## Reiterate the focus

Post feedback from the last session, we decided to reiterate our focus and frame the project proposal as Building up a hybrid system to bring the campus community closer to and more engaged with Mood Indigo with the aim to smoothen communication and ensure documentation across the fest in all its workings.

## Variables

We identified a few variables that would stand as the yardsticks to judge our progress.
Core Focus Variables: Transparency, Inclusivity, Trustworthiness
Measurements: Time wasted (Quantitative), Understanding (Qualitative)
Additional Variables: Channels, Frequency, Quality and communication

## Primary Research

We began our Primary Research by interviewing various people who belonged to the campus community. Understanding the users and their personal stories with the festival was the way by which we felt that more personalized insights could be achieved and intangibles such as emotions and connection could be identified.

The subjects were asked about their introduction to MI and their onboarding process. They were asked about their most memorable stories. The idea behind these questions was to bring out any form of reminiscing regarding the fest and draw on what emotions they felt as they went through those memories.

They were subconsciously guided through what elements made their journey unforgettable as well as the problems that made them uncomfortable.

The subjects had majorly positive feedback to give. Many had a positive outlook towards IIT Bombay because of MI. They looped around the elements of companionship and once in a lifetime experience. The idea of sharing the experiences was also what attracted them. MI is an experience that one experiences at the crossroads of adulthood. Discovering people with common interests and then having the perfect setting to socialize with them is an immeasurable opportunity. The introverts did have initial teething issues with these activities but the role of their CGs was identified to be the one to push them out of their comfort zones.

The subjects' experience was intensified with the addition of access to a wider palette of culture. Access to concerts and artists, especially backstage, implied a sense of accomplishment to the subjects and the insights gained at the job was a learning takeaway according to them.

The ties also led to a sense of accomplishment in the conclusion of an event. This was relevant for the workforce and the student population however the campus community at large still felt disconnected. The lack of involvement of the wider campus community is a double-edged sword. Student-run is both impressive and liberating. Broadly most events at MI were curated for college students.

We categorized their statements to identify design insights and breakdowns while the user statements helped us grasp the more intangible features of the relationship. We identified a few breakdowns like often departments tended to work in solace and disconnected from one another which hampered the possibilities of growth as a holistic system, and user statements helped us identify the extent to which MI's emotional connection extended among the students when people stated MI as one of their major reasons for choosing to pursue their higher studies at IIT Bombay.

## Secondary Research

For our secondary research, we read a few case studies and papers regarding other festivals, as well as about online community development. After analyzing the existing research into brand relationship theories, and digital and physical community engagements, we discovered the shift towards festival brands being correspondingly co-created amongst consumers and stakeholders rather than managed by their owners, this is influenced by greater consumer choice; accessibility, growing ease of digital communications; and social networking, as society becomes increasingly interconnected. Increased customization and co-creation would be the way forward and focus on community building would be a must for any such brand.

## Communication Diagrams and Inferences

### Internal

With the mapping of the internal communication last week, we realized that Pre-fest communication is not as time-bound as the on-ground, therefore the failures and breakdowns are not felt as much. The pressures and disorientation on-ground are much more costly. The outer ring only has one point of contacts and they are majorly contacted only once. Therefore, we noticed that their impact and failure frequency was low. Organizers follow the same patterns and their contact is minimal. Any form of contact is given to them in a structured manner by the coordies and the CGs. For example, when artist

pickup needs to be done the Orgies are given all the details and the money by the CGs and the Coordies.

A breakdown in the Coordie communication has a domino effect. Their responsibilities outweigh their takeaways. Hence, the motivation to perform better is lackluster. This matched with overworking and lack of time management creates stress and dissatisfaction for the coordies. A lack of structure is most evident here as each coordie is focused on delivering upon their own responsibilities. This creates unnecessary competition.

The division of roles can create a specialization gap and this leads to several parallel lines of communication running simultaneously. The specialization of jobs also is detrimental to the learning takeaways of the volunteers who benefit more from a holistic learning rather than a focused approach.

Although the CGs have similar issues plaguing their workload, they enjoy the benefits of offloading work to Orgies and Coordies. The fewer number of people involved within the circle aids their communication. A tighter group is more fluent and knows the responsibility of each other very well. They also had the benefit of resources like mobility and walkie talkies.

## External and Emotional

The Next step was to map the relationship of MI with the people, the spaces, the events and activities and map the communication over time too.
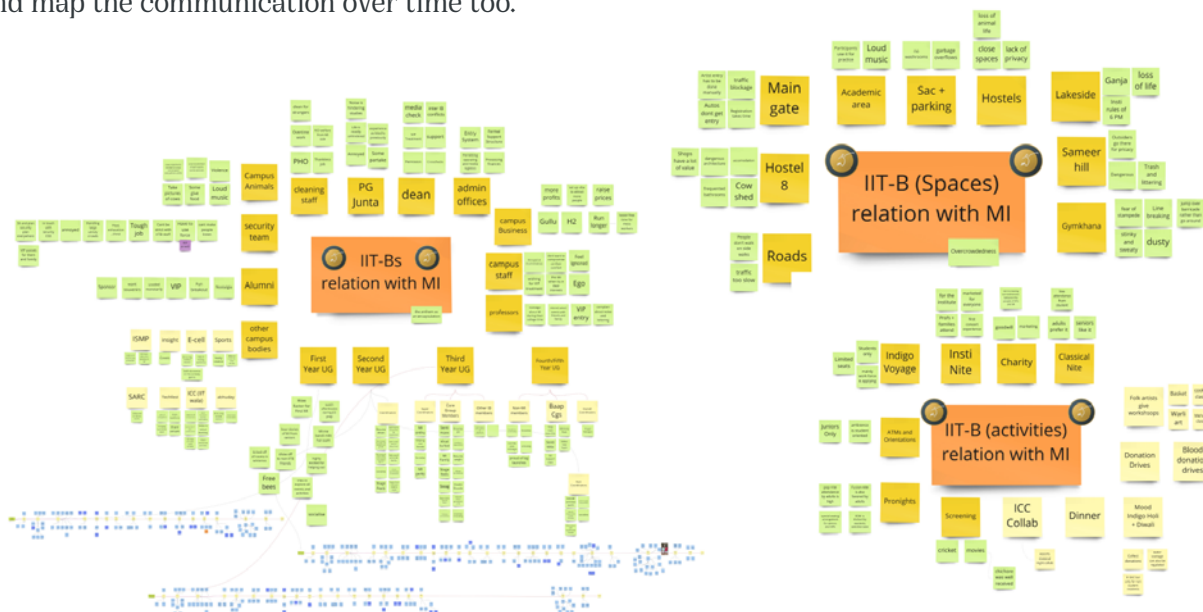


### People

We listed all the stakeholders, especially on campus, and then listed down the nature of their relationship, associated issues as well as any possible preliminary solutions. Each stakeholder had an opinion of MI and had something to contribute to MI as well as some takeaways. It was evident that there is an imbalance between the stakeholder's expectations and reality.

Students stand to gain the most from MI since the events are catered for them. This also lends a better feeling of connection since they are the ones volunteering. Their takeaways are also resume driven. Non-student residents have a different perspective. Working staff have to face hindrances during the

event and hospitality staff has to work overtime. The noise and crowd are an unwelcome intervention for the non-student residents. Campus wildlife is also strained at the time of the fest. Abuse and loud sounds irritate them and hordes of unknown people who don't respect their boundaries can be at the root of a conflict.

The roles of UG students demanded further mapping as they formed the central workforce of the team\ Hence we mapped out their entire journeys with the festival to find any pain points and understand the festival from their eyes



## Events

The events provide an insight into who is being catered and at what time. We noticed that each event had a purpose to win over a certain group of people and drew participation accordingly. While All team Meets are catered towards attracting junior volunteers, institute nights are engineered to win over good faith from the campus community at large. These events still draw a younger crowd. For the adults and seniors, the options are limited to classical nights and screenings which are unpredictable in their reception. The need to increase such activities was instantly felt and participation in organizing and competing is also necessary on the wider campus community's behalf.  Some suggestions which have surfaced from this discussion included workshops (especially by folk artists for the older crowd), donation drives to cultivate goodwill, and MI themed Holi and Diwali parties. These events cater to the wider campus residents and draw in bigger participation. It is important to note that the rollout will have to be gradual to measure the response of these interventions and make dynamic changes accordingly.

## Spaces

MI's effect on spaces in and around IITB is most evident while the fest is ongoing. Overcrowding is a recurring theme and alongside it comes serious hazards like stampedes. Additionally, they cause a breakdown in movement and inefficiencies in the crowd management system start to creep up. Some spaces like the residential area and the academic area are still under use by the residents and they feel discomfort when outsiders use these spaces to practice or hang out. Loud music and noises are very distracting. Spaces like lakeside and Sameer hill have strict institute rules, which are broken and security hazards get created as a result. The spaces need to be respected and thus have to be kept clean. The fest has to communicate the importance and gravity of IIT Bombay to not only instill awe but also its respect.

## Solutions Brainstorm

We drew inferences from our research and started ideation to address these issues. Solutions ranging from communication channels, on-ground crowd activation, to targeted content creation and inclusion in the overall structure of the festival. We are keeping a realistic outlook with the implementation of the ideas, considering both the physical and technical limitations of the idea. We divided our ideas and solutions into two categories - DIgital solutions as well as Phyical Solutions. A few would be Implicit that is affect the workings of MI such as changes in the interdepartmental network and hierarchy while others were aimed for the wider campus residents, their participation is not as important as their approval. These hide in plain sight and communicate the values of MI subliminally.

A social media system to collect and document people's stories with MI could be implemented in various

parts of the festival using QR codes and NFCs. Integration with the virtual campus set up for MI 2020 could easily work out as a platform for people to tell their personal stories as well as an MI museum across time for achievements. A permanent physical artefact for MI could be installed for all year-round visibility. We really don't have a permanent presence in the institute right now, and a monument to celebrate Mood Indigo can do wonders for the brand and community engagement. These were a few ideas among many others that we would be delving further deeper into.
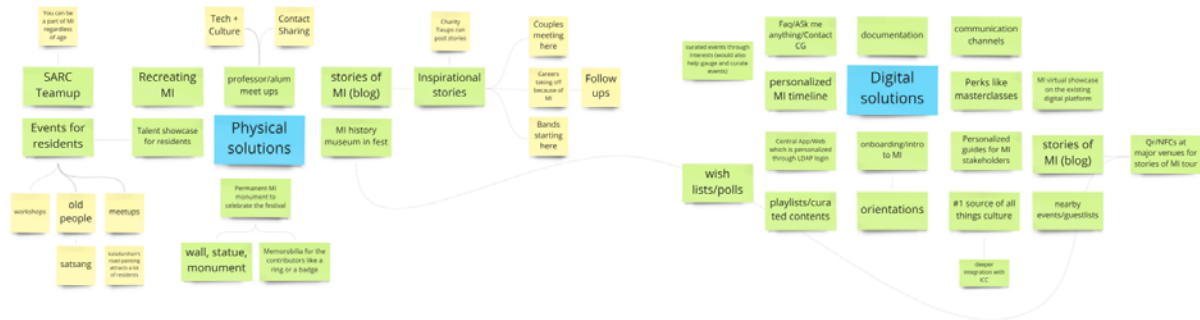






## Future Steps
Now, for the coming week, the team would be working towards
- Mapping where our solutions would fit in and how they would impact the system at large
- Focussing on the digital system ideas and work towards pitching a realistic working system
- Further understanding the various communication channels at play to come up with a holistic solution

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