

Choir Management of Sanggar Vox Angelica Manado

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Abstract:

This research aims to provide a description of performance management at Sanggar Vox Angelica Manado. Through the use of qualitative research method, the data was analyzed descriptively by using observation, interview, and documentation study techniques. The research was conducted at Sanggar Paduan Vox Angelica Manado located at GMIM Sion Teling Church, Manado City, North Sulawesi Province, during a 4-month period in 2020. The results showed that the production team consisting of the production leader and the person in charge of areas such as administration, finance, training, and equipment played an important role in the success of Sanggar Paduan Vox Angelica Manado in achieving the title of “gold champion” at The 1st Bali International Choir Festival. Supporting factors, such as the composition of experienced singers, the right song selection, the utilization of equipment inventory, and the persuasive attitude of the organizers, contributed to the success. However, there were some inhibiting factors such as lack of time discipline, poor financial condition, short rehearsal duration, and limited facilities and infrastructure of Sanggar Seni Vox Angelica Manado. Thus, the results of this study are expected to make theoretical and practical contributions to the development of choir management studies, not only for researchers and the organizations studied, but also for the development of choir management studies in general.

Keywords: Management, Choir, Vox Angelica Manado.

INTRODUCTION

A choir is a combination of several voices that are harmonious and interesting to enjoy (Damara et al., 2021; Kurniawan & Suharto, 2019; Littik, 2023; Muttaqin & Susetyo, 2021; Porung et al., 2023). Harmonizing the voices of many individuals is not an easy thing, requiring patience and good management. As a means of musical expression, choirs have grown rapidly over time (Hutapea et al., 2021; Miranty et al., 2019; Putro, 2016). This development is caused by various factors, including the needs and demands of changes in the world of music. Music not only aims to provide entertainment, but can also be serious, such as in religious cantatas. In this context, the choir must pay serious attention to technical and non-technical aspects to achieve optimal performance (Chaerudin, 2018; Listya, 2007). Choir management includes the planning, implementation and evaluation of rehearsal programs, as well as strategies to maintain the sustainability and quality of performances without expecting financial gain. Thus, good management is essential for the success and sustainability of the choir.

Technically, both coaches and singers in a choir must have sharp hearing, good breathing control, knowledge of vocal techniques, music theory, music analysis, and fingering techniques (Hero, 2015). They must also be cooperative, highly disciplined, and serious in carrying out their roles. In addition to technical factors, good choir sustainability also requires the management of non-technical factors, such as planning, implementation, and monitoring or evaluation (Chaerudin, 2018; Lahagu & Kristanto, 2022; Putri, 2015). Planning involves determining the direction of action and goals to be achieved in the future. Implementation means putting the right human resources in the right positions to achieve those goals. Monitoring and evaluation aim to compare actual performance with expected performance, as well as determine achievements made and improvements needed. A combination of technical skills and effective management is essential to achieve optimal and sustainable choral performance (Aditama, 2020; Huka, 2023).

In Manado, there are many choirs under churches, studios, government agencies and private institutions (Dumondor & Purba, 2020; Paputungan & Lapian, 2020). However, the sustainability and quality of these choirs varies; some survive but do not improve in quality, while others cannot last long. Most choirs are only active at certain times, such as during competitions or events, which causes various problems. Among them are members who are not permanent, either partially or completely, trainers who often change, inadequate competence of trainers, organizational managers who often change, the formation of choirs that are only for momentary needs, and unprofessional management. These conditions have an impact on the lack of development of the choir in terms of quality. To achieve sustainability and quality improvement, choirs in Manado need more professional and committed management in technical and non-technical aspects (Kaunang, 2021).

The most fundamental problems related to the existence of a choir can be summed up in two main points: the quality of the trainer's resources and the quality of the organization's resources. The quality of training resources, which includes academic competence background, musical insight, experience as a resource person and participant in music workshops at local, national and international levels, as well as hours of training and competing at various levels (Musikitta et al., 2020; Tinarawati, 2017). The quality of organizational resources, which includes a clear organizational structure or system, personnel who care about the organization, a clear vision and mission, and strong leadership insight (Harikusuma & Sianturi, 2020; Puspawatie, 2019). These two aspects greatly influence the level of quality of a choir in terms of its existence and sustainability. Understanding this, the choir should be able to make a significant contribution to its audience, by improving the quality of trainers and strengthening the organizational structure to achieve optimal performance.

Vox Angelica is a choir group that initially consisted of members of the youth community at GMIM Sion Teling Manado. Today, the group has attracted the interest of many people outside the youth members of the church in Sion Teling. Herman Sinapa, Vox Angelica's coach, states that all members of the Vox Angelica Choir have diverse backgrounds. For example, some of them work as urban village heads, private employees, and some are still students. Jerry Kindangen, who serves as the daily chairman of Vox Angelica, also confirmed this.

In its development, due to the needs and demands of society, Vox Angelica Choir is also open for public service, providing entertaining performances to individuals, churches, as well as government and private agencies. This is in accordance with the meaning of the name 'Vox Angelica' in Latin,

which means 'Voice of the Angel'. Hierarchically, the organization is under the management of SSVA (Sanggar Seni Vox Angelica) with the general chairman James Karinda, who is also a member of the North Sulawesi DPRD. The organization is supported by a daily board chaired by Argo Sangkay, Head of Teling Village, Manado City, and equipped with sections on non-technical aspects. For technical aspects, Hermant Ika Sinapa acts as the conductor. This combination of strong and structured leadership allows Vox Angelica to continue to grow and meet the demands of the community by providing high-quality performances.

Several previous studies that discuss choir management have been conducted. Tobing (2018) in his research entitled "Manajemen Paduan Suara Consolatio Universitas Sumatera Utara" explains that the choir operates like a company by utilizing management functions, namely planning, implementation, and monitoring evaluation of choir programs. This research also highlights the importance of service management in choirs that operate without the goal of profit but still exist. Harikusuma & Sianturi (2020) in their research entitled "Manajemen Strategi Paduan Suara Di SMA Kristen Eben Haezar Manado" emphasized that the success of the choir is determined by management elements such as man, money, material, method, and market through SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Harikusuma concluded that the elements of management have been implemented well, but there are weaknesses in the organizational system that are not clear or not well documented. Both studies have the same theme as this research, which is about choir organization management. However, compared to the two previous studies that focused on the management of organizational implementation, this research focuses on the influence of Vox Angelica choir management that can make this choir survive and excel. Specifically, this research will look at the management factors of the production team and the management factors of the technical work team.

Based on the explanation above, this research was conducted to present a description of performance management at Sanggar Vox Angelica Manado. The results of this research are expected to provide theoretical contributions in the form of additional references in the literature that can inspire the development of choir organizations. In addition, this research also provides practical benefits, namely adding insight for researchers in managing choirs, providing an overview or written description of the management of the Manado Vox Angelica Choir, and becoming the basis of reference for future authors in conducting further research. Thus, this research is not only beneficial for researchers and the organization under study, but also for the development of choir management studies in general.

RESEARCH METHODOLOGY

This research uses qualitative research methods that focus on collecting and analyzing data descriptively, such as interview transcriptions, field notes, drawings, photographs, audio recordings, and other sources. In qualitative research, close interaction with respondents and research situations is very important to gain a deep understanding of the reality and actual circumstances in real life. This research is descriptive, where the data collected consists of text or images, not numbers. This research process will describe the events that occurred during the research. Data is obtained as much as possible from various sources, such as literature, informants, and sources, with the aim of comparing and drawing conclusions from the data collected. The results of this research will then be described by providing a thorough explanation of the concepts and understanding related to the management of the Manado Vox Angelica Choir.

This research was conducted in Vox Angelica Manado Choir studio located in GMIM Sion Teling Church, Manado City, North Sulawesi Province. This research was conducted for 4 months in 2020. The main object of this research is Vox Angelica Manado Choir Studio, especially the performance management of Vox Angelica Manado Choir. The research data is qualitative data in the form of expressions from informants, events, or events related to the existence of the Vox Angelica Manado Choir. The data of this research will be obtained from the management of the organization, trainers, and participants of the Choir Vox Angelica Manado, as well as from other data sources that will be obtained through writings in documents and from activities or events recorded through photographs documented in the place.

Data in this study were collected through observation techniques, interview techniques, and documentation study techniques. To facilitate the use of the three data collection techniques, observation guidelines, interview guidelines, and documentation study guidelines will be prepared that lead to issues related to the Vox Angelica Manado Choir. The observation used is a type of focused observation, where the researcher will observe events, locations, and informant behavior. The interviews conducted are unstructured interviews with a number of informants, allowing researchers to be flexible so that informants can provide information openly about the actual situation. Documentation study is conducted by examining the documents available at Vox Angelica Manado Choir studio, such as work programs, meeting minutes, biographies of trainers, studio achievements, and documents in the form of photos of activities.

The data from this research will be processed using an interactive model of qualitative data analysis technique, which consists of three stages: data reduction, data presentation, and conclusion drawing/verification (Miles, Huberman & Saldaña, 2014). The data analysis technique will be applied by researchers while in the field and after returning. Any data obtained from data collection techniques will be recorded in the form of field notes, which facilitate the analysis process. A group of field notes will then be reduced, presented, and re-analyzed to obtain valid research findings. Data validity testing in qualitative research will follow four stages: (1) data credibility test, (2) transparency test, (3) dependability test, and (4) confirmability test. By applying systematic analysis techniques and following data validity testing procedures, it is expected that the research results will have a high level of confidence.

In this research activity, there are three stages carried out sequentially: pre-research, conducting research, and reporting research results. The pre-research stage is the phase before researchers conduct field research. At this stage, activities include finding research problems through written sources, lecture materials, and literature studies. The researcher found the initial concept of the problem regarding the existence of the Vox Angelica Manado Choir and consulted with the management, trainers, and participants of the Vox Angelica Manado Choir. The research implementation stage is the phase when researchers are in the field. At this stage, researchers prepare the necessary materials in the field such as interview guides, research note sheets, and research permits. In addition, the researcher also discussed with the management of Vox Angelica Manado Choir and other key informants to get research recommendations. The research reporting stage is the phase after the researcher returns from the field. At this stage, activities include drafting the research report, revising the results of the consultation, managing the requirements for the final exam, and revising and refining the exam results.

FINDINGS AND DISCUSSIONS

General description of Sanggar Vox Angelica Manado

Sanggar Vox Angelica Manado is an interest and talent organization that provides a platform for people, especially young people or millennials, to develop their singing skills, especially in choir. This Choir organization is located in Manado City, North Sulawesi. The word “Vox Angelica” is taken from Latin, which means “Voice of the Angel”. The establishment of Sanggar Seni Vox Angelica Manado on November 19, 2002 was driven by the spirit to glorify God's name and improve quality human resources in the arts. Although it has been established since 2002, legal ratification through a Notary Deed was only carried out on March 8, 2012, as well as ratifying the articles of association of the Vox Angelica Art Studio. Vox Angelica Art Studio is located at Jl. 14 Februari No. 142, Teling atas Lingkungan III Village, Wanea District, Manado City.



Picture 1. Sanggar Seni Vox Angelica Building in Manado

As time goes by and needs grow, Vox Angelica Manado Art Studio, which used to consist of only one group of singers, has now turned into an Art Studio consisting of five types of coaching categories. The five categories are Vox Angelica Children Choir, Vox Angelica Junior Choir, Vox Angelica Male Choir, Vox Angelica FeMale Choir, and Vox Angelica Mix Choir. Since the formation of this Choir with 23 singing members, the Vox Angelica Manado art studio has now 173 active singers. The details are as follows: Vox Angelica Children Choir has 40 members, Vox Angelica Junior Choir has 40 members, Vox Angelica Male Choir has 29 members, Vox Angelica FeMale Choir has 10 members, and Vox Angelica Mix Choir has 54 members. Of these, some singers participate in several categories, so in each activity there are a number of singers involved in various categories. The process of organizing coaching and training for the singers is supported by a number of coaches. There are 6 coaches in the Vox Angelica Manado art studio, led by a Music Director, Hermant Ika Sinapa, who was also the coach of the North Sulawesi Province LPPD Mix Choir Team at the National Pesparawi in Ambon in 2015.

In an interview with the interviewee Edward Palit as the Chairman of Vox Angelica Manado, it was explained that the Vox Angelica Manado Art Studio is run by administrators who are elected in the Organizational Deliberation. They are responsible for gathering and developing members' ability to

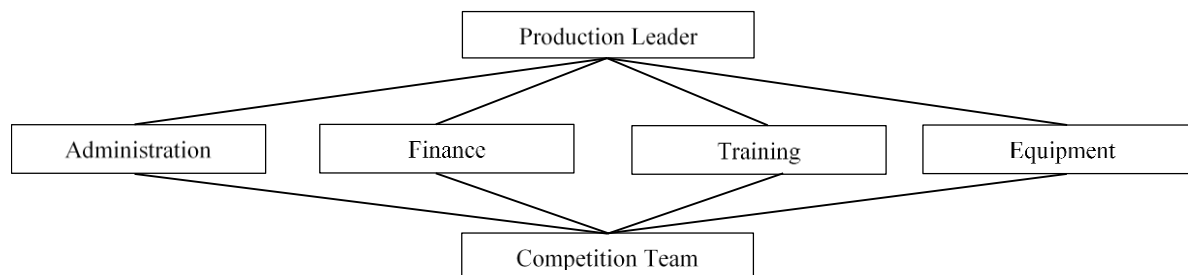
organize and sing. Through the implementation of organizational activities, Vox Angelica Manado is run by daily administrators who function as daily task executors or functionaries who are responsible for the collection and development of organizational members, both in the technical ability of the Choir and organizational management. The Production Team formed by Vox Angelica Manado for activities in the form of a Choir Concert has the following structure:

1. The Production Leader acts as the coordinator of the entire production team, has the authority in the technical policy of the activity, is responsible for the smooth running of the activity, and makes the production team's accountability report.
2. Treasurer, who carries out financial policies, is in charge of making fund allocations for instructors, secretariats, committee logistics and participants, and making financial accountability reports.
3. The Internal Coordinator is responsible for organizing, conceptualizing, and coordinating the internal running of the performance. There is a Training section that prepares performance materials such as songs, musical accompaniment, and choreography. Stage Manager acts as a stage concepthor and coordinates the entire production team related to stage management, make-up and clothing, venue, light, sound, and property. Backstage Crew is a team that helps the Stage Manager run the performance from backstage.
4. The External Coordinator is responsible for several aspects such as Administration, which takes care of correspondence and archives the minutes, Publication and Documentation, which disseminates information about the performance and documents the course of the performance, and Funds and Business, which is in charge of collecting capital funds in producing the performance. In addition, the Consumption section is responsible for the team's pre and post-performance consumption, and Logistics is responsible for preparing the equipment that will be used during the performance.
5. Talent are individuals who present the Choir performance, consisting of the Conductor, singers, accompanists, and others.

In the form of a choir competition, Sanggar Vox Angelica Manado formed a production team with a special structure:

1. The Production Leader coordinates with the board in all processes of participation in the competition, coordinates the competition team from start to finish, has the authority of technical policy activities, is responsible for the smooth running of activities, and makes an accountability report.
2. The Secretary, who also serves as Treasurer, is responsible for completing the team's administrative tasks, managing the team's finances, and providing support to the Production Leader in preparing the accountability report.
3. Production team members assist the Production Lead in all processes of participation in the competition and carry out assigned tasks to ensure the smooth running of the event.
4. The Competition Team conducts regular rehearsals, performs tasks outside of rehearsals in accordance with their designated roles, and provides support to the executive leadership in all stages of competition participation.

Vox Angelica Production Team Management



Picture 2. Production Team Structure of Sanggar Vox Angelica Manad

1. Production Leader

In the work process of Sanggar Vox Angelica Manado's production team, there are several important aspects that must be considered, including administration, finance, training, and equipment. In an interview, Edward Palit, who served as Production Lead, explained that given the time constraints and short preparation, the production team had planned a division of tasks to meet the time target. The first steps taken by the production team in the face of the event included the preparation of an agenda of activities or time schedule, determining the members of the race team, designing the budget and financial strategy of the event, designing the administration of the event, and preparing the training facilities and equipment to be used.

2. Administration

An interview with Gerald Tondo, who is responsible for the administration of Vox Angelica Manado, revealed that his role involves preparing all the administrative needs of the team. This includes letter writing, proposal writing, as well as preparation of competition administration files such as registration forms, song scores, participant data for ticketing purposes, and coordination with the organizing committee.

3. Finance

An interview with the person in charge of finance for the Vox Angelica Manado production team revealed that his responsibilities include all matters related to finance. This includes budget estimation, coordination in finding funds, and managing income and expenses.

4. Training

An interview with the person in charge of training for the Vox Angelica Manado production team showed that the training function is to organize and maximize the rehearsal schedule during a relatively short five-week period. The team participated in two categories, Male Choir and female Choir, with each category performing two songs. The person in charge of training is also responsible as the technical coordinator of the performance and coordinates the execution of the rehearsals that take place every day during preparation, with a rehearsal duration of three to four hours per day. The schedule development by the person in charge of training had to consider the short preparation time, especially considering that Vox Angelica Manado had to prepare for two different competition categories.



Picture 3. Male Choir Rehearsal Process



Gamabr 4. Choir rehearsal process of Mix Choir category

5. Equipment

Based on an interview with the person in charge of equipment for the Vox Angelica Manado production team, it was explained that the person in charge of equipment is responsible for preparing all logistical needs, including costumes, display equipment, and training infrastructure. This main task includes providing the logistical needs of the team in facing various competition activities in North Sulawesi, including training facilities and infrastructure during preparation as well as equipment needed during performances, such as costumes and performance properties.

In the first week, the equipment production team's target was to prepare the rehearsal facilities and infrastructure. In the second to fourth weeks, the focus is on registering and collecting equipment that will be brought, such as costumes, props, and all other equipment needed. In the fifth week, the production team will pack the items. Data collection and equipment collection during the second to

fourth week did not encounter any obstacles because Vox Angelica Manado's inventory was quite supportive. The costumes that will be used are already available, just need to add some props. In the fifth week, the production team focused on packing all the equipment that had been recorded and collected to make sure everything was ready to be used during the performance.

6. Competition Team

Based on an interview with Hermant Ika Sinapa, conductor of Vox Angelica Manado, it was found that besides leading the choir, the conductor was also given a special task as leader and coordinator of the competition team. This task includes setting the schedule starting from the departure from Makassar on July 19, 2012 until the return on July 26, 2012. The schedule prepared by the conductor and the production team was adjusted to the agenda set by the organizing committee of The 1st Bali International Choir Festival for the Male Choir category, which took place from 19 to 26 July 2012. The conductor serves as the organizer of all activities of the competition team during the event.

The implementation of the activity began with the team's flight on July 19, 2016 from Makassar to Bali, with a travel time of about 4 hours including breaks. The team arrived in Bali on July 20, 2016, registered with the committee, and checked in at the hotel. After resting, the team held a briefing and searched for a place to practice around the location of the inn. On July 19, 2012, the contingent of Sanggar Seni Vox Angelica Manado arrived in Bali, registered for the Gold Champion 1st Bali International Choir Festival Male Choir category, and was then given time to rest. After the break, the team was gathered to discuss important matters and find a place to practice during the festival.

Factors Affecting the Production Team

In the production team's work process, there are several factors that influence the success and obstacles in carrying out the Gold Champion The 1st Bali International Choir Festival activities for the Male Choir category. Based on interviews with production leaders, the motivation to excel is high and the implementation of activities outside the region increases the enthusiasm of the production team to realize this activity. The participation of Sanggar Seni Vox Angelica Manado in this international event, which is the first activity outside the region, is the main motivation for the production team to run and realize these activities.

Team members' discipline in terms of time was lacking, especially in flight administration and fundraising collection. This led to delays in the repayment of flight fees and participant registrations, which resulted in increased expenses. Based on interviews with the person in charge of training, the implementation of the training did not encounter many problems because the songs performed had long been learned by Vox Angelica members, and almost all singers had experience participating in events. Preparation only requires repetition of songs to maximize performance.

The main obstacle in the training was the timing of the rehearsal which was not long enough and sometimes changed, as well as the need to conduct fundraising which reduced the rehearsal time. Changing rehearsal venues at the beginning of the process was also a problem. In preparing the rehearsal facilities and infrastructure, the first week did not go smoothly due to difficulties in finding a conducive place to rehearse at night, according to the set schedule. However, the procurement of costumes and props was not a problem thanks to the equipment inventory owned by Sanggar Seni Vox

Angelica Manado, which greatly supported the equipment procurement process carried out by the Gold Champion 1st Bali International Choir Festival production team. Utilizing this inventory made it easier for the production team to meet logistical needs, despite challenges in terms of venue and rehearsal time.



Picture 5. Mix Choir Team



Picture 6. Male Choir Team

Production Team Management of Sanggar Seni Vox Angelica Manado Towards The 1st Bali International Choir Festival.

During the process of organizing The 1st Bali International Choir Festival, Vox Angelica Manado started by determining the competition categories to be followed as well as creating an agenda and designing an activity budget. This step is in accordance with the management function at the planning stage according to Nickels in Pambudi (2013), which includes anticipating future trends and determining strategies and tactics to achieve organizational targets and goals. To carry out these activities, Vox Angelica Manado selected several competent people as production leaders and those in charge of areas such as administration, finance, training, and equipment, most of whom were selected from the daily management of Vox Angelica Manado. They then formed a competition team containing conductors, singers, and accompanists. This is in line with Nickels' opinion in Pambudi (2013:8) that organizing is the process of designing an appropriate and resilient organizational structure to achieve organizational goals effectively and efficiently.

In its participation in The 1st Bali International Choir Festival, Vox Angelica Manado formed a production team to manage the course of activities, which worked based on their respective duties and responsibilities. According to Jazuli (2014), the duties and responsibilities of production staff reflect the skills, abilities and experience that each staff must have, both in artistic and non-artistic aspects. The production team is divided into several areas as needed, such as administration, finance, training, and equipment, with each area led by a person in charge who determines work procedures. Jazuli (2014: 91) states that work procedures are a unified system to achieve the set goals so that the results are appropriate. With only five weeks of implementation time, the production team established work procedures that divided the types of work of each field based on the time available, to maximize the results to be achieved.

1. Administration

In the first week, the administration was in charge of making proposals for financial aid and distributing them. In the second week, they prepared the administrative documents for the competition to be submitted to the committee, and paid the registration fee. In the third week, the focus is on preparing flight-related administration.

2. Finance

In finance, from the first week to the fourth week, the task is to organize and coordinate fundraising strategies. In the second week, they carry out the payment of registration fees. In the third week, they collected the participants' contribution fees for the repayment of flight costs. In the fourth week, they collect the final proceeds from fundraising to be used for equipment and departure.

3. Training

The training department is in charge of organizing schedules and leading rehearsals for the two competition categories. The Female Choir category is focused on the first and second week, while the Male Choir category is on the third and fourth week. In the fifth week, the focus is on song mastery in all competition categories.

4. Equipment

The equipment department first prepares the training facilities and infrastructure in the first week. Then, from the second week to the fourth week, the focus is on data collection and procurement of equipment, including costumes and props needed. In the fifth week, they pack the items that will be brought.

All areas of the production team during the implementation process are supervised by the production leader, in line with the concept of the controlling function as described by Nickels in Pambudi (2013). The control function is a process that aims to ensure that the entire series of activities that have been planned, organized, and implemented can run in accordance with the expected targets, despite facing various changes in the environment at hand.

Factors Affecting the Production Team of Sanggar Vox Angelica Manado towards The 1st Bali International Choir Festival

In the work process of the production team of Sanggar Seni Vox Angelica Manado towards The 1st Bali International Choir Festival, there are factors that influence its implementation. These factors can be divided into two categories, namely supporting factors and inhibiting factors, which are explained as follows:

1. Supporting Factors

In the participation of Sanggar Seni Vox Angelica Manado in the Gold Champion 1st Bali International Choir Festival, there are supporting factors that support its implementation. These supporting factors are divided into two categories, namely internal factors and external factors, which are described as follows:

a. Internal Factors:

The main motivation for the Vox Angelica Manado production team in participating in The 1st Bali International Choir Festival was the desire to excel in this first out-of-region competition. Previous experience is a valuable asset, as most of the singers in the team have sufficient background in participating in similar activities, especially choir competitions. Some members have even participated in two to three choir competitions before, although only a few have never competed. The songs chosen to be performed at the Gold Champion 1st Bali International Choir Festival are repertoire that the members of Vox Angelica Manado have long learned and sung frequently. This made it easier for the team to prepare their best performance at the competition.

b. External Factors:

The inventory of equipment owned by Sanggar Seni Vox Angelica Manado is sufficient to meet the needs of the production team, especially in terms of providing costumes and props used during performances. The availability of this inventory allowed the production team to reduce the required budget. In addition, the persuasive attitude of the organizing committee of The 1st Bali International Choir Festival, which gave Vox Angelica Manado time to complete the competition administration and pay off the registration fee, also supported the smooth preparation and participation of the team in the activity.

2. Inhibiting Factors.

In the participation of Sanggar Seni Vox Angelica Manado in the Gold Champion 1st Bali International Choir Festival, there were several obstacles faced by the production team. These inhibiting factors are divided into two categories, namely internal factors and external factors, which are described as follows:

a. Internal Factors:

One of the obstacles faced was the team's lack of discipline in achieving the set time targets, such as the completion of flight administration and income from fundraising that was not carried out as planned, resulting in a significant increase in costs. Delays in booking airline tickets led to an increase in ticket prices, which in turn affected the prepared budget. The short duration of preparation also resulted in the achievement of fundraising targets not being maximized, so that some of the repayment targets that had been planned by the production team could not be achieved, resulting in an increase in the amount of expenditure from the initial budget that had been prepared. In addition, the short preparation time and the obligation of team members to conduct fundraising every day to achieve financial targets made the duration of intensive rehearsals carried out every day very limited, with rehearsals held at night reducing the time available for training.

b. External Factors:

The provision of rehearsal facilities and infrastructure during the preparation for The 1st Bali International Choir Festival became one of the obstacles for the production team. The busyness of each team member made it difficult to find a suitable time to conduct rehearsals, thus disrupting the smooth process of preparation and optimization of performance.

CONCLUSION

Vox Angelica Manado choir group has a production team that plays a crucial role in its success in winning the title of “gold champion” in the Male Choir category at The 1st Bali International Choir Festival in Bali. This production team has a structure consisting of a production leader and persons in charge of fields such as administration, finance, training, and equipment, and is assisted by a competition team. Each person in charge of the field performs its duties and functions optimally until the time of activity implementation, including the creation of activity administration, financial management, training implementation, and procurement of equipment needed. Factors supporting the success of the Vox Angelica Manado Choir in achieving the “gold champion” award include the composition of singers who are experienced in participating in choir competitions, the selection of songs that have often been performed, the use of equipment inventory to complete costume needs during performances, and the persuasive attitude of the organizers. However, there are several inhibiting factors such as the lack of discipline in utilizing time, the team's less than optimal financial condition, the short duration of training, and the limited facilities and infrastructure of the Vox Angelica Manado Art Studio.

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