



## Production Management Of “*Panji Semirang*” At Asean Panji Festival 2023 In Yogyakarta

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### ABSTRACT

ASEAN Panji Festival 2023 is an international festival involving countries in Southeast Asia. The story of Panji Semirang was the play chosen in the festival. The aim of this festival is to practice good things and provide a bridge to the community about the Panji story through several programs that are run. This research aims to determine the production management process carried out during the implementation of "Panji Semirang" at the 2023 ASEAN Panji Festival in Yogyakarta. The research method used is a descriptive qualitative research method using George R. Terry's management function theory approach, namely planning, organizing, implementing and supervising. Data collection techniques were carried out using observation, interviews and documentation. The results of the research are production management through four planning stages: the selected story, determining the city of the show, the team that will be involved, characterization in the show. At the organizing stage: job description and communication flow. At the direction stage: training for dancers and musicians. At the supervision stage: there is a role for the core team to supervise the preparation of costs and the stage manager supervises when the show starts. Based on research, the production management process for the "Panji Semirang" performance at the 2023 ASEAN PANJI Festival in Yogyakarta is in accordance with George R. Terry's management function theory, in the implementation of its production.

**Keywords:** ASEAN Panji Festival, Production Management, Management Function

### INTRODUCTION

Cultural diplomacy is a form of soft power that a country can exercise in achieving its national goals and interests, namely through cultural diplomacy. Cultural diplomacy is a form of diplomacy that emphasizes the use of culture as the main element and will provide the possibility of wider participation (Agullar, 1996). Cultural diplomacy can act as a medium in voicing ideology and understanding about Indonesia, thereby minimizing the potential for conflict that could occur due to cultural differences and disagreements.

ASEAN is known for its extraordinary cultural diversity, encompassing traditions, languages, arts and rich heritage. Cultural exchange between ASEAN countries is a way to celebrate this diversity and at the same time, build awareness of the common values and shared ideals between different societies. Various

festivals and cultural performances held regularly in various ASEAN countries are the main means for cultural exchange. Through performing arts, music, traditional dance, and art exhibitions, ASEAN countries create a platform for their people to understand, appreciate, and celebrate each other's cultural heritage.

Holding an arts festival that embraces several countries is certainly a good sign for diplomatic relations between countries through culture and art. Festivals are events for the public that are experiencing development so that many types of festivals emerge, such as religious festivals, music festivals or performances, arts and crafts exhibitions, as well as other media that are meaningful for the lives of the community and the audience (Goldblatt, 2002:11).

Festivals have different criteria and provide different impacts in each different category. Festivals have their own function with all the background why the festival itself is held. Festivals are held for economic improvement, cultural improvement, artistic development, and environmental development. One of the festivals that prioritizes the function of enhancing culture and developing art is the ASEAN PANJI Festival 2023. The ASEAN PANJI Festival 2023 has a background about the Panji Story.

Departing from this background, the Ministry of Education, Culture, Research and Technology, through the Directorate General of Culture, created a festival that highlights the values contained in the Panji story. The ASEAN Panji Festival is an annual festival which was first held in 2018. In 2023, the ASEAN PANJI Festival will involve countries in Southeast Asia, namely; Indonesia, Singapore, Thailand, Vietnam, Laos, Malaysia, Myanmar, Philippines and Cambodia. With a festival concept held in five cities in Indonesia. Yogyakarta, Kediri, Malang, Surabaya and Surakarta. The reason for choosing the cities to host it is because there is a very close connection to the Panji story itself.

Yogyakarta became the first city to hold the ASEAN PANJI Festival 2023. The performance in Yogyakarta was held at the Arts Laboratory, Yogyakarta Indonesian Arts Institute on October 13 2023. This festival is a collaboration between the Directorate General of Culture and the Yogyakarta Special Region Cultural Service. In organizing the 2023 ASEAN PANJI Festival, must have very thorough preparations from all aspects to present an extraordinary art performance.

This research will examine further the production management at the 2023 ASEAN Panji Festival in Yogyakarta. The main focus of this research will be on how the Yogyakarta production team plans the 2023 ASEAN Panji Festival from pre-production, production, to post-production.

## **METHOD**

This research uses a qualitative descriptive method with a case study type, namely by conducting research on the ASEAN PANJI Festival 2023.

### **Observation**

Observation is used as a work practice process that observes and records management activities from

before production until production has ended. Observations were carried out by observing the process of the ASEAN Panji Festival 2023 production team in Yogyakarta.

### **Interview**

The interview will be conducted with the ASEAN PANJI Festival 2023 Production Leader, the Directorate General of Culture, the ASEAN PANJI Festival 2023 Coordinating Team in Yogyakarta.

### **Study of Literature**

The literature study in this research was carried out by studying reading sources such as books, journals, theses, articles or documents that are relevant to the problem being studied.

### **Documentation**

Some documentation from before the production process until the festival was held was used as material for writing.

## **RESULT AND DISCUSSION**

The Panji story can be shortened as oral literature which revolves around the romance between Raden Panji Asmarabangun (Inu Kertapati or Panji Kudawanengpati), the crown prince of the Jenggala kingdom, with Dewi Sekartadji (Galuh Candra Kirana), the princess of the Panjalu or Kadiri kingdom. However, the love affair between these lovebirds did not go smoothly, there was a lot of romance in the form of adventures and disguises until the Panji Story then gave birth to many versions and variants in the form of fairy tales and other stories, Nurcahyo (2018:117).

The story of Panji spread to almost all countries in Southeast Asia with Indonesia as the center. Stories that are closely related to cultural diversity, the value of struggle to uphold the truth, humanity, loyalty and the values of justice. In 2017 the Panji story was recognized by UNESCO as a "Memory of the World" as an award and also a reminder of the intellectual and cultural riches of the Southeast Asian country. This is something that must be cared for in every region because of the banner story of the wealth that is owned.

To appreciate this, a festival was created with the aim of providing education to the public at large and also practicing the values contained in it. In 2018, the Indonesian Ministry of Education and Culture created a festival with the background of the Panji story entitled the 2018 International Panji Festival. Indonesia was the first host and the 2018 International Panji Festival only involved three countries, namely Indonesia, Thailand and Cambodia. In 2018, the International Panji Festival was held in eight cities, namely Denpasar, Surabaya, Malang, Blitar, Tulungagung, Kediri, Yogyakarta, and the highlight of the event was in Jakarta. The implementation time is from 27 July to 13 July 2018. For the programs carried out at the International Panji

Festival there are workshops, seminars, competition activities, art performances, exhibitions for manuscripts, paintings and masks.

Several programs were prepared in organizing the ASEAN Panji Festival. This is intended to attract public interest in the festival and become a bridge to the goals that have been designed. Some of the ASEAN Panji Festival programs are:

**Performance**

ASEAN PANJI Festival is held every five years, and involves nine countries in the performance. The 2018 International Panji Festival performance was attended by Indonesia, Thailand and Cambodia. Meanwhile, the 2023 ASEAN PANJI Festival will be attended by Indonesia, Thailand, Cambodia, Laos, Myanmar, Malaysia, Singapore, Vietnam and the Philippines.

Participants here are divided into two, dance participants and music players. For the dancers themselves, each delegation sent three to ten dancers according to the needs of the scene. Meanwhile, for music players, each delegation sent one to four music players according to needs. However, there are exceptions for the host of the Festival itself, because it can involve more than ten musical performers. Because the ASEAN PANJI Festival has a roadshow concept, it is not uncommon for participants to change when moving from one city to the next. Considering the gap between one performance and another is only three days.

**Form of Organization**

The form of organization in the ASEAN PANJI Festival 2023 in Yogyakarta is a functional organization. Functional organization is a type of organization that does not place too much emphasis on structural hierarchical relationships where responsibilities are grouped based on functions within the organization. Each department has clear responsibilities. This form of organization focuses more on the nature and type of functions carried out by its members. Therefore, in a functional organization it is clear that there is a clear division of tasks. In this organization, subordinates receive orders from superiors. Organizational leaders will be grouped according to their specialization. So that the specialization of employees can be further developed and utilized optimally.

**Event Logo**



Figure 1. ASEAN Panji Festival 2023 Event Logo  
Source: ASEAN Panji Festival 2023 document

**Program**

Several programs were prepared in organizing the ASEAN Panji Festival. This is intended to attract public interest in the festival and become a bridge to the goals that have been designed. Some of the ASEAN Panji Festival programs are:

- **Collaboration Show**

The collaborative performance at the ASEAN PANJI Festival is an activity that shows how the Panji story is absorbed and implemented in the performance. This collaborative performance was carried out in five different cities according to the inter-city schedule. In Yogyakarta, activities will start on October 13 2023. Continued to the city of Kediri on October 16 2023. For the city of Malang, the performance will be held on October 21 2023. Pasuruan became the 4th city to hold a collaboration performance on October 22. The city of Surakarta is the closing city for the collaboration show.

- **International Seminar**

The Panji story is important in reviving the rich and valuable cultural heritage of the people of Indonesia and the Southeast Asian region. Stories about the adventures of Panji not only teach values such as courage, loyalty and sacrifice, but also become a symbol of strong cultural identity for the Indonesian people. By understanding and celebrating Panji stories, it is hoped that people can maintain and appreciate the cultural heritage that has been passed on from generation to generation, as well as enrich their understanding of Panji history and culture. The Panji International Seminar was held in two cities, namely Yogyakarta and Surabaya. Yogyakarta is holding a Panji seminar on October 12 2023 at the Gadjah Mada University

Postgraduate School Auditorium, the event starts at 9am. The Panji International Seminar in Surabaya will be held at the Auditorium of the Faculty of Medicine, Surabaya State University on October 18 2023.

- **Competition**

The Panji story competition was held to enliven the ASEAN Panji Festival. With the aim of further socializing the story of Panji in Indonesia. The banner story competition for children and teenagers is open to everyone and is attended by groups, studios, communities, villages from all over Indonesia with categories for children aged 6-12 years and teenagers aged 13-18 years. Prospective participants are asked to send recordings of their work in video form which will be screened online by the Observer Board. Submission of works will start from 14 August to 30 September 2023.

After the selection process is complete, 10 groups will be selected for the children's category and 20 groups for the youth category to advance to the final round. Participants must present their work directly on stage. The selected video works must explore the topic of the Panji Story in accordance with stories known in their respective regions. The final round will be held in Malang to be precise on October 10-12 2023.

- **Workshops**

Workshops are part of the program in the series of banner festivals. In various cities that hold banner festivals, there are various workshops created. During its implementation in Surakarta, a mask painting workshop was held involving students from junior high schools in Surakarta. At the performance in Surabaya, there was a panji dance workshop and also a damar bracket painting workshop. For workshops in Surabaya, involving the general public. These workshops are part of efforts to preserve objects of cultural advancement.

### **Production Management ASEAN Panji Festival**

After successfully holding the 2018 International Panji Festival which became the forerunner of the 2023 ASEAN PANJI Festival. The 2023 ASEAN PANJI Festival is a program initiated by the Directorate General of Culture under the auspices of the Ministry of Education, Culture, Research and Technology. With the aim of passing on a banner story to the next generation.

### **Production Management ASEAN Panji Festival 2023 in Yogyakarta**

Yogyakarta will host the opening of the 2023 ASEAN Panji Festival before joining other cities such as

Kediri, Malang, Surabaya and Surakarta. There are two programs running at the ASEAN Panji Festival 2023 in Yogyakarta, namely the international Panji seminar and collaboration performances. For the festival in Yogyakarta, it was coordinated by Dian Andika Winda and Bambang Paningron as production leaders. There is a division of labor here, for everything related to artistic matters, such as collaborative performances and rehearsals, is the responsibility of the production leader. For other things such as seminars, ASEAN PANJI Festival planning meetings are included in the domain of the Yogyakarta coordinator.

### **Panji International Seminar in Yogyakarta**

The Panji International Seminar in Yogyakarta was held on October 12 2023 at the Gadjah Mada University Postgraduate School Auditorium. This seminar started at 7.30 am, with the main speaker Prof. Dr. Eng. Wardiman Djojonegoro, as well as several other speakers, Dr. Lydia Kieven from Germany, Dr. Thaneerat Jatuthasri from Thailand, Dr. Gr. Lono L. Simatupang, M.A. from Indonesia, Dr. Soo Pong Chua from Singapore, Rudy Wiratama, S.I.P., M.A. from Indonesia and Mrs. Ei Ei Thant from Myanmar.

This seminar is a form of collaboration between the UGM graduate school and the Ministry of Education and Culture. Forms of collaboration here include selecting and calling resource persons in seminars. Several resource persons were presented at this seminar through connections held by each agency. Another form of collaboration is seminar events assisted by staff from UGM, such as publications, venues and technical matters in seminars. The Ministry of Education and Culture carries out supervision and several other correspondence matters.

Audiences who wish to take part in the seminar are directed to fill in the registration link first. The target audience for this seminar is academics, cultural researchers and the general public. There are invited guests who are invited to attend the event.



Figure 2. Panji International Seminar in Yogyakarta

Source: Fuji, 2023



**Collaborative Show**

This collaborative show includes countries in Southeast Asia. To call for participants from abroad, the Ministry of Education and Culture sends letters to the countries and the agenda for the activity. Considering that the ASEAN PANJI Festival 2023 series is so long and moves from city to city over a period of approximately three weeks. This is a consideration for participants and teams from each country in preparation for sending their delegations to Indonesia. Because they have to leave all their activities in their home country. In this case, there must be a role for the local government to assist with funding for artists sent to Indonesia.

Regarding funding, the Ministry of Education and Culture has its own conditions for allocating funds for artists from abroad. For each country, the Ministry of Education and Culture limits funding to only five artists sent to Indonesia and that includes dancers and musicians. If a country sends more than five people, the responsibility for the remainder is borne by each sending country. In addition, each country is obliged to provide allowances to the artists they send. Meanwhile, for artists and teams from Indonesia, the Ministry of Education and Culture covers all accommodation.

For participants from Indonesia, especially regional artists, the Ministry of Education and Culture does not provide pocket money. Therefore, pocket money and other funding are financed by the regional government. The Ministry of Education and Culture covers inter-city transportation, inter-city hotels. Meanwhile, the stage, lights, sound system, publications and other things in the regions are covered by the regional government. Here, there must be the power of negotiation, collaboration and must also communicate well to invite local governments to collaborate to finance this activity.

The Ministry of Education and Culture is also taking advantage of existing relations with the ASEAN Secretariat at the ASEAN PANJI Festival 2023. Along the way, the Ministry of Education and Culture and the countries that will be involved will continue to encourage the ASEAN Secretariat. Through efforts from the ASEAN Secretariat, personal efforts through known networks to follow up on letters sent to the ASEAN Secretariat. These methods produce results. The artists also did this by finding out from letters that had been sent by the Ministry of Education and Culture to the ASEAN Secretariat in each country.



Figure 3. Collaborative performance in Yogyakarta  
Source: Fuji, 2023

The collaborative performance was held at the Art Laboratory Building, Indonesian Institute of the Arts Yogyakarta. The show starts on October 13, 2023, at 7.30pm. Bambang Paningron as production leader is overall responsible for the implementation and success of the festival production. The production leader is also the leading spearhead in organizing until the completion of the performance and reporting on the implementation of activities. However, when the performance starts, all directions fall under the responsibility of the stage manager.

The symbolic ceremony indicating that the 2023 ASEAN PANJI Festival has started was carried out by the Director General of Culture, Hilmar Farid. Live streaming is held when the show takes place and this applies to the five cities where the show is held. This is intended for people who are unable to attend the event venue or for all Indonesian people who want to watch the show via their devices. The public can watch live streaming of collaborative performances via the YouTube channels of the Indonesian Ministry of Education and Culture and the Department of Culture of each city, when the performances are held.



Figure 4. live streaming of ASEAN Panji Festival 2023 in Yogyakarta  
Source: Youtube.com

**Planning**

The idea of holding the 2023 ASEAN Panji Festival had been discussed several years before it was held. The Directorate General of Culture through the Directorate of Development and Utilization initiated this event, with the initial process appointing Bambang Paningron as production head and also Bambang Pujasworo as writer and artistic director of the festival. Script selection and writing begins in early 2023.

On August 18 2023, an inaugural meeting was held to introduce the concept, background and objectives of holding the ASEAN PANJI Festival 2023 at the Alana Malioboro Hotel, Yogyakarta. The discussion at this meeting discussed the introduction of the Panji story, the concept of the first festival with the dance coordinators, fashion coordinators, coordinating composers, as well as representatives of the respective Regional Cultural Services who will hold the 2023 ASEAN PANJI Festival series. This meeting also explained their respective duties, divisions and also roadshow plans for five cities, as well as several programs that will be at the ASEAN PANJI Festival 2023.

On September 15 2023, a meeting was held online with the team from the Directorate General of Culture and also the ASEAN PANJI Festival 2023 traveling team starting from production leaders, fashion, dance, composers and representatives from the Surabaya, Surakarta, Malang, Kediri and Yogyakarta regional cultural services. The meeting on September 15 2023 discussed sustainability and readiness approximately one month before the opening of the ASEAN PANJI Festival as well as the agenda for the next meeting.

On September 19 2023, the second joint meeting was held at the Alana Malioboro Hotel, Yogyakarta. With the main agenda of reviewing dance videos and music arrangements that have been collected by several countries. The meeting started at 10.00 WIB and was opened by art director and scriptwriter Bambang Pujasworo. In general, the meeting agenda looked back at readiness between regions, several tourist destinations for delegations, as well as confirmation of the country's participation in the ASEAN PANJI Festival 2023.

Countries such as Thailand, Laos, Malaysia, Myanmar, Cambodia, Vietnam, Malaysia send dance and music videos to be used. These videos are very helpful for the ASEAN PANJI Festival 2023 team to provide input. For the new Singapore, they collected photos of the participants with the message that Singapore would be more inclined to show Chinese opera but still show the Panji story itself. As for the input for Thailand, to make music with a higher pitch, because in scene 6 when Thailand performs there should be a bolder impression. The harmonizing composers also highlighted the songs that accompanied the Myanmar dancers because the audio quality was quite poor. So far, Malaysia is still a country with satisfying quality music and dance.

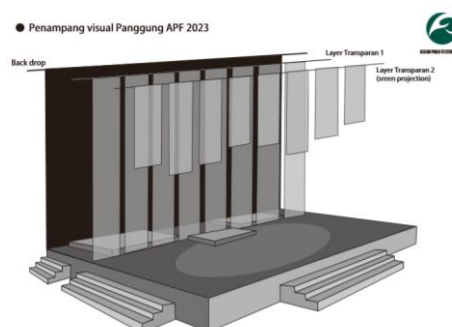
On September 20 2023, a special meeting for the team in Yogyakarta was held in Bantul. Attended by the production leader, artistic director, stage manager, writer, costume coordinator, main composer, dance coordinator, and main rehearsal coordinator. The meeting agenda on that date was a continuation of the

second major but more intimate meeting for the Yogyakarta team. An outline of the discussion regarding Yogyakarta's readiness to become the first host and opener of the ASEAN PANJI Festival 2023. There is readiness in the venue for rehearsals with the provision of dance and music studios, discussion regarding the depth of several scenes for the depiction of the costume designers that will be used, as well as the traveling team for the festival. Here there is also a division of students who help supervise the training which is coordinated by Dindin Heryadi.

In determining the script, the Ministry of Education and Culture discussed with an anthropologist from the University of Indonesia, namely Mr. Karseno, as well as Mr. Sulisty, Mr. Agus and Mr. Bambang Pujasworo with all the connections regarding the Panji story. Until finally it was decided that the Panji story that would be performed in the collaboration performance was the Panji Semirang story. For this reason, there are several Panji stories that have not spread throughout Southeast Asia. Because this is an international performance involving almost all countries in Southeast Asia, the play Panji Semirang was chosen because it is already known in countries other than Indonesia and is also relevant to the countries involved such as Thailand, Vietnam, Laos and Cambodia. From a technical perspective for the performance, the Panji Semirang story is the best and easiest to divide into several scenes. Considering that the collaborative performance at the ASEAN Panji Festival 2023 involves nine countries, each country must have sufficient portions.

However, the process of writing a script for a show is very complex. It took a long process to stitch each scene one by one so that the composition of each country in each scene had the same portion. There are considerations regarding the role of the main figures in each country. In his consideration, there are two possibilities, whether the main character is always present in every scene, or whether each scene has its own main role.

The stage design is made by the production leader in coordination with the Art Director. When the show starts, all responsibility for the performance on stage is held by the Stage Manager.



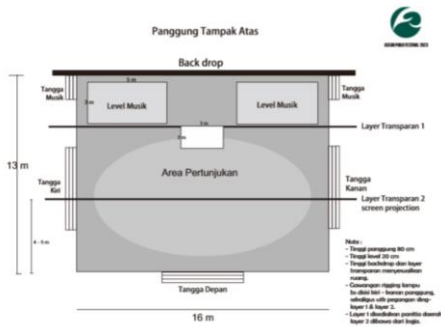


Figure 5. Collaborative performance stage  
Source: ASEAN Panji Festival 2023 document

**Organizing**

The division of teams in the 2023 ASEAN PANJI Festival is divided into two teams, the Mobile Production Team and also the Ministry of Education and Culture Production Team. The Mobile Production Team is filled with experts who have been recruited by the Ministry of Education and Technology to work on the ASEAN PANJI Festival 2023. The art director for the ASEAN PANJI Festival 2023 is Bambang Pujasworo. There are several names that are options to become art directors. One of the most important reasons is because Bambang Pujasworo knows the Panji stories and has a basis for dancing. This is what is needed in making festival productions. Because the flagship program in the 2023 ASEAN PANJI Festival is a collaborative performance from nine countries to present the play Panji Semirang.

In terms of stage work, the 2023 ASEAN PANJI Festival is planned to involve 9 ASEAN countries requiring adequate stage management. The need for collaborative design that combines the many varieties and colors of Southeast Asian culture in one series of performances. The distribution of stage work equipment is divided into two teams with position delegations.

The teams were divided into two, with the first team being the ASEAN Panji Festival Production Team. Under the core team there is a Kemendikbudristek team and a mobile production team. Under the mobile production team there is a regional production team.

The work description of the Ministry of Education and Culture team is to prepare correspondence, bureaucracy, needs between delegates, and several budget plans, event publications, and several programs that will be carried out at this festival. For each region, each team is managed by an inter-regional coordinator, while for the mobile production team it is everything related to artistic needs. Like what needs are needed on stage. Artistic, clothing, story that will be told, lighting, stage layout. the team is led by a production lead who collaborates with the artistic director.

For regional teams because they are still under the mobile production team, the work description is still the same. It's just that they moved more in areas after the implementation in Yogyakarta, such as Kediri, Malang, Surabaya and Surakarta. However, the movement was directly monitored by the mobile production team and the Ministry of Education and Culture team.

**Actuating**

The 2023 ASEAN PANJI Festival in Yogyakarta began on October 7 2023 when delegates from each country arrived in Indonesia. On October 8-13 2023, a collaboration performance practice was held.

- **Dancer Training**

Rehearsals in Yogyakarta were held for five days starting from 8 October to 12 October 2023 with three days in the designated practice studio and 2 days at the event venue later, and there was a grand rehearsal on the day of the event but it was held in the morning until the afternoon. On the first day of practice, October 8 2023, when all the delegates had gathered at the ISI Yogyakarta dance department hall, the first performance was held. In this case, there are eight scenes that have been instructed in advance to each country. This was done to see how far the preparations between each country have been, starting from cohesiveness and harmony with the music, as well as what needs to be improved and also to help the role of dance synchronizers and composers in creating transitional music.



Figure 6. Dancers training  
Source: Fuji, 2023

- **Musician Training**

Training for musicians is in studio 5. In Studio 5, the direct rehearsal direction is directed by the main coordinating composer and regional coordinating composers. On the first day of practice, the practice focused on creating opening music for the collaborative performance and synchronizing the musical instruments that each delegation had brought. In music practice, only Indonesia, Singapore, Cambodia and Myanmar play music live, while other countries use recordings that they previously made in their



respective countries.

There are 4 musical instruments brought by Cambodian musicians, this is interesting because it combines musical instruments from Indonesia and Cambodia. For Myanmar itself, there was only one musician and he played a musical instrument from Indonesia because he didn't bring his instrument. Live practice began by first harmonizing musical instruments from Cambodia and musicians from Myanmar who adapted to their own musical instruments.



Figure 7. Musician training studio  
Source: Raka, 2023

- **Combined Training**

At the rehearsal held on October 11 2023, the dancers began to adapt their movements to the size of the stage and the music being played. The supervisory role here is to pay attention to things that are lacking in training. Artistic performance has also been used in practice. This is to adapt the dancer to the atmosphere that will be created. During the first break, the dancers and musicians can find out what is missing artistically to build the atmosphere. If later there is a lack of artistry, the musicians and dancers can coordinate with the production leader for the lack of artistry.

At rehearsals on October 12 2023, dancers began to wear the costumes they will wear when performing. Artistic items that previously had been added have also been used. The artistic division that will be used is given in the morning before practice by placing it on the right and left wings of the stage. In this exercise, the narrator comes into the exercise for adjustments. Before each dancer enters a coherent scene. Several countries' training was split in several corners of the building. After the rehearsal is finished, there is a briefing conducted by the production leader and artistic director.

On October 13 2023, exactly 10am before the show started. There was a dress rehearsal from the first scene to the last. There were not many mistakes in this exercise and the combined exercise finished at 4pm. After that, the

participants returned to the hotel to return to the art laboratory building, ISI Yogyakarta at 6pm.

### Controlling

This Panji story performance is an art performance that is carried out using a process. requires practice, understanding of the play being presented, the process of equipment that must be fulfilled for the performance. Remembering that the ASEAN PANJI Festival 2023 is an international festival. Of course, even the slightest mistake will have a big impact on Indonesia's face internationally. The Ministry of Education and Culture, as the initiator of this festival, supervises the drafting of budgets for each city and the necessary things needed for the performance. Even though each city has been given its own task in creating its own show design, supervision must still be carried out to minimize mistakes that could have fatal consequences.

Apart from providing guidance in drafting the budget, there is also supervision in all technical aspects of the performance. This is coordinated with the production leader. For example, if the lighting is inadequate at the event location, of course that is something that must be taken into account, or if the costumes must be close to those that Indonesia has. As for the availability of musical instruments used by performers from other countries, the production team must look for musical instruments that sound the same as requested.

At this stage, the ASEAN Panji Festival 2023 collaborative performance of the play Panji Semirang is directly supervised by the stage manager. The Stage Manager has the special task of overseeing the course of the performance from start to finish and is responsible for what happens on stage.

### CONCLUSIONS

ASEAN Panji Festival 2023 aims to pass on the story of Panji to future generations and celebrate UNESCO's recognition in 2017 as a "Memory of the World". Yogyakarta hosted the opening of the festival before continuing to four other cities chosen based on their historical connection to the Panji story. The hope is that this festival can encourage innovation and development of the Panji story in each region to maintain its sustainability.

Production management of the ASEAN Panji Festival 2023 in Yogyakarta is divided into several stages:

- First, planning for the 2023 ASEAN PANJI Festival in Yogyakarta. Starting from selecting the team that will work, the banner script chosen to be staged, planning the respective funding, as well as all technical matters for the sustainability



of the festival. With several meetings held to see the maturity of the festival.

- Second, in the organizing part, the division of teams in the 2023 ASEAN PANJI Festival is divided into two teams, a traveling production team and also a regional production team. The mobile production team is filled with experts who have been recruited by the Ministry of Education and Technology to work on the 2023 ASEAN PANJI Festival.
- Third, the production of the ASEAN PANJI Festival 2023 in Yogyakarta, the coordinator as a representative of the Ministry of Education and Culture team and the production leader work together and the focus is divided into two but still under the festival producer. The production leader focuses on artistic creations such as collaborative performances, while the coordinator focuses on seminar programs and other things. The role of the art director is to direct all the needs of this festival and communicate with the production leadership.
- Fourth, supervision, the Ministry of Education and Culture team supervises and dictates to the relevant regional governments in managing the draft budget so that it is more targeted and detailed. Remembering that the ASEAN PANJI Festival 2023 is an international festival. Of course, even the slightest mistake will have a big impact on Indonesia's face internationally.

Based on the existing explanation, it shows that the production management process for the "Panji Semirang" performance at the 2023 ASEAN PANJI Festival in Yogyakarta is in accordance with George R. Terry's management function theory, from planning, organizing, implementing and supervising very well in its implementation.

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