

EVENTS OF FESTIVAL AS THE ROOMS ARTS MANAGEMENT COLLECTIVE WORK PRACTICE; CASE STUDY YOGYAKARTA ARTS FESTIVAL 27TH 2015

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ABSTRACT

Festival in the era of communication technology now could not be more distant from the daily reality experienced by society. FKY 27th present the theme "Dandan" and tagline "EdanEdanan" purposely formulated by the committee so that the festival is becoming increasingly relevant in articulating the problems and realities daily life Yogyakarta, where every element layer of society need momentum and awareness for "Dandan" or literally interpreted as a improve and dress up in positive terms. So how organizers festival managing all natural resources and human to solve problems of classical with innovative management will be a discussion of the author, this paper does not become ambition from author to formulate a solution or a blueprint of the system of arts management festival, but more of a bid by the authors through portrait of the reality of management ideas present city arts festival in the implementation of the FKY 27th in 2015. The field research conducted by the authors with Paweda, Art Management Studies in Yogyakarta, qualitatively and quantitatively from the pre-event until the event takes place that is dated 19th August 2015 till 5th September 2015.

Keywords: Festivalizing, Creative City, Festival and its Relevance to the problems of the city, Festival Kesenian Yogyakarta, Art Festival Management System in Yogyakarta

INTRODUCTION

The first aspect in the case festivalizing¹ is a town, area or region which is the main element in the effort to present a creative city through cultural strategy, in terms of the Festival Kesenian Yogyakarta (FKY) the elements of art (both visual and performing arts) into consideration. The second aspect is equally important is how the festival the scene of a presentation on preparations and their daily experiences². This means that the town festival is no longer seen as an event that is distant from daily experience, but should be interpreted as a reflection of everyday life and are in the same dimension with the audience, and therefore the relevance to the strategic issues of the town is an absolute thing to do. Selection of the theme "Dandan" and tagline

¹ A term taken from the journal as a Creative City Festivalization Strategy tulisan Nikolay Zherdev, festivalizing is the culture of a city strategy to provide paradigms and new positioning in a city to their peoples or a particular community

² Nikolay Zherdev, *Festivalization as a Creative City Strategy Journal*, Universitat Oberta de Catalunya, 2014, p. 14

"EdanEdanan" on FKY 27th³ could be an attempt to present the festival with strategic issues Yogyakarta, discussion of this will be described in the next section. In the realm of FKY, practically this festival through many aspects of cultural activities, social and economic, turned from being a strategy implementation instrument into the strategy itself, meaning that there was a shift in which once the art is an instrument cultural strategy, now the strategy itself, as by stand independently but still in the realm of cultural strategy. How businesses every layer of human resources Special Region of Yogyakarta in realizing this will be discussed further with the data obtained from the field during FKY event took place, as well as interviews with Ishari Sahida⁴ and Roby Setiawan⁵.

Back to the issue of commodification strategy, the main reason behind it is waning (if you do not want to say missing) "trust" of the artists, especially Yogyakarta, against FKY as their space art. Lack of managerial cooperative and programs that are relevant to the artists need to accumulate at least until the mat edition 24 (FKY in 2012)⁶. Then enter the edition to 25, where the issue of the management of self-management⁷ began to be held by the trio of Ishari Sahida nicknamed Ari Wulu, Roby Setiawan and Setyo Harwanto⁸ in the ranks of the chairman, the vision of FKY refunded in case of the most fundamental, namely embrace, to accommodate all levels of artists. They seek how FKY be interpreted as the highlight of the celebration events of art in Yogyakarta. The case study in this paper is FKY 27th edition, the third edition of which is managed by the trio. Referring to an interview with Ari Wulu and Roby Setiawan, who is still seeking FKY vision is able to embrace all artists, both visual artists and performing artists, traditional and contemporary, using two viewpoints, namely management by objective management, and production management as a method of analysis.

Optimizing Management By Objective as an effort to drive human resources FKY 27th organizers

Management by Objectives (MBO) was first introduced by Peter Drucker in his book *The Practice of Management* in 1954. In short MBO is the emphasis the aspects of management of the importance of the role of interest in effective planning. MBO's basic idea is that MBO is a participatory process, actively involving the managers and members of the organization stage.

As already described at the outset, the vision of FKY 27th is (still) seeks to embrace all levels of artists. On the other hand, the classic problem that is always found in the deployment initiated by the government is limited

³Festival Kesenian Yogyakarta 27th (2015 edition), held for 18 days, from August 19 2016 to 5 September 2016 Venue in Taman Kuliner Condongcatur, Sleman, Yogyakarta.

⁴ *Board On Director* FKY 27th for Festival Program Division

⁵ *Board On Director* FKY 27 for Art and Creative Division

⁶ Interview with Ishari Sahida (Ari Wulu), Februari 23th 2016 at Geronimo FM Yogyakarta

⁷ Self-management is the implementation of the work planned, carried out and supervised his own. This was stated in Presidential Decree No. 80 Th. 2003 on the Guidelines for Procurement Government Goods / Services. By this definition it appears that self-management to be independent and is done by ourselves, not by the provider. This definition is taken from the site https://www.academia.edu/7080060/Pengertian_swakelola (Accessed on 11 April 2016 14:01 hours) Meanwhile in the Great Dictionary of Indonesian self-management means managing yourself.

⁸ *Board Of Director* FKY 27 for general section division

funding and preparation time. The consistency problem that has led to initiatives form a committee with the method of the Board of Directors (BOD)⁹, the new system is present on this 27th edition, the previous committee structure is always headed by one person is the chairman. In this BOD system can be said that there is not one single head, but it is divided into three. In the context of FKY then the variable manager would have taken his role by the BOD and is divided into three work scope is the Program Director and Festival is on hold Ishari Sahida, the scope of work of this division is to make the concept pertunjukakn and selects performers, Art Director and Creative by Roby Setiawan, focus the work of this division is organizing art exhibitions, wokshop, artistic venue, to the art market, and the Director General section is Setyo Harwanto, which takes care of all matters of income and expenditure of funds, until the permits and letters of legality with vendors and stakeholders. In the system of organization FKY each director has their respective members that are structurally named Person in Charge (PIC) or coordinators and staff.

The system is considered to be the most ideal to solve problems of classical above, although its effectiveness needs to be studied further given the new system conducted the first time in FKY, but at least a work efficiency more pronounced because of the burden that had been handed over to the people are now divided into three heads for bear collective.¹⁰ Each BOD has a coordinator to manage each program (see the management structure), each coordinator in each division of each integrated with other divisions, especially the director of the general financial dealings. In the system there is no aspect of hierarchical between divisions, all integrated in a position equivalent to only difference is the focus and the principal works, but if the review that the management is self-managed submitted through the government (department of culture Yogyakarta Special Province) to the private sector, it is hierarchical government is the supreme command. Actually, above BOD, there are Steering Committee from the government, but in practice is not very effective in the implementation of the field and just do a cross-check on the progress of the pre-event¹¹.

On the other hand the limited funds bore the negotiations that eventually forced the search for financial supply outside funding from the government. In policy FKY not allowed to find sponsors, the committee around this by opening a stand art market's tenant¹² (see booth layout art market FKY 27th). Government demands the organizers to immediately held FKY mid-year, makes the art market be a solution to financing that came too late.

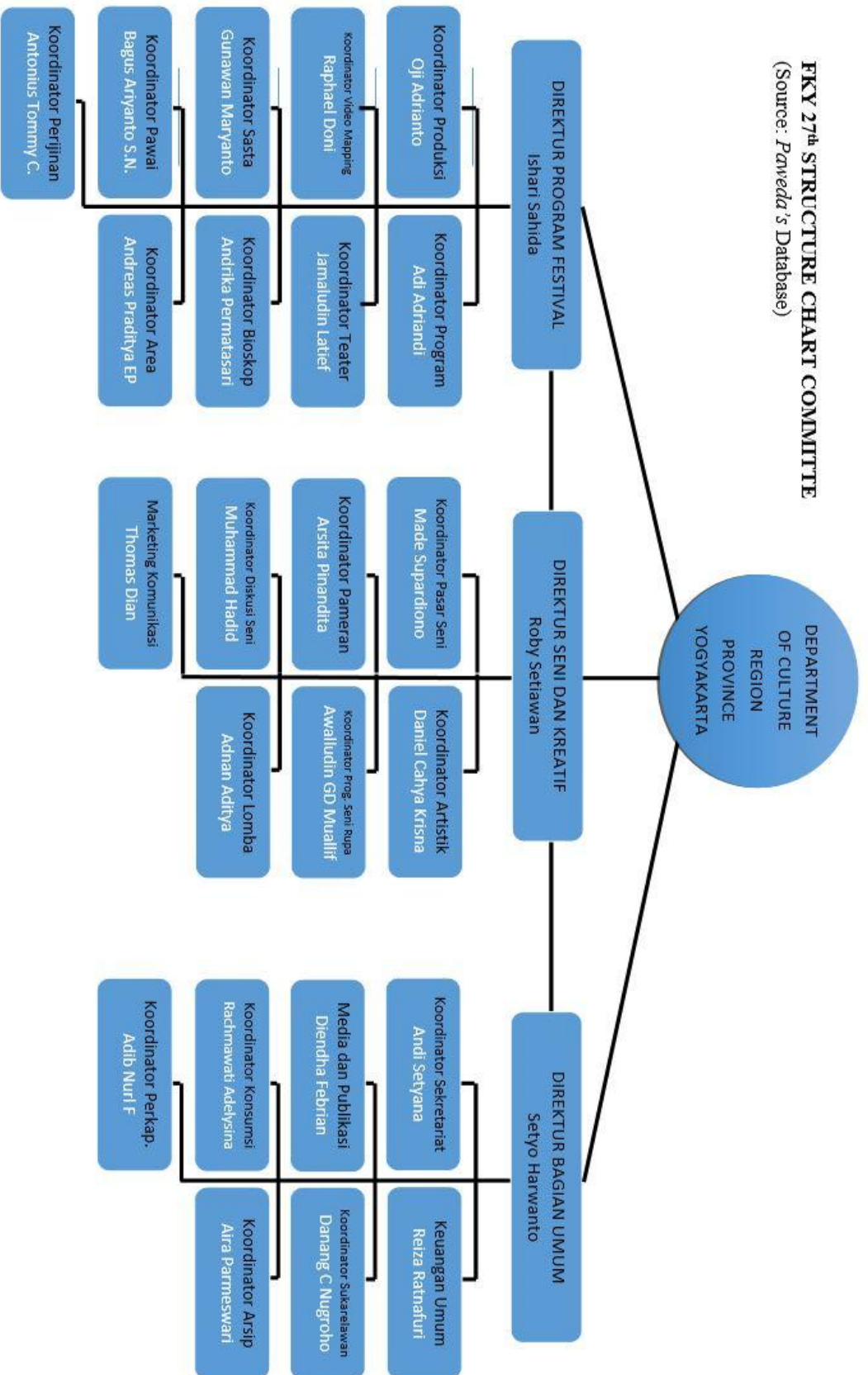
⁹ Board of Directors is the term used in the United States for groups of supervisors and managers of companies consisting of representatives of the majority shareholder, the company's founder, major creditors, and those who contributed to the company. Of the Board of Directors, will be selected from among them, at least two people to serve as Chief Executive Officer (CEO) and Chief Financial Officer (CFO), often also added one more person who has served as Chief Operating Officer (COO). This understanding of the module arrangement quoted Mas'ud Machfoed entitled Board Duties: Indonesian Institute of Commissioners and Directors, p. 1

¹⁰ Interview with Ishari Sahida (Ari Wulu), Februari 23th 2016 at Geronimo FM Yogyakarta

¹¹ Interview with Roby Setiawan, Februari 27th 2016 at Roby Setiawan home, Krapyak, Yogyakarta

¹² Interview with Roby Setiawan, Februari 27th 2016 at Roby Setiawan home, Krapyak, Yogyakarta

FKY 27th STRUCTURE CHART COMMITTEE
 (Source: Paweda's Database)



Layout Pasar Seni FKY 27 Taman Kuliner Condongcatur

Menghadirkan suasana pasar dengan konsep tradisional dan modern market, Pasar Seni FKY 27 akan dilaksanakan di Taman Kuliner Condongcatur yang diikuti pengrajin, komunitas seni dan kuliner yang unik dengan nuansa khas FKY serta balaian artistik yang akan membuat nyaman para pengunjungnya. FKY 27 mengundang pelaku Industri Kreatif untuk berpartisipasi di Pasar Seni FKY 27 akan digelar pada tanggal 19 Agustus 2015 - 5 September 2015. Pendaftaran dibuka dari tanggal 24 Juli 2015 - 15 Agustus 2015.



Fasilitas

1. Parkir Gratis dan ID Card.
2. Fitting lampu T1Pcs dan stop kontak T1Pcs.
3. Bangunan stand menggunakan bambu dengan penyekat antar stand.
4. Papan nama usaha
5. Disediakan LO / Liaison Officer yang melayani kebutuhan tenant, seperti check list barang, dan rekap omset harian.
6. Promosi oleh MC panggung dan pusat informasi.
7. Layanan kebersihan dan keamanan

Contact Person :
Made : 0818 268 151
Reza : 0857 2942 8728
Aulia : 0877-3969-4724
E-mail : tenant.fky27@gmail.com

19 Agustus 2015
5 SEPTEMBER

Harga Stand Pasar Seni

- 001 - 027 / 240 cm X 240 cm / Rp. 3.500.000,-
- 028 - 066 / 240cm X 240 cm / Rp. 2.500.000,-
- 067 - 102 / 240cm X 240 cm / Rp. 2.250.000,-
- 103 - 121 / 240 cm X 240 cm (Stand Kuliner) / Rp. 2.500.000,-
- 122 - 127 / 240 cm X 240 cm / Rp. 2.000.000,-
- 128 - 135 / 240 cm X 240 cm (Gerobak Kuliner) / Rp. 1.500.000,-

Arts Market's Layout FKY 27th
(Source: Paweda's Database)

Back to the essence of MBO, is the establishment of common objectives by managers and line staff who work collective, and effective planning depends on every manager goal setting is applied primarily as a function within the organization. Vision from FKY once again is the vision of the arts to embrace all levels of artists, then various achievements can be measured by quantitative measures (such as the number of spectators, and profit), while the other goals assessed qualitatively (such as the appreciation of the audience, respond and traffic in social media, and regeneration committee and volunteers). MBO process consists from five stages are integrated with each other, namely:

1. The manager and staff to discuss and talk about responsibility or the scope of work between managers.
2. The manager and staff agree on specific implementation goals that can be measured for staff. Points 1 to 3 conducted with the event coordination meeting (rakor) on July 25, 2016 in Jaran Art Space, which was attended by all levels of BOD, Coordinator and Staff. This forum presented the theme and tagline FKY 27th that have been formulated by the BOD and assisted "invisible team", a group of practitioners advertising professional who deliberately hired by Roby to help BOD in formulating the theme and tagline that are likely most relevant to the strategic issues Yogyakarta to show that FKY this issue is not only the budget absorption⁸⁵.
3. The manager and staff meet periodically to jointly monitor the progress of the development of each division.
4. The manager and staff conduct a review of the level of execution from the planning goals / the vision of the original mission. Points 4 and 5 is a continuation from the points 1-3 as the implementation of the MBO that focuses on the vision of FKY. Coordination Meeting and the briefing is always carried out before the important moments like the night before the opening ceremony and closing ceremony, on another occasion coordination meetings remain held during the event, or referred to as an evaluation.

Implementation of MBO allows the coordinators and staff know what is expected BOD from them. Assist in planning to make the BOD establish goals and objectives. improve communications between BOD, coordinators and staff of each division. Make every level committee has focused on organizational goals.

This was reflected in how the coordinator as Jamaludin Latif⁸⁶. In interviews conducted by the author, Jamal reveals that the selection of bioskop permata, cinemas old center of the city of Yogyakarta were abandoned as the venue theatrical performances by cooperating with Kalanari, a group of contemporary theater, he said that the theme of "Dandan" inspired him to make this cultural heritage as a place convening the theater for three days, Jamal personally want to express that special Yogyakarta seemed close eye on his historic movie theater that is now filthy and poorly maintained. With the grain of contemporary theater, Jamal tried to attract a lot of audience to be aware of the existence of a pile of old buildings in the city center, whether consciously

⁸⁵ Interview with Roby Setiawan, Februari 27th 2016 at Roby Setiawan home, Krapyak, Yogyakarta

⁸⁶Theater program coordinator

to start the initiative treat or merely reminded the government that this historic building should not poorly maintained and seemed untouched by the sparkling building of the inn and multilevel shopping center in Yogyakarta.⁸⁷



Theater FKY at Bioskop Permata

(Source: Paweda's Database)

Similar behavior also underlies Roby Setiawan as director of the Division of Arts and Kreatiif which oversees art exhibition⁸⁸. Roby choose Sasono Hinggil as an exhibition venue. Roby said that the hall was formerly Siti Hinggil yan is as lost its function as a place of artistic performances. The initiative to hold an exhibition in a place called complete Sasono Hinggil Dwi Abad is also based on its efforts to present the theme of "Dandan", at the same time seeks to show that the building attached to the wall of this palace requires more attention it deserves from the local ruler.⁸⁹



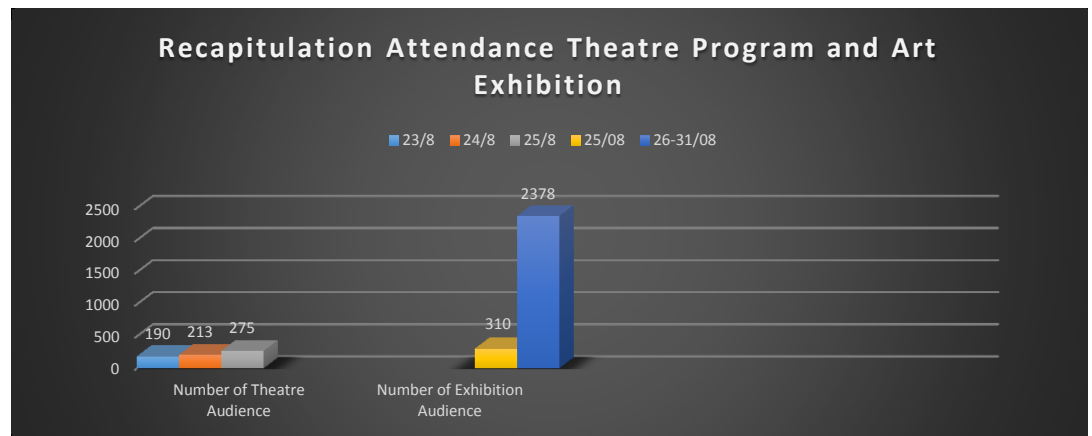
Art Exhibition "Laras Sinawang"

(Source: Paweda's Database)

⁸⁷ Interview with Jamaludin Latief, Augustu 25th 2015 at Bioskop Permata, Yogyakarta

⁸⁸ Art Exhibition titled "Laras Sinawang" besides the exhibition at Sasono Hinggil, the other programs are Art Discussions held for 2 days, on 28-29 August 2015, at DeNanny Resto

⁸⁹ Interview with Roby Setiawan, Februari 27th 2016 at Roby Setiawan home, Krapyak, Yogyakarta



(Source: Paweda's Database)⁹⁰

Both treatments above shows that the committee has attempted to interpret the theme of "Dandan" to explore the potential and attach it to the strategic issues of the city. Is the second example above is able to conclude that the program has managed to articulate FKY Yogyakarta as a creative city or the city of festivals? It is too fast if the conclusion is born only through the above two cases, there are several things to note writer of the reality of what was present at the event FKY performances from the pre-event to event.

After finding out the role, function, and then the MBO process that needs to be understood is the hypothesis on the successful implementation of MBO. The first hypothesis, when a person adhere strongly to a goal, he will be willing to expend more effort to achieve it than if someone does not feel bound, these points may be reflected in the two examples above, but once again it seems too soon to conclude that because the program in FKY not only theater and art exhibitions (see the agenda of FKY).

Various FKY's programs recognized as still in the testing stage such a panggung fringe, and panggung senyap. And several other programs ranging from workshops and workshops, performances of music and dance (contemporary and traditional), puppet show, both on regular stage and panggung edan-edanan, Jogja Video Mapping Project (JVMP) in DPRD DIY and Panggung Krapyak, Bioskop FKY, Malam Sastra, geared more to the vision FKY as a place of art all artists across disciplines and generations. So whether these programs forget the theme of "Dandan" and tagline "EdanEdanan" FKY 27th?

Managerially maybe yes because it means, MBO function does not run in a holistic and comprehensive, but it is not if return on what the ultimate vision from FKY itself in general. As an organization committee that works with pressure like professional workers, it should be emphasized again in the ranks of the committee that treats all resources both natural and man by adhering to the principles and functions of MBO, will produce an output job that would qualify as embryonic and a role model of festival city performance, at least within the scope of Yogyakarta province, such envisioned by the third BOD FKY 27th.

⁹⁰ Theatre held on 23-25 August 2015, while the Art Exhibition held for 7 days from August 25 to 31, 2015



FKY 27th Agenda
(Source: Paweda's Database)

Cultivating Various Resources on FKY 27th with Production Management

This section will discuss how the BOD as decision-makers in managing natural and human resources to produce a performance festival that is able to embrace all levels of artists and realize the theme with all the limitations and difficulties that are present during the preparation to the implementation.

Production management is one aspect of management that focuses on efforts to organize or coordinate production activity in order to produce the products that berkualitasdan accordance with the standards of the organization in a period of time and a certain amount, with the principle of increasing the value of the input to output to the optimum. All processes in production management will work with each other continuously. Obviously this has to be one of the processes to be followed in organizing efforts of FKY 27th⁹¹, namely production management, production management in this context include three aspects:

1. Production planning
2. Control of production
3. Monitoring of production

This concept is actually present to manage the production of goods, but based on the fact that the festival also includes the relation between economic transactions and artistic, then these stages can be used as a reference on was how of FKY manage its resources, cultivate the values of the input to output an annual festival city.

The festival which was originally called Arts Week Yogyakarta (PKY) was first held in 1988, 2015 reached edition to 27th years in Yogyakarta none are missed without of FKY implementation. The question is, what does it mean of FKY been prepared simultaneously in each year? The answer is apparently not !. Effectively, preparation of FKY by involving the entire BOD with new

⁹¹ In the further discussion of the organization defined as a process that starts from the pre-event until post-event

coordinators and staff carried out 40 days before the event, precisely July 25, 2016 in Jaran Art Space. Although BOD already started coordinating with the government and the teams 'invisible' to formulate the theme and tagline. So according to data means that of FKY was planned for longer from 40 days before the event, could be calculated since February 2015, but the certainty about funding and legal regulations, it was agreed before the 40 days before the event⁹².

At this stage the various purposes of natural resources for the benefit of artistic namely bamboo began to be determined. According to Roby, bamboo election does not have any philosophical reason, just because bamboo is cheap and easy to obtain⁹³. Is raw materials are cheap and easy to make of FKY impressed bad too? an assessment of the authors leave it to the reader (see picture).



Artistic of FKY 27th

(Source: Paweda's Database)

Another thing that is planned at the planning stage is efforts wants to exaggerate portions of traditional performers, rather than contemporary and modern. In an interview, Wulu said that the ratio was 60:40, with 60 to tradition⁹⁴. Realization? By the data performers tradition totaled 27 from 152 throughout the performers (see the agenda of FKY activity). Did anyone complain with the setlist this performer? Based on the distribution of questionnaires conducted by Paweda, the number is not significant. Some of the obstacles clearly encountered in efforts to realize the portion of performers tradition that should reach the portion of 60%, but it seems the problem is not on the precision whether of FKY able to bring the performers a tradition that is more dominant, but rather on whether the circuit setlist was decent enough to say as a benchmark on the theme and tagline itself.

So to respond the governance practices of FKY, the three aspect of the above can be used as guidance in implementing an effective production management, efficient and appropriate. Then who should also be noted are the driving factors of production management, include:

1. Division of labor: the manager should be able to share the work in teams according to expertise and advantages for the production process runs effectively and efficiently. BOD choose a coordinator with experience in their fields, such as Gunawan Maryanto coordinator, Jamaludin Latif, Adi Adriandi, Daniel Cahya Krishna, Andrika Permatasari, and several other coordinators deliberately appointed directly by the BOD of course, by reason of the effectiveness and

⁹²Interview with Ishari Sahida (Ari Wulu), Februari 23th 2016 at Geronimo FM Yogyakarta

⁹³Interview with Roby Setiawan, Februari 27th 2016 at Roby Setiawan home, Krapyak, Yogyakarta

⁹⁴Interview with Ishari Sahida (Ari Wulu), Februari 23th 2016 at Geronimo FM Yogyakarta

efficiency of work. Most of them were appointed in accordance with his experience indeed located on the division related to shows and exhibitions. Even at the level of BOD, each from any previous BOD already has considerable experience in the field (see the structure of the committee).

2. The Industrial Revolution: replacing human labor with machines, meaning that maximize efforts efficiency and increase production quantity of human resources. It may only be reflected through the optimization of the publication through social media and the web.

There are several points to be considered in decision-making in the areas of production management such as:

1. Risks
2. Budget
3. Expectations of consumer satisfaction
4. Production system Mechanisms
5. Organization Image is reflected in the results of production

The first two points into consideration BOD to manage natural resources and the human future. Risks are present is the return of stigma of FKY not embrace all the layers of performers, budget of course, even some programs actually do not have a budget item. So in fact the department of culture has given plotting the budget, but in practice the field does not suit your needs, then the BOD negotiate plotting to rearrange the budget, to predict the estimated income from rents the art market stand to run other programs⁹⁵. This decision making is the point that is important because it will determine the direction and behavior, in this context the organizers of FKY in managing the every element of both human resources and natural resources. Then there are four approaches work methods in production management, namely:

1. Observations on the methods that applies
2. Observations on the methods that applies through scientific measurement and analysis
3. Training of workers primarily to new methods
4. Utilization of feedback in the management of work processes

First and second points seen the results from the use of BOD system on this issue. Wulu and Roby, at different locations said that the BOD is an evaluation system that was born from the previous two editions of FKY (25 and 26), regarding its effectiveness may need to be assessed in subsequent editions of FKY. Points three and four it feels its application is not too formal with organize a workshop officially, only the work process within the ranks of the organizers and coordinators remain integrated with each other between divisions, and the majority of coordinators is still the same as previous editions, therefore the training and management of the work process is easy to do among divisions.

As already mentioned in the beginning of writing, that all processes will run continuously, the production process is continuous can be classified in two forms, namely:

1. Continuous production: carried out as a process to change the shape of goods, but does not change the structure and function of machine tools, this process produces a standard process

⁹⁵Interview with Ishari Sahida (Ari Wulu), Februari 23th 2016 at Geronimo FM Yogyakarta

2. *Intermittent production: conducted to order, so it had to rearrange and customize the tool continuously*

The practice in FKY certainly not such as the concept of the processing of the means of production of goods above. Utilization of bamboo, coordinators designated by the BOD, the effort to realize the theme and tagline is a series of collective work continuously on the process of implementation. The second point may be seen in the attempt to present the new program that call “Panggung Senyap”.

The program according to Wulu is the transformation from the concept of soundscape⁹⁶ that is less successful to the fullest in the previous edition. Wulu as program director festival that overcomes all things show wants to present a new show concept, with enjoy music through headphones



Panggung Senyap FKY 27th

(Source: Paweda's Database)

This concept is actually not greatly new innovation, in 2002 in the Netherlands held an event named the silent disco⁹⁷, similar to stage silent presenting musical performances without the output sound of the held, but actually everyone is listening to music directly through the headphones, only the difference between silent disco in The Netherlands plays an Electronic Dance Music. For 9 days, silent stage presenting musicians from various genres (see the agenda of FKY).

Initially this program wants to be presented from the first day FKY, but some obstacles encountered such headphones are yet to come, besides the technical matter of lack of information that the audience had to wear headphones, and many come just to see because of the lack of clarity of information concept stage silent. But the interest of the audience was not too bad, based on data obtained through questionnaires, silent stage have become favorite content by 142 respondents to rank 6 and 7 of 15 overall content of the festival, occupies the same number of art exhibitions "Laras Sinawang"⁹⁸.. Recorded a total of 1279 spectators sitting, listening with headphones during the ninth day of the show.

After finding out a few key points in the process of production management, then the next note is what are the responsibilities of production, namely:

1. Process: In this case it means responsible for determining the physical processes and facilities used for the production process

⁹⁶Comes from two words that sound meaningful noise, while the scape of the word landscape, which means scenery, meaning soundscape is the view of the sound or noise. Shin Nakagawa, *Musik dan Kosmos: Sebuah Pengantar Etnomusikologi* (Jakarta: Yayasan Obor Indonesia) 2000, p. 106

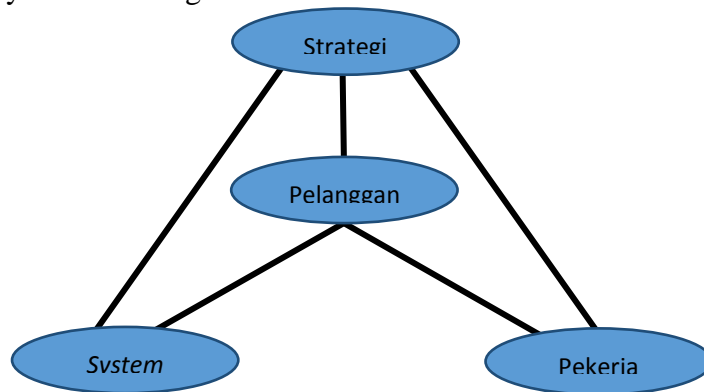
⁹⁷Accessed source of <https://silentdisco.com/en/> on April 14th, 2016 at 22:05 pm

⁹⁸Data from questionnaires amounted to 1610, with the age range of 90% aged 12-40 years

2. Capacity: Determine the appropriate capacity along with the time (scheduling)
3. Workforce: Determining labor force includes research, training, placement, and exercising oversight or supervision
4. Quality: Emphasis on the resource quality

On an event arts festival, of course, what happens is a transaction services as their primary activity, then viewed from the standpoint of this theory, then the service is defined as something that is produced and consumed simultaneously⁹⁹. Transformation services is a transformation that does not change the physical inputs (input) into outputs (output) will be the same, but which make the transformation into valuable services is the increasing value from input to output.

Therefore in order to increase the value of a product which is not the form of the production of services has a different treatment from efforts procurement, so that there are four elements that must be considered in efforts of designing wake service product which customers, employees, mission, objectives and strategies, and systems and procedures, this element is illustrated by the following chart¹⁰⁰:



Production Services Framework

Elements within the framework of the above are connected by a line called a "service triangle", with the following explanation:

1. Outline from the customer to the strategy shows that the strategy should put most major customers which by meeting the wishes of the customer. What is in the mind and hearts of customers, should be explained in the strategic planning. This point is based on the author's observation is not very well planned, because the focus of the formulation in pre-event over the choice of theme and tagline. In addition to the advantages FKY which own "brand" is a bit much to make organizing more focused to search for relevant concerns with the problems of the city as a theme and tagline, rather than trying with do a detailed market research to formulate the needs of customers.
2. Outline from the customer to the system showed that the system is built as if conducted by the customers themselves. The system is a procedure and equipment. In this case the services to customers is not something that is given after a service, but also included in the service delivery system. In this case the system more BOD lead to system management. Some content

⁹⁹Lalu Sumayang, *Dasar-Dasar Manajemen Produksi dan Operasi* (Jakarta: Salemba Empat) 2003. p. 69

¹⁰⁰Ibid. 70

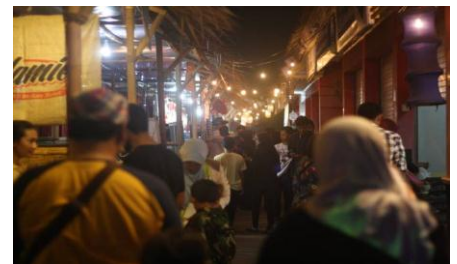
such as performances, art markets, fairs, to artistic or less similar in some parts, it's just a different system was the foundation for the implementation of the contents are, in this context which a system BOD.

- Line customers to workers show man as an element of the delivery of services greatly important. Engage all elements of society ranging from artists through performances and exhibitions, economic actors in the art market, the creative power of the artistic team all of which there is a human element that bridges the arrival of services transactions between customers and workers.

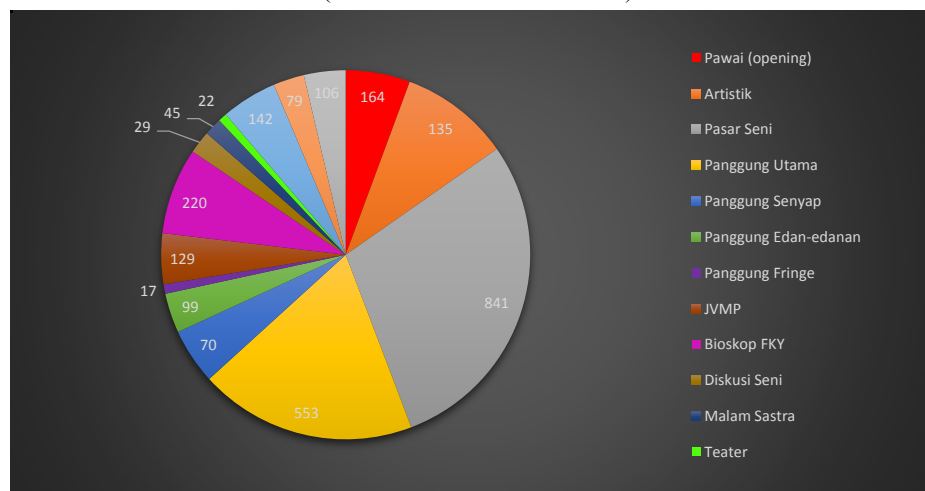
Service Triangle be used fatherly planning service system and overcome the problems. With the service triangle may be unknown causes of unsatisfactory services, and thus will be used to plan the service system and overcome the problems. Moments of the meeting between the customer and the waiter became greatly important system, now called "moments of truth".¹⁰¹

Services delivered through a stage, during the stages of this ministry and at a meeting between producers and consumers, customers can only get good service or bad, which then it will be considered whether a customer will continue to use / consume services or not. Thus the impression of customers for the services of a function of the moments of truth.

This transaction occurred in FKY in all of its contents, from transaction services at the show and artistic, to economic transactions on the art market, is seen in the data questionnaires that 841 respondents chose the art market as favorite content, most of the 15 other content, a new second is occupied by main stage with 553 respondents (see recap favorite content).



Audience and Visitors FKY on the Main Stage and the Art Market
(Source: Paweda's Database)



Favorite Content Recap
(Source: Paweda's Database)

¹⁰¹ Ibid. 71

During the 18-day performances, recorded the total number is 231 897 goers present at the main venue which a culinary garden, that number does not already include the audience in other venues. By correlating the number of spectators in attendance with a recap favorite content, at least it can be deduced that the audience still interpret his return to FKY as escapist entertainment only. Activities shopping and watch the entertainment proved to be more favored by visitors. How meaning is understood the audience is located at the level of output is likely to be difficult to control by the organizers, but put it not become a concern of the organizers, but at least the data above can be bid on the organizers consider to formulate the right content, back as the early writings of the essence festival, which relevant and reflective on the problems of the city.

Be Aware Festival, Unsettling FKY

The festival has its own form, changing the constitution and reposition spatial identity. Festival lets into an event that is relevant to everyday life and experience, because the festival has become the place where the transaction from the perspective of the productive and consumptive.

One thing that is still a 'secret weapon' FKY is the presence of Mystery Guest at the closing ceremony since the 25th edition in 2013 which presents Sheila On 7, Shaggydog on FKY 26th edition, and the closure of 27th Sawung Jabo FKY present as a mystery guest. According to the author interview with Ari Wulu, the selection of a surprise performer is not planned from the beginning, but rather tentative, and certainty about the willingness obtained on the day before the closing ceremony.



Sawung Jabo as a mystery guest at the FKY 27th closing ceremony
(Source: Paweda's Database)

All three performers are certainly a group of artists whose accomplishments are well known across the country, but what underlies their willingness becomes a mystery guest at the closing ceremony FKY? It feels the reason is because these artists saw figures behind FKY itself. All three BOD FKY is the person who determines the smooth passage of the lobby to bring the mystery guest above. However, is it possible this will be the three BOD forever until death are in the ranks FKY's BOD, without regeneration? Therefore, it is important to establish an awareness of the festival itself, as desired to be a role model is a festival and not the organizer. Actually, the ability to bring mystery guest-named famous names have become progressive achievement for the festival ever negative stigmatized among the artists themselves, but on the other hand the festival should have a 'brand' itself is far ahead of the organizers behind.

Yes, the peak is the formation of 'brand' a festival which is then synonymous with a particular spatial space, in this case FKY with the city of Yogyakarta. FKY 's Advantage is, no breaking of the implementation since the first edition in 1988 to the 27th edition in 2015, this continuity consciously or not, affect the amount of consumption of the reproductive experiences as well as forcing people to spend more time with FKY, it provides significant advantages from In terms of 'brand' FKY itself. Now the festival has changed from merely implementing instruments 'policy', into its own strategies in the construction of the paradigm of creative cities, enriching and his "rebranding" of the city.

On is actually the potential importance from festival is the elaboration of artists with economic actors, it is actually becoming the pulse of the festival itself, this relationship can be referred to as a 'bottom-up', while relations with governmental structures at the level of 'policy maker' contribute to formulate the 'spaces' urban sort of what you want reproduced, either provide a new paradigm or of an understanding of the political and cultural strategies, this relationship can be called 'top-down'. 'Top-bottom' contribute to 'policy maker', while the 'bottom up' explores human resources. Of course, it is not inconceivable festival without interrelations relationships beyond, a festival will lose the essence of values to its historical relevance.

The writings in this paper is not to distribute desire true euphoria over a city festival, in this context FKY. Reality presented above should be summarized as lighters unrest points together, as the ranks of organizers FKY 27th to formulate a theme and tagline departing from unrest as well. Let us contemplate, if the data are present responded with defensively (not reflective) then efforts FKY for volunteered to 'exposed' by the researchers would simply be a only budget absorption, and the ideals of make FKY as a role model town festivals will end up as wishful thinking utopian!

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