Assignment 2

Presentation of initial research proposal

Identity and Approaches to Applied Business Research

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Theme

Topic: the pragmatic mixed methods of pluralistic stakeholders management towards traditional theaters in eastern China

KEY TERMS: Pluralistic value; Stakeholders; CSR; Competitive Advantage; Strategy.

AIM: to evaluate stakeholder value conflict (Jones, et al, 2016) in management of rural theaters.

It looks at what is the stakeholder priorities in this industry and how the shared value brings competitive advantage (Porter and Kramer, 2006; 2011) due to the revitalization of traditional village in recent China.

JUSTIFICATION FOR THE CHOICE OF TOPIC

My undergraduate period

Traditional instrument

Guzheng (teaching experience)

My master period

Fieldwork for traditional theaters

Min opera (qualitative research)

Interested Areas

Fieldwork in theaters

1. 3 years fieldwork in different theaters
2. Good international relationship with insiders.
3. Basis in musical research of interpret local culture

Based on my master dissertation

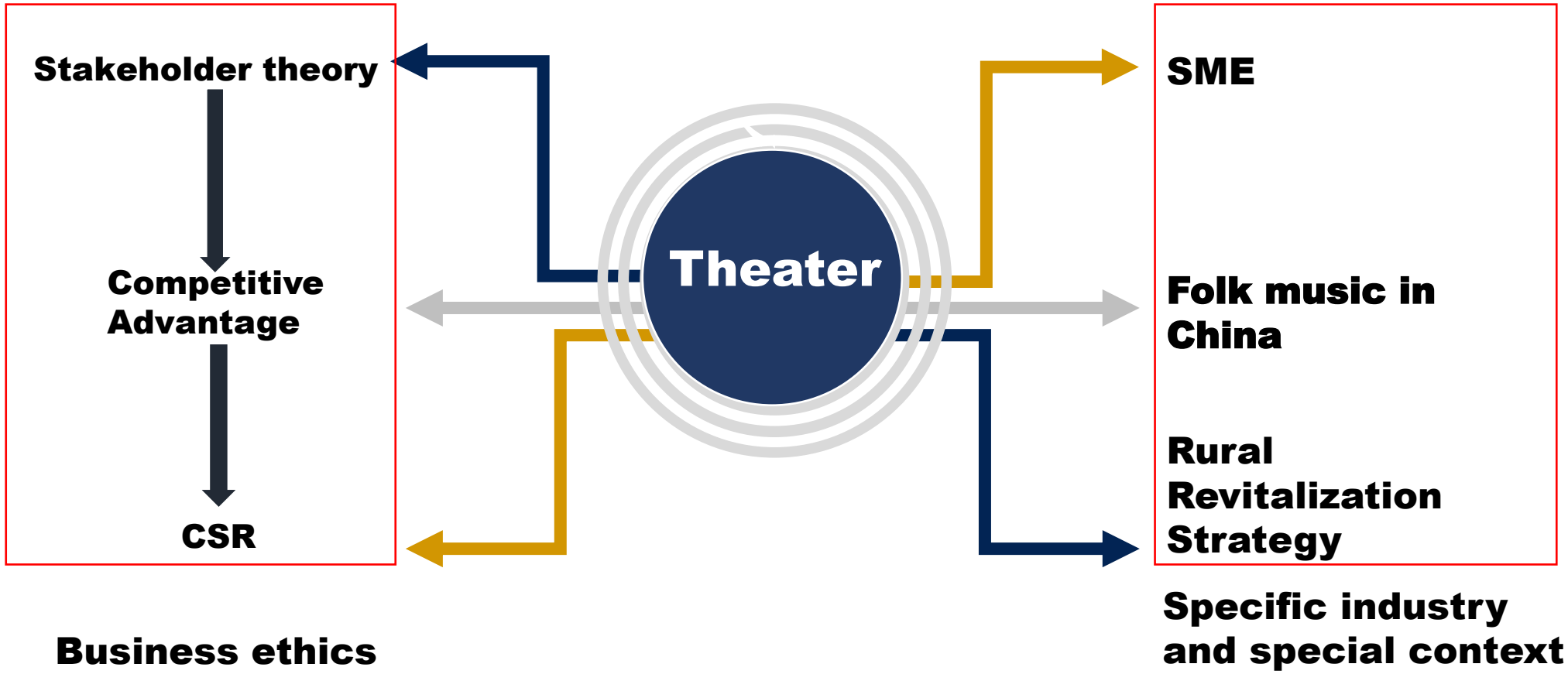
1. Study on Rural food and ritual music: a fieldwork about music of wedding ceremony in eastern Fujian
2. Conclude Min opera in the process of wedding ceremony
3. Understanding the dilemma and demands of theaters

The Rural Revitalization Strategy (RRS) (the Central Committee of the CPC, State Council, 2021)

RESEARCH QUESTIONS

- To explore relationship between competitive advantage and pluralistic value in the village theaters;
- To explore the CSR stories of village theaters;
- To formulate an appropriate strategy for stakeholder management in village theaters.

Literature Review



Literature Review

Stakeholder theory：

Important literature: discussed the relationship between profits and other values (Freeman and Phillips, 2002; Freeman and Harrison, 2010; Linder and Freeman, 2017).

Current academic views: multi-stakeholder initiatives (Soundararajan, Brown et al, 2019; Bakker, Frank et al, 2019) and pluralistic stakeholder value (Schormair and Gilbert, 2020; Brand, Blok et al, 2020).

Strategy management:

competitive advantage (Porter and Kramer, 2002, pp. 56-133), creating shared value (Porter and Kramer, 2011, p. 62)

Ethical strategy: corporation citizenship (Boucher and Rendtorff, 2016, p. 70), Common Good (Bonnafous-Boucher and Rendtorff, 2016, p. 71) and CSR.

organization governance: 'Democratic Quality' (Arenas, et al. 2020) and 'reasonable pluralism' (Heath, et al, 2010, p. 434)

Literature Review

Porter's competitive strategy:

Competitive strategy (1980);

Competitive advantage (1985);

The competitive advantage of corporate philanthropy (2002) focuses on social and economic benefits;

Competitive advantage and corporate social responsibility (2006)

Create shared value (CSV) (2011) focuses on societal need.

Creating share value (2019)

From the value chain to CSV

More social factors are focused

Literature Review

Stakeholder theory and Porter's works

Stakeholder theory and strategic management (SM) (Freeman, 2020)

Relationship between Stakeholder theory and CSR：

Competitive advantage and corporate social responsibility (2006)

Corporate Social Responsibility and Stakeholder Theory (Freeman, 2017)

Focus:

Theaters usually focus on more value about culture than profits in the past. So how can they have a positive stakeholder interdependence between culture heritage (particular CSR) and profits? How about the strategy management?

Literature Review

Folk music industry in China

1. Government and academic organization intervene development
2. Wokeness of intangible heritage protection
3. As SME, like theaters

Rural Revitalization Strategy

Number 1 document in 2021: 2021-2035 long-term target

Rural Revitalization Strategy (Xi, 2017)

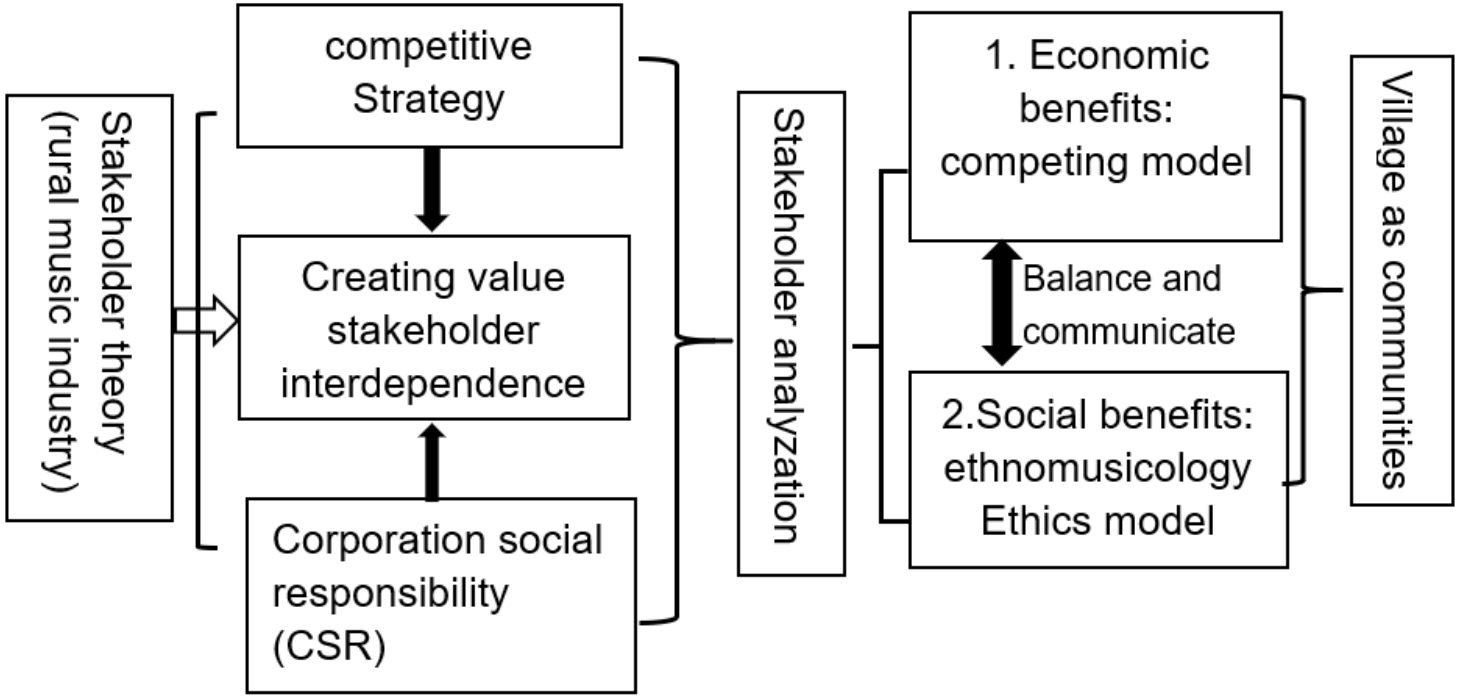
Research philosophies

Ontologically, the reality in the field pursues practical effects and understanding of multiple perceptions.

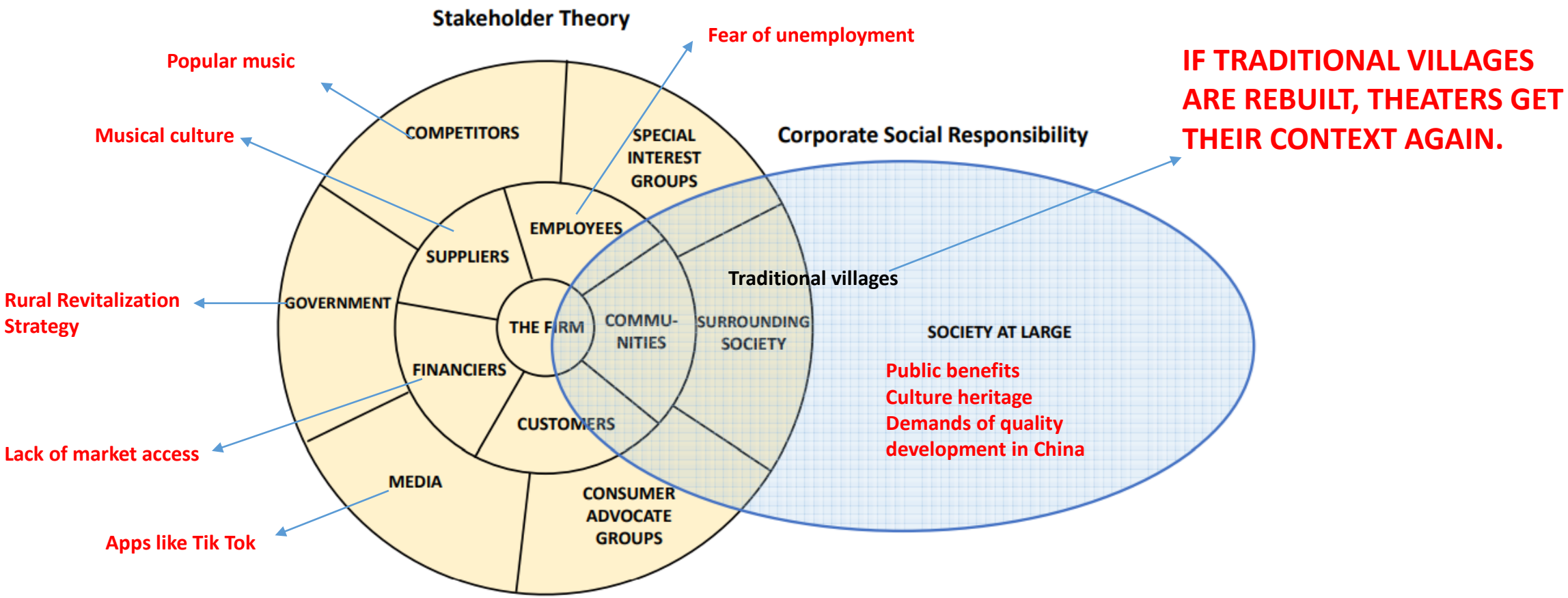
Epistemologically, the mixed methods in constructivism stance (Cassell, et al, p.18) pursue mathematics data analysis and sensemaking.

Methodologically, the pragmatic mixed methods combine deductive and inductive thinking.

THEORETICAL FRAMWORK



Stakeholder Analyzation



Source: (Freeman and Dmytriyev, 2017)

METHODOLOGICAL APPROACH

the mixed methods of *QUAL→quan design*

Objectives	Phase	Methods	Purpose
To explore competitive advantage in the village theaters;	1	Qualitative (fieldwork, depth interview, participant observation et al)	Theoretical phenomenon; Deductive reasoning; Generalize hypothesis. Formulate strategy
To explore the CSR stories of village theaters;	2	Qualitative (depth interview, case study, fieldwork.)	
To test hypothesis and formulate an appropriate strategy for stakeholder management in village theaters	3	Quantitative (questionnaire, collect data, statistic)	Test hypotheses Formulate strategy

The first stage involves long-term fieldwork

The second stage focuses on CSR stories by more structured interviewing (DeWalt, 2011, p. 3)

The final phase aims to conduct questionnaire and test hypothesis which generalizes by last two stages.

CHALLENGE AND RISK

1. Bias: the dual identity of DBA and ethnomusicologist make conflicts to evaluate multi-stakeholders.
2. Culture industry more focuses on modern electronic music (Berry, et al, 2009, p. 25), and fewer literature in the folk music industry brings challenge.
3. A few successful cases about traditional theaters can be learned in China.

Thank you!

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