

Service Design for STARS Forum

Project 2

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B.Des. (2016-2020)

16U130005



IDC School of Design
अभिकल्प विद्यालय

Declaration

I declare that this written document represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and provided reference to the original sources. I also declare that I have adhered to all the principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea or data or fact or source in my submission. I understand that any violation of the above will call for disciplinary action by the institute and can also evoke penal action from the sources which have not been properly cited or from whom proper permission has not been taken when needed.

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Approval Sheet

The B.Des. Project 2, titled “Service design for STARS Forum” by Rashi Gupta, roll number 16U130005 is approved, in partial fulfilment of the Bachelors of Design Degree at IDC School of Design, Indian Institute of Technology, Bombay

Internal Examiner:

Guide:

External Examiner:

Chairperson:

Glossary

Affiliates:

Term used for the NGOs associated with STARS Forum. Since it does not involve a formal procedure or membership fee, the term affiliates is used

Pre-Core-Post encounters:

Service encounters focusing on different parts of the service experience for the customer. The core encounter directly deals with delivery of core value of the service, while pre and post encounters deal with the preceding and following encounters respectively, and secondarily contribute to value delivery.¹

Service Constellation:

The combination of various interdependent and interlinked services, that majorly focus on value co-creation aspect of the services.²

Service Encounter:

A discrete interaction between the customer and the service provider, relevant to any service offering, including the pre-core-post interactions.

Service Encounter Blueprint:

A comprehensive layout of service and its underlying resources and processes, that may or maynot be visible to the customer, but make the service possible.

My template can be found [here](#).

Touchpoint:

A specific interaction between the customer and the service provider. It includes the device being used, the channel used for the interaction, and the specific task being completed.

Abstract

The smaller, individual NGOs across the country stay localised for most of their life. STARS Forum was established as an attempt to break the barriers and bring them together for dialogue and discussion, and to promote collaborative development. It aimed to facilitate knowledge transfer and networking within the rural skills and livelihoods sector. However, the changing times and structure of NGOs led to a less efficient delivery of their goals. This project looks closely at the vision of STARS Forum and aims to design services that help in fulfilling their mission.

The project also aims to focus on the structural aspect of STARS Forum and its activities. This approach will help to create an outcome that can be leveraged by other similar organisations.

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1. Introduction to STARS Forum

1.1. How STARS Forum started

STARS (Skills Training for Advancement in Rural Societies) Forum was established in 2010 to provide a common platform for NGOs and individuals, working in the area of rural and tribal development, via knowledge-transfer of relevant marketable/vocational skills in rural and tribal populations. It is a platform for dialogue, problem-solving via innovative and cost-efficient practices, and to facilitate knowledge sharing/transfer.

It started as an informal group of a few NGOs, but as the numbers grew, they developed the concept of affiliation. Being an informal organisation, they did not involve any membership fee or any related benefits. Hence the concept of [affiliates](#) was kept introduced as someone who would attend their events.

Since its inception, they had been organising an Annual Conference, in early December, to bring together the affiliates, and anyone else interested in their field of rural development. Besides, they built an online forum, to facilitate the dialogues and discussions.

Over the years, they had moved to a full-fledged website, clearly defining their mission and goals. They also listed out

their events on the website. Additionally, all the affiliates had been listed on the website, under the Affiliate Directory section. A section was also dedicated to the skills knowledge base, containing the resources of interest to the affiliates.

1.2. What is it like today

Over the decade of its existence, STARS Forum has gained over sixty affiliates. They have hosted ten annual conferences until now in different parts of India, witnessing participation from all over the country. Each year, different and new events are added to the conference.

The latest conference, organised at the BAIF Development Research Foundation, Pune, hosted over a hundred participants. The conference majorly consisted of events like speaker sessions, panel discussions, and round table discussions. Additionally, high tea and networking sessions were introduced to facilitate communication among affiliates.

The conference being the flagship event, it gets a lot of publicity and coverage. The event is publicised over the social media accounts of STARS Forum as well as the partner body for the event. They also reach out to the affiliates and other relevant bodies in the network via emails.

The event is then organised by the combined efforts of the individual volunteers, partner body and some interested affiliates, with the guidance of STARS Forum Executive Committee. However, most of the outstation events are predominantly volunteer managed. Hence, voluntary participation of their affiliates is essential for the execution of events.

The sessions are professionally recorded, edited and later uploaded over the YouTube channel of STARS Forum. The channel currently has over a thousand subscriptions and more than eighty videos.

Due to the increasing penetration of WhatsApp, they have formed a group of affiliates on it. However, the group is not limited to the affiliates and includes a lot of other people. Nonetheless, the activity in the group is well moderated by the individual volunteers. The group follows strict “no promotion” rules, and thus, serves majorly as a doubt clearing and relevant news sharing platform.

They also conduct offline workshops at various locations, depending upon the interest and number of affiliates, the feasibility of the workshop, and the availability of volunteers and prospective partner bodies on the location. Often, the theme of the workshops are the ones requested by the

affiliates, or as approached for by a partner body. In the former case, the time taken for the actual event to happen is much longer, upto months in some cases. However, when a body approaches for partnership, the planning and execution are considerably eased out, leading to a smooth and swift timeline.

With the vast availability of internet in the rural landscape and the ongoing pandemic scenario, they are also experimenting with webinars. So far, they have conducted only a few of them.

On the other hand, the online discussion forum has become a dormant platform. With little or no moderation in the past, it has been flooded with promotions, advertisements and other irrelevant content. Even the affiliate directory does not get updated often.

However, they are continually making efforts to improve existing events and services, most of the times, via the feedback forms that are filled at the end of each event. Furthermore, they are also trying to crowdsource ideas to expand their scope and portfolio.

1.3. Why I chose STARS Forum

STARS Forum provides me with a unique and interesting opportunity to learn service design while being able to implement the proposed solution. The fact that they are actively looking for possibilities for the growth and improvement of the network gave an initial direction to my project.

The current portfolio of activities presents a vast range of exploration. Meanwhile, it also provides a direction to the project. It readily lists out certain constraints, leaving others for me to discover.

Furthermore, the location, the organisational structure, the CEO's knowledge of service design, all contribute to bringing down some constraints, which I feel will enhance the scope of the project and enrich the final solution.

2. Literature Review

2.1. Understanding Service Design ³

Services are often conceived of as what products are not. They are intangible, often associated with the flow of, and not actual, material, and span over space and time. Their consumption and production often co-occur, and their value exists in their use.

Service design is the discipline that deals with the planning and organising of resources, infrastructure and other components of the service, in order to improve its quality, deliver value to stakeholders and enhance their experience. It evolved out of the increasing attention to the role of design in understanding and organising production and consumption, as well as its importance in creating innovative concepts.

One of the most fundamental characteristics of service design is the intertwining of stakeholders. It takes into consideration their interdependencies and focuses on value delivery for all. At the same time, it also takes into consideration the interface and the infrastructure of the service production activities, and their failures, thus, holistically ensuring a smooth service experience.

4

Service design, due to its heavy emphasis on value co-creation, focuses on the organisational structure and systems. Hence, it helps in reducing redundancies in the organisation. It also exposes flaws in the structure and surfaces any differences in the value proposition and actual value delivery. Taking into account all the stakeholders, it helps in improving the experience of them all, in turn improving their relationships with and among the service provider. ⁵

The creative input of designers can be observed in three primary ways: their insights into consumers and end-users through their human-centred approach; their iterative processes of idea generation, modelling and prototyping, testing and selection; and through their proficiency in working with aesthetics and visual forms. ⁶

2.2. Service Design in STARS Forum Context/NGOs

STARS Forum aims to provide a platform for the NGOs to discuss their grievances and share their ideas. So their customers, or primary beneficiaries, are their affiliates. However, besides the customers, service design also deals with the structural aspect of the organisation. Hence, the beneficiaries of the service are not just limited to the NGOs, but also include the other actors in the ecosystem. To achieve their goals, STARS Forum utilises their relations with other stakeholders, like the governmental institutions, educational institutions, various field experts. The service is to be designed to benefit the whole ecosystem, which ultimately creates an impact on the affiliates.

Overall, STARS Forum provides various services to its affiliates. Hence, it can be thought of as a service constellation, with highly interconnected services. Each of the individual services tries to cater to a particular set of needs and requirements of the affiliates. The role played by each of the actors in these services varies, based on the direct beneficiary of the service. The affiliates may not always be the direct beneficiaries of a service, but it can lead to creating opportunities that lead to the benefit of the affiliates. For example, training the volunteers for finances of the organisation may not involve the affiliates, but would ease out the execution of events that involve money

management. Hence, the ultimate beneficiary of all these services remains the affiliates, either directly or indirectly.

This project aims to use the service design approach to create value for the primary service beneficiaries by utilising the relationships among the network of the actors and resources.

3. Primary Research

STARS Forum affiliates are spread all across the nation. The survey was chosen for the initial research to reach out to as many affiliates as possible. Further, a series of interviews, both telephonic and in-person, were conducted based on the location of the interviewee.

Primary research for this project consisted of:

3.1. Survey of affiliates

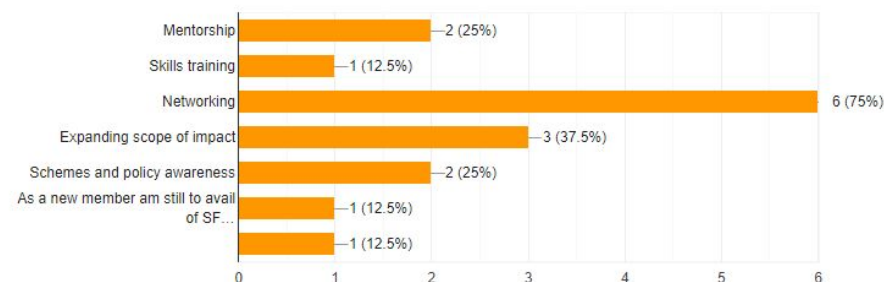
A google form survey was floated among the 15+ active affiliates of STARS Forum. The aim was to understand the motivation behind the affiliations as well as to get the feedback of the existing activities. It also helped to understand the demographics of the affiliates, to provide a better understanding of context during the ideation.

The form covered the three activities/aspects of STARS Forum, namely, the WhatsApp group, Affiliate Directory and the Annual Conference.

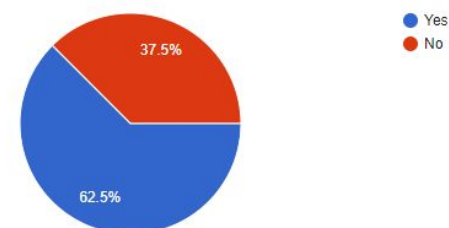
The form can be found in [the appendix](#).

Findings from the survey:

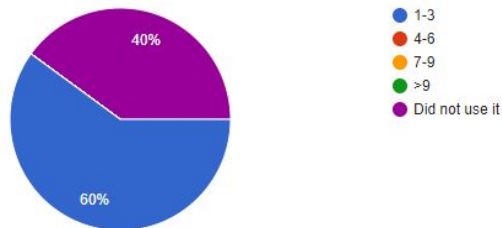
- Networking was the most frequently chosen option. This implies that most of the affiliates used STARS Forum as a platform for networking.



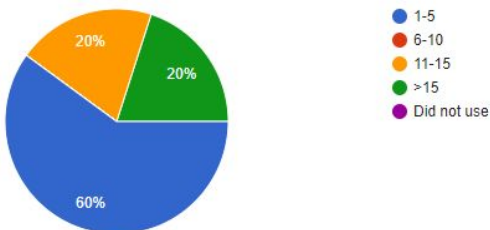
- Some of the active affiliates responded in negation of their presence on the WhatsApp group. It indicates that even though the WhatsApp group was created for affiliates, some of them are still not a part of it, not even aware about its existence.



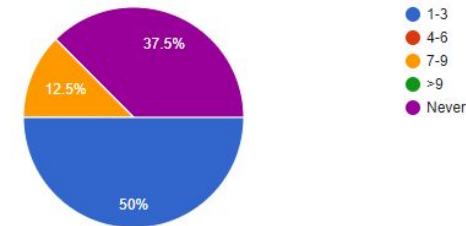
- The WhatsApp group members chose the options with little or no activity. This implies that the interaction among the affiliates is quite low on that group.



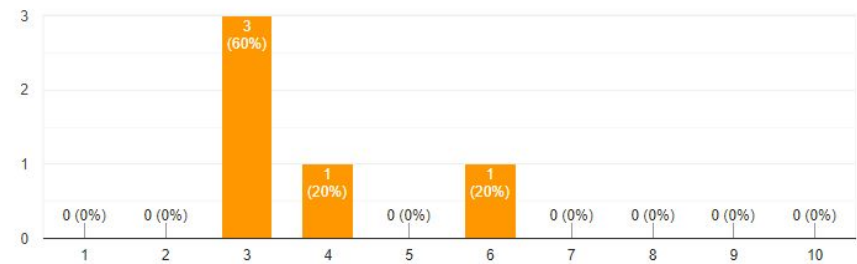
- However, they often visited the group to check for updates. This implies that most of them passively consume the content of the group.



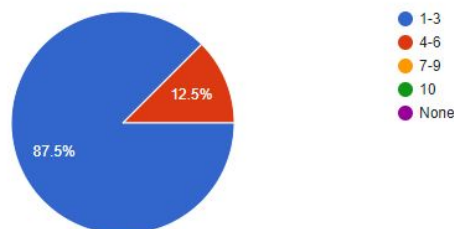
- The affiliate directory had very almost no hits from most of the affiliates. One of the major reasons for this was the lack of awareness about the availability of such information.



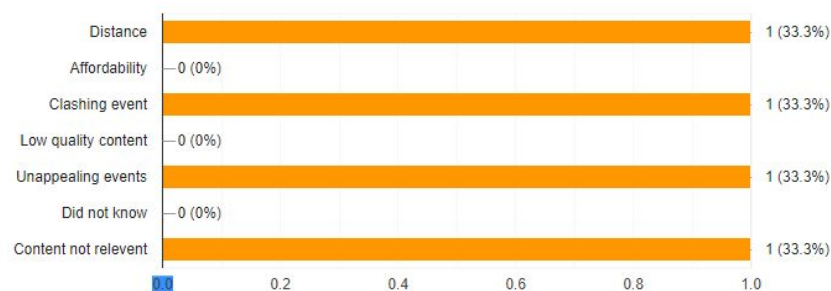
- The ones who did use the directory did not find it very useful, mostly because of the lack of updated information.



- Most of the affiliates had attended at least one of the Annual Conferences, if not the latest one. Only one of them attended more than three conferences.



- The location was a widely chosen option among the reasons for inability to attend the conferences. Since most of the conferences happen in Pune, most of the affiliates from outside Maharashtra end up missing out the conferences.



3.2. Interviews with affiliates

The semi-structured interviews were conducted with five of the affiliates who filled the questionnaire, as the follow up of the survey and were aimed at understanding their responses and also to discover other problems. The organisations selected are spread across different parts of the country like Maharashtra, Delhi, Uttar Pradesh and Kerala.

The interview guidelines can be found in [the appendix](#).

Analysis of the interviews:

- Majority of the consulted affiliates were established 3-4 years ago. They work on a very small scale, catering to the local problems of the rural society. Most of them deal with education and growing technological innovation in the rural landscape.
- Most of them started out with a problem they strongly felt for. Their on-ground research was mostly limited to their physical environment. Some of them collaborated with a larger NGO in their region when they started out, and are still in touch with their mentor organisations.
- They discovered STARS Forum by word of mouth, either from a colleague or the mentor organisation, or while looking for

NGO platforms. They believe that having presence on social media may be a lot more helpful in easier discovery.

- Their interaction with other affiliates is very limited. They only meet them during the Annual Conference. If they could make a connection during the event, only then there is an advancement in the conversation, otherwise they do not personally interact again. However, building rapport is not possible during the event, so most affiliates end up with little networking.
- Even with the WhatsApp group, the interaction is limited, and most people do not know the other members well. However, the presence of so many members makes it a good and handy platform for queries. The no-promotion rule however is not very strict, which is why some of them mute the group, which hinders the activity of the group. Nonetheless, some affiliates personally reach out to the members they find knowledgeable in the group and follow their individual conversation.
- The other such groups they are a part of are mostly the local NGOs, partners of their mentor organisation or their funding body. Those groups tend to stay more active due to the

rapport among the members, as well as the small size of the groups.

- Most of them joined STARS Forum for networking purposes. Some of them were actually looking for mentorship. Hence, they are in common touch with the CEO, and seek out networking and collaboration opportunities through his references.
- The idea of affiliates is pretty unclear to them, since the events are open to just anyone interested. Even the WhatsApp group is not exclusive of the affiliates.

3.3. Interviews with STARS Forum CEO

A series of unstructured interviews were conducted with the CEO of STARS Forum, Dr Chaitanya Nadkarny. They were aimed at gaining knowledge about STARS Forum, their structure, their operations and their problems. Following are some of the insights from the interviews:

Insights from the interviews:

- The organisation of all events is entirely dependent on volunteers. These may be individual volunteers, or some affiliates that take the initiative to host the event or activity.
- STARS forum network has a lot of nodes that could be connected. Most of the affiliates or other actors are connected only to the CEO, and have minimal interaction with the other category of stakeholders. However, they often connect within their own category.
- Currently, STARS Forum does not have a full time devoted personnel. They work on a voluntary basis. They CEO is the most active personnel. However, they do have the capacity to grow and plan to hire a full-time personnel to look over.

3.4. Interviews with non-affiliated NGOs

Semi-structured interviews with three NGOs which were not affiliated with STARS Forum. The main aim of the interviews was to find out their modes of networking and the platforms they use for dialogue and discussions. They too were spread across the country, namely Maharashtra, Uttar Pradesh and Chattisgarh.

The interview guidelines can be found in [the appendix](#).

Analysis of the interviews:

- They did not know about STARS Forum. However, one of them attended the Annual Conference once. Since they did not see any exclusive benefit of becoming an affiliate, they stayed as a non-affiliate.
- The interactions with fellow NGOs occur via common connections or conferences by larger NGOs. They also interact with other NGOs funded by the same entity. They discovered these groups via word of mouth, or through other publicity mediums (like social media or newspaper coverage of the event)

3.5. Interview with Prof. Subodh Wagle

Unstructured interview with Prof. Subodh Wagle from CTARA, who works in the field of Public Policy and Governance. He has started his own NGO, as well as worked closely with several others. The interview was aimed at understanding the NGO groups in rural India.

Insights from the interview:

- The structure of NGOs has changed a lot from 2010, when STARS Forum was established. Hence, the newer NGOs may need some additional support besides older NGOs
- A lot of NGOs fail because of a lack of understanding of on-ground reality, as well as lack of resources

3.6. Feedback forms by STARS Forum

Forms floated by STARS Forum, post their events, to collect feedback for the event as well as STARS Forum as a whole. Some of these questions were deliberately omitted in my survey, to avoid repetition.

The form can be found in [the appendix](#).

Insights from the responses:

- Most of the time, the events do not follow a theme all across. Due to this, some of the affiliates miss out on the good

opportunities, while others find it a not so effective use of their time.

- Most of the events are located in Pune, thus inaccessible to a lot of affiliates. Hence, they miss out on the smaller events that take place regularly.
- The diversity of topics available is less compared to the domains of attendees, due to which there is limited output to some of the affiliates.
- The interaction time given to the affiliates separately after the events provides a lot of valuable output, and fulfils their intent of networking.

4. Problems

4.1. Lack of structure in the organisation

Most of the STARS Forum tasks are taken care of by the CEO. The organisation of events is majorly dependent on the affiliates who volunteer to take the responsibility. This makes STARS Forum a very unorganised body. This lack of structure also leads to poorly organised and unprofessional events, since no one, in particular, holds responsibility for anything.

4.2. Lack of a proper definition of affiliates

The concept of affiliation is not very well defined. There is no affiliation fee or any affiliate-only advantages to join STARS Forum. Moreover, there is nothing more than listing your contact details on the website, to become an affiliate.

4.3. Lack of interaction among affiliates

The only interactions possible for affiliates are during the Annual Conference and on the WhatsApp group. Both of these provide a limited scope of interaction and only rarely do some measurable output is obtained via interaction through these channels.

4.4. No advantages of affiliation

There are no other benefits of affiliation than being listed on the STARS Forum website, which too is updated very rarely. The WhatsApp group is open to anyone who is interested, just like the annual conference. There is no affiliate only event, hence there is only a little sense of belonging. Most NGOs, thus, do not take much interest in the activities.

5. Defining the Brief

The portfolio of services offered by STARS Forum can be termed as a service constellation. Even though the individual services focus on diverse values, they have a similar service flow. Hence, they can be classified into three categories of service encounters, namely, **pre-core**, **core** and **post-core**.

Pre-core	Contacting Onboarding Information Search
Core	Affiliate interactions Value co-creation
Post-core	Volunteering Recommendations

Considering the project constraints, the focus of this project is the core service encounters of STARS Forum, which is to provide value to its affiliates.

Over the last 10 years of its existence, STARS Forum has gained a lot of knowledge about the NGOs working in the rural landscape. They also have affiliates from Institutes working in similar fields. Thus, the design brief for the project can be defined as:

“To create a service that allows the affiliates to interact with each other and also helps them to leverage the knowledge that exists within the STARS Network”

6. Goals

1. Creates a distinction between affiliates and non-affiliates by conducting affiliate only and open services separately
2. Create possibilities for interaction among the affiliates
 - a. Events/physical interaction
 - b. Human touchpoints
 - c. Digital touchpoints
3. Scalable model for other similar organisations to use
 - a. Adapting the service with appropriate contextualisation
 - b. Preventions for possible failures
 - c. Alternatives for unavailability of resources
4. Helps to retain and attract more affiliates
 - a. By creating more values to affiliates
 - b. By campaigning the services on open platforms
5. Co-create value with and for the stakeholders
 - a. Affiliates
 - b. Institutions
 - c. Experts
 - d. Non-affiliated NGOs

7. Ecosystem

The **STARS Forum ecosystem** majorly consists of the following actors:-

7.1. STARS Forum Personnel:

The Executive Committee and Board of Trustees. It also takes into account their connections within the industry.

7.2. Affiliated NGOs:

The NGOs that actively participate in the activities of STARS Forum and volunteer for hosting, whenever possible. Currently, the concept of affiliates is not very formalised.

Most, though not all, of them are in the field of rural development, and often deal with education, women empowerment or agriculture.

7.3. Social Entrepreneurs:

The social startups and entrepreneurs associated with STARS Forum. They are the ones who introduce the investors into the ecosystem.

7.4. Innovators:

The innovators, that are often associated with one of the educational institutes.

7.5. Non-affiliated NGOs:

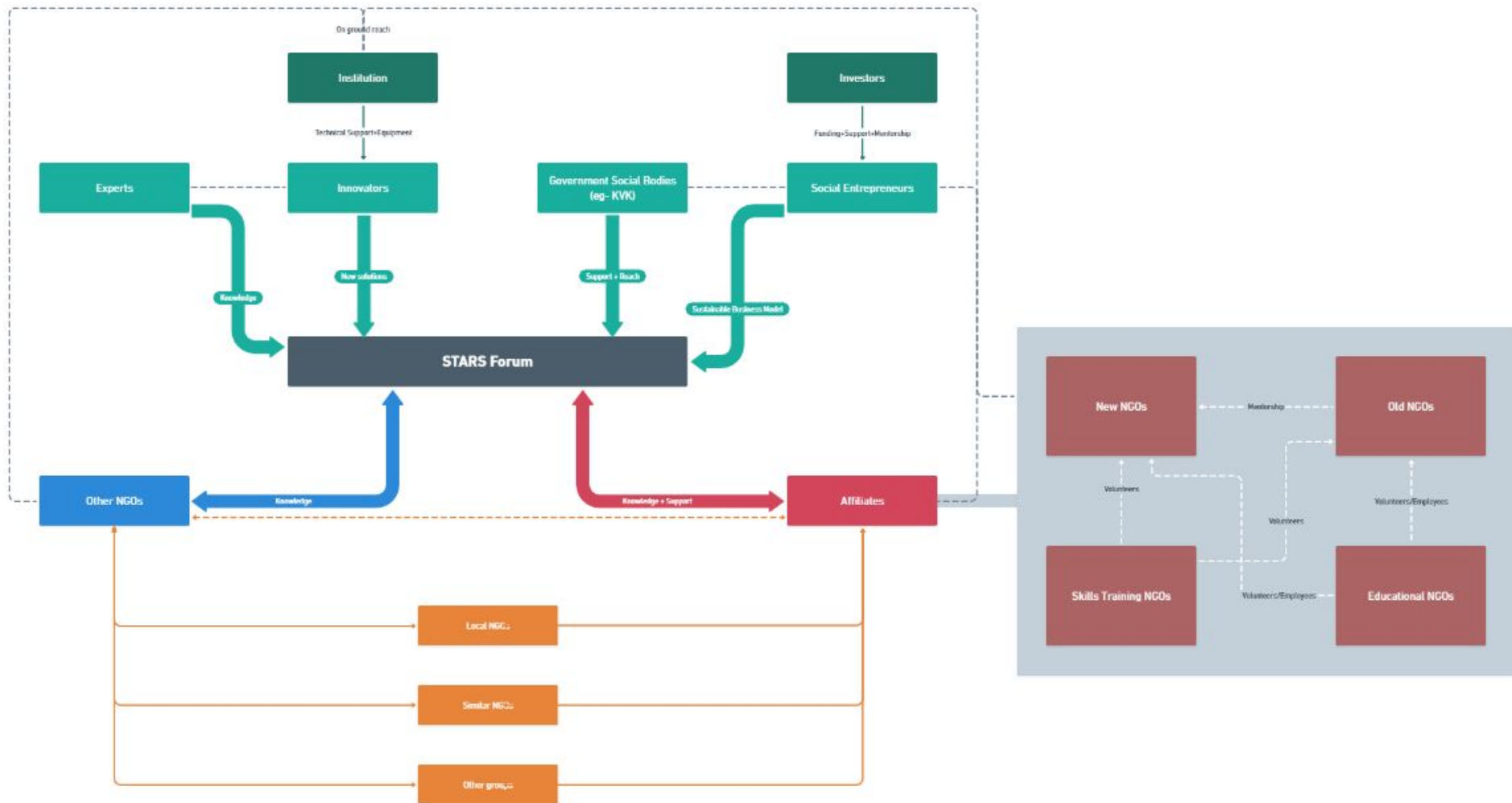
The other NGOs that occasionally join the activities of STARS Forum, majorly through word of mouth or social media posts.

7.6. Experts:

The industry experts associated with STARS Forum. They too are often associated with some institutes or are the connections of the Executive Committee Members or the affiliates.

7.7. Govt Social Bodies:

The government bodies like Krishi Vaigyanik Kendra, that can be helpful to the affiliates, and are acquainted and directly work with the end-user, that is, the rural society.



*The dotted lines represent STARS Forum induced connections

8. Personas

8.1. NGO A

- Established 10 years ago
- STARS Affiliate, joined 8 years ago
- Based in Pune, Maharashtra
- Has been an active affiliate for the initial years
- Attended all the events and annual conferences, and as a presenter for the last 4 conferences
- Part of the WhatsApp group, but is mostly inactive
- Part of a lot of NGO groups

8.2. NGO B

- Established 8 years ago
- STARS Affiliate, joined 3 years ago
- Based in Mumbai, Maharashtra
- Has attended all 4 conferences
- Found about STARS through a reference
- Actively looking for networking
- Strong relations with STARS Forum personnel, including regular consultation

8.3. NGO C

- Established 5 years ago
- STARS Affiliate, joined 3 months ago
- Based in Meerut, Uttar Pradesh
- Found about STARS from their social media
- Highly active on WhatsApp group
- Could not attend any event so far because of huge distance, but watch the videos on YouTube

8.4. NGO D

- Established 3 years ago
- STARS Affiliate, joined 2 years ago
- Based in Thiruvananthapuram, Kerala
- Has attended the conference held in Thiruvananthapuram
- Active on WhatsApp group and networks with the chat participants
- Frequently interacts with the STARS Forum personnel and other affiliates

8.5. NGO E

- Established 6 years ago
- Not a STARS Affiliate
- Based in Pune, Maharashtra

- Active social media handles, part of a lot of NGO groups
- Follow STARS Forum on Facebook
- Looking for networking, and some consultation
- Attended 2 conferences so far

8.6. STARS Forum Personnel

- Resident of Pune, Maharashtra
- Fairly tech savvy
- Part of STARS for last 7 years
- Actively interacts with the affiliates
- Moderates the WhatsApp group
- Ideate activities along with others
- Works closely with volunteers to organise events
- Has good relations with local vendors
- Has good connections with many experts in agriculture

8.7. Solar Energy Expert

- Based in Jodhpur, Rajasthan
- Has personal relations with a STARS Forum personnel
- Part of an engineering college
- Runs academic projects with Government as well as NGOs
- Working on solar technologies for cottage industries

9. Ideation

9.1. All ideas

Ideation was done for various services and parts of services, keeping in mind the goal of the project.

- **Themed meetings**

Meetings with a discussed and pre-decided topic, for local affiliates, organised by a volunteer affiliate in a particular region.

- **Product validation service**

A service for the affiliates with new ideas to present them to the experienced ones and get feedback on it and also help to develop them further.

- **Mentorship program**

A service that connects the older, experienced NGOs to the newer ones to help them in the operations and also to share their on-ground experiences and knowledge.

- **Facebook live for events**

Going live from the facebook page, so that the outstation affiliates can virtually attend the event and clear their doubts.

- **Buddy Program**

A service that connects two similar NGOs for regulated growth updates and discussions in different contexts.

- **Advisory Clinic**

Managing experts from different fields to give specific time slots at regular intervals, for the other affiliates to discuss their problems and take advice from them.

- **Local exhibition**

Setting up exhibitions of the local innovations and showcase them to the NGOs or interested people who can take them ahead and scale them up.

- **Tech support helpline**

Connecting the affiliates with the expert that can cater to their doubt or a chatbot with pre-recorded answers to the frequently asked questions.

- **Experience Blogs**

Capturing the journeys and on-ground knowledge of the experts and old NGOs to make it all available to the new ones.

- **CSR Visit**

To connect the NGOs with firms that offer CSR Funds in their domains

- **NGO Speed Dating**

Connecting NGOs for short slots for them to network and create a rapport that can lead to future collaborations.

- **Vertical and Diagonal collaboration**

Connecting NGOs in similar domains to help them collaborate and merge. They work in the same domain, but their outputs complement each other.

- **Crowdsourcing Skill Knowledgebase**

To collect knowledge and other informational content from the affiliates and make the repository of it.

- **Facebook group**

Create a facebook group to cater to larger audience, better moderation and structuralise the content.

- **Cross-region collaborations**

Connecting NGOs from different locations to create collaborations across contexts.

- **Round Table meetings**

Round table meetings with a mix of experts, innovators, NGOs and a moderator, focused in a specific direction.

- **Newsletter**

Compiling the activities, updates, upcoming events and general awareness facts into an accessible form.

- **Involving Urban Counterparts**

Bringing in collaborations from the NGOs who cater to similar problems, in the urban landscape.

- **Feedback/Progress Sessions**

Local/Virtual sessions to keep updates on the progress of each attendee and to discuss their problems and propose solutions.

- **NGO tie ups**

Proposing tie-ups between randomly selected NGOs for a specific period of time, where they try to help out each other with whatever available resources.

- **Virtual Startup Clinic**

Virtual doubt clearing and advisory platform to interact with multiple experts and experienced personnels.

- **Online session planning**

Planning and distributing the volunteership for events and activities over the digital medium of interaction.

- **Webinars**

Online speaker sessions, with a larger audience and an easier method for archives.

- **Directory exclusively for Affiliates**

Directory of contacts in the network, including experts, other affiliates and institutions.

- **Speed mentoring**

Connecting the affiliates with the experts for a short time for them to solve the problem at hand. It can lead to long-term mentoring via the mentorship program.

- **Open meetups**

Local meetups open for any interested person to discuss new government schemes, tackling a local problem etc.

- **Executive Guides/Consultants**

Specifically allot mentors to help the operations and executives of the new NGOs, for a small period of time.

- **Kitty Party style meetups**

Regular meetings with a fixed set of attendees, discussing about any one NGO in each meet. The host of the event keeps changing with each turn.

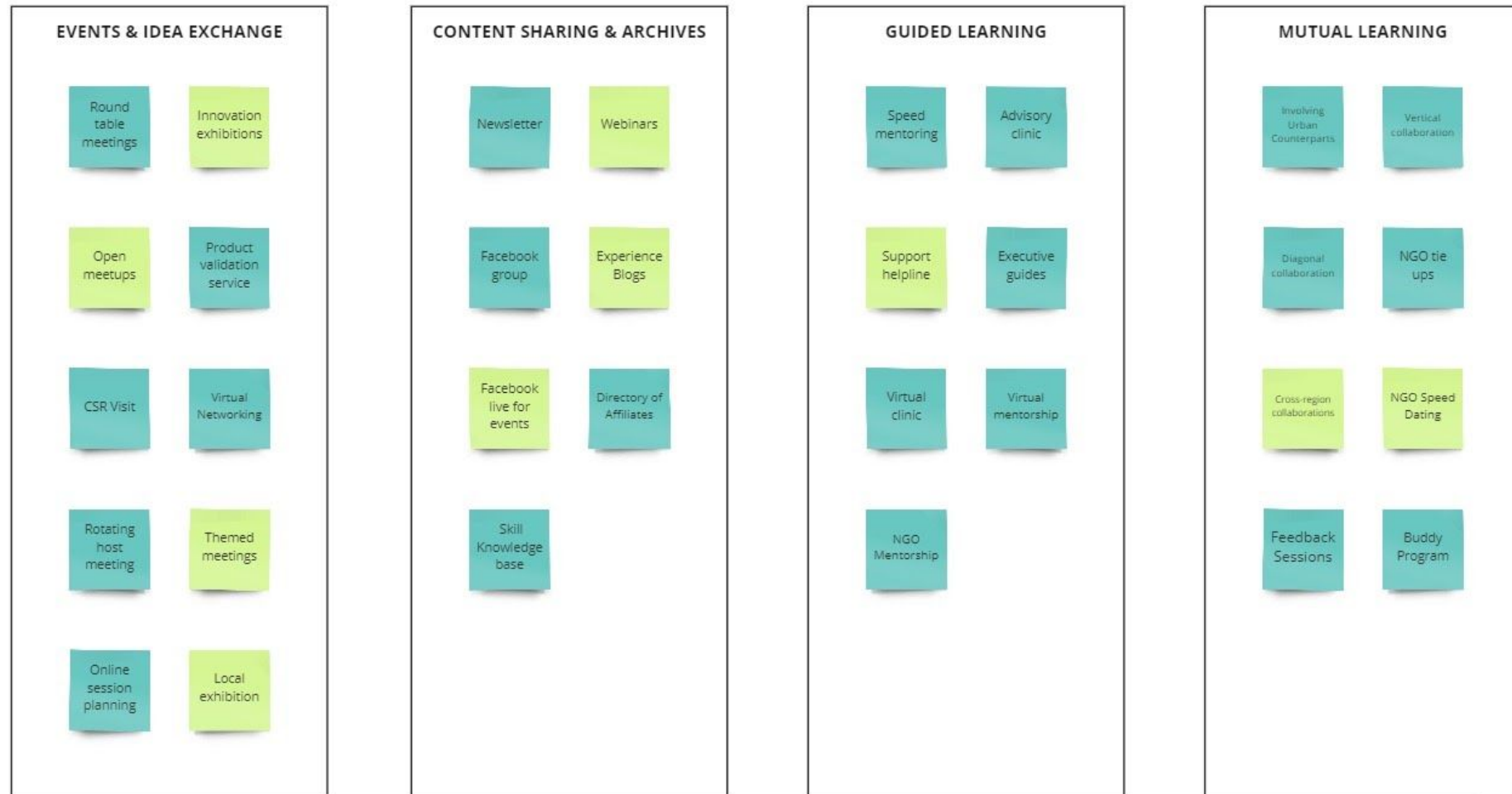
- **Virtual Networking**

Creating a platform with all affiliates online, so that they can view their profiles and reach out to the appropriate one and start a conversation.

.The ideas were then divided into various categories, as well as into affiliate exclusive or open division.

**Teal= Only for affiliates*

**Light Green= Open for anyone interested*



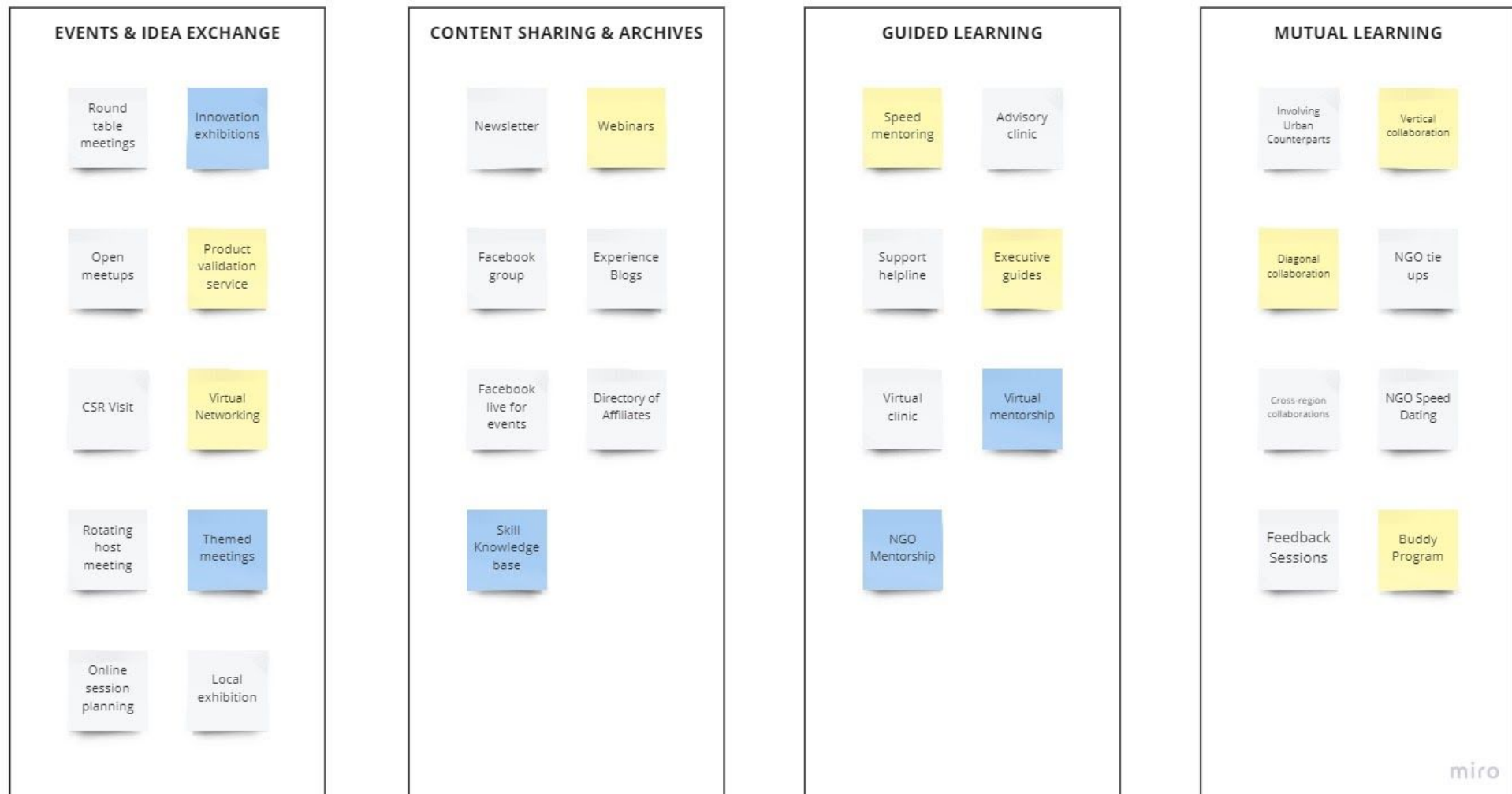
9.2. Evaluation (value equation)

Each idea was then evaluated based on its benefits and cost to the affiliates. ([The selection process can be viewed here](#))

*Yellow= Provides most value

*Blue= Provides value

*Grey= Provides less value



9.3. Customer Journeys

The selected ideas were further developed into customer journeys that went through multiple revisions for the services.

The customer journeys can be found [here](#).

9.4. Final selection of concepts

Following the discussion with STARS Forum CEO and also evaluating the constraints and current scenario, two ideas were chosen to move ahead with: Idea validation service and webinar.

10. Concept 1– Idea Validation

The current encouragement to social startups and NGOs have led to a rise in their numbers. However, not all of them make it to the actual ground. They lack a holistic view of the on-ground realities and often lack the direction to a solution that generates a substantial effect.

The extensive network of STARS Forum holds a first-hand experience and a deep understanding of the rural landscape. The idea validation service aims to use this knowledge to help and provide a proper direction and guidance to the fresh ideas in the network.

10.1. Service Encounter Blueprints

Idea Validation	Exhibition		Requested webinar		Recording for Archives and NGO Access	CSR Engagement for launch ready Concepts Advisory clinic
STEP	Pre-Initiation Preparation	Initiation	Presentation Preparation	Presentation Rehearsal	Presentation	Post-Presentation Activities
TIME (Approximate)	10 days	10 days	20-30 days	2-3 days	1-2 days	1-2 months
STEP GOAL	To prepare for the initiation of the service	To get the appropriate applicants (Presenters and Audience)	To get ready for the presentation	To have runthrough for the presentation	To present to the audience	To work on the feedback
USER ACTION		Apply for the service and finish the self assessment	Prepare the concept for the presentation, with the help of guidance and resources from STARS Forum	Get the required resources at the venue and rehearse for the presentation	Present to the audience and collect the feedback Give feedback	Discuss the feedback with mentor and buddy and evaluate the feedback and work on them, developing the concept further towards launch
LINE OF INTERACTION						
TOUCH POINT ACTION		Providing the guidelines, schedule and other necessary information, and the application and assessment forms	Providing guidance and resources for the presentation	Manage the rehearsal and the check up on requirements and operational issues	Manage the event and handle operations	Feedback log/management sheet
LINE OF VISIBILITY						
BACKSTAGE ACTIONS	Prepare the schedule, draw guidelines, make application form and self-assessment kit	Assess the applicants to shortlist the eligible ones Divide them into appropriate categories and allot guides	Curating resources, planning the event, curating and arranging the requirements for the event			
LINE OF INTERNAL INTERACTIONS						
SUPPORT ACTIVITIES AND PROCESSES	Database of potential applicants, calendar for different events	Assessment checks	Requirement sheet, vendors database			
TOUCH POINT	Speaker List	Mails, Social media post Google form	Mails, messages, calls	Emcee, Operations manager, Checklist	Emcee, Operations manager Feedback sheet	Feedback sheets
POSSIBLE FAILURES	Clashing events on all possible dates	Technical issues with the form Fault in assessment	Failure in communication with Guide Non availability of vendors	Missing presenters, missing requirement	Delay, missing requirement, absent presenter	

The blueprint can be accessed [here](#).

10.2. Deliverables

10.2.1. Mail for the launch of the service

Subject: Concept Validation Service

Body structure:

Greetings

Description of the service

Need for the validation service

Defining the prospective benefits and outcomes for both, presenters and audience

Basic guidelines

Attachments:

Guidelines

Timeline

Application Form

Self-assessment Kit (Only for the presenters)

10.2.1. Guidelines for the service

- The service is meant for a period of a few months, covering three significant phases of concept development, until launch.
- STARS Forum will allot a guide to the presenter to assist them throughout the service, until the launch of the concept.

- The service fee is *XXXX* which covers the cost of accommodation and food during the event.
- It is a voluntary service; hence the participants can drop it at any time. However, the refund percentage depends on the proximity to the event dates.
- Applicants shall inform about the unavailability at least a week before the presentation.
- The location will be decided based on the number of participants from the said city. In case the venue is shifted by STARS Forum, the applicants can ask for a fee refund.
- The applicants shall go through a small shortlisting process:
 - The presenters will be shortlisted based on the self-assessment attached.
 - The audience shall be shortlisted based on the first-come-first-served basis, due to venue capacity.

10.2.3. Application Form

10.2.3.1. For presenter

Presenter

Concept target sector *

☐ Education
 ☐ Agriculture
 ☐ Finance
 ☐ Other: _____

Stage of concept development *

☐ Ideation
 ☐ MVP/Prototyping
 ☐ Plan of Action ready

Name of concept, if any

Your answer _____

Short description of the concept *

Your answer _____

Expectations from the service

Your answer _____

Do you have mentors?

☐ Yes

10.2.3.2. For audience

Audience

The body you are affiliated to *

Your answer _____

Your designation *

Your answer _____

Sector of expertise *

☐ Education
 ☐ Agriculture
 ☐ Finance
 ☐ Other: _____

Time spent in the field of expertise

☐ 1-3 years
 ☐ 4-6 years
 ☐ 7-9 years
 ☐ 10 or more years

10.2.4. Self Assessment Kit

What problem are you trying to solve? *

Your answer

Has anyone attempted to solve the problem before? If yes, how? *

Your answer

Why did the previous solutions fail?

Your answer

What are the key features of your concept? *

Your answer

Does your concept already exist in a similar form or a different context? If yes, how are you planning to use it to your advantage? *

Your answer

Who are your potential competitors, if any? (They need not directly solve the same problem, but are currently used as an alternative solution for it) *

Your answer

What key features does your concept have that others will have a hard time replicating? *

Your answer

10.2.5. Confirmation Mail

Subject: Confirmation as Audience/Presenter for the current phase of concept Validation Service

Body structure:

Greetings

Confirmation note

Further steps

Attachments:

Schedule

Guide information (Only for the presenters)

Concept information (Only for the audience)

10.2.6. Apology Mail

Subject: Apologies for inability to accommodate as Audience/Presenter for the current phase of Idea Validation

Body structure:

Greetings

Apology + Motivational note

Prospective dates for next phases

Attachments:

Self-assessment Report (Only for the presenter)

10.2.7. Schedule

10.2.7.1. For rehearsal

REHEARSAL	Each slot= 15 minutes = 10 minutes presentation + 5 minutes swapping Presenter + Emcee runthrough Checkup for requirements		
Time	Action	Requirement	Alloted Person
10-10:30	Headcount		
10:30-11:00	Opening speeches	Emcee, Speaker	Emcee
11:00-1:00	Presentations	Wireless mics, water	Emcee
1:00-2:00	Lunch Break		
2:00-4:00	Presentations	Wireless mics, water	Emcee

10.2.7.2. For presentation day

PRESENTATION	Each slot= 25 minutes = 10 minutes presentation + 10 minutes discussion and feedback + 5 minutes swapping			
Time	Action	Requirement	Special Notes	Alloted Person
9:00-10:00	Headcount			Event Incharge
10:00-10:30	Seating	Furniture, escorting signs		Operations incharge
10:30-11:00	Opening Ceremony	Emcee, Speaker	Give intro about STARS, schedule,	Emcee
11:00-1:00	Presentations	Wireless mics, water		Emcee
1:00-2:00	Lunch Break	Food, water, cutlery		Caterer
2:00-4:00	Presentations	Wireless mics, water		Emcee
4:00-5:00	Networking/High Tea	Tea, cups		Caterer

10.2.8. Reminder Mail

Subject: Reminder for Concept Validation Event on *dates* in *city*

Body structure:

Greetings

Reminder note

Basic guidelines

Any special guest information

Attachments:

Rehearsal schedule (Only for the presenters)

Final schedule

Location link for venue

10.2.9. Feedback Forms

10.2.9.1. For presenter

Overall, how would you rate the event?

	1	2	3	4	5	
Poor	☐	☐	☐	☐	☐	Excellent

Please rate the following aspects of the event:

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied	NA
Venue	☐	☐	☐	☐	☐	☐
Complete schedule/Timeline	☐	☐	☐	☐	☐	☐
Guides	☐	☐	☐	☐	☐	☐
Event flow	☐	☐	☐	☐	☐	☐
Organisation	☐	☐	☐	☐	☐	☐
Accommodation	☐	☐	☐	☐	☐	☐
Rehearsal	☐	☐	☐	☐	☐	☐
Quality of audience	☐	☐	☐	☐	☐	☐

Is there anything we could have done to make your experience better?

Your answer _____

How likely will you recommend this event as a positive opportunity to your network?

10.2.9.2. For audience

Overall, how would you rate the event?

12345

PoorExcellent

Please rate the following aspects of the event:

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied	NA
Venue	☐	☐	☐	☐	☐	☐
Schedule/Timeline	☐	☐	☐	☐	☐	☐
Previous material about the concepts	☐	☐	☐	☐	☐	☐
Event flow	☐	☐	☐	☐	☐	☐
Organisation	☐	☐	☐	☐	☐	☐
Accommodation	☐	☐	☐	☐	☐	☐
Quality of concepts	☐	☐	☐	☐	☐	☐

How do you think this event could have been improved?

Your answer

Based on your experience at this event, how likely are you to attend our future events?

12345

10.2.10. Followup Mail

Subject: Video of the webinar on *topic* [by *speaker, designation*]

Body structure:

Greetings

Reasons for sending archives (separately for presenters and audience)

We hope to see at our future events!

Attachments:

Video Links

Feedback Form

10.2.11. Overall Checklist

Checklist for validation service

Create a repository of potential guides and convince them for their time

Before the announcement

Step	Status
Schedule the event timeline	
Confirm the potential guides	
Prepare assessment kits	
Prepare guidelines	

After the announcement

Step	Status
Send out application mails and posts	
Review applications for presenters and audience	
Allot guides to selected applicants	
Connect the guides, applicants and their mentors	
Send assessment report and motivation mail to other applicants	
Send acceptance mails with the material about the confirmed participants, to the selected audience	
Send apology emails to the rejected audience, if any	
Finalise the venue for the event, with resources needed	
Send out the schedule for rehearsal to participants	
Send out the final schedule for the event to the audience and participants	
Finalise vendors for operational needs	
Get the venue and accommodation ready	
Prepare for rehearsal	

10.3. Service Failures and Recovery

10.3.1. Clashing events on all possible dates

Shifting the whole program

10.3.2. Technical issues with the form

Extending deadline

10.3.3. Fault in assessment

Double checking the assessment

10.3.4. Failure in communication with Guide

Extra support from Mentors

10.3.5. Non availability of vendors

Getting resources loose and handling them in-house

10.3.6. Missing presenters

Check the availability of presenter/Remove them from final list

10.3.7. Missing requirement

Arrange for the requirement

10.3.8. Delayed/missing requirement/presenter

Filling by shifting some presentation

10.4. Evaluation

10.4.1. Plan for evaluation

A questionnaire was administered to two experts who can be potential service providers, two potential presenters and two potential audiences after presenting the service.

The forms can be found here:

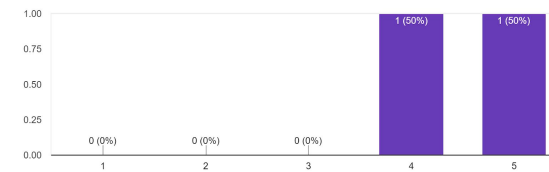
- [The experts](#)
- [The presenters](#)
- [The audience](#)

10.4.2. Output of the evaluation

10.4.2.1. Overall feedback

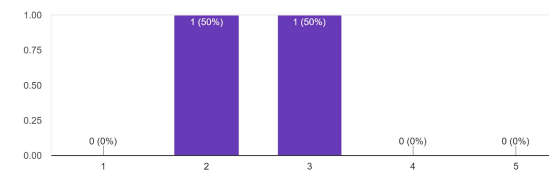
- Most of them found the service as an effective medium to promote interaction. It was more effective for the audience, while for the presenters, while the presenters found it only moderately effective.

How effective is the service's use of the medium to promote interaction among the affiliates?
2 responses



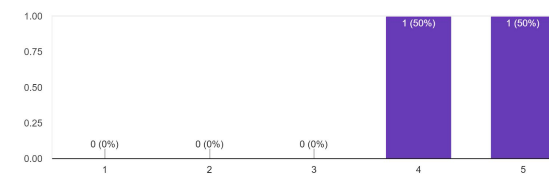
The experts' responses

How effective is the service's use of the medium to promote interaction among the affiliates?
2 responses



The presenters' responses

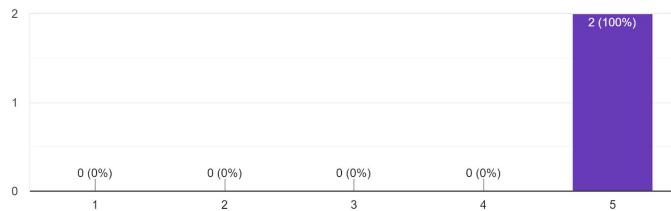
How effective is the service's use of the medium to promote interaction among the affiliates?
2 responses



The audiences' responses

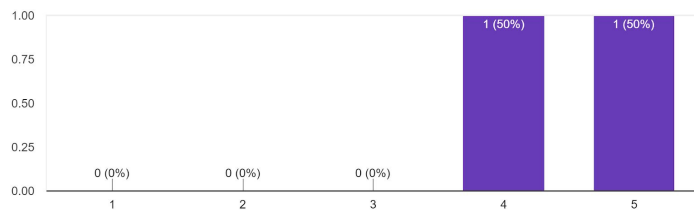
- b. Both the audience as well as the experts found it an effective medium to utilise the networks knowledge. However, the response of the audience stated it to be more effective than that of the experts.

How effectively does the proposed solution utilise the ecosystem's acquired knowledge?
2 responses



The experts' responses

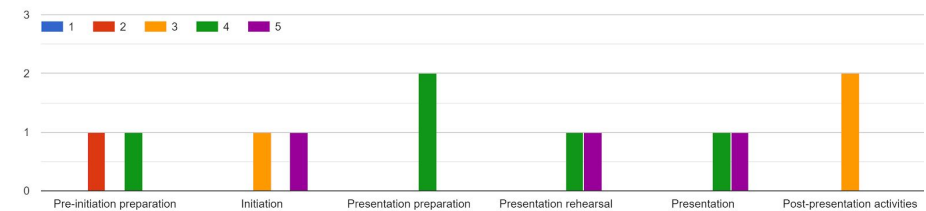
How effectively does the proposed solution utilise the ecosystem's acquired knowledge?
2 responses



The audiences' responses

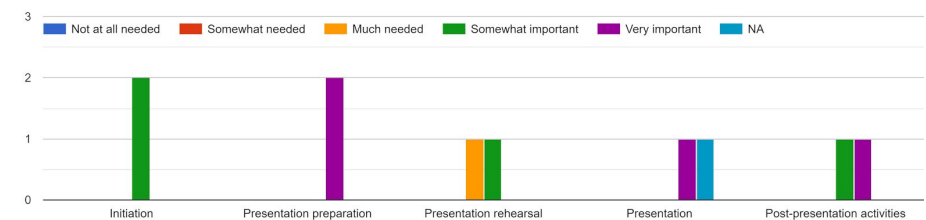
- c. The presentation preparation stage was considered the most important by both, the experts as well as the presenters. While the importance of other stages varied. While the experts focused on the execution stages, the presenters gave more importance to the stages that gave them tangible output.

Please rate the following stages of the service:



The experts' responses

Please rate the following stages of the event:



The presenters' responses

10.4.2.2. Areas of improvement

Following are the suggestions for improvement of the service:

- a. To create a complete loop of the service, by focusing on the long term vision.
- b. Keeping in touch with the presenters post-event to keep a track of their progress, and collecting their testimonials.
- c. Focusing on retention of rejected candidates, if any.
- d. Giving the audience some time to discuss their feedback and provide the presenter with a unanimous feedback.

10.4.2.3. Positive points

Following are the positive remarks about the service:

- a. It is a good way for the audience to network and keep themselves updated with new ideas.
- b. The compilation of feedback and recording of content for later visit seems helpful.
- c. The idea of sharing the report of the self-assessment with the rejected applicants seems helpful for them to develop.

10.4.3. Contributions of the service

The service provides the following values to the affiliates:

- Feedback on their ideas
- Support to develop their ideas
- Opportunity to network
- Updates of newer ideas
- Possibility of collaborations

11. Concept 2- Webinar

In the latest times, every physical activity is developing and shifting to its virtual counterpart. These efforts have been further fueled by the needs of doing so due to the pandemic, restricting social interactions.

Webinar as a service will serve a wider audience as compared to a physical speaker session, conducted by STARS Forum. It opens up the possibility of having more speakers and also provides flexibility in the schedule. It would also provide equal access to the pan-Indian affiliates, who happen to miss the interaction, due to the geographical barrier. Hence, the webinar service was chosen as one of the final concepts.

11.1. Service Encounter Blueprints

Webinar		Newsletter including future schedule and link for suggestion box			FB Live streaming, recording	YouTube + Transcript as blog etc Questions on forum
STEP	Pre-Announcement Preparation	Announcement	Event Preparation	Event Reminder	Webinar	Post-Webinar Activities
TIME (Approximate)	1-2 weeks	10-12 days before	10 days	2-3 days before	Weekend (1-2 hrs)	
STEP GOAL	To finalise the topic, speaker and date-time for the webinar	To announce the event	To prepare for the event	To remind the attendees of the event To share the platform link to be used for the webinar	To share the knowledge and also interact with the speaker and attendees	To collect feedback for the event To retain the attendees
USER ACTION	Send suggestions for topics, speakers	Register for the event		Check the platform for usability	Interact with the speaker and clear doubts related to the topic/ppt	Provide feedback
LINE OF INTERACTION						
TOUCH POINT ACTION	Collect data for preferred topics	Provide the topic, speaker and schedule of the event Collect contact information of the applicant		Provide webinar link	Moderate the webinar going and take care of technical issues	Collect Feedback
LINE OF VISIBILITY						
BACKSTAGE ACTIONS	Reach out to the appropriate speaker and confirm a date and time for webinar Create RSVP Form	Collect and record the contact information of attendees	Reaching out to mentors of attendees Finalising the platform for the webinar	Checking the feasibility of platform	Solving any technical issue	Collect, record and analyse feedback Send follow up mail with archive link Plan follow-up session, if needed
LINE OF INTERNAL INTERACTIONS						
SUPPORT ACTIVITIES AND PROCESSES	On ground research about problems, database of associated experts	Preparation by speaker		Getting the mentors ready to attend the webinar Event runthrough Ppt review	Introducing STARS Forum and speaker Moderating the webinar Keeping a tab on questions	
TOUCH POINT	Messages, comments	Google form		Mail, message	Some platform (zoom, google meets)	Google form
POSSIBLE FAILURES	Unavailability of expert in the required field Topic not really needed	Technical issues with the RSVP form	Change in schedule due to unavailability of speaker	Mail not reachable	Internet connection issues Technical difficulty	Technical issues with the upcoming service Loss of attendees

The blueprint can be accessed [here](#).

11.2. Deliverables

11.2.1. Speaker inventory

11.2.1.1. To be approached

Topic	Status	Speaker Name	Designation	Associated Body	Contact Number	Mail ID	Remarks
Topic 1	Replied	Speaker 1	Position 1	Organisation 1	xxxxxxxxx	speaker1@organisation1.abc	
	Not replied	Speaker 2	Position 2	Organisation 2	xxxxxxxxx	speaker2@organisation2.abc	
	Not replied	Speaker 3	Position 3	Organisation 3	xxxxxxxxx	speaker3@organisation3.abc	
Topic 2	Not mailed	Speaker 4	Position 4	Organisation 4	xxxxxxxxx	speaker4@organisation4.abc	
	Not replied	Speaker 5	Position 5	Organisation 5	xxxxxxxxx	speaker5@organisation5.abc	
	Not replied	Speaker 6	Position 6	Organisation 6	xxxxxxxxx	speaker6@organisation6.abc	
	Replied	Speaker 7	Position 7	Organisation 7	xxxxxxxxx	speaker7@organisation7.abc	
	Not mailed	Speaker 8	Position 8	Organisation 8	xxxxxxxxx	speaker8@organisation8.abc	
Topic 3	Not mailed	Speaker 9	Position 9	Organisation 9	xxxxxxxxx	speaker9@organisation9.abc	
	Not mailed	Speaker 10	Position 10	Organisation 10	xxxxxxxxx	speaker10@organisation10.abc	
	Not mailed	Speaker 11	Position 11	Organisation 11	xxxxxxxxx	speaker11@organisation11.abc	

11.2.1.2. Confirmed

Topic	Probable date	Speaker Name	Designation	Associated Body	Contact Number	Mail ID	Status
Topic A	9/5/20	Speaker A	Position A	Organisation A	xxxxxxxxx	speaker.a@organisation.a.pqr	Done
Topic B	3/6/20	Speaker B	Position B	Organisation B	xxxxxxxxx	speaker.b@organisation.b.pqr	Next
Topic C	17/6/20	Speaker C	Position C	Organisation C	xxxxxxxxx	speaker.c@organisation.c.pqr	
Topic D	13/7/20	Speaker D	Position D	Organisation D	xxxxxxxxx	speaker.d@organisation.d.pqr	
Topic E	23/7/20	Speaker E	Position E	Organisation E	xxxxxxxxx	speaker.e@organisation.e.pqr	

11.2.2. Launch Mail

Subject: Webinar on *topic* [by *speaker, designation*]

Body structure:

Greetings

Description of the topic

Description of the speaker

Basic details of the event (date and time)

Attachments:

RSVP Form

Query portal/document/sheet link

11.2.3. RSVP Form

STARS Forum- Webinar RSVP Form

Webinar on *topic* by *speaker, designation*

Description of the topic

Description of the speaker

Basic details of the event

* Required

Email address *

Your email

Your name

Your answer

The body you are associated with

Your answer

Your designation

Your answer

Your contact number

Your answer

11.2.4. Reminder/Confirmation Mail

Subject: Reminder/Confirmation for the webinar on *topic* by [*speaker, designation* on *date*]

Body structure:

Greetings

Basic details of the event (date, time, topic, speaker and platform)

Meeting id and password

Instructions for a good experience:

Please use headphone for a better audio experience

If you do not have good bandwidth, please switch off your video camera

If you get disconnected anytime, you can join again using the same link

Please join the Webinar on time.

If you cannot join the meeting because the participant limit has been exceeded, please do not worry - we will send you the recording of the webinar later.

Attachments:

Platform/Meeting link (to download the app/join the meeting room)

[Pop-up for link= “If you are unable to join, please do not worry. We will send you the recording later”]

11.2.5. Follow-up Mail

Subject: Video of the webinar on *topic* [by *speaker, designation*]

Body structure:

Greetings

[Apologies for inability to accommodate everyone]

We hope to see at our future events!

Attachments:

Archive Links

Feedback Form

Suggestion mail id

11.2.6. Feedback Form (Speaker)

Overall, how would you rate the event?

1 2 3 4 5

Poor ☐ ☐ ☐ ☐ ☐ Excellently

How would you rate the execution of this event?

1 2 3 4 5

Highly dissatisfactory ☐ ☐ ☐ ☐ ☐ Highly satisfactory

Is there anything we could have done to make your experience better?

Your answer

How likely will you recommend this event as a positive opportunity to your network?

1 2 3 4 5

Highly unlikely ☐ ☐ ☐ ☐ ☐ Highly likely

Will you be interested in joining us for another event in the future?

☐ Yes

☐ No

☐ Maybe

Submit

Never submit passwords through Google Forms.

11.2.7. Feedback Form (Attendees)

Overall, how would you rate the event?

1 2 3 4 5

Poor ☐ ☐ ☐ ☐ ☐ Excellent

Please rate the following aspects of the event:

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied
Date and Time	☐	☐	☐	☐	☐
Relevance of topic	☐	☐	☐	☐	☐
Speaker	☐	☐	☐	☐	☐
Relevance of content	☐	☐	☐	☐	☐

How would you rate the session based on the new knowledge gained?

1 2 3 4 5

Highly dissatisfactory ☐ ☐ ☐ ☐ ☐ Highly satisfactory

How would you rate the session based on the extent of resolving the queries?

1 2 3 4 5

Highly dissatisfactory ☐ ☐ ☐ ☐ ☐ Highly satisfactory

11.2.8. Checklist

Checklist for webinar

Create and keep updating a repository of topics and potential speakers, connecting it with suggestion box and suggestions mail

Before the Webinar

Step	Status
Confirm the topic	
Reach out to potential speakers	
Confirm the speaker	
Decide the specific details of the event DTV	
Send out the announcement mail and post	
Review the presentation	
Reminder mail, with the webinar link	
Have a run-through	

Setup for the Webinar

Step	Status
Charged laptop	
VC platform server issues, if any	
Charged phone	
Internet connectivity, with enough data	
Phone on silent mode	
Notepad and pen	
Water, tea, etc	
Check up on the speaker	
Check for his/her presentation with you	

11.3. Service Failures and Recovery

11.3.1. Unavailability of expert in the required field

Reach out to associated institutions for contacts

11.3.2 Topic not really needed

Factors about need of topic:

- Timeliness
- Motivation of case study
- Future values
- Current awareness of possibility

11.3.3. Technical issues with the RSVP form

Providing alternate channel (mail, message) for sharing information, while getting the issue sorted on the backend

11.3.4. Change in schedule due to unavailability of speaker

Pre-recorded session, instead of live and an alternate session for clearing the doubts/queries

11.3.5. Mail with platform link not reachable

Use multiple channels, like messages

Putting up the link on website

11.3.6. Internet connection issues/Technical difficulty

Keep alternate channel for audio-video (Video phone call with the STARS Volunteer that they share on the actual platform)

11.3.7. Loss of attendees

Analyse the feedback

Re-evaluate the need of the webinar

11.4. Evaluation

11.4.1. Feedback on use

A questionnaire was administered to an organiser and three participants after they attended the webinar, using the same structure

The forms can be found here:

- [The organiser](#)
- [The attendees](#)

11.4.2. Evaluation by experts familiar with the field

A questionnaire was administered to two experts who can be potential service providers and one potential speaker after presenting the service.

The forms can be found here:

- [The experts](#)
- [The speaker](#)

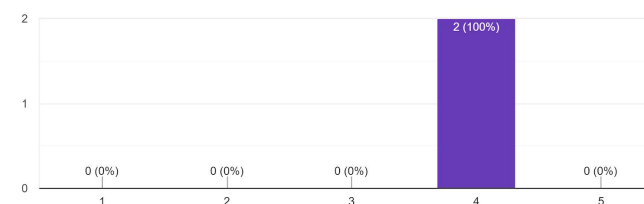
10.4.2. Output of the evaluation

10.4.2.1. Overall feedback

- Most of the responses stated it as an overall effective medium of knowledge transfer. However, the experts found it a better medium of knowledge transfer as compared to the audience.

How effectively does the proposed solution utilise the ecosystem's acquired knowledge?

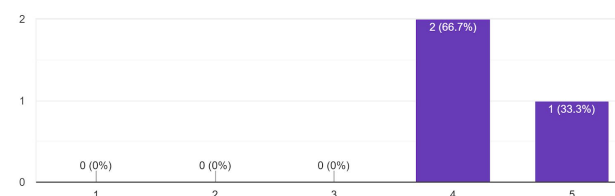
2 responses



The experts' responses

How would you rate the webinar as a medium of knowledge delivery?

3 responses

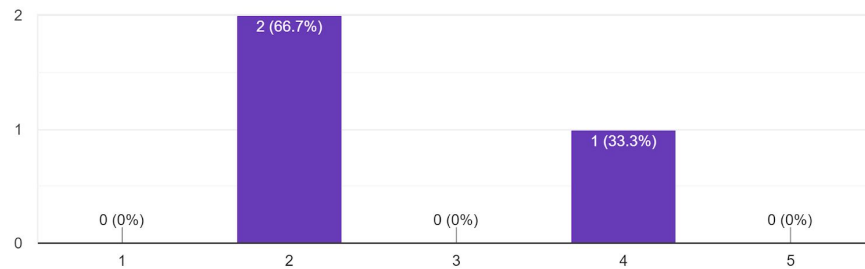


The participants' responses

- b. As a medium of networking, the service is not very effective. Only one participant found it effective because of the possibility of texting the attendants individually, during the event.

How would you rate the webinar as a medium of networking?

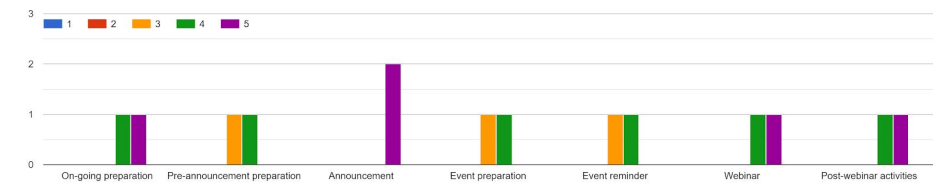
3 responses



The participants' responses

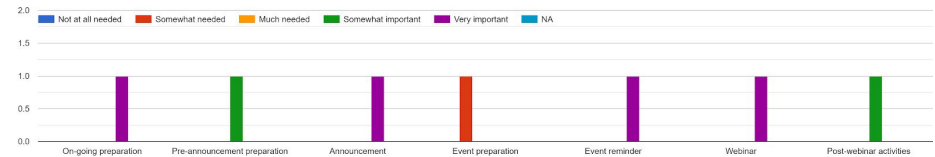
- c. Overall, the announcement stage was given most importance by the experts and the service provider. The webinar and post webinar stages were also given much importance. The other stages however were moderately important.

Please rate the following stages of the service:



The experts' responses

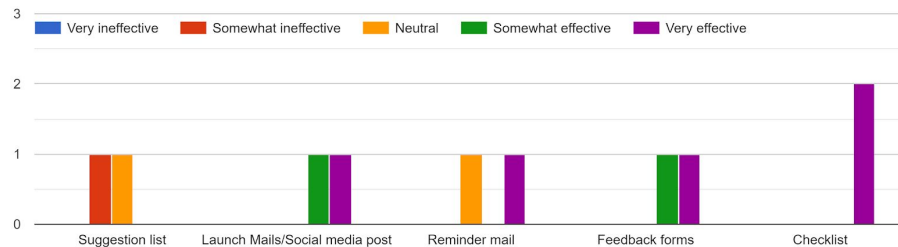
Please rate the following stages of the event:



The organiser's response

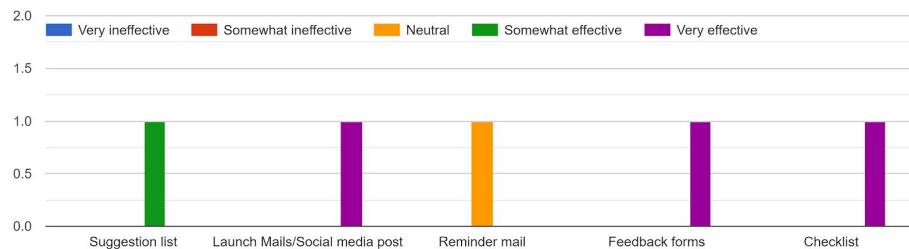
- d. Checklist turned out to be the most important deliverable. The important touch points however were the launch post and feedback posts.

How effective do you think are the touchpoints?



The experts' responses

How effective do you think are the touchpoints?



The organiser's response

10.4.2.2. Areas of improvement

Following are the suggestions for improvement of the service:

- The structure could be played with to create innovative concepts, since it is not a unique idea.
- There should be a little more emphasis on selection of the topic for the webinar. Facebook polls may be an example.
- Further engagement opportunities can be added, like networking or creating a series of webinars to lengthen the timeframe of learning.

10.4.2.3. Positive points

Following are the positive remarks about the service:

- Getting the content rehearsed is a new point which generally does not happen for webinars.
- The idea of involving the organiser with the speaker during the development of the content is helpful.

11.4.3. Contributions of the service

The service provides the following values to the affiliates:

- Knowledge about a particular topic
- Opportunity to network

The service also created the following values for the service providers:

- Structure to the service
- Guidelines for a better webinar
- Methods to avoid the common failures

12. Conclusion

In this project, we worked closely with an initiative to provide NGOs with a platform to share their knowledge and concerns. We worked on the vision of STARS Forum and focused on creating values for its affiliates. Through the project, we understood the rural landscape from the perspective of the NGOs and social startups. Further, we focused on the ecosystem of the NGOs among themselves and worked on ways to enhance their output by using the acquired knowledge of the ecosystem. Various ideations for services were created to best fulfil the purpose. These ideas were then subjected to their value generation for the users and were then sorted into final concepts. The concepts were then developed into proper services that will be used by STARS Forum, and can be adapted by other similar service providers.

Appendix

A.1. Survey form:

The survey form can be found [here](#).

A.2. Interview Guidelines for NGOs:

A.2.a. NGO– Background & History (Ice Breaker)

- When was it established
- The motivation
- Speaker's designation
- Structure of NGO
- Target area
- Problems they focus on
- How did they do the on-ground research?

A.2.b. Problems and guidance

- Frequent challenges in your area
- Frequent challenges in the field of work
- How do you find out about useful government schemes?
- Do you have any mentor/guide or anyone with experience of how NGOs in your specific field function?

A.2.c. STARS Forum (Affiliates only)

- How did you find out about STARS Forum?
- How do you define an affiliate?

- When did you become an affiliate?
- How often do you interact with other affiliates?
- How often do you attend their event?
- Have you ever volunteered for any activity? Why/Why not?

A.2.d. STARS Forum (Non-affiliates only)

- Do you know about STARS Forum?
- If yes, why aren't you an affiliate?
- Do you know any of their affiliates?
- Have you ever attended their event?

A.2.e. Other similar groups

- Are you a part of other NGO groups?
- When did you discover them?
- How often do you interact with their members?
- What do they differ from STARS Forum?

A.2.f. Other questions as a follow up of the survey responses (Affiliates only)

A.3. STARS Forum questionnaire:

STARS Forum – Event Feedback Form

STARS Forum would like to thank you for participating in the conference today.

We invite you to share your feedback about the event. It will enable us to meet your needs in a better manner. This evaluation will take no more than 5 minutes of your time. Thank you for your feedback!

1. Please indicate your overall satisfaction with this conference:

☐ Very Satisfied ☐ Somewhat Satisfied ☐ Somewhat Dissatisfied ☐ Very Dissatisfied

2. What was MOST VALUABLE about the conference for you?

3. What was LEAST VALUABLE about the conference for you?

4. How would you rate the following items?

	Excellent	Very good	Good	Fair	Poor	N/A
Relevance of conference contents	☐	☐	☐	☐	☐	☐
Providing a forum for exchange of information with other participants	☐	☐	☐	☐	☐	☐
Quality of presentations	☐	☐	☐	☐	☐	☐
Information available on www.starsforum.org	☐	☐	☐	☐	☐	☐
Registration process	☐	☐	☐	☐	☐	☐
Quality of material circulated by the organizers	☐	☐	☐	☐	☐	☐
Conference venue/facilities	☐	☐	☐	☐	☐	☐
Organizational arrangements for and during the event	☐	☐	☐	☐	☐	☐

5. How can we make STARS Forum workshops/conferences more valuable to you and your organisation?

(Please turn over)

STARS Forum – Event Feedback Form

6. What changes do you propose to make in your NGO work after the input received at this conference (Please give specific examples)

6. Is there anything else you would like to share with us?

Name:

Contact number

Email ID

Institution:

A.4. Evaluation Questionnaire

The questionnaire for the evaluation will be majorly objective and will consist of the following kinds of question:

Idea Validation Service

- To what extent does the proposed solution solve the problem of affiliate interaction?
- To what extent does the service leverage the actors and resources in the ecosystem?
- How well does this service accommodate the individual differences of the ideas?
- How well does this service create indirect value to affiliates' end-users?
- What might be the obstacles that will hold back the NGOs from using the service?
- How well does the service tackle the feasibility challenges?
- Has the balance between human and digital touchpoints been achieved?
- How likely are you to recommend this service to a friend or colleague?
- Comments/Suggestions:

Webinar

- To what extent does the proposed solution exploit the ecosystem's acquired knowledge?
- How effective is the service's use of the medium to promote interaction among the affiliates?
- Does it leverage the players and resources in the ecosystem?
- What might be the obstacles that will hold back the NGOs from attending the webinar?
- How likely are you to recommend this service to a friend or colleague?
- Comments/Suggestions:

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