical standards in business strategies help organisations to evaluate their performance, motivational level among employees, organisational commitment to improving the working culture and helps to understand workers' mode. The US ballet industry as Nichol and Uytterhoeven (2017) identify has suffered from different types of problems; however, the most dominant problem is the financial constraints of the ballet industry. This problem has increased demotivation among dancers and other workers associated with this industry. Dancers as Smantha (2020) argues can be declared one of the most affected communities in the performing arts industries. These issues require the presence of a strong strategic business model which according to De-Cremer and Vandekerckhove (2016) will help ballet leaders to reconsider strategic issues to make every business activity ethical.

2.3 Unfavourable Working Environment in Dance Business

Employees' concepts related to the poor working environment in the New York ballet industry are diverse in nature and these have been affecting their performance. Employees believe that the ineffective leadership of ballet organisations is a major reason behind the decline of economic activity. Salary issues, communication gaps and lack of coordination are certain issues that have widened the gap between the leadership and employees (Dodds 2018; George-Graves 2018). The economic prosperity of employees is essential to resolve their psychological, material, and motivational issues. Dancers in ballet organisations believe that

poor strategic initiatives are certain reasons that cause a halt in financial activity. The absence of professional development opportunities further makes the situation deplorable (Farias-Eisner 2016; Foster 2020).

2.3.1 Governance issues

Governance is a major factor that impacts the performance level. Governance deficiency has been a major issue within the ballet industry of New York. Improved Governance structure might have contributed to an improved relationship between employees and the leadership of organisations. The changing trends of the ballet industry require leadership to understand industry-level challenges. For improved working structure, it is essential that the leadership initiate a sense-making process that helps in decision making (Boin et al. 2017).

2.3.2 Wage issues

One of the major contributors to the poor working environment of the dance industry is wage issues. Rosina (2015) notes that employees are demotivated because of working pressure, long working hours, and insufficient salary. Lower wages contributed to discouragement and dancers avoided joining professional development courses. The findings of IBISWorld's (2019) report indicate that lower-wage issues convinced dancers to leave the industry to find better working opportunities with higher salaries. D.A.N.Z. (2014) findings suggest that professional dancers leave the industry due to salary issues, thinking it a major source behind dissatisfaction and psychological stress. International Federation of Actors' (2019) findings suggest that non-fulfilment of basic needs demoralize dancers who because of lower salary are unable to fulfil their economic needs. According to the federation, most of the dancers retire in their 30s and they remain unable to save ample money for later life.

2.3.3 Administrative issues

International Federation of Actors (2019) describes administrative issues in the ballet industry as a major hurdle. The report suggests that poor handling of financial issues by the administrative regime contributes to widening the differences between dancers and the leadership of ballet organisations. Contractual issues, cultural embargos, restriction to freedom of expression and the ability to accommodate others are certain issues that need to be improved. Raziq and Maulabakhsh (2014) denote that capable administration of organisations always try to provide a positive, motivational, and favourable working environment to employees and higher salary is a lucrative option to create positivity among employees. Improving commitment levels among employees is a challenging aspect for an administration of an organisation because satisfied employees work creatively.

2.3.4 Absence of professional development opportunities

One of the predominant issues behind the financial problems of New York based ballet organisations is the absence of learning and professional development programs. Constant learning is essential for stage performances and musical events. Without knowing new trends, new techniques to perform dance and improved skills it is hard to compete in the market. Competitive edge for any organisation largely depends on learning new market trends because market trends are based on customers' demands and reflect the changing situation of the industry (Wiśniewska, Budziński & Czajkowski, 2020; Feder and Katz-Gerro, 2012). The purpose of professional development programs is to ensure creativity that according to Foy (2020) is essential for revenue generation. Learning from cross-border professionals is part of professional development programs that contribute to dance performance improvement.

2.3.5 Absence of motivational atmosphere

Without the application of motivational tools, it is hard to find out the reasons behind the financial problems of the New York ballet industry. The importance of employees as human capital is significant for business progress. McShane et al. (2018) believe that for a productive motivational atmosphere of the working industry the presence of a transformational leadership role is essential. It leads to unique working culture and improves motivation levels. der-Linde (2015) argues that organisations, as well as individual dancers, need to understand the work environment to create close coordination on issues that are essential to improve motivation. Mutual understanding of issues as Foy (2020) argues is essential because the “dancers-studio relationship is a two-way street”. The engagement of both parties with each other ensures improved motivation to overcome various issues of the ballet industry.

2.4 Cost Impact on Business Growth

In recent years, the profitability factor in the US dance businesses has been positive. This evaluation is based on IBIS World (2019) statistics. However, it is not convincing enough to be compared with other fields of performing arts such as film, drama, and music. The estimation indicates that the estimated growth in 2019 was 3.8%. Schupp (2018) writes that despite a ray of hope in business growth for dance organisations, the cost issue is dominantly damaging ballet organisations. Since the economic inflation of 2009, most of the businesses could not get an estimated growth. The cost of the events as Farias-Eisner (2016) and Foster (2020) identified is a major source behind the decline of profits. Schupp (2018) identified that the gradual increase in the pricing of different things has damaged the ballet business. The cost of a performance ticket in the 1980s was US\$15 that in 2018 reached \$105, the cost of

tours, hoteling and renowned dancers' fees affect the budgetary system of the ballet industry. Similarly, competition is a major factor behind cost increase as Dodds (2018) argue that market monopolies by powerful organisations are a major factor behind increasing cost. Schupp (2018) believes the overall cost of events, recruitment of additional staff, particularly additional judges for international ballet events have increased in recent years. Ballet organisations also “pay for venue rental, employees travel and salaries, administrative costs and liability fees” (p. 44). These conditions have increased the overall costs of the industry.

2.4.1 Competitor factor

The corporate nature of every business according to Dodds (2018) has forced the leadership of business organizations to bring innovation in business processes. A similar case is with ballet organisations. Free market principles have generated a sense of competition among business rivals. Powerful businesses in the ballet industry have invested heavily inspiring others to invest to compete with stronger organisations. Ballet business has assumed the shape of a corporate product that demands its investors invest heavily. These reasons have contributed to increasing costs.

2.4.2 Ill planning and HR issues

The literary discussion indicates the dire situation of the New York ballet industry has increased the sufferings of dancers. U.S Bureau of Statistics (2018) indicates the salary differences of different professionals within the performing arts industry. The 2018 figures indicate that dancers received \$21.88 hourly wages in comparison to the salaries that managers and sales managers received. They received \$49.52 and \$47.78 respectively. BFAMFAPhD (2014) research shows the lowest level of employment among dancers as only 10% of dancers graduating from performing arts colleges or universities get jobs. The absence of financial planning seems a major flaw that has become a hurdle in employability. These issues as Rosenberger (2018) denotes are convincing enough to start a change process to improve HR working mechanisms in ballet organisations. Rosenberger stresses the need to ensure creativity to reduce the fiscal deficit.

2.4.3 Absence of competitiveness in dance performances

The response efforts to the financial problems of the New York ballet industry as Robinson (2018) believes are slower than expectations. The financial problems can only be averted using dynamic competitive strategies. Schupp (2018) believes that ballet organisations can sell something if it is unique and attracts customers. The presence of uniqueness in dance performances as Dodds (2018) suggests is essential to maintain services standards. However, organisations need to think strategically to devise certain strategies that are competitive

enough to focus on alternative options to boost revenue. Without innovation in dance performances and business strategies as George-Graves (2018) believes the hardships of the ballet industry will further increase. Tendency to be competitive is the only solution to overcome financial constraints.

2.5 Nature of Barriers Affecting Dance Industry

Mansaray (2019) argues that the nature of barriers for ballet organisations is diverse in scale and nature. Lack of understanding of these barriers is a major barrier to resolve ballet industry issues in the United States. The US ballet industry's financial problems are due to diverse barriers that can be categorised into industry-related barriers and professionalism barriers.

Funding cuts as Cooper (2015) argues is a major barrier as Cedar Lake Contemporary Ballet business closed because the organisation was dependent on a single donor. The absence of innovation (Robinson 2018), poor business planning (BFAMFAPhD 2014), unfavourable working environment and governance issues (Boin et al. 2017), wage issues (Rosina 2015) administrative issues (International Federation of Actors 2019), political pressures (Esteves et al. 2017) and absence of motivation practices (McShane, Olekalns & Newman 2018) are identified barriers that are hindering the economic growth of ballet organisation.

2.5.1 Employees' reluctant behaviour to learn new skills

Kim and Mauborgne (2004) believe that finding new ways and new markets to perform business is essential. Similarly, dancers need to focus on learning new techniques to improve their performances. Without any doubt, it is positive to be traditional, but the changing nature of the dance industry globally requires performers to learn new techniques and opt for professional development courses. Dancers seem reluctant to learn new techniques and modern concepts of performances. This is a major issue behind the absence of creativity. Boin et al. (2017) believe that a unique organisational culture largely depends on innovation and creativity. Georgios (2017) believes that professionals should try to understand the demands of audiences.

The example of Cirque de Solieil, a Canadian ballet organisation is worth quoting because its dance performances are a combination of dance and acrobatic performances (Cirque de Solieil, 2020). This has attracted many audiences to attend dancer performances.

2.5.2 Out of date funding strategies

Mansaray (2019) believes that without strategic innovation success is a dream. The absence of a competitive business model in the New York ballet industry is a renowned problem. Business strategies need to be more competitive and aggressive. Changing ineffective

leadership is essential and is part of strategic initiatives. The Ballet industry needs to hire successful strategists to improve the overall strategic structure of an organisation.

2.5.3 Poor relationship between artists and management

The financial constraints of the industry have widened the communication gap between artists and the management of ballet organisations. Dancers believe that leaders deliberately ignore dancers' situations, and the leadership does not do anything to improve the unfavourable working environment. In contrast, the leadership believes that dancers are reluctant to learn new techniques to perform and they are not committed to businesses. These concerns emerged due to a communication gap between both the actors of the ballet business. Moran et al. (2015) argue that close engagement is essential to understand professional and industry-related issues. Close consultation and communication are effective tools to increase positivity between employees and managers.

2.5.4 Political pressure from donors

Getting government funding in the United States is a hard task because it involves different procedural complexities. Rosenberger (2018, p. 25) has identified this money as “dirty money” because governments use this type of funding to accomplish their political agendas and to propagate their goodwill. Smantha (2020) and Shaw (2017) believe that political pressure and market monopoly by larger organisations serve as some of the biggest constraints for smaller organisations. Political pressure is death to arts and culture and organisations refusing this dirty money have no option except to close their business if not supported by other individual donors.

2.6 Response Efforts

The response efforts are essential to avoid industry-related and individual barriers that have been identified in the above section. The leadership of ballet organisations require focusing on internal and external issues of the industry (Schraeder et al. 2014). The implementation of financial planning policies, application of motivational theories such as Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory for work excellence, Alderfer's ERG Theory to increase workers' satisfaction is essential (McShane, Olekalns & Newman 2018). This is possible if the leadership uses a feedback system. The need to be innovative requires diversification of strategies and the application of the Blue Ocean Strategy might be a unique solution to overcome the ballet industry's financial barriers (Agnihotri 2016).

2.6.1 Application of motivational theories to improve the work environment

There is a deep consensus of theorists that work dissatisfaction is a major contributor to a poor working environment leading to financial problems (Hanachor 2017). Maslow's

hierarchy of needs is a convincing option for ballet organisations to opt for reducing motivational issues. Physiological satisfaction motivates employees to set further goals to make progress. The overall impact of the satisfaction of employee's physiological needs results in improved performance and improved monetary prospects (McShane et al. 2018). The commitment level with work according to Aruma and Hanachor (2017) will increase. This will result in attracting more audiences. The financial flow will not only generate more revenue for ballet organisations, but dancers might get higher salaries. The fulfilment of employees' needs will motivate employees to move to the self-actualization stage that is the highest level of motivation.

2.6.2 Application of Herzberg's two-factor theory

Herzberg's two-factor theory is a major contribution to uplift employees' motivation by understanding their needs and expectations. The primary concern of dancers is lower wages that is a source of anxiety for dancers. Herzberg's theory focuses on motivation factors and hygiene factors. Both factors are essential to improve the motivation level among employees. The professional issues of dancers can be reduced or eliminated with the application of hygiene factors. Improved working structure, better salary, job security, and acknowledgement of services are certain aspects that Herzberg's theory focuses on. The motivational factor of Herzberg's theory demands employees change their service standards with a higher level of professional improvement. Employees need to take responsibility for their job roles for the overall good of the business and revenue generation. In contrast, dancers believe that hygiene factors such as renewed organisational policies and better working conditions are absent and there is a need for improving these factors. It is evident from Herzberg's theory that a higher level of hygiene will result in improved employees' performance (McShane et al. 2018).

2.6.3 Employees' wellbeing and the use of Alderfer's ERG theory

The concept of employees' wellbeing according to Kun and Gadanez (2019) improves employees' motivation and satisfaction levels. Nielsen et al. (2017) believe that organisations need to ensure work-related wellbeing because it has a direct impact on job performance. However, the concept of work-related wellbeing is not simple and limited to work issues only as Gadanez (2019) believe that social influence, work relationship, personal attitude and behaviour traits are essential to understand. The complexity of these will generate no benefit concerning work satisfaction whatever motivational model organisations apply to bring work-related improvements. The measurement of employees' satisfaction is a complex process, and it is beyond human capacity as psychological traits change because of social influence and

needs. Dunlop (2018) believes that Alderfer's ERG theory is helpful to explore the relationship between needs and satisfaction.

2.6.4 The application of the Blue Ocean Strategy to reduce finance problems

Agnihotri (2016) argues that the application of the Blue Ocean Strategy (BOS) is essential to ensure strategic creativity in ballet businesses. The primary concept of this strategy is to find new opportunities to excel in business expansion. The focus of BOS is to bring "radical innovation, disruptive innovation, frugal innovation and purely differentiation strategy" (p. 519).

The New York ballet industry as Madsen and Slatten (2018, p. 1) believe requires "radical changes". The purpose of BOS as Kim and Mauborgne (2004) denote is finding new markets and bringing innovative changes in business operations. Kamuhuro (2018) believes that it is not a positive factor to compete with others to eliminate competitors but to find new ways and marketplaces to penetrate with quality products or services. Zsigmond (2017) believes that the Blue Ocean Strategy helps an organisation to improve its competitiveness. BOS provides a route to avoid political and cultural or social pressures in a particular region. To be different from others means less external pressure. Kim and Mauborgne (2004) believe that differentiation in every aspect of the business including products and services brings positivity in the working environment.

2.7 Evaluation of Strategic and Marketing Strategies for Financial Growth

To measure the impact of reforms and response efforts, organisations require focusing on the presence of the evaluation process. The combination of strategic and marketing strategies into a business model helps organisations to evaluate the effectiveness of the operational mechanism. The flexibility of business models helps leaders to focus on the integration and effective working strategic and marketing policies (Painter, Hibbert & Cooper 2019; Linder & Williander 2015).

Ballet organisations require improvement in the administrative approaches to rethink the influence of internal and external business pressures (D. Bacud 2020; Schraeder et al. 2014). The presence of a strong HR structure ensures a strong relationship among employees (Ismail & Hapsoro 2020). However, for the successful implementation of marketing strategies, improved market intelligence can provide leads to improve business approaches to satisfy customers' demands (Shahmoradie et al. 2017).

Without diversity and creativity in dance performances, audiences cannot be attracted. Hence, cooperation with other ballet organisations might provide chances to New York ballet organisations to evaluate their business performance. The integration of cultural dance in

modern dance has appeared as a convincing aspect that might lead a business towards success (Shahmoradie et al. 2017).

The goal of ballet organisations is to generate a consistent revenue stream to satisfy employees' and organisational needs, and this requires strong evaluation and restructuring of the business model (Painter, Hibbert & Cooper 2019; D. Bacud 2020; Ismail & Hapsoro 2020).

Ballet organisations as Bacud (2020) believes need to improve their administrative approaches. It is essential to build a stable relationship between all actors of the business. The concept of leading and controlling is essential to make systematic progress in all business operations. Encouragement is a basic tool to build trust between dancers and managers. Similarly, there is a need for rethinking external and internal issues. Schraeder et al. (2014) believe organisations can achieve higher targets and bring positivity to organisational culture by winning employees' trust. This is possible using motivational strategies. According to Nassir and Borj (2020), external problems exist in the form of cultural, political, and social pressures while internal problems are related to employees' motivation.

Improved human relationship strategies can bring positive outcomes from business operations as Ismail and Hapsoro (2020) argue that organisations require the presence of a strong decision-making process. Employees should be part of the decision-making process. This will help to build up their trust. Cooley (2016) believes that Mayo's human relations theory is the best example to build a strong relationship between the management of the organisation and dancers. Making this theory a part of the business model will help to improve dance performances.

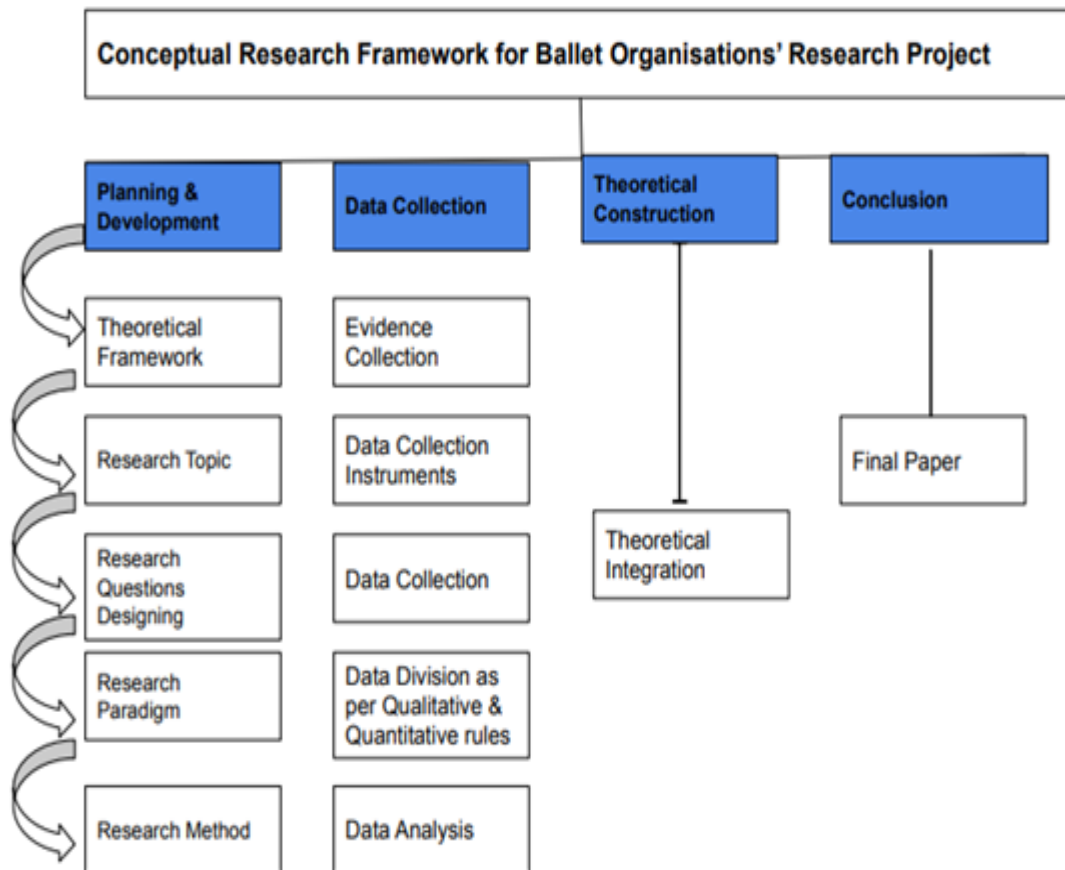
Esteves et al. (2017) argue that the absence of innovation can bring no positivity in business operations. Diversity and creativity are essential to meet market demands. Ballet organisations as Shahmoradie et al. (2017) believe require building strong relationships with other international ballet organisations to learn new business trends and to get their professionals trained. The inclusion of cultural dance as Wiśniewska, Budziński & Czajkowski (2020), and Feder and Katz-Gerro (2012) believe might bring creativity convincing enough to attract the audiences in dance performance.

2.8 Conceptual Framework

The conceptual framework helps to research a topic in a systematic style to answer different questions and to identify different sources that can be used to support the theoretical integration. The conceptual framework helps to understand the planning phase of the research, development process, understanding of the data collection methods and their use,

categorisation of the data sources, analysis of the data and the integration of theoretical underpinning to find the root cause of the research problem (Grant & Osanloo 2014). The data collection process is one of the most significant aspects of using a conceptual framework because this process confirms the acceptance or rejection of a hypothesis (Dobrow, Miller, Frank & Brown, 2017).

The conceptual framework of this research can be categorised into four primary sections and ten sub-sections. Refer to the following Figure to understand the conceptual framework.



The Impact of Financial Problems of Performing Dance Companies on Dance Business: A Case Study Analysis of New York Dance Organizations

Figure 1: Conceptual Research Framework (Source: Creswell 2014)

The planning and development phase for this project is based on five different steps starting from a theoretical framework leading to the selection of the research topic. The identified research topic for this dissertation is “The Impact of Financial Problems of Performing Dance Companies on Dance Business: A Case Study Analysis of New York Dance Organizations”. There are four research questions with sub research questions. These research questions involve a comprehensive investigation of different issues relating to governance, leadership,

cost, working environment and the identification of barriers. The next step is the selection of a particular research paradigm that is pragmatic.

The selection of pragmatic philosophy is due to a significant reason as it allows the use of qualitative and quantitative research methods. The second step in the conceptual framework is the data collection process using pragmatic design. This part of the research involves using qualitative and quantitative data collection techniques to collect data from different sources. Data archives and previous research reports are the primary sources for data collection.

The collected data has been categorised into qualitative and quantitative categories for data analysis purposes. The qualitative data might involve the use of thematic analysis while the quantitative data analysis will involve the use of SPSS software for statistical analysis. The data analysis section also involves checking of reliability and validity of the collected data. This according to Yin (2018) is essential to avoid any variance in research results. The reliability factor in the research as Rashid et al. (2019) note is essential to evaluate by cross-examining of results.

The consistency and similarity of research results will prove that the results of the research are reliable. The third step is theoretical construction that involves the use of different theoretical propositions to prove different points of the research associated with financial problems of the ballet industry in New York. This section involves a discussion on research questions using supporting material from different theories.

The purpose of using this conceptual framework is to achieve set research objectives to identify the economic constraints of the dance industry. The theoretical part of the research evaluates if the application of different motivational, strategic, marketing and innovation strategies is suitable in the context of the chosen topic. The research will end in the form of the conclusion of the dissertation.

2.9 Summary of the Literature Review

The research in the literature review section focuses on various aspects concerning the financial problems of the New York ballet industry. The research reveals leadership issues and significantly highlights the importance of the leadership role to run business processes successfully. It is evident from the research that the ballet industry needs a new business model to overcome performance issues and to improve leadership effectiveness during the decision-making process. The unfavourable working environment has been a predominant issue, and this has been debated extensively focusing on governance issues, wage issues, administrative issues, and absence of motivational attitude. One of the predominant factors behind the financial problems of the ballet industry is increasing costs and decreasing profits.

Poor HR policies and planning, absence of competitive factors and absence of competitive strategies have contributed to the financial issues of the ballet industry. The research reveals that the ballet industry has been facing various types of barriers involving the reluctant behaviour of employees to learn new skills and to improve their performances. Barriers also include funding cuts, political pressure, and poor relationship between managers and employees. To counter these issues the ballet industry requires the presence of a strong mechanism of response efforts based on the application of motivational theories. There is a need for the presence of a strong evaluation process to reconsider administrative approaches, resolving external and internal industry issues and ensuring creativity and diversity for profit generation and services improvement.

Research Methods

3.1 Research Paradigm and Justifications for Its Selection

The selection of a research paradigm is essential to conduct research systematically. The research paradigm ensures that the researcher follows every step required for authentic research without negotiating or compromising results. The selection of a model ensures that the use of adequate data collection strategies and methods are adopted to find the answers to research questions. One of the core purposes of using a research philosophy is to ensure the authenticity of results (Gordon 2016).

The adopted research philosophy to research the selected topic is pragmatic. This research philosophy allows a researcher to use the mixed method in an exploratory case study context to determine the scale and impact of the problem to find a possible solution (Zukauskas, Veinhardt & Andriukaitiene et al. 2018). Alves (2018) argues that a research paradigm is based on three crucial steps that include the designing of the paradigm, its successful implementation for data collection purposes and verification of results. The biggest advantage of using pragmatic philosophy according to Morgan (2014) is to determine a problem by knowing its historical context. The availability of historical information helps to evaluate a research question from multiple angles. Refer to Figure 2 to understand the working structure of the Pragmatic research paradigm.

Research Philosophy	Research Approach	Ontology	Axiology	Research Strategy
Positivism	Deductive	Objective	Value-free	Quantitative
Interpretivism	Inductive	Subjective	Biased	Qualitative
Pragmatism	Deductive/Inductive	Obj/Sub	Value-free/Biased	Qualitative and/or Quantitative

Figure 2: A Comparison of Research Philosophies (Source: Saunders, Lewis & Thornhill 2012)

As noted earlier and as it is visible from the figure that it is possible to use both deductive and inductive methods to research with subjective and objective ontology. The research can be value-free or biased depends on the nature of the research questions. The biggest advantage of this philosophy is that it helps to explore different financial issues in the context of the ballet industry's financial problems using qualitative and quantitative as a mixed-method strategy. According to Zukauskas, Veinhardt and Andriukaitiene (2018), it is a complex process to use a mixed-method strategy however, this strategy makes it possible for researchers to do cross-comparison of constructs based on dancers' interests and leadership interests. The use of qualitative data in the mixed method will help to understand different perspectives about the inability of the leadership role and the application of the quantitative data collection strategy will help to define, analyse, and measure the scale of the economic problems in the ballet industry. The use of the mixed method will assist to understand the reasons and factors that have contributed to the closing down of dance organisations in New York. The statistical information based on quantitative data will indicate the difference in wages for different professionals in comparison to the wages of dancers. Although, qualitative and quantitative work opposite to each other, however, careful use of both can help to find better results against selected research questions.

The significance of pragmatic philosophy according to Ahmed, Opoku and Aziz (2016) increases as the research topic is exploratory in nature. The exploration of how and why something happens requires the use of qualitative and quantitative data collection strategies to justify answers.

3.2 Research Design and Justifications

The adopted research design for this research project is 'Flexible Research Design' to provide evidence-based results. In combination with the Mixed Method or Mixed Method strategy, it is possible to evaluate a problem using different viewpoints shared by dancers/employees and leadership/ballet organisation. One of the biggest eases flexible research design produces is the convenience of using qualitative and quantitative strategies for data collection purposes. Thus, it is a convincing option in the context of the mixed-method application (Schoonenboom & Johnson 2017).

The adoption of this research design to investigate the financial problem of the ballet industry in New York allows focusing on various issues related to governance and working culture. The use of the flexible research design will facilitate the researcher to investigate the research topic from multiple angles to understand employees' and employers' concepts related to the ballet industry's financial problems.

3.3 Research Strategy and Justifications

This research is an exploratory case study research that according to Yin (2018) allows researchers to investigate a problem from different angles. The research strategy is a combination of exploratory case study and mixed method with flexible research design. Though it seems confusing, however, this approach will contribute to lead the research in a systematic manner (Yin 2018; van-der-Merwe 2019; Wright et al. 2016).

A mixed-method design-based strategy according to Hansen et al. (2016) is a comprehensive process allowing people to explore various hidden issues knowing the context of the problem with the application of qualitative and quantitative methods. According to Hansen, the reliability of results is a major concern for research stakeholders and the application of carefully adopted strategy is a major source to satisfy readers and concerned persons.

3.4 Methods for Collecting Data and Justifications

Mixed method data collection is based on inductive and deductive reasoning that allow the use of qualitative and quantitative data collection strategies. The working mechanism of both methods is opposite to each other; however, the mixed method helps to find the root cause of a problem and possible solutions (Hansen et al. 2016). The following Figure will help to understand how inductive and deductive reasoning work and using both methods as a mixed method can help to find the reasons and solutions for the economic problems of ballet organisations in New York.

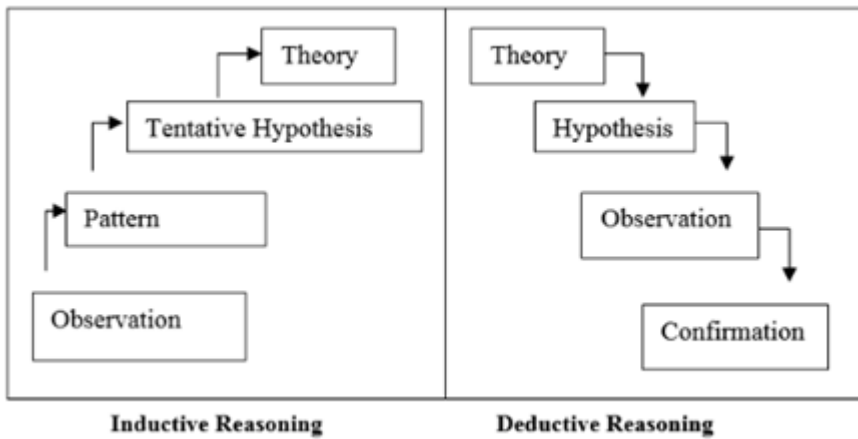


Figure 3: Inductive and Deductive Reasoning (Source: Haber & Wood 2006)

Data collection techniques for this research project as noted earlier are qualitative and quantitative to investigate the research questions within the context of theoretical assumptions and statistical regulations. Data collection from various sources according to Yin (2018) is a convincing option to prove what is written or claimed with evidence. Aufmann et al. (2008) noted that the use of qualitative and quantitative as mixed-method data collection approaches can help to find out leadership issues along with critical analysis of a business model for ballet organisations simultaneous with facts-based analysis of wage comparison of dancers with other professions. However, this depends on what type of data sources the researcher tends to use for data collection purposes. Anderson et al. (2009) believes that the use of qualitative can help to make a hypothesis. The hypothetical claims that organisations can bring financial improvements in their businesses by integrating cultural dances and making an alliance with cultural departments of other nations require the integration of statistical data. The combination of qualitative and quantitative will help to justify the reasoning, hypothesis and other claims made in the research.

3.5 Nature of Data

It is one of the most crucial aspects of the research to identify the nature of the data that a researcher tends to use to support research arguments. The application of the mixed method according to Rashid et al. (2019) will help to identify different sources to know the scale of the financial problems of the ballet industry in New York. Verbal claims are not accepted in research and according to Heale and Twycross (2018) comparative analysis of ballet industry issues requires complete documentation in the form of evidence-based research. The evidence sources to support the research argument in this dissertation context are following.

- Theoretical propositions
- Archival records

- Company records
- Previous academic research

The nature of the mentioned sources is secondary. However, a survey questionnaire has been used to get the primary data to provide statistical results. This is evidence-based research, and the use of primary and secondary data support the argument during dissertation research. Evidence-based research according to Yin (2018) requires the consultation of any of the six sources. Refer to Figure 4 to understand six sources of evidence.

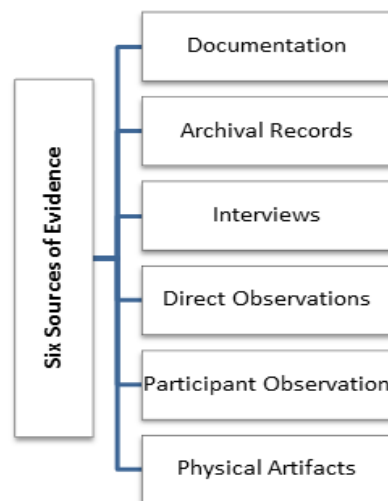


Figure 4: Reporting Evidence for Research Project (Yin 2018)

The relevance of the data is a major issue and consultation of these sources make the reporting evidence-based and less variant in results (Yin 2018). For instance, salary issues of dancers have been cross-examined using the US Department of Labour statistics to justify if dancers are receiving less wages in comparison to other professionals in the performing arts industry.

3.6 Ethics to Access the Data

The researcher understands that it is essential to acknowledge someone's work and to abide by all regulations as per academic standards. The data sources consulted to gather data have been mentioned with references. Every piece of information taken from survey response, data archives, books, journals report, business reports, newspapers, periodicals, or guidance from teachers have been referenced accurately. This research is based on primary as well as secondary data and every piece of information used for this dissertation has been mentioned with its retrieval source. All the guidelines provided by the university have been followed. None of the personal data concerned to any specific person or organisation has been used without taking consent. Public information or literature concerning ballet organisations in

New York has been used to discuss the economic problems of the ballet industry. However, if the need for taking consent from any organisation or person emerges at any stage during the final write-up of the thesis, permission will be taken to avoid any legal and ethical issues.

3.7 A Detailed Description of the Technique to Analyse the Data

The use of qualitative and quantitative data analysis techniques along with the integration of exploratory case study techniques have helped to analyse the reliability and authenticity of the information. The use of Root-Cause Analysis helps to understand thematic integration while the use of SPSS for statistical results pinpoints the reasons behind economic problems of the ballet industry. The use of qualitative and quantitative processes for data analysis purposes are discussed below (Rashid et al. 2019).

3.8 Qualitative Analysis Techniques and Justification

Creswell (2014) has noted seven principles to conduct qualitative data analysis, and this might be the accurate process to use in this research context. From the collection of raw data (the first step) to its accurate organisation (second step) for analysis purposes, every step is essential to follow accurately. One of the significant aspects of qualitative analysis is reading the data (third step), this means a complete understanding of the data to make codes (fourth step). The first stage of qualitative data is one of the most significant stages that demand the careful application of thematic codes as the coming section of research depend on identified themes or descriptions. The sixth stage is the integration of themes accurately to interpret the hidden meaning (seventh stage) for a data validation process. The following Figure will help to understand the whole process of qualitative data analysis inspired by John Creswell.

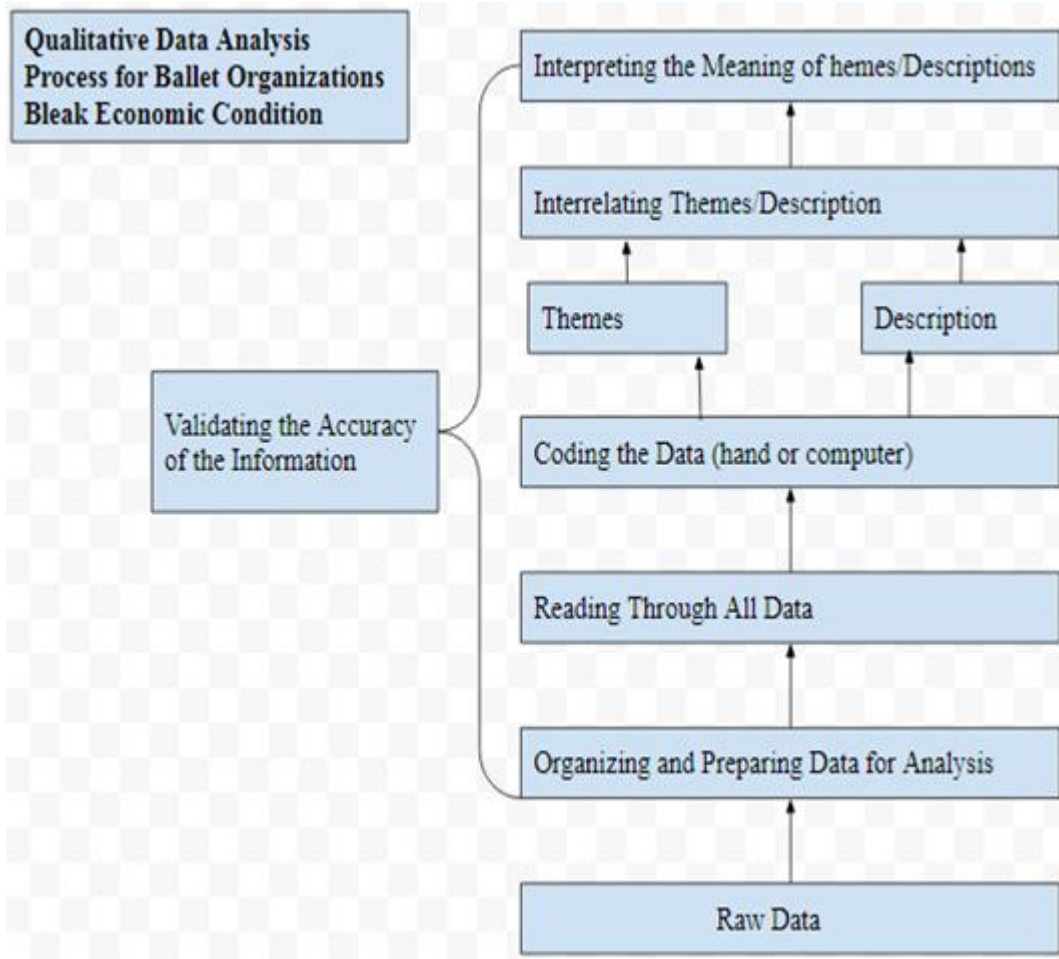


Figure 5: Qualitative Data Analysis Process Source of Information: (Creswell 2014)

3.9 Quantitative Analysis Techniques and Justification

The data source for quantitative data analysis is a survey questionnaire. SPSS software has been applied to calculate statistics to present accurate results. The results have been presented in Tables and Pareto charts. Pareto charts with graphical details will help to indicate the percentage of various variables. This will support the research to maintain result accuracy (Obolowicz & Dabrowski 2018). A detailed quantitative data analysis process can be understood from the following Figure that will help to understand the systematic and step by step process.

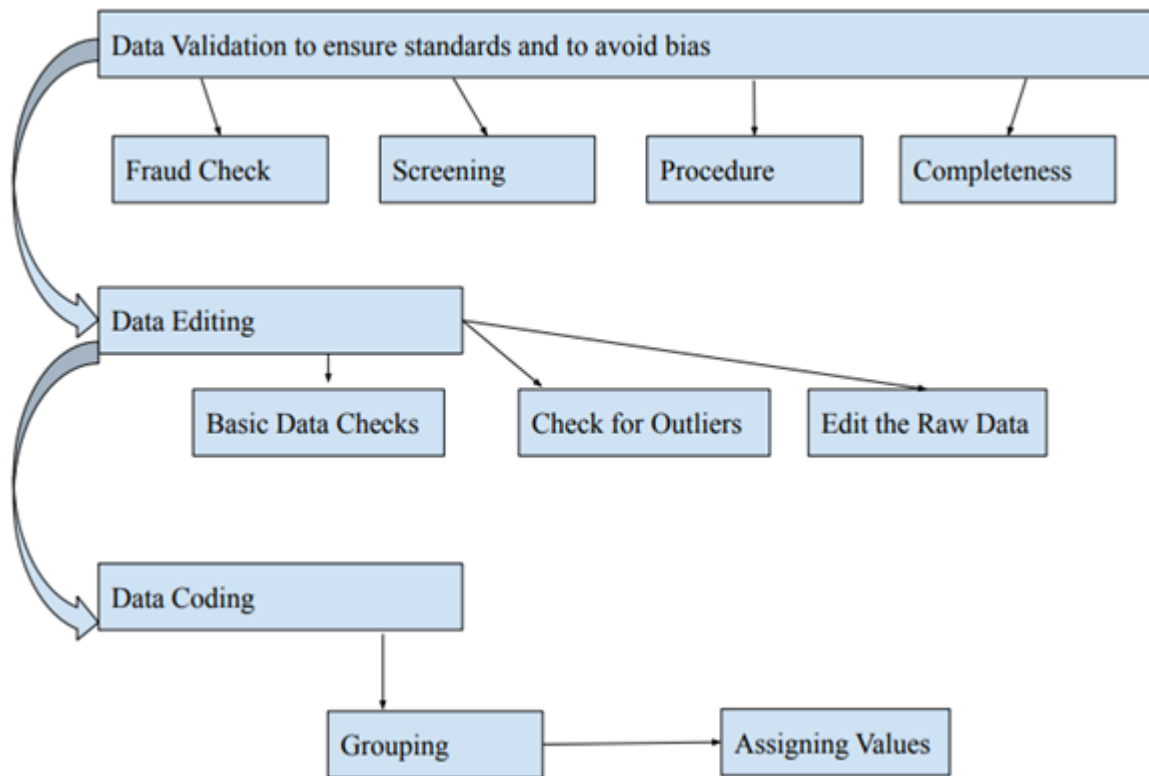


Figure 6: Quantitative Data Analysis Techniques Source: (Obolewicz & Dabrowski 2018; Harel et al. 2016)

There are three major parts of quantitative data analysis that include data validation that has four sub-categories. The first process is a fraud check. This means to ensure if people from ballet organisations have been consulted or data concerning ballet organisations is real. The second process is screening that involves the checking of the information and/or research participants. The procedural step ensures that all the requirements and procedures have been acknowledged and met while collecting and verifying the data. The completion stage involves the confirmation of data validation processes. The second category is the Data edition that involves basic data checks, check for outliers and editing of raw data. The last category is data coding based on grouping data and assigning values (Harel et al. 2016).

Presentation of the Findings

Analysis of qualitative data requires consideration of five aspects involving (1) the discovery of themes and subthemes, (2) highlighting primary and central themes, (3) establishing a codebook, (4) application of themes, and (5) linking themes with the theoretical model. The primary source of making or the identification of themes is data collected to conduct the research on ballet organizations and the financial constraints these organizations have been suffering from for some time. A specific criterion has been used to identify themes for this research that includes focusing on repetitions and identification of theory-related data. Four manipulation techniques have been applied including cutting and sorting, keywords in the context of financial issues of ballet organizations, word co-occurrence, and Meta coding (Ryan & Bernard, 2003).

4.1 Qualitative and Quantitative Analysis and Results

Themes are a significant part of data analysis and generate results against identified research questions. Thematic analysis helps to understand the background of the problem; philosophical notions related to research questions and interpret issues in a descriptive style. Theme derivation involves the identification of codes and their comparison with the data to make themes and sub-themes. Using themes for qualitative data analysis demands creativity and correlation with the data to present accurate findings. Themes are certain concepts, attributes, descriptors, and repeating ideas that help a researcher to find reliable answers against identified research questions. Themes are underlying meanings that contribute to a subjective understanding of issues (Vaismoradi et al., 2016).

Theme development requires four essential steps to be considered and these have been focused to develop themes to understand the financial problems of the New York ballet industry. The phases include initialization, construction, rectification, and finalization (Nowell, 2017). Before the development of themes, a researcher needs to identify codes and place these codes into different categories. Types of codes include conceptual code, relationship code, participant perspective code, participant characteristics code, and setting code (Vaismoradi et al., 2016). For qualitative and quantitative analysis conceptual code and relationship code types have been used to extract codes from the data and for the development of themes related to Complexions Ballet Organization operating in New York.

4.1.1 Qualitative Themes

The deep analysis of Complexions Ballet Organisation, a New York based ballet organization; indicates that the organisation has been suffering from financial issues that closed ballet businesses faced previously. The identified developed themes include effective

leadership requirements to improve business processes, better working structure, new business model, best business practices, organizational financial issues, and unfavourable working environment. These themes have sub-themes, and their grouping has been made in the following manner. Identification of primary themes and sub-themes will help to identify different root causes or problems that have damaged the financial stream of ballet organizations in New York. Refer to table 1 to understand these themes and sub-themes related to the financial problems of Complexions Ballet Organisation.

Table 1: Themes and Subthemes

Themes	Subthemes
Effective leadership requirements	-----
Better working structure	Striving for excellence Improved marketing strategies for funding Diversity and creativity initiatives Employees' engagement and motivation
New business model	Leadership role in business modelling Cooperation between employees and employers
Best business practices	Strong leadership culture Positive outcome Technical leadership
Organizational financial issues	The absence of financial leadership Funding strategies to increase funding Financial stability through artist and management relationship improvement Political and cultural pressures from funding donors Revising funding strategies Cost issues and reduced profitability factor Competition led to cost increase Poor financial management
Unfavourable working environment	Governance issues Wage issues, administrative issues



Figure 7: Conceptual Map to Indicate the Relationship Between Themes

4.2 Presentation of Quantitative Results and Analysis

The design of the survey questionnaire covers all the research questions. The population size is 150; the sampling size is 109 that include 80 dancers and 29 leaders. The targeted organisation is Complexions Ballet Organisation that is in New York. The response from 41 participants has not been included in the research because of time constraints. SPSS software has been used to understand statistical results to perform descriptive analysis.

Table 2: Types of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Dancer	80	73.4	73.4	73.4
Valid Leader	29	26.6	26.6	100.0
Total	109	100.0	100.0	

There are two age groups of respondents that include 25-40 years of age and 40-60 of age. Relatively younger respondents from the age group of 25-40 years make 73.4% of the overall respondents while the group with 40-60 years of age make 26.6% of the respondents. This includes dancers and ballet leaders. Refer to Table 3 to understand the overall frequency, percentage, valid percentage, and cumulative percentage of respondents.

Table 3: Age Groups of Respondents

Age Group of Respondents					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	(25-40)	80	73.4	73.4	73.4
	(40-60)	29	26.6	26.6	100.0
	Total	109	100.0	100.0	

Employment has been an issue for dancers and leaders who left the ballet industry due to financial constraints. Table 4 presents statistics related to the job status of respondents. The table includes three categories, dancers who are currently working for the industry, dancers who are employed in other industries and the third category shows the statistics of unemployed. Refer to Table 4 to understand the statistics results.

Table 4: Present Job Status of Dancers

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Active dancers	32	40.0	40.0	40.0
	Working in other industries	40	50.0	50.0	90.0
	Unemployed	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

It is evident from the results that 32 dancers are currently employed in the ballet industry that make 40% (cumulative percentage) of the 80 dancers while 40 dancers who make the 50% (cumulative percentage) of the overall participants are working for other non-ballet organisations. The results indicate that 8 dancers who make 10% (cumulative percentage) of the participants are still unemployed until the response was collected.

The following findings and analysis are based on research survey questions that have been designed focusing on research questions. The results will highlight the percentage with a graphical illustration of the response of survey participants.

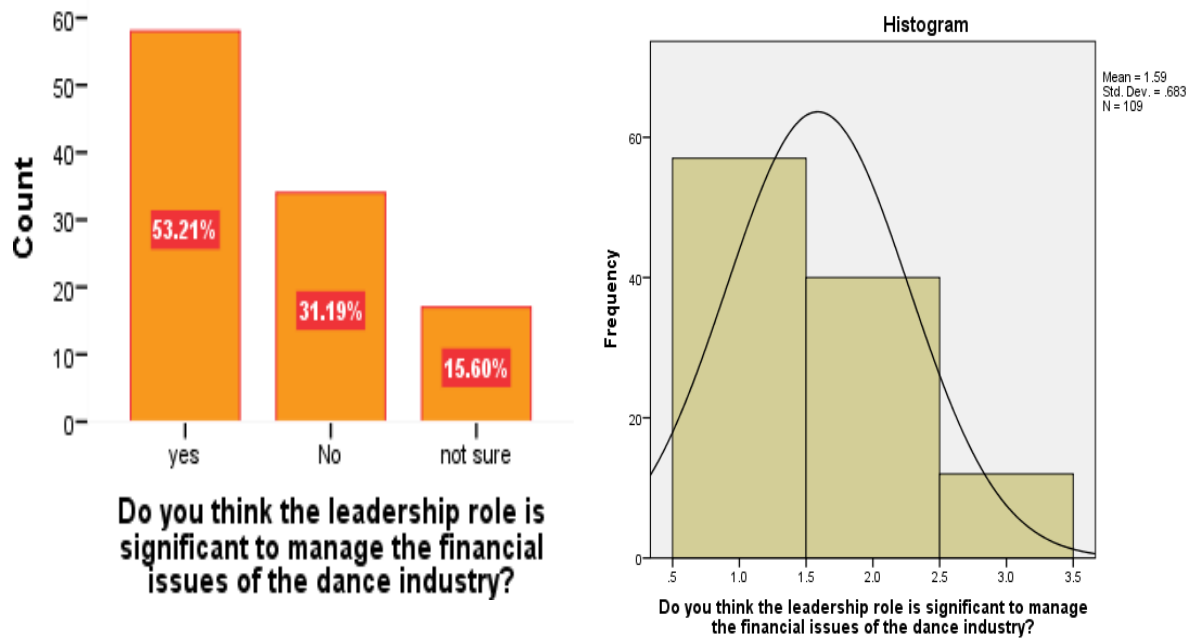


Figure 8: Leadership and Financial Management

The bar chart indicates an overall response of respondents against the asked question if the leadership role is significant in managing the financial problems of the industry. The response in the bar chart indicates that 53.21% agreed to this concept while 31.19% thinking differently. It is evident from the results that a significant number of respondents who make 15.60% of the overall respondents (109 sampling size) are not sure between the relationship of leadership and financial management of the financial issues of the ballet industry. The Mean in the histogram is 1.50 with Standard Deviation .683 against $N=109$ (Sampling size). The next question (question 2) focuses on the identification of unfavourable working conditions. These include long working hours and no increment in salaries. To understand the response of participants refers to Table 5 for statistical findings.

Table 5: Unfavourable Working Reasons

Unfavourable working hours included long working hours with no increment in salaries					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Agree	80	73.4	73.4	73.4
	Disagree	20	18.3	18.3	91.7
	Not sure	9	8.3	8.3	100.0
	Total	109	100.0	100.0	

Most respondents agreed that long working hours and salary increment issues are valid. The statistics indicate that 73.4% of respondents (80 respondents) agreed to the presence of these

issues while 18.3% disagreed with the presence of these issues. Respondents who are not sure about the nature of the issue are 9 in number and make 8.3% of survey participants. Another type of unfavourable reason includes a less supportive attitude of the leadership. Refer to Table 6 to understand the results.

Table 6: Unfavourable Working Reasons (the leadership was not helpful)

The leadership of ballet organizations was not helpful in difficult times					
		Frequency	Percentage	Valid Percentage	Cumulative Percent
Valid	Agree	75	68.8	68.8	68.8
	Disagree	20	18.3	18.3	87.2
	Not sure	14	12.8	12.8	100.0
	Total	109	100.0	100.0	

A significant number of respondents agreed that the helpful nature of the leadership role was not present. The results indicate that 75 respondents agree who make 68.8% of the overall response while 18.3% are not agreed and 112.8% are not sure about the issue. Refer to Table 7 and Figure 8 to understand unfavourable working reasons concerning psychological needs, emotional and monetary needs of dancers.

Table 7: Disregard of Psychological, Emotional and Monetary Needs

Unfavourable working conditions include the disregard of psychological, emotional and monetary needs of dancers					
Disregard of psychological, emotional, and monetary needs		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Agree	72	66.1	66.1	66.1
	Disagree	24	22.0	22.0	88.1
	Not sure	13	11.9	11.9	100.0
	Total	109	100.0	100.0	

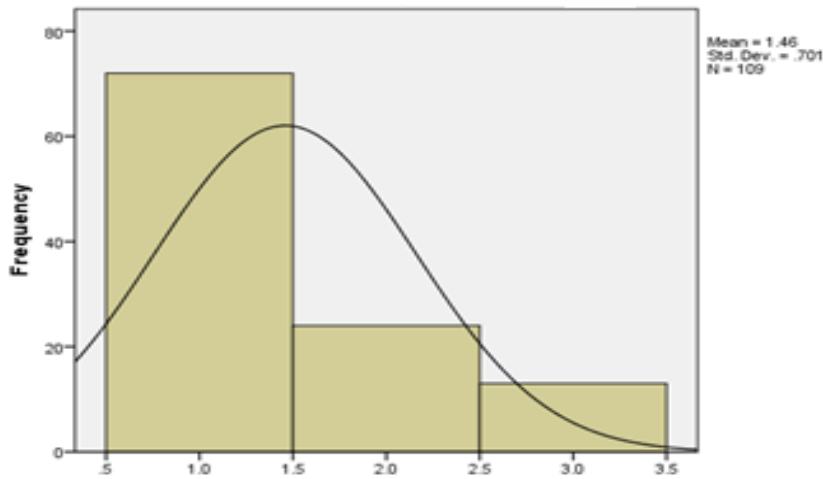


Figure 9: Disregard of Psychological, Emotional and Monetary Needs

The data in Table 7 indicates several respondents agreed to the notion that disregard to psychological, emotional, and monetary needs of dancers contributed to the unfavourable working environment. Respondents who agreed are 72 and make 66.1% of the respondents. Respondents who disagreed are 24 who make the 22% of the participants while 13 respondents who make 11.9% are not sure about the issue. The cumulative percentage of respondents is 88.1% for disagreed and 66.1% for agreed. Figure 8 indicates that the Mean is 1.46, Standard Deviation is 0.701 for $N=109$. It is evident that the S.D value is lower, and this means observations are close to the Mean value.

Question 3 asks respondents to ensure if increasing costs is the major problem behind the adverse economic situation of the industry? The highest number of respondents agreed to this question and said yes. Refer to Figure 9 as the response has been presented in the bar chart.

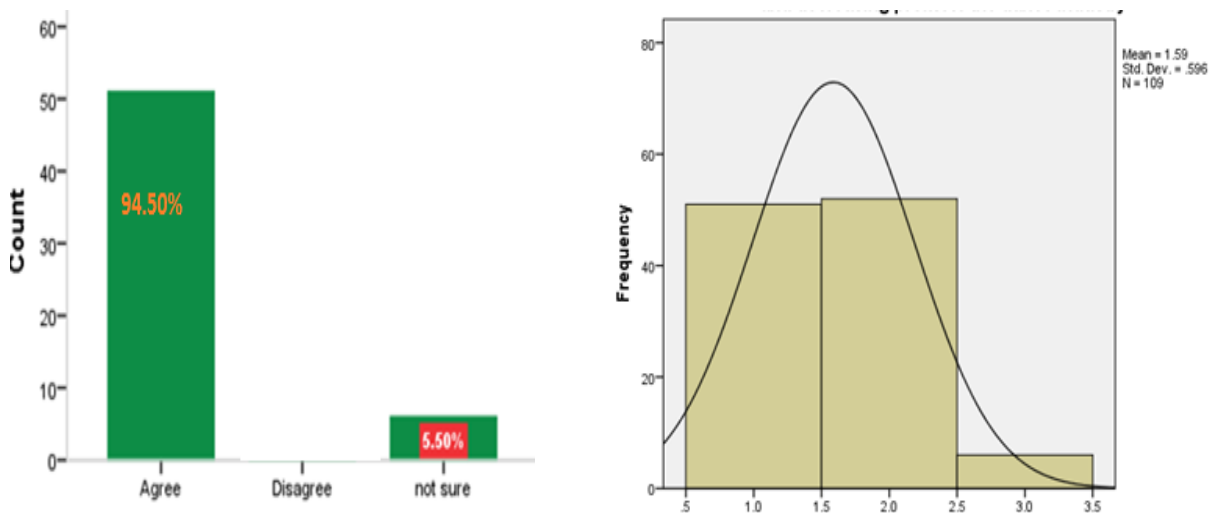


Figure 10: Increasing Costs as a Major Financial Problem

The response from the respondents is simple as most respondents (94.50%) believe that increasing costs of the industry has contributed to the increasing financial problems. Almost 5.50% of respondents are not sure about this issue. The calculations in the histogram indicate that the Mean value is 1.59, Standard Deviation is 0.596 for $N=109$. Lower S.D indicates that observations are close to the *Mean*.

Question 4 inquiries about the types of costs increased in previous years. The response includes ticket costs, event costs and judges' fees. Refer to Table 8 to understand the statistics response of respondents.

Table 8: Types of Costs Increased in Previous Years

What costs have increased in previous years? Share a general perspective, please.						
			Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Event Costs	Agree	65	59.6	59.6	59.6
	Judges Fees	Agree	37	33.9	33.9	93.6
	Ticket Costs	Agree	7	6.4	6.4	100.0
		Total	109	100.0	100.0	

The response of participants is interesting. Table 8 only represents the 'agree' response. 59.6% of respondents agreed that costs of the event are a major problem behind increasing costs of the industry while 33.9% disagreed. Only 37 respondents agreed that Judges Fees is a major problem, and it has contributed to increasing costs. A significant number of respondents who make 66% of the overall respondents (72) disagreed with this question. In contrast to this, the last question is if ticketing contributed to increasing costs. Only 6.4% of respondents agreed to the question while 93.6% disagreed with this reason. The results show confusion among respondents because the response against ticket costs is different from what has been found in the literature.

Question five explore the nature of previously launch response efforts and inquiries about the nature of doable plans. The response indicates that no serious consideration was paid to these issues previously except some timely alteration to strategic options. Most respondents indicate that the ballet industry in New York requires focusing on changing leadership culture, management culture, close coordination among all the actors of the business, changing of marketing strategies and creating a positive work environment. Question six focuses on barriers to identify the nature of barriers to response efforts. The response of

survey participants indicates that there is a need for diversity in dance performances, need for professional development courses, reduction to communication gap and identification of dancer’s monetary needs. A swift response to these efforts can reduce the scale of barriers. Question seven explores the role of funding cuts in the context of damage to the ballet industry. Refer to Table 9 to understand this response.

Table 9: Damage of Funding Cuts

How have the funding cuts damaged the ballet industry?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Decrease in financial budgeting and salaries	65	59.6	59.6	59.6
	Halt of Professional Development programs	37	33.9	33.9	93.6
	Skilled people could not be hired	7	6.4	6.4	100.0
	Total	109	100.0	100.0	

It is obvious from the data that a significant number of respondents (65 out of 109) believe that funding cuts damaged the ballet industry budgeting and salaries of dancers. Concerning the halt of professional development programs, 33.9% believe the funding cuts affected this issue. 6.4% of respondents believe that due to funding cuts the recruitment of new skilled dancers was not possible. Question eight is significant to understand the reasons behind funding cuts. One of the most dominant issues is political pressure, reliance on single donors and the absence of commercial nature of the dance business. Refer to the pie chart to understand the nature and scale of the problem.

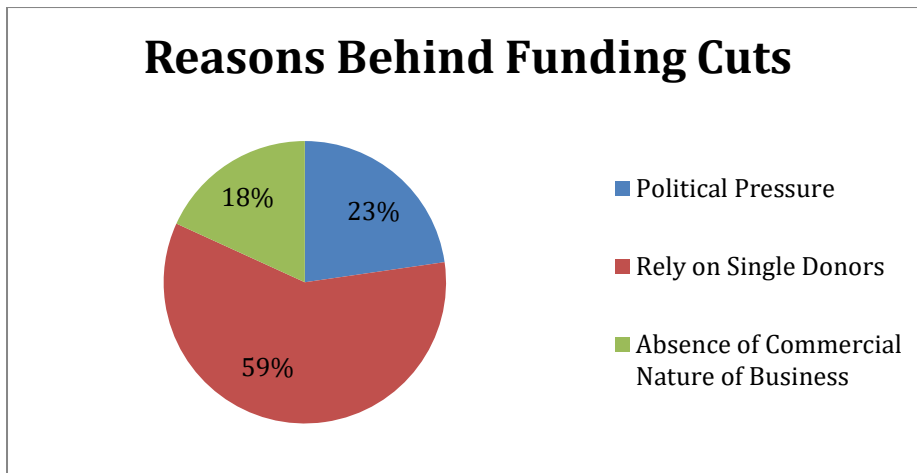


Figure 11: Reasons behind Funding Cuts

Most respondents believe that relying on single donors was the primary reason that brought financial problems for the ballet industry. Almost 23% of respondents believe that political pressure is the second major reason followed by the absence of commercial nature of the business that is 18%.

Question nine focuses on demands on funding donors. This involves individuals and governments. The response is interesting because it highlights the individual donors who believe that their investment should bring profitability even from none for profit ballet organisations. However, as for as political pressure is concerned none of the respondents answered clearly on this issue.

Question ten focuses on strategic and marketing options if these are strong enough to resolve the financial issues of the industry. Figure 11 shows a mixed response against the asked question. The statistics indicate that 46.79% of respondents believe that marketing and strategic options are strong enough to support the industry. However, 47.71% of respondents believe the marketing initiatives and strategic options are out-dated while 5.50% of respondents are not sure about these issues. The histogram shows that the Mean is 1.59 and the Standard Deviation is 0.569. This shows that observations are close to the Mean. Refer to Figure 11 to examine the bar chart and histogram to understand the results.

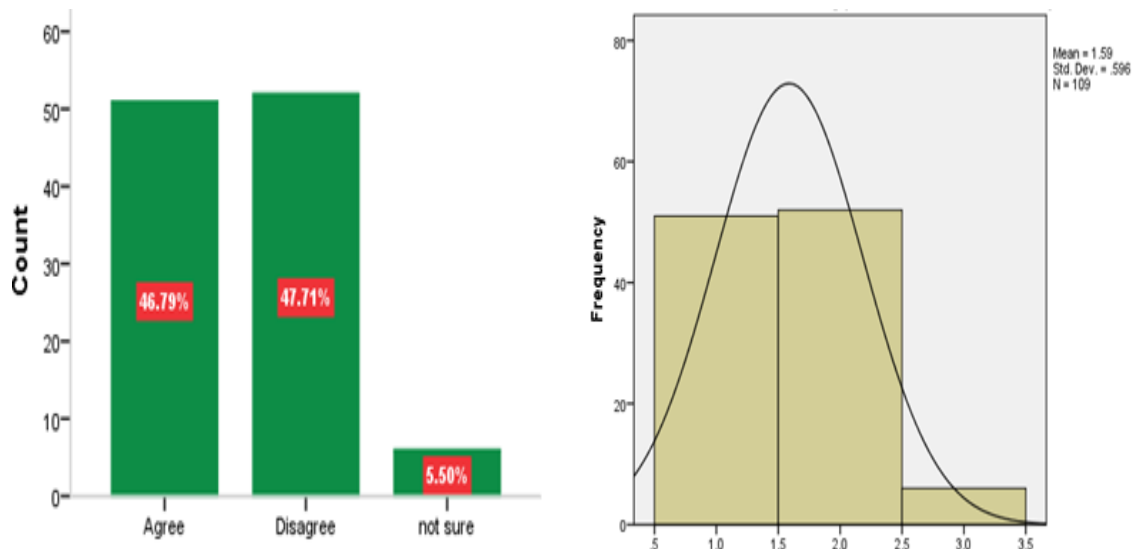


Figure 12: If Marketing and Strategic Options are Strong Enough?

Question 11 focuses on a suggestive approach and asks participants what possible marketing options the dance industry must improve its declining economic situation? The response indicates multiple options. This includes the presence of improved market intelligence structure, diversity in business operations, creativity in marketing approaches and international cooperation. Refer to Table 10 to understand participants’ responses concerning the need to have a strong market intelligence framework.

Table 10: The Need for Strong Market Intelligence System

There is a strong need for improved market intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	69	63.3	63.3	63.3
	No	22	20.2	20.2	83.5
	Not sure	18	16.5	16.5	100.0
	Total	109	100.0	100.0	

There is a mixed response to this question. However, 69 respondents out of 109 making 63.3% of the sample size said yes. This means most of the respondents believe that strong market intelligence can help ballet organisations to bring improvement in their internal and external business processes. Almost 22 respondents who make 20.2% of the sample size said no while 16.55 were not sure about the need for having a market intelligence system.

Question twelve focuses on diversity and creativity issues if both can bring positive financial outcomes for the ballet industry in New York. There is a mixed response against in favour of

using diversity and creativity to improve the financial condition of the industry. Refer to Figure 12 to understand the response in this scenario.

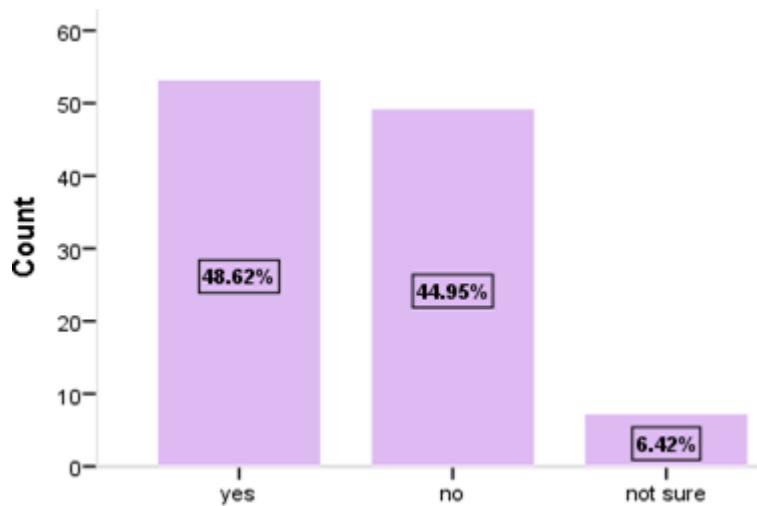


Figure 13: The Need for Diversity and Creativity to Generate Finances

It is evident from the response that 48.62% of respondents believe that diversity, creativity, and international cooperation should be part of strategic and marketing strategies to overcome the financial issues. In contrast, 44.95% of respondents said no while 6.42% of respondents are not sure about marketing and strategic issues.

Question thirteen particularly focuses on the issue of international cooperation. More than 85% of the respondents answered positively. That international cooperation will provide chances for learning new business techniques and will help dancers to learn something new. Refer to Figure 13 to understand the answer.

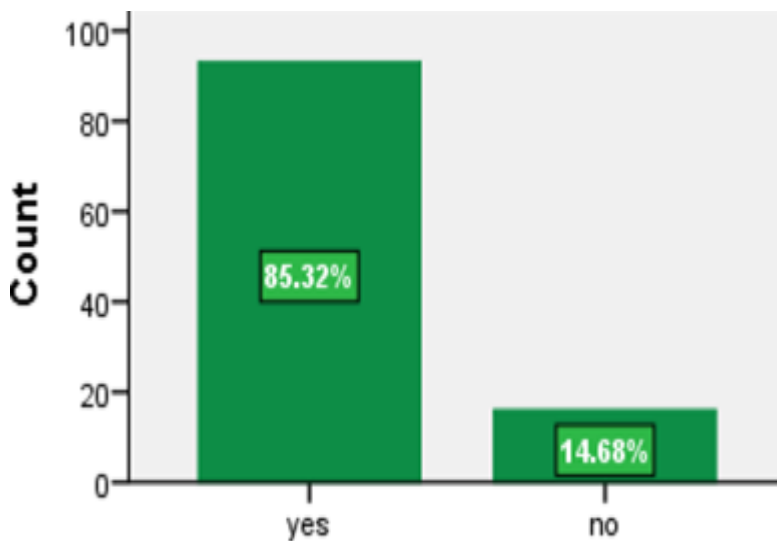


Figure 14: The Need for International Cooperation to Avert Financial Problems

The highest numbers of respondents 85.32% believe that international cooperation is essential to learn new techniques to do business. However, 14.68% are not in favour of international

cooperation for reasons unknown. Question fourteen explores if international cooperation is possible at the individual level between organisations rather than industry. The response to this question is interesting. For some respondents, it was a surprising element. However, the overall response is positive, and dancers and ballet leaders believe that cultural exchanges, group exchanges, and performing in other countries will help to learn from each other.

Table 11: The Possibility of International Cooperation at Organisational Level

Do you think international cooperation is possible at the organisational level and if yes, how?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	86	78.9	78.9	78.9
	No	19	17.4	17.4	96.3
	Not sure	4	3.7	3.7	100.0
	Total	109	100.0	100.0	

The statistics indicate that 86 (78.9%) respondents believe it is a good option to cooperate at the organisational level and exchange of artists groups and performance in other countries will lead to cooperation with the better financial outcome. However, 19 (17.4%) respondents said no, and 4 respondents are not sure about this question.

Question fifteen inquiries from respondents if the application of motivational theories can be productive to achieve financial aims.

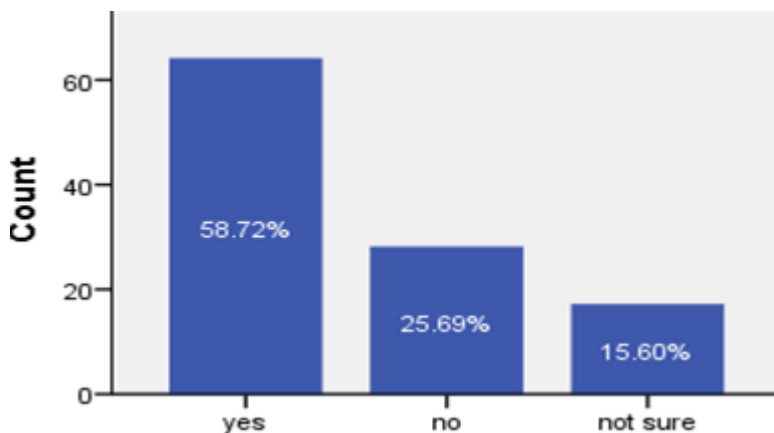


Figure 15: Can the Application of Motivational Theories be Productive?

There is a mixed response because respondents who said yes are 58.72% of the total sampling size. These respondents also wrote in their response that the application of the Blue Ocean Strategy and motivational theories will contribute to a productive working culture and

employees will feel satisfied. However, 25.69% of respondents believe that the application of motivational theories will bring no positivity because dancers have been facing different types of unfavourable working issues such as salary issues, long working hours, and governance issues. These issues have been discussed at the beginning of this chapter. The results also indicate that 15.60% of respondents are not sure if the application of motivational theories can be helpful or not so they remained neutral.

Question sixteen inquiries about the prospect of betterment in the economic situation of the New York Ballet industry in near future. Most respondents showed positive responses against the asked question. The following Table shows the statistical results.

Table 12: Economic Improvement Chances for Ballet Organisations in Future

Do you see any change in the economic condition of the ballet industry in New York in near future?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	86	78.9	78.9	78.9
	No	19	17.4	17.4	96.3
	Not sure	4	3.7	3.7	100.0
	Total	109	100.0	100.0	

As highlighted above that most of the respondents agreed that there are chances of economic improvements soon. The frequency of participants is 86 and this means 78.9% said yes. In contrast, 17% of respondents said no and 3.7% were not sure if the economic situation will improve in the future.

Question 17 investigates what is the recent positivity in the economic condition of the US ballet industry? There is a mixed response because some respondents believe that integration of cultural dance into modern dance, the start of professional development courses by organisations and opting for improved marketing strategies are certain positive factors that are bringing change in the industry.

4.3 Discussion on Findings

The findings of the research show complete relevance with research questions. The objective of this research is to highlight the reasons and factors that have caused financial problems for the ballet industry in New York. The results indicate that ballet organisations face issues concerning effective leadership roles. The discussion indicates that there is a need for

improvements in leadership roles because leaders are responsible for managing strategic, marketing, and financial issues. It is evident from the discussion and survey results that poor strategic planning is the primary reason behind the poor economic performance. The leadership role is unique and requires a strong decision-making process that seems absent in the New York ballet industry context. The supportive leadership role is absent that contributed to poor economic performance and the absence of financial leadership. The second most crucial aspect is the absence of a unique business model that contributed to a poor working environment. From the statistics, it is evident that leaders were unable to understand employees' needs and thus remain unable to understand employees' behaviour. The absence of an ethical model made the working environment bad for dancers and this situation led these dancers to leave the industry. Salary issues, administrative issues, governance issues and poor marketing strategies contributed to an unfavourable working environment. These problems badly affect the ballet business in New York. Most dancers believe that the leadership role is important to manage the financial problems of the industry. These findings validate that the absence of financial leadership contributed to poor budgeting, financial planning, and an increase in business costs. A leader is responsible to understand the needs of employees working for an organisation. However, in the New York ballet industry business context, this leadership role seems absent. Theorists such as McShane, Olekalns & Newman (2018), Boin et al. (2017) believe that understand the emotional and material needs of employees help to develop a unique working culture in an organisation. However, in the ballet industry context, it is evident from the results that leaders were not successful enough to understand employees' needs and they were unable to motivate employees to perform better. Costs of events, judges' fees and ticket costs contributed to increasing expenses of the industry. However, a significant identified reason behind the financial problems of the industry is funding cuts. These issues made it hard for ballet organisations to increase employees' salaries or hire new skilled people. Both, external and internal business environments affect a business. A similar, case is with ballet organisations. Political pressure and dependence on single donors are two primary reasons that contributed to funding cuts. These reasons also show that ballet organisations remain unable to focus on using new marketing tools and strategies. Understanding market needs and demands is essential for the economic prosperity of a business. However, the ballet organisations ignored the need for bringing change in business initiatives.

The other side of the research indicates that dancers played a negative role as dancers did not focus on professional development courses. The absence of diversity and creativity in dance

performances could not contribute to revenue generation. Employees need motivation because it serves as fuel. The results of the survey indicate a complete absence of the application of motivational theories.

To bring positivity to the industry's economic condition, organisations need to identify the root cause of the problem. It is evident from the survey results that the basic problem is leadership inability to understand business and employees' issues. This issue is the primary reason behind the financial problems of the industry. To identify the root cause behind the financial problems of the ballet industry, Okes (2019) believe that Causal Factor and barrier identification are two helpful techniques.

There is a single root cause behind the industry's financial problems, and that is an ineffective leadership role. The primary root cause as it is evident from the survey results and literature review section has to sub-root causes that include unfavourable working environment and increasing costs and decreasing profits. The ineffective leadership role is a primary reason behind poor coordination between dancers and the leadership of ballet organisations. The absence of excellence in the decision-making process, absence of financial leadership and absence of business model are related to the ineffective leadership roles. Similarly, an unfavourable working environment is a sub-root cause that indicates poor relationship management between employees and leaders. The absence of a competitive business model created further distance between the leadership and employees. The unfavourable working environment of the New York ballet industry indicates the application of poor business strategies, poor governance, wage issues and reluctant behaviour of leaders to apply motivational theories.

The second sub-root cause is increasing costs, decreasing profit that indicates poor financial management, competition led cost increase in business operation, poor funding strategies and political pressure. Similarly, certain barriers contributed to the poor economic condition of the industry. These include industry-related barriers, market demands, professionalism issues, absence of research and development and avoidance of creativity. These problems need to address to find out the possible solution to the economic problems of the ballet industry in New York.

4.4 Summary of the Findings

The results indicate that the financial problems of the New York ballet industry are of different types; however, poor leadership role contributed to the worsening economic situation of the ballet industry. There is a communication gap between the leadership of ballet organisations and dancers. The communication gap has created a lot of problems for both the

actors (leadership and employees) of the industry. There is a need for reshaping a new business model that focuses on employees emotional and monetary needs. It is evident from the discussion that the absence of motivational theories has contributed to worsening unfavourable working environment. Governance and administration are two certain areas that require much attention. Leaders blame dancers for the poor economic situation of the industry and dancers blame the leadership of ballet organisations. The need for making new marketing strategies might contribute to the economic problems of the industry in near future

Conclusion and Recommendations

5.1 Conclusion

For a progressive business, it is essential to build a strong and effective strategic framework that ensures success and improved financial returns. The New York ballet industry has been facing financial issues since 2010 and in recent years different ballet organisations have closed their businesses due to financial constraints. The research revolves around the research questions that are four in number. RQ1. How can leadership roles contribute to reducing the financial problems of ballet organizations? RQ1a. How can the presence of a business model reduce strategic challenges for ballet organisations? RQ2. How does the unfavourable working environment affect business growth? RQ2b. How do the increasing costs of dance performances affect the business? RQ3. What is the nature of barriers to response efforts? RQ3a. What are the response efforts to avert financial issues in the dance industry? RQ4. What possible measures do the dance theatres need to adopt to evaluate their strategic and marketing strategies to increase financial resources?

The specific problem ballet organisations have been facing involves ineffective leadership unable to manage the financial issues of the industry. Leaders with their vision and skills lead employees to understand the organisational mission and thus a combined effort is made to achieve organisational goals. Effective leadership role demands from leaders to move forward and take timely decisions to create unique working culture by understanding employees' emotional and monetary needs. In the New York ballet business context, the leadership role seems ineffective as leadership flaws contributed to the communication gap between leadership and employees. There seems a complete absence of financial planning that is part of technical leadership. Relationship management is part of the leadership role that ensures that all the actors of a business understand the needs and demands of each other.

Similarly, the presence of a business model is essential to ensure effective working culture or working environment. A positive work environment requires the application of a motivation mechanism that boosts employees' morale. However, the technical aspect of the application of motivational theories indicates that organisations need to pay attention to employees' financial, psychological, and social needs. The case study research of the financial problems of the New York ballet industry indicates that ineffective leadership roles, unfavourable working environments and increasing costs with less profit are certain root causes that hinder the financial progress of ballet organisations. Dancers as employees believe that the leadership of ballet organisations deliberately ignores their needs and demands. However, the leadership have a contradictory opinion based on certain justifications that involve strategic and marketing principles. The leadership believes that reluctant behaviour to understand the changing trends of the ballet industry is a primary reason behind dancers' problems. Reluctance to be creative has created a vacuum that has contributed to salary issues. However, it is a reality that there are certain issues related to governance and administration that have contributed to the worsening of the financial situation of the ballet industry. A successful industry always has the presence of a business model that focuses on organisational as well as employees' needs. The reality in the ballet industry indicates a different story because of the absence of a competitive business model that not only focuses on the strategic and marketing needs of a business but contributes to the wellbeing of employees. The application of motivational theories is a useful technique that not only serves as a motivation booster but helps organisations to understand employees' psychological and social needs. Careful planning and consideration of the financial aspects of business require creativity in business. For this purpose, devising new marketing strategies can help the ballet businesses to overcome internal and external business issues. A careful consideration of business problems to bring change in working culture can help the ballet industry to overcome its financial constraints. This requires planning and commitment and close consultation with employees. Involving employees in the consultation process will ensure a higher confidence level among employees. This will bring positivity in working culture and generate ample revenue from business operations.

5.2 Recommendations

According to Yin (2018), systematic research indicates a close relationship between the results and the validity of the results. The systematic research process indicates any literature gap that can be explored in near future. A detailed exploration of financial issues concerning ballet business in New York indicates different types of leadership, work-related and

budgeting related problems. The detailed analysis of the literature and survey results indicates the need for improvements in strategic business operations and marketing processes of ballet businesses. The following recommendations are based on the discussion performed in earlier chapters.

- There is a sheer need to bring improvements in leadership roles as leaders are responsible for effective business growth.
- The literature indicates flaws in human resource management. Dancers as employees complain about leadership behaviour.
- There is a need for bringing improvement in the financial leadership of the ballet industry. The research reveals flaws in the budgeting process and future planning for revenue generation.
- There is a need for bringing change in market forecasting as the leadership was unable to predict the future financial trends in the New York ballet industry resulting in closing different businesses.
- Strong relationship management is one of the preliminary needs that organisations need to focus on because the distance between employees and the leadership can bring unimaginable harm to the successful completion of business processes.
- The absence of methodological investigation to identify industry problems and organisational problems is harmful to any business. There is a need to review the performance of employees and the leadership.
- The case of closed businesses indicates that there is no central body of the ballet industry to discuss business issues. The presence of professional body is essential to overcome business issues at the industry as well as organisational levels.
- Unfavourable working conditions have appeared as a dominant issue. The leadership and management of the ballet businesses need to focus on this issue. Unfavourable working conditions involve various issues to consider. These include the adoption of improved administration approaches, better salary for employees, the application of motivational theories to bring change in the work environment and improved governance structure.
- The presence of a unique business model is essential. For this purpose, there is a need for consultation among all the stakeholders of ballet businesses. These include consultation with investors, fund donors, dancers, and the leadership. However, the audience factor is crucial because the generation of revenue depends on the maximum

number of audiences. A unique business model that ensures the safety of workers' rights, good services such as dance performances for the audience and revenue generation for ballet business is essential. A long-term survival of any business requires the presence of a unique business model.

- There is a sheer need to improve funding strategies and for this purpose ballet organisations need to change their marketing policies and strategies. The dependence on single donor should be reduced to avoid future financial constraints. There is a need to shape ballet business like other corporate sector businesses to generate revenue.
- Cost factor analysis is essential to overcome the economic constraints of ballet businesses. Organisations need to bring change in their spending and the adoption of budgeting techniques can release the economic burden.
- Diversity, creativity, and initiation of professional development courses can give a new look to dance performances, and this will surely attract a new audience. The increased audience will help to boost revenue generation that will help organisations to start professional development programs for dancers for diversity and creativity purposes.

5.3 Research Limitations

It is a fact that a researcher faces different types of research limitations during the research process. The researcher faced different types of research limitations during finding economic problems of the New York Ballet industry. Finding reliable resources to investigate the economic constraints of the New York ballet industry was not easy process. Secondly, the researcher believes there is a literature gap on the topic. Most of the individual organisations worked on ballet industry issues individually. Covid-19 made physical contact with dancers of ballet leaders to get first-hand information. Hence, a survey questionnaire was designed to overcome this issue. To get first-hand information, a contact was made with the staff of Complexions Productions Inc. It was not possible to travel to New York as the ballet organisation is New York based. Hence, the survey questionnaire was delivered using email. Despite these limitations, the researcher has tried his best to present a compatible research overview.

5.4 Ethical standards

The researcher has tried to comply with research ethics. For this purpose, the ethical form was submitted to the college and permission was taken from the college and faculty staff to

conduct the research. No information related to any third party, individual or organisation has been included in this dissertation without their consent. A permission letter from Complexions Productions Inc. has been included in Appendix. All the resources used to conduct the research have been referenced accordingly.

5.5 Prospect of the research

There are great opportunities to investigate this research topic in the future because the research topic is not limited to the dance business only, but it can be applied in any business context. Future research can help individuals seeking a job role in a business organisation to consider various aspects of the work environment and characteristics of the leadership role to work effectively. Future research will help to understand if the application of the Blue Ocean Strategy can lead a business to find new opportunities.

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Appendix

Permission Letter

COMPLEXIONS PRODUCTIONS, INC

Dwight Rhoden,
Complexions Productions
4005 167th Street Flushing
New York 11358

08 June 2021

We are glad to hear that you have chosen a topic that highlights ballet industry problems. This seems interesting and convincing especially in present circumstances when Covid19 has highly impacted every business. You extended your wish that you intend to conduct a survey from company employees/dancers and company management to focus on different issues related to dance industry. Complexions Productions welcome your initiative. We have decided to grant you permission to consult our professionals if they might be able to support in your research. You are welcome to conduct online or face to face survey whatever method is convenient to you and survey participants.

Sincerely,
Dwight Rhoden,
President
Complexions Productions



Survey Questionnaire

1. Do you think the leadership role is significant to manage the financial issues of the dance industry? If yes, how do you perceive it and what's your opinion about this issue?
2. What types of unfavorable working conditions you have identified during your work for a particular ballet industry and how would you categorize them?
3. Do you think increasing costs of ballet industry are some of the primary reasons behind the economic adversity of the industry?
4. What costs have increased in previous years? Share a general perspective please.
5. What response efforts have been launched previously and what plans are doable?
6. What barriers to response efforts have you identified and what's their nature?
7. How have the funding cuts damaged the ballet industry?
8. Can you highlight some of the reasons behind funding cuts?
9. What are the demands on funding donors (individuals and government)?
10. Do you think organizations' strategic initiatives and marketing initiatives are strong enough to resolve funding issues?
11. What type of strategic and marketing options the dance industry must improve its declining economic situation?
12. Do you think diversity and creativity can bring positive economic benefits to the dance industry in New York?
13. How can international cooperation benefit the declining economic situation of the ballet industry?
14. Do you think international cooperation is possible at organizational level and if yes, how?
15. How do you believe the application of motivational theories can bring positive results in dancers' performances?
16. Do you see any change in the economic condition of the ballet industry in New York in near future?
17. What is your opinion about the recent positivity in the economic condition of the US ballet industry?