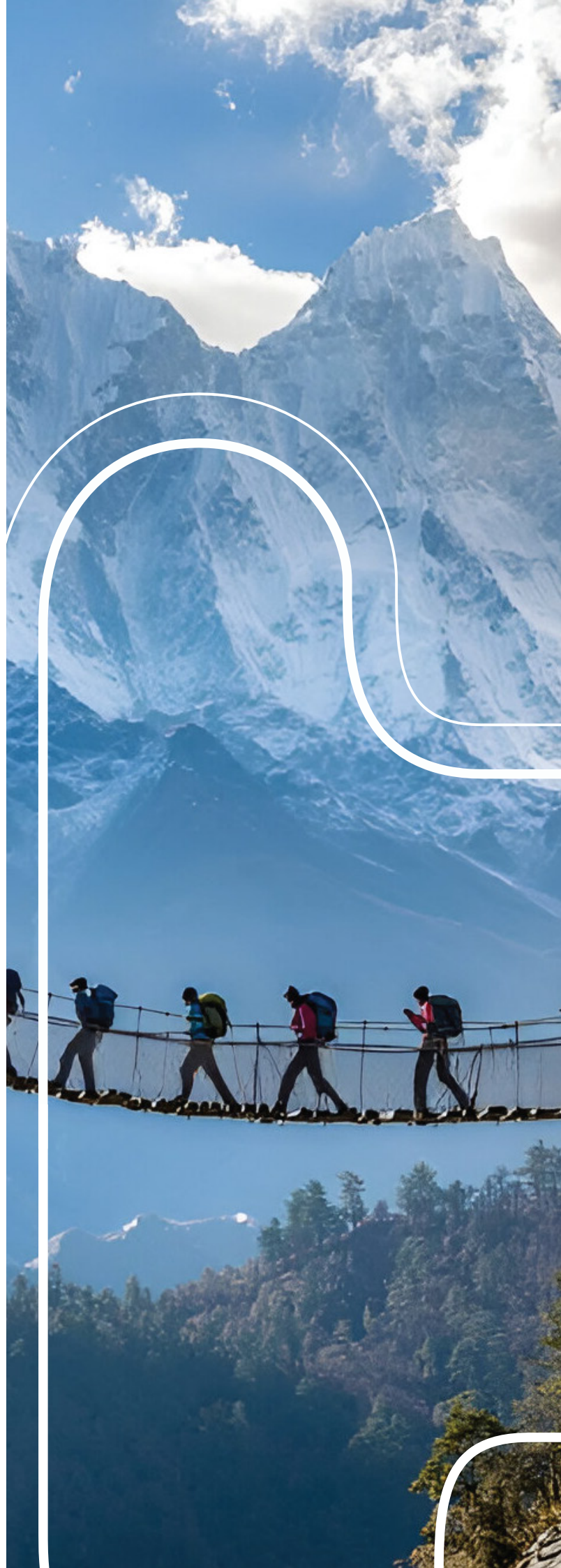




Exploring Impact:
**An Evaluation of the
inaugural edition of
the festival
Journeying Across
the Himalayas**

Royal Enfield Social Mission
February 2025





Green Hub Video Archive AN OPEN RESOURCE

Conservation decisions that we make now determine a sustainable future for our planet. This archive is a collection of videos, images, and documents that provide a comprehensive overview of the challenges we face and the solutions we need. It is a resource for anyone interested in conservation, and it is open to all.

Discover a range of projects, from the Amazon rainforest to the Great Barrier Reef, and learn how we can protect our planet for future generations.



GREEN HUB & ROYAL ENFIELD Conservation Grants

A fund to support the conservation of wildlife, plants, and habitats within the grounds of the Royal Enfield.

The fund is open to all who are interested in conservation, and it is open to all. It is a resource for anyone interested in conservation, and it is open to all. It is a resource for anyone interested in conservation, and it is open to all.

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Note from the Authors

This impact assessment report has been developed by the Art X Company on behalf of the Royal Enfield Social Mission, and presents consolidated findings from surveys, interviews, and focus group discussions conducted as part of the evaluation of the inaugural edition of Journeying Across the Himalayas (JATH). The report seeks to offer insights into the festival's execution, audience engagement, community impact, and sustainability efforts.

Acknowledgements

We extend our sincere gratitude to the team at Royal Enfield Social Mission for their collaboration and valuable inputs throughout the course of this study, particularly Bidisha Dey, Anita Lodhi, Sunil Rajagopal, Karan Chauhan, Ikshit Pandey, Ela Gupta, Anoushka Bhatnagar, among many other members of the team. We are also grateful to the festival's participating artists, exhibitors, partners, volunteers, and members of Himalayan communities who shared their time, experiences, and reflections with us.

This report would not have been possible without the commitment of the project team, including research lead Rashmi Dhanwani, along with Mahima Grover, Prisha Jain, Anirudh Iyer, Nayanika Rungta, and teams at Art X Company, Festivals From India, Social Lens, and Hansa Research.

Disclaimer

The views and opinions expressed in this report are those of the authors and do not necessarily represent those of Royal Enfield Social Mission or any of the organisations or individuals mentioned herein. While every effort has been made to ensure the accuracy and reliability of the information provided, this research is subject to inherent limitations and variability. The authors and Royal Enfield Social Mission accept no responsibility for any errors or omissions, or for the consequences arising from the use of this report. Readers are encouraged to critically assess the findings in the context of their own perspectives and requirements.

Foreword - Royal Enfield

Social Mission

About 75 years ago, Royal Enfield first made its way up the Himalayas as the motorcycle of choice for the Indian Army, and the Himalayas soon became its “spiritual home”.

Over the years, Royal Enfield's Social Mission has quietly taken root across the Himalayas, building collaborations and projects toward the long-term goal of engaging 100 Himalayan communities — the first at the forefront of climate change. Along this journey of working closely with local communities, we began to understand our role as a catalyst helping build an ecosystem of collective action.

Journeying Across the Himalayas was then envisioned as a space that brings these remote voices closer to the mainstream. The festival became a multi-disciplinary platform to spotlight storytelling and lived experiences from the region. The first edition brought together 50+ communities, 200+ partners, and over 200 artists and creative practitioners — a collective effort to showcase traditions and contemporary expressions through the lens of those who call the Himalayas “home.”

But this was never meant to be a one-off event. From the very beginning, our long-term ambition has been to build a definitive, community-led platform — one that strengthens market linkages, encourages creative collaborations and brings in sustained opportunities for Himalayan communities. More than just a space to display or sell crafts and produce, it offered a living network: of artisans, farmers, entrepreneurs, collaborators, mentors and supporters.

In time, we see this evolving into a recognised, structured ecosystem that offers visibility, resources and agency to artists, craftspeople, and cultural practitioners. Moving beyond a single festival, and agency to artists,

craftspeople, and cultural practitioners. Moving beyond a single festival, and by creating a tangible ecosystem, we are working toward something that cements Himalayan narratives within a broader cultural and economic framework.

As the first edition of *Journeying Across the Himalayas*, there was no existing template to follow, no format to comprehend its impact or assess how a festival like this could grow and refine its influence. This report was planned early on to serve as a tool for reflection and accountability, allowing us to learn from both successes and challenges while setting a benchmark for future editions. By establishing the AEAE Model (Amplify, Empower, Accelerate, Evaluate) from the very first year, the aim was to create a transparent, measurable approach, demonstrating tangible impact as we advocate for greater support for the arts and related experiences.

Our Social Mission projects, by design, focus on underserved regions. Partners are often small, communities underleveraged, and infrastructure limited. Less than 3% of India's CSR spending reaches the Himalayan states — despite their heightened exposure to climate risk and minimal investment. Art and culture practices, though central to Himalayan identity, often struggle to articulate their societal value and thus lose out on securing support, particularly from CSR and institutional partners. This study seeks to address the challenge in a way that strengthens the case for continued investment in these areas.

Among the standout programming, drawing strong emotional and intellectual engagement were: Green Hub's immersive multimedia space created with community youth, which imagined a living forest ecosystem through film, photography, and soundscapes to capture stories of conservation; Helmets For India's Art for Change exhibit, where helmets became a canvas for artistic expression and road safety awareness; and Ode to Keystone Species, helmets became a canvas for artistic expression and road

safety awareness; and Ode to Keystone Species, a VR experience offering an intimate glimpse into the remote high-altitude habitat of the elusive snow leopard. Meanwhile, the Himalayan Bazaar—a thoughtfully curated marketplace—became one of the focal points of the festival, generating a revenue of INR 20+ lakh over 3 days.

The findings speak to the festival's resonance: an 8.6 audience recommendation score and an 8.3 overall audience rating on a scale of 10, with 82.87% of attendees experiencing a Royal Enfield event for the first time. Most importantly, 95.97% of participants from Himalayan communities felt the festival effectively showcased their identity while also challenging perceptions. The numbers reinforce our belief that cultural storytelling has the power to build meaningful connections, shift narratives and create real economic and social value.

We hope this study serves as a valuable resource and measurable case for why festivals like this deserve more support towards bringing positive change in the Himalayas and beyond.

Bidisha Dey
Executive Director
Eicher Group Foundation

Executive Summary

Royal Enfield Social Mission's multidisciplinary festival—**Journeying Across the Himalayas (JATH)**—took place from **5th to 15th December 2024** at Trancore Palace, New Delhi. This festival was designed as a showcase of the region's rich cultural and natural heritage through the lens of sustainable exploration.

This report evaluates the inaugural edition of Journeying Across the Himalayas, analysing its impact, execution challenges, audience engagement, community representation, and sustainability efforts. The festival aimed to:

- Enhance attendees' exposure to and engagement with Himalayan culture and communities
- Promote awareness around sustainable travel in the Himalayan region
- Facilitate market linkages and mainstream connections for Himalayan communities

Key findings from the assessment

AMPLIFY: Encountering the Himalayas: Stories, traditions, and immersive experiences
Objective: To assess attendee engagement with Himalayan culture and communities.

3,500+ attendees

engaged with the festival over 10 days, participating in panels, talks, workshops, music performances, and film screenings.

100+ events

were organised, covering literature, visual arts, music, and storytelling, creating a multidisciplinary festival experience.

- **13 curated installations & exhibitions** provided a deep dive into Himalayan culture, climate challenges, and indigenous knowledge systems.
- **87.08% of the audiences** stated the festival improved their awareness of Himalayan art and cultural artefacts.
- **82.87% of attendees:** were attending a Royal Enfield (RE) event for the first time, demonstrating significant audience expansion.

Audience recommendation score: 8.6/10 – is how likely audiences are to recommend Journeying Across the Himalayas to their friends, family, or colleagues.

EMPOWER: Boosting opportunities for Himalayan communities

Objective: Analyse socio-cultural impact and economic value delivered to stakeholders

150+ speakers and **200 creative practitioners**

were invited to contribute, reflecting a broad engagement across artistic and intellectual disciplines.

- The festival marketplace showcased **27 artisans and creative businesses**
- Total retail sales: **INR 20,83,605**, encompassing both the F&B section and stalls operated by artisans and businesses from the Himalayas.

- Ticket revenue: **INR 4,58,187** from **2,963 tickets**, contributing additional financial inflow to sustain the festival.
- PR engagement resulted in **4.2 Mn+** audience reach, with **50+ pieces of coverage** in **135 unique publications**, and **3.4 Mn+** impressions on social media.
- **83.33% of youth members** from the Himalayan community reported building networks for future projects, demonstrating the festival's success in fostering long-term professional relationships.

The festival kept the Himalayan communities front and center of programming, displaying both the breadth of their initiatives as well as the diversity of expressions in the regions.

87.88% of Himalayan community members

felt their culture was effectively showcased, validating the festival's commitment to responsible representation.

ACCELERATE: Encouraging lasting change: climate change & responsible travel

Objective: Measure knowledge acquisition and behavioural changes related to responsible travel and climate change.

50+ Himalayan

communities participated and highlighted the **impacts of climate change on ecosystems and livelihoods in 13 Himalayan states and UTs.**

Over 80% of attendees

reported gaining insights into **sustainable travel, regional concerns, and climate change in the Himalayas.**

Collaborations with environmental organisations led to panel discussions and community-led workshops on climate resilience.

93.93% of Himalayan community members

affirmed that the festival's themes were relevant, reinforcing its authenticity.

The festival successfully positioned the Himalayas as a region requiring urgent attention, linking cultural preservation with climate action.

57.14% of attendees

associated RE with social responsibility, **validating** the festival's brand positioning.

EVALUATE: Setting the foundations for a

sustainable festival, and bringing the festival to life

Objective: Review of operational efficiency and festival management practices to inform long-term sustainability of the initiative.

The inaugural edition of the festival achieved

73.25% on the sustainability audit, placing it in the **Moderate Progress** category (**51-75%**). This reflects a strong commitment to sustainability, considering this was the festival's first iteration.

- Effective waste management practices were implemented, resulting in **3.72 MT** of waste diverted from landfills, **0.64 MT** composted, and 1.18 MT recycled.

21,168 units

of solar energy were generated on-site, significantly reducing reliance on conventional power sources.

- Transparent reporting of emissions, materials, and waste recovery.

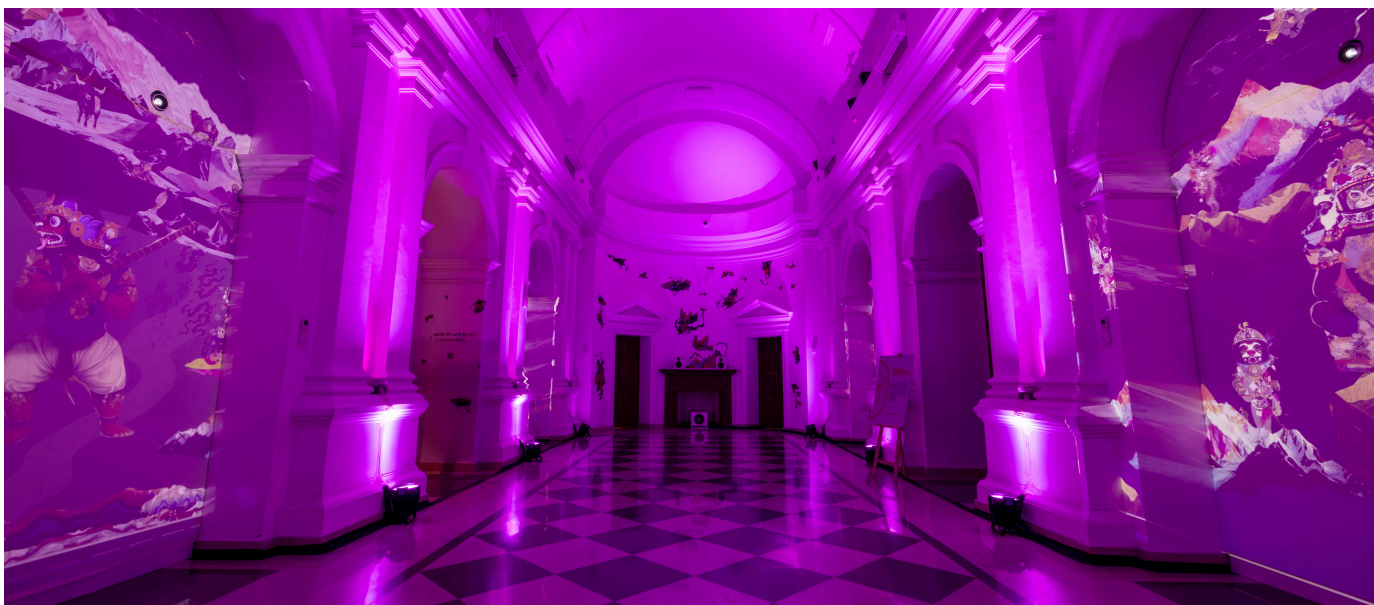
Quality of events: Audiences gave a high rating to the overall quality of events, exhibitions, and workshops, with an average score of **8.3/10.**

In Sum

The first edition of **Journeying Across the Himalayas** laid the groundwork for a long-term, impact-driven cultural festival. While logistical constraints—particularly late-stage planning—led to some inefficiencies, the festival successfully positioned itself as a platform for cultural preservation, environmental responsibility, and community empowerment.

01

Introduction



1.1 About the Royal Enfield Social Mission (RESM)

About 75 years ago, the Himalayas became Royal Enfield's spiritual home. Royal Enfield Social Mission is catalysing an ecosystem of collective action to meet its long term vision of partnering 100 Himalayan communities by 2030 towards building climate resilience.

The Royal Enfield Social Mission projects include 'The Himalayan Knot' - a textile conservation project, bringing together pastoral communities, artisans and designers for wider market access; 'The Himalayan Hub' - a collective learning center for Climate Resilience; a network of community-run 'Green Pit Stops', embodying responsible travel; 'The Great Himalayan Exploration' in partnership with UNESCO to document Intangible Cultural Heritage (ICH); the Royal Enfield 'Ice Hockey League' promoting rural sports and winter tourism; conserving biodiversity and wildlife through the Keystone Species project; and 'Helmets for India' -

a road safety initiative.

Through the Social Mission, Royal Enfield is also encouraging and inspiring one million riders to explore sustainably and 'Leave every place better'. In addition to the Social Mission, Royal Enfield also works with local communities near its manufacturing plants in Tamil Nadu, focusing on areas such as education, livelihood, sanitation, healthcare etc. Two multi-decade partnerships with Bodh Shiksha Samiti in Rajasthan and Dr. Shroff Charity Eye Hospital in Delhi continue to be supported as legacy projects.

Royal Enfield Social Mission and other CSR initiatives are implemented by Eicher Group Foundation, a section 8 company incorporated in 2015 under the Companies Act of 2013.

1.2 Overview of the Journeying Across The

In 2024, the RESM sought to raise awareness surrounding the Himalayas by showcasing Himalayan cultures and communities and how they are being impacted by climate change. This gave rise to ***Journeying Across The Himalayas (JATH)***, the first edition of which was held in the heart of the country in New Delhi from 5-15 December 2024.

With sustainable exploration of the Himalayas at its centre, the festival aimed to :

- Offer a unique opportunity for the attendees to discover, engage with, and experience the Himalayan culture and communities in a responsible way
- Be a guidebook to traversing the Himalayas in the light of climate change
- Be a platform for the Himalayan communities, especially the youth to come to the forefront and connect with the mainstream.

At its heart, JATH was a community-centric festival with a core focus on RESM's partners, primary stakeholders of its projects, as well as extended stakeholders such as creative collaborators, civil societies, and Royal Enfield's vast rider community. The festival was designed to include a showcase of all of the RESM's projects and layered with an event programme to create various engagement touchpoints with general audiences.

It led to 10 days of programming with a core focus on audience experience, such as through immersive exhibitions of art (visual, music, etc.), building RESM's intellectual property and brand in the process. Furthermore, the platform was also used to integrate other tangential events such as a Partners Meet of over 50 NGO partners, a press launch of its Ice Hockey project, the Responsible Travel conclave, and an award show for contemporary Himalayan fashion designers in collaboration with Vogue.

The festival featured a range of activities, including art exhibitions, musical performances, workshops, talks, and panel discussions, all aimed at immersing attendees in the current realities,

traditions, and stories of Himalayan communities. JATH aimed to provide a platform to highlight the collaborative spirit and cultural richness of the Himalayas, underscoring the importance of sustainability and responsible travel for the region, while creating a space for meaningful engagement with the heritage and values of the region.

Stakeholder themes and identities

A diverse array of stakeholders across the Himalayan region and beyond were brought together. Each group of stakeholders brought distinct expertise and cultural heritage to amplify the festival's central theme of collective action for a connected future.



Fig.: Identified stakeholders for the study

Community members were amongst the key stakeholders present at the festival. The festival looked to celebrate the incredible diversity of the Himalayan region, bringing together voices from over 50 communities and a broad spectrum of disciplines. By blending traditional knowledge with contemporary innovation, the festival had the vision of creating a space for dialogue and collaboration, championing representation that reflects the rich cultural and ecological heritage of the Himalayas.

Broadly, the **Himalayan community members**, numbered between 200-300 belonged to the following groups:

- **Artists and creative practitioners:** A celebration of creativity in various forms – music, art, design, photography, poetry, crafts, and food – showcased both contemporary and traditional expressions from over 200 contributors.
- **Cultural collectives:** Initiatives like the Shikargah Collective (Kashmir) and BERE Art Collective (Assam) reflect the strong community ties that define the region. These groups underscore the importance of preserving heritage through sustainable practices and collaborative storytelling.
- **Conservationists and ecologists:** Environmental stewards like the Green Hub and Nature Conservation Foundation highlight critical connections between biodiversity, climate resilience, and cultural identity.
- **Local entrepreneurs and artisans:** Representing the Himalayan grassroots economy, several community members exhibited their crafts, textiles, and sustainable goods, spotlighting the region's vibrant material culture and its potential to drive local development.
- **Community leaders and storytellers:** Through workshops, performances, and panel discussions, stakeholders like the Himalayan Fellows and Rita Banerji brought forward narratives of resilience, innovation, and hope, cementing the festival as a platform for meaningful dialogue.
- **Youth fellows:** Emerging changemakers from Himalayan communities who have been part of environmental or social initiatives through the fellowships offered by RESM. At the festival, they shared their experiences, engaged in discussions, and played a key role in representing grassroots perspectives.

Several other key stakeholders were also present, defined as below for the purposes of this report:

- **Audience / attendees:** A diverse mix of travellers, environmentalists, students,

community members, and other enthusiasts of the Himalayas. Their engagement ranged from the Himalayas. Their engagement ranged from attending panel discussions and exhibitions to actively participating in workshops and interactive sessions.

- **Key opinion makers (including rider groups):** Influential voices from various fields, including the media, sustainability, tourism, and cultural preservation. Rider groups, a key part of the RE ecosystem in the Himalayas, brought their perspective on travel and the environment, reflecting on how the festival shifted their understanding of responsible travel and community engagement.
- **Panelists (including educational experts and scientists):** Discussions around pedagogy, responsible tourism, and climate action draw insights from experts such as the Nature Science Initiative and Keystone Foundation, shaping transformative perspectives on education and conservation.
- **Artists and creative practitioners:** From other parts of India who work with and in the Himalayan region.
- **RESM team:** The core organisers responsible for conceptualising, curating, and executing the festival. Their role spanned logistics, programming, outreach, and stakeholder coordination.



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02

Scope & Methodology of the Study



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An initial workshop with the leadership team was conducted to create a research approach and iterate on research objectives. The refined research objectives were agreed upon as below. Research Objectives:

- Assess the depth of discovery, experience, and engagement with Himalayan culture and communities by attendees
- Measure the extent to which attendees acquired new knowledge and developed new behaviours related to responsible travel, climate change, and cultural understanding.
- Measure the socio-cultural dimensions of activities conducted at the festival site.
- Analyse the benefits and value delivered to various stakeholders (attendees, community members, partners), including market access.
- Assess the depth and scale of engagement of the Himalayan community, particularly the youth, across all festival activations before, during, and after the event.
- Assess efficiency and effectiveness of the operational delivery of the activity
- Conduct festival management evaluation
- Include and implement feedback and data touchpoints to easily capture the impact of this festival after a year of its completion.
- Sustainability Audit

2.1 Research Methods

This impact study was conducted using a mixed-methods approach, with a combination of primary and secondary research:

Secondary Research

- Secondary research involved drawing insights from newspaper reports, journal articles, related social impact studies, publicly available documents, and statistical databases. Information specific to RESM and JATH was gathered from organisational and festival information within the public domain, interviews with the project teams, programming schedules, data collected and shared by the RESM and related social media platforms.

Primary Research

- Based on the secondary research, the seven stakeholder groups as identified above were surveyed and interviewed to gain multiperspective insights. The research team collected data on-site and at JATH and online between 05-30 December 2024 using a mix of qualitative and quantitative tools and methodologies. These included participant observation, in-depth interviews and focus group discussions, supported by data collected via Art X Company's proprietary Audience Research Tool (ART) that collects audience feedback at festivals.

Participant Observation

Researchers were engaged on-site at JATH:

- To observe interactions and behaviours of Himalayan communities and attendees
- To engage with various stakeholders of the study

In-depth interviews

Conducted 18 in-depth interviews:

- 6 team members
- 4 vendor partners

- 3 Partners, Collaborators, Artists of JATH
- 2 Audience Members
- 2 Opinion Makers, Thoughts Leaders, Media
- 1 member of the Himalayan Community

Focus group discussions

Led 4 focus group discussions with 22 participants:

- **FGD 1:** 8 participants - Himalayan Youth and Himalayan Community members
- **FGD 2:** 6 Opinion Makers, Thought Leaders and Media
- **FGD 3:** 4 Retail Partners and Festival Collaborators
- **FGD 4:** 4 Audience members

Art Feedback Survey

- The Audience Research Tool deployed on-site for 10 days garnering 540 survey responses
- Surveys for Himalayan Community - 33 responses
- Surveys for JATH Festival team - 25 responses

Surveys Vs Stakeholder

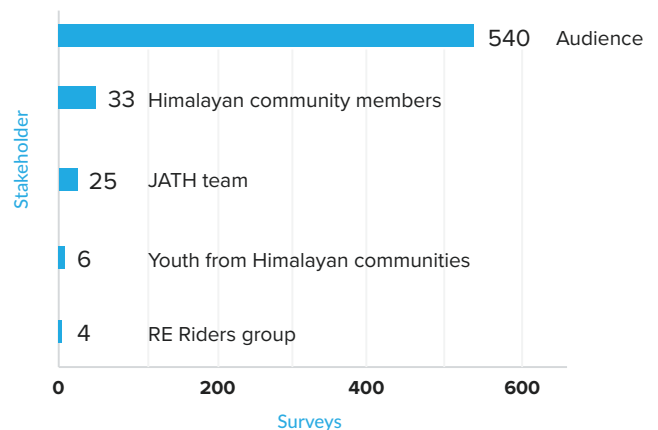


Fig: Distribution of respondents

There were a total of 47 respondents who participated in interviews and focus group discussions combined. In addition, data was also drawn from 540 audience members on site and online, representing ~18% of the ticketed audience. The graph above shows the distribution of respondents from all the identified stakeholder groups for primary research.

2.2 AEAE Festival Assessment Framework

Based on the objectives, a comprehensive framework was designed by the research team. The AEAE Model (Amplify, Empower, Accelerate, Evaluate) is designed to analyse the impact and effectiveness of community-centric festivals, particularly those prioritising cultural preservation, community engagement, and sustainable practices. This model addresses the multifaceted goals of festivals by integrating four core dimensions that capture their holistic impact.

The Amplify, Empower, Accelerate, Evaluate (AEAE) Framework captures the holistic goals of the festival as detailed below:

Amplify (A): The festival's aims and objectives among audiences and stakeholders, ensuring its vision resonates widely.

Empower (E): Targeted communities by fostering meaningful engagement, capacity building, and sustainable benefits.

Accelerate (A): Behaviour change and long-term impact among stakeholders, driving progress toward the festival's mission.

Evaluate (E): The festival as both a cultural activity and an organisational endeavour, emphasising the importance of robust festival management and continuous improvement.

This model recognises the festival not only as a means to achieve cultural and societal objectives but also as an end in itself, requiring strategic evaluation to optimise its operational, cultural, and community-focused outcomes.



Amplify (A)

Amplifying the festival's aims and objectives among audiences and stakeholders, ensuring its vision resonates widely.

- Stakeholder themes and identities
- Festival as a platform for community empowerment Creation of educational outputs, publications, etc. Showcase of community work execution and representation
- Audiences and their experiences (including NPS scores)



Accelerate (A)

Accelerating behaviour change and long-term impact among stakeholders, driving progress toward the festival's mission.

- Audience and community experiences
- Economic opportunities for communities Market connections for retailers
- Audience reach and appreciation of Himalayan culture
- Audience ecological awareness and responsible travel



Empower (E)

Empowering targeted communities by fostering meaningful engagement, capacity building, and sustainable benefits.

- Festival as a platform for community empowerment Showcasing diverse community work
- Audience and community experiences
- Networking opportunity for communities with other members of communities
- Networking and collaboration opportunities for community with partners



Evaluate (E)

Evaluating the festival as both a cultural activity and an organisational endeavour, emphasising the importance of robust festival management and continuous improvement.

- Cost-benefit
- Sustainability audit
- Brand association with the festival
- Festival complexity and execution
- Community-centric festivals and audience experience-oriented festivals

2.3 Limitations to the evaluation

Due to the nature of the project, its context and timing of this analysis, there are several limitations to this evaluation:

- **JATH as a new initiative:** JATH is a new festival, and hence has devised everything anew – from branding and processes to assessment frameworks. This led to a lot of iterations and evolutions of the project on ground.
- **Challenges in gathering data:** Multiple research challenges affected the festival analysis: narrow timelines limited ideal respondent identification, early data collection prevented measuring long-term effects, the first edition's unstructured secondary data complicated analysis, and sensitive vendor-client relationships constrained honest vendor feedback.
- **Potential bias in secondary research:** Since much of the data comes from the Project team's reports, there is a risk of potential bias in self-reported financial, sustainability data, and success stories. The accuracy of this reporting also depends on the completeness and accuracy of performance reports and project documentation.
- **Reliance on self-reported maintenance records:** Although some effort has been made to triangulate this data with primary research, the study currently relies on self-reported maintenance records.
- **Potential bias in qualitative research:** As with any study reliant on qualitative research, there is potential bias in interview responses and social desirability bias in focus group discussions.



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Findings



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3.1

Amplify

Encountering the Himalayas: Stories, traditions, & immersive experiences

The **Amplify** dimension of the AEAE Model focuses on expanding the festival's visibility, ensuring its objectives resonate with diverse stakeholders, and maximising its long-term cultural and ecological impact. While overall attendance was lower than projected, engagement levels were notably high. Attendees demonstrated strong interest in

Himalayan traditions, sustainability themes, and immersive cultural experiences.

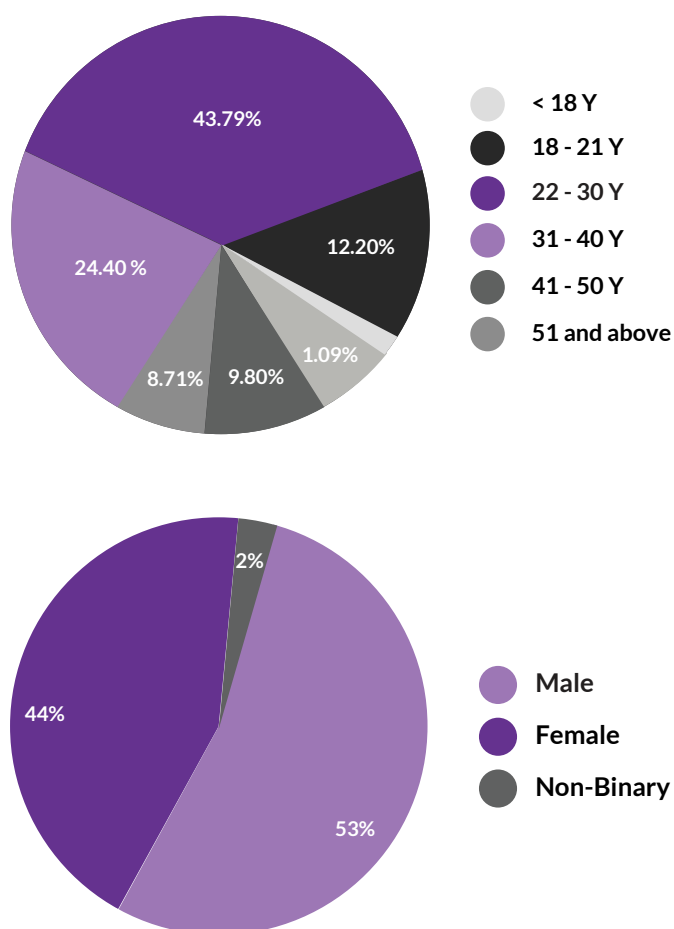
This section examines audience composition, their engagement with the festival's programming, and the broader outreach efforts that contributed to awareness-building and impact.

3.1.1. Who is the Audience? Attendees at the Festival

Survey insights are based on responses from 540 attendees, covering 18% of ticketed participants and 15% of total attendees, including school students from New Delhi.

Demographics

The majority of festival attendees (68%) belong to the age groups of 22-30 and 31-40 years old.



Location

The top locations festival attendees come from are :



Audience segments

The Audience Research Tool¹, identified two dominant audience segments:



Young urban cultural; experience seekers:

Attendees drawn to immersive, niche cultural experiences.



Local and loyal:

Residents of Delhi NCR with a strong interest in arts and culture.

Engagement levels were notably high among these groups, particularly in sustainability-related programming.

Values & behaviour

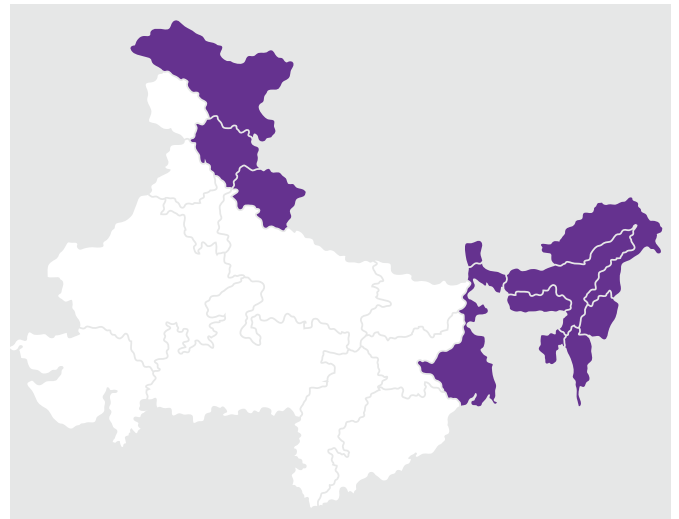
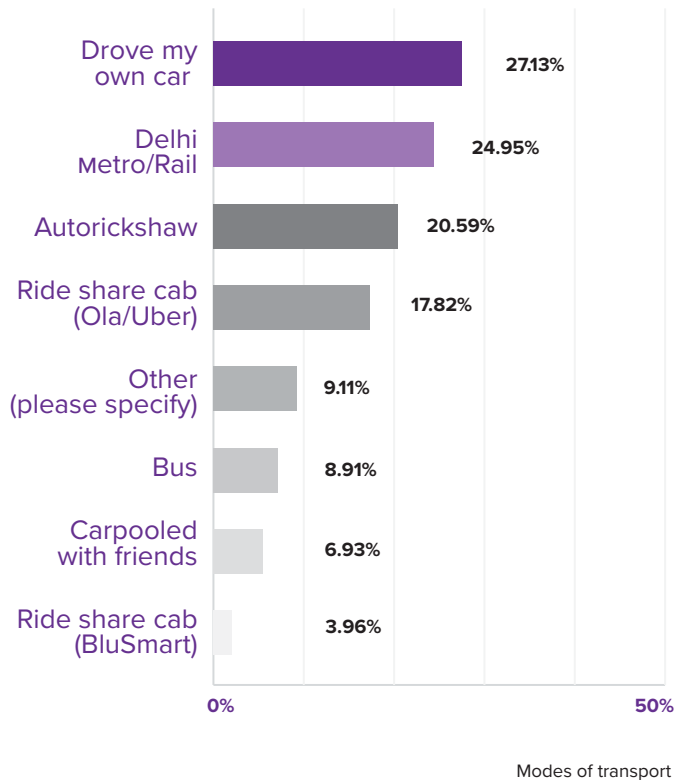
The festival attracted a sustainability-conscious audience:

- 80.3% were highly or extremely familiar with sustainability, particularly product lifecycles.
- 82.1% considered minimising their carbon footprint when traveling to events to be somewhat or extremely important.

Their transport choices reflected these values:

- 24.9% used the metro, 8.9% took buses, 6.9% carpoolled, and 3.9% opted for electric taxis via BluSmart.
- 20.5% relied on auto-rickshaws, indicating a preference for local and flexible transport options.

¹ Festivals From India has developed a baseline of 7 audience groups for festival audiences in India, in collaboration with The Audience Agency as part of primary research for the www.festivalsfromindia.com platform.



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Jath at a glance



Himalayan States

Exhibitions, talks, panels, workshops and retail brands from 13 Himalayan states and union territories in India



Programming

102 events organised across 10 days including panels, talks, workshops, music performances and film screenings



Special Projects

3 special projects included:

- RESM's NGO Partners Meet
- Ice Hockey press event
- Vogue Design award



Himalayan Communities

50+ Himalayan communities engaged, including NGO partners, fellowship recipients, and project partners

The festival has the potential to target **young, eco-conscious audiences** and deepen their engagement with Himalayan Region.

3.1.2 Experiencing & exploring Himalayan culture(s)

The programming at the festival enabled attendees to explore the festival through multiple touch points. From across the thirteen states spanning the western, northern, and northeastern Himalayas, the festival attempted to include the region's immense diversity.

The States and Union Territories represented include: Assam, Arunachal Pradesh, Himachal Pradesh, Jammu and Kashmir, Ladakh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura, Uttarakhand, and West Bengal.

A key strength of the festival was its emphasis on direct engagement with Himalayan communities:

- 50+ Himalayan community members actively participated in the programming, leading and shaping cultural experiences.
- Many sessions were based on Royal Enfield Social Mission (RESM) projects, which were reimagined and presented in accessible formats.

Special integrated projects further strengthened the festival's experiential dimension:

- RESM’s NGO Partners Meet – fostering collaborations between grassroots organisations.
- Roadmap for Responsible Tourism: A Workshop – exploring collaborations on sustainable tourism in the Himalayas & Responsible Tourism Lab
- Ice Hockey 2025 Season Launch – leveraging media engagement to highlight regional sports.
- VOGUE India × Royal Enfield The Himalayan Knot Design Prize – bridging contemporary design with Himalayan craftsmanship.

Engagement & Experience Ratings:

27%

of attendees participated in at least one workshop, indicating a strong inclination toward interactive learning.

8.3/10

audience rating for the quality of events, exhibitions, and workshops at JATH.

While the festival successfully presented a broad spectrum of Himalayan cultures, its most impactful aspect was **first-hand community engagement**, suggesting that future editions should further emphasise direct storytelling and participatory experiences.

3.1.3 Audience reach & appreciation of Himalayan culture

Attendees demonstrated deep appreciation for the festival’s cultural and educational offerings:

- 93.93% of Himalayan community members affirmed that the festival’s themes were relevant, reinforcing its authenticity.

87.08%

stated the festival improved their awareness of Himalayan art and cultural artefacts.

8.3/10

of Himalayan community members felt their culture was effectively showcased, validating the festival’s commitment to responsible representation.

Aesthetic And Spatial Design: A Standout Feature

Beyond content, the festival’s visual and spatial design played a crucial role in enhancing visitor experience. Audience feedback highlighted the uncluttered, aesthetically curated spaces, which stood in contrast to traditional festival formats.



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Usually in festivals of this kind, the retail area and exhibition area can be very overwhelming with a lot of banners and colours, and a huge variety of items in a small space making it very cluttered. Not here... visually it was very aesthetically pleasing throughout, and it was more harmonious. I could see that items of a similar kind were all placed together, and similarly for items of similar colour schemes."

Festival Attendee

The **thoughtful design of festival spaces enhanced engagement**, suggesting that future editions should continue prioritising spatial aesthetics as a key differentiator.

3.1.4 Media outreach & amplification

Beyond direct engagement, the festival successfully extended its reach through extensive media coverage:

- 50+ media features across print and digital media platforms

4.2 million+ readers

reached through press coverage (November-December 2024).

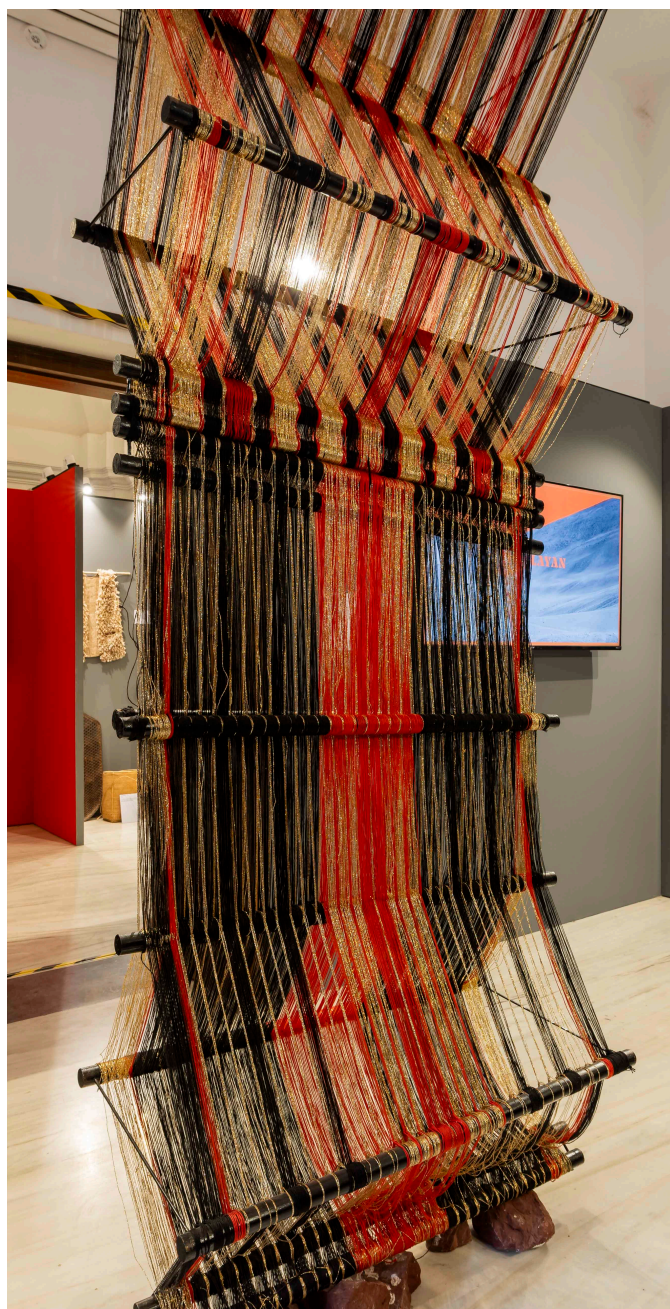
3.4 million+ digital impressions

generated on Instagram via earned media and attendee-generated content.

Although media coverage significantly increased **awareness and digital engagement**, it did not directly translate into higher attendance. The festival's **resonance was strongest among niche cultural and sustainability-conscious communities**, suggesting that targeted engagement strategies could enhance on-ground participation.

While the festival experienced lower-than-anticipated attendance, the depth of engagement through various experiential touchpoints — from cultural performances to direct community interactions— the festival excelled in fostering deep, meaningful engagement.

Attendees, largely young and mainly from Delhi NCR, had opportunities to explore Himalayan cultures, and appreciate the interconnectedness of communities and ecology. Moving forward, expanding audience reach while maintaining the depth of experience will be critical in strengthening the festival's long-term cultural and ecological impact.



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3.2

Empower

Boosting opportunities for Himalayan communities

The **Empower** dimension of the AEAE Model focuses on how the festival actively supports, uplifts, and strengthens the communities it engages with — particularly artisans, performers, local businesses, and cultural practitioners. Beyond being a platform for showcasing heritage, the festival aimed to serve as a conduit for economic growth, skill development, and market linkages.

This section examines the key dimensions of empowerment, detailing how the festival positioned local artisans and performers at the core of programming, ensuring they had direct engagement with audiences; facilitated economic opportunities through direct sales, partnerships, and expanded market access, and promoted cultural ownership, ensuring that representation is authentic and led by the communities themselves.

3.2.1 Himalayan communities were central to programming

A key measure of empowerment at the festival was the central role played by representatives from the 13 Himalayan states and Union Territories in shaping and leading the programming.

Their presence was not tokenistic but integral to the festival's structure, ensuring authentic narratives, expertise, and cultural expressions.

Beyond mere representation, the programming was diverse and expansive, engaging a wide spectrum of audiences through multiple event formats over 10 days. The scale of participation further reinforced this inclusivity:

Central role played by representatives from the 13 Himalayan states and Union Territories in shaping and leading the programming

350+
(creative practitioners and speakers)

were invited to contribute, reflecting a broad engagement across artistic and intellectual disciplines.

38
creative businesses

(30 in the three-day relation hub and 8 in the Himalayan Knot section) provided a tangible commercial platform for products made in the Himalayan region.

Programming



Performances

11 performances by renowned independent artists, bands and indigenous folk arts were presented, including Taba Chake, Alif, and Joy Barua.



Workshops

26 workshops were organised for children and adults which spread across genres of art, recycling, storytelling, art making and weaving.



Talks/Panels

18 talks and panel discussions on indigenous art, climate change, sustainability, and design were held at the festival venue.



Film Screenings

34 films and documentaries were screened on climate change, wildlife, indigenous communities, displacement and crisis of natural resources.

The programming approach thus went beyond passive representation—it created direct avenues for engagement, economic participation, and cultural exchange.



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3.2.2. Economic assessment of the festival

The festival was strategically designed to drive revenue through ticket sales and a dedicated retail hub, generating direct economic benefits for participating communities. The financial outcomes included:

INR 20,83,60 total retail sales encompassing both the F&B section and stalls	INR 1,212.50 - average spend per audience member visiting the festival
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Audience Spending Patterns

Beyond direct festival revenue, local economic impact was assessed through audience expenditures on food, transport, and retail. Key insights from 460 respondents include:

Spending Range (INR)	% of Audience	Average Spend (INR)
No spend	3.76%	0
Below 500	25.54%	250
501 - 1000	30.50%	750
1001 - 3000	21.98%	2000
3001 - 5000	9.31%	4000
Overall Average Spend	91.09% engaged	INR 1,212.50

Festival Reach Beyond Ticket Holders

The festival’s impact extended well beyond physical attendees. Extensive media coverage amplified awareness and positioned the festival as a major cultural event, with:

- Over 450 journalists tapped from around 135 unique publications, resulting in 50+ pieces of coverage across national dailies & weeklies,

- key magazines across fashion, design, lifestyle, music and sustainability, digital platforms and forums, wires and TV
- 3.4 Mn+ impressions made on Instagram via earned social media coverage by media and attendees.
- 4.2 Mn+ audiences reached through media coverage over November & December 2024.

Coverage (print / online / wire)	Number of articles
Before festival (21 November - 04 December)	17
During festival (05 - 15 December)	23
After festival (17 December - 04 March)	10
Total	50

This sustained coverage across pre-, during-, and post-festival periods reflects strong public and media interest, reinforcing the festival’s positioning as a culturally significant and high-value event.

Retail As A Key Economic Driver

The retail section emerged as a major highlight, demonstrating the potential for festivals to serve as market-making platforms for local artisans and businesses. Attendees engaged actively with the space, reinforcing its value as a commercial and cultural touchpoint. The retail section was a major highlight, offering a platform for Himalayan artisans and brands. However, decisions about stall layout and technology integration posed challenges for vendors.

Retail Layout And Brand Visibility

A unique curatorial approach was adopted, organising products by type rather than by individual brand.

While this streamlined the shopping experience for buyers, it created visibility issues for retailers. In contrast, other large-scale craft exhibitions (e.g., Lil Flea) allow individual stall branding and customisation, which enhances brand recall and consumer engagement. Future editions could explore a hybrid model—balancing curated product organisation with dedicated brand visibility.

Future iterations could explore hybrid approaches that balance a clean layout with brand storytelling and differentiation. This relatively high per capita spend — especially for a first-edition festival — demonstrates the strong revenue potential.

3.2.3 Networking and collaboration opportunities for community with partners and members of other communities

The festival created significant networking opportunities for the members of the Himalayan communities, fostering valuable connections with some of the partners, panellists, and experts, aside from the audience members. The festival’s emphasis on networking helped bridge gaps between local communities and external stakeholders.

83.33%
of youth members
from the Himalayan community reported building networks for future projects, demonstrating the festival's success in fostering long-term professional relationships.

78.8%
of Himalayan community members
got plenty of opportunities to interact and network with panellists and experts.

- The festival enabled knowledge exchange across Himalayan sub-regions. For instance, community members from the Western Himalayas and the Northeast shared insights on craft techniques, sustainable tourism



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models, and enterprise challenges, leading to unexpected synergies and learning opportunities.

Did you get opportunities to meet and network with panellists, experts, ect. who were part of the festival ?

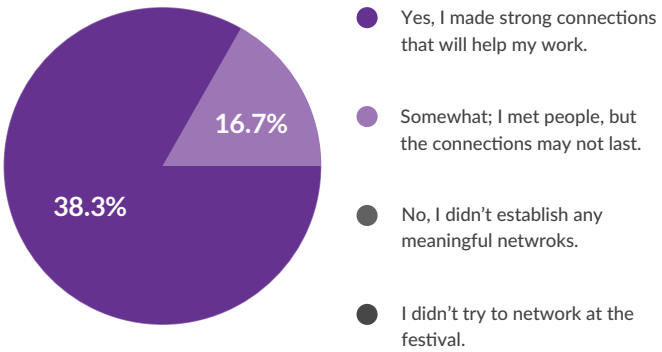
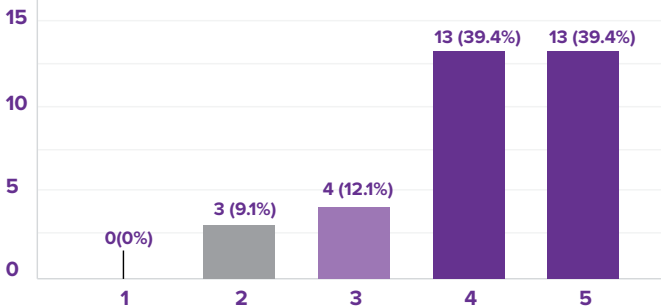


Fig: Did the festival help you build valuable connections for future

In sum, the festival attempted to move beyond cultural appreciation to actively fostering agency and opportunity for Himalayan communities.

- By positioning artisans, performers, and local businesses at the heart of its programming, the festival foregrounded the role of the communities in shaping the festival's narrative and impact.
- Through economic assessments, the findings indicate that while direct sales provided immediate financial benefits, the true value lay in the long-term market linkages and visibility created for artisans and performers. Although there's room for growth in this area, significant creative decisions need to be not just experience, but outcome centric.
- Networking opportunities with cultural institutions, buyers, and fellow practitioners further amplified these outcomes, fostering collaborations that extend beyond the festival itself.

Ultimately, the festival's approach to empowerment was not just about representation but about ownership—ensuring that cultural narratives were shaped and led by the Himalayan communities themselves. However, sustaining these efforts requires ongoing engagement, capacity building, and infrastructure that supports creative entrepreneurship beyond the festival's duration.



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3.3

Accelerate

Encouraging lasting change: climate change & responsible travel

The Accelerate dimension of the AEAE Model focuses on how the festival acts as a catalyst for behavioural change, advocacy, and long-term impact among stakeholders. Beyond a temporary cultural experience, the festival aims to shift mindsets, influence sustainable practices, and encourage deeper engagement with Himalayan communities and ecosystems. This section examines how the festival contributed to behaviour change through knowledge dissemination, sustainable travel practices, environmental consciousness, and sustained partnerships that

partnerships that extend beyond the festival timeframe.

A key objective of the festival was to influence audience attitudes toward ecological awareness, responsible travel, and a deeper appreciation of Himalayan culture. While measuring long-term behavioral shifts remains challenging—especially since responses were collected either during or shortly after the festival—the data provides early indicators of potential impact. Additionally, some insights rely on audience projections of how the festival might shape their future actions.

3.3.1 Audience reach and appreciation of Himalayan culture

For many attendees—particularly riders and seasoned travelers—the festival served as a transformative experience, reshaping their understanding of the Himalayas beyond its allure as a travel destination. Interactions with community members and panellists illuminated critical issues such as climate resilience, sustainable livelihoods, and cultural preservation, offering new perspectives that many had not previously encountered as tourists.

One participant noted that these engagements challenged him to rethink his role as a visitor to the region, prompting a more conscious and engaged approach to travel. Similarly, bikers reflected on the festival’s themes of sustainability and responsibility, recognising their environmental footprint and acknowledging the importance of community-led solutions in promoting sustainable tourism.

Based on your personal values and lifestyle, how would you rate the importance of the themes of the festival for you ?

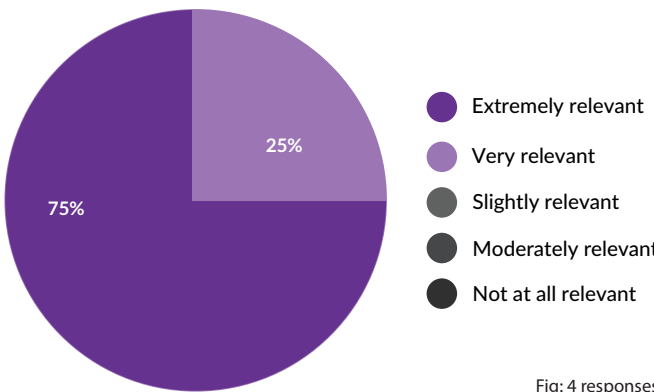


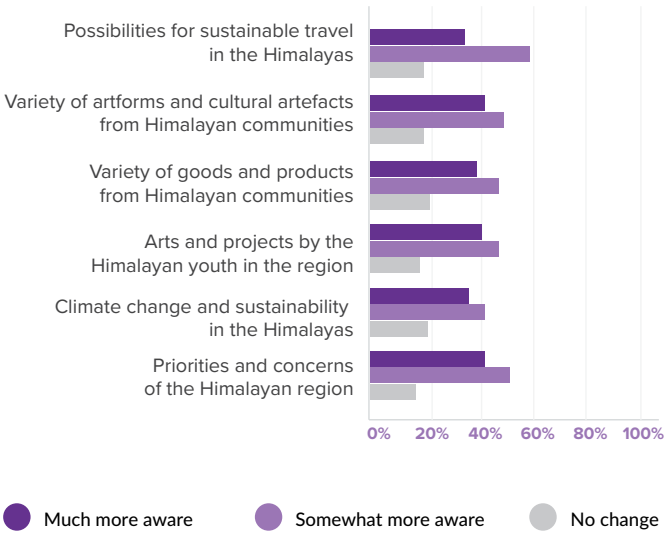
Fig: 4 responses

The festival’s ability to bridge knowledge gaps was particularly evident in discussions that connected riders, environmentalists, and community leaders, allowing for cross-sectoral dialogue on pressing ecological and cultural concerns. These interactions emphasised the importance of moving beyond passive appreciation of the Himalayas to actively contributing to their preservation.

Audience Ecological Awareness And Responsible Travel



However, there was also a clear demand for deeper engagement on sustainability topics. 72.41% of attendees expressed a desire for more information or on-site displays about upcycling and recycling, suggesting that future editions of the festival could integrate more hands-on learning experiences around sustainability. Through immersive experiences and meaningful interactions, the festival effectively fostered a greater sense of responsibility towards sustainable travel and environmental stewardship among its audience.



Discussions on responsible travel, including the need to preserve fragile ecosystems and respect local cultures, resonated strongly with the audience. One member of the audience surveyed remarked that this deeper understanding would now influence their future travel choices, particularly in ensuring a more conscious and respectful approach to exploring Himalayan regions..



I aspire to eventually relocate to the Himalayas. As a frequent traveller to the region, I hope to do something meaningful once I move. The interactions with community members and panellists were deeply engaging, bringing the unique identity and challenges of the region to light – something I hadn't experienced in my travels as a mere tourist. I even made the trip to the festival from Mumbai at short notice after seeing the schedule of events on the RESM Instagram page."

Similar sentiments were echoed by other audience members surveyed – aside from the interactions with the community members, such as at the Green Hub, the workshops were found to be particularly immersive.

Do you think the festival will inspire people to think more about sustainability and responsible travel?

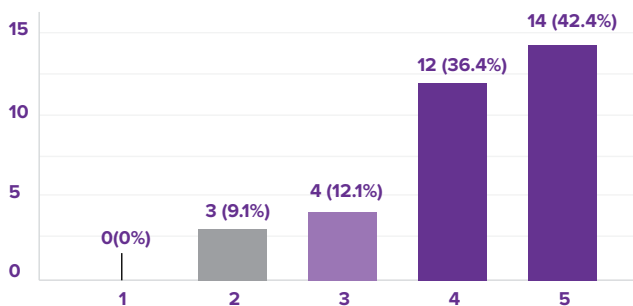


Fig: 33 responses

The festival's programming also bridged gaps between diverse groups, creating opportunities for shared learning. From storytelling sessions led by fellows to the curated talks with Himalayan community representatives, these moments reinforced the importance of grassroots voices in shaping narratives. One attendee shared how the festival's unique approach to community engagement fostered a sense of ownership and pride among Himalayan participants while offering outsiders a window into the region's lived realities.

The power of dialogue and collective action in reshaping mindsets came through strongly from the study. The event underscored how platforms like these have the potential to drive lasting change by inspiring individuals to rethink their roles as travellers, advocates, and changemakers.

3.3.2 Strengthening brand association

The festival played a critical role in reinforcing Royal Enfield's (RE) commitment to responsible travel and sustainability. Among attendees:

57.14%

associated RE with social responsibility, validating the festival's positioning as a platform for RE's social initiatives.

82.87%

of the audience were attending an RE event for the first time.

This highlights the festival's success in expanding brand reach—attracting new audiences while deepening engagement with existing ones. Beyond brand recognition, the festival positioned RE as a thought leader in sustainable travel, strengthening its association with environmental responsibility and cultural engagement.

While behavioral change takes time, early findings suggest that the festival successfully planted the seeds for a more engaged, conscious, and responsible travel ethos. The sustainability audit highlighted strong performance alongside key areas for growth, offering a foundation for future improvements. Additionally, Royal Enfield's brand positioning benefited significantly, reinforcing its commitment to social and environmental responsibility.



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3.4

Evaluate

Setting the foundations for a sustainable festival, and bringing the festival to life

The Evaluate dimension of the AEAE Model focuses on assessing the festival's effectiveness in achieving its objectives, understanding its impact on stakeholders, and identifying areas for improvement. Evaluation is essential for measuring immediate outcomes as well as for ensuring the

festival's long-term sustainability and refining future editions. This section specifically looks at **festival management practices, impact of operational efficiency on audiences and stakeholders**, and the output on **knowledge systems from the implementation of the festival**.

3.4.1 Festival complexity and execution



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Festivals operate as dynamic systems where every component, from logistics to programming to stakeholder involvement, is interconnected, with changes in one area reverberating throughout the entire event ecosystem. Systems Theory, as introduced by von Bertalanffy (1968), emphasises the holistic nature of such interconnected systems, where individual elements cannot be analysed in isolation. In the context of festivals, this perspective highlights how delayed logistics, for example, can disrupt the timing of performances, impact attendee satisfaction, and strain relationships with stakeholders. In applying the Systems Theory to Journeying across the Himalayas, one can demonstrate the complex interplay between logistical planning, cultural programming, and community engagement.

The execution of the festival was a complex endeavour which required a tight and integrated management of all fluid and fixed elements, from hospitality, curation, production to the final execution, which required time for meticulous planning.

While initial groundwork began with an off-site meeting in July, detailed operational planning gained momentum only from October. Timely planning for future editions will help optimise resources and better anticipate challenges.

3.4.2 Sustainability Audit: Key findings

A structured sustainability audit was conducted to evaluate environmental performance, resource efficiency, and governance practices. The festival

87.9 out
of 120
(73.25%)

sustainability score of JATH.

~21,168
units of
Solar energy

was generated, and used
low-emission gen-sets, and
locally sourced materials.

Environmental Sustainability

- **Carbon Footprint:** Adoption of zero-emission BluSmart cabs, minimal single-use materials, and responsible waste disposal.
- **Resource Consumption:** Solar energy generation (~21,168 units), low-emission gen-sets, and locally sourced materials.
- **Waste Management:** Zero-waste goals achieved through multi-category segregation, composting, and repurposing materials.
- **Marketing & Promotion:** Cloth-based banners, reusable cups and eco-friendly giveaways reduced plastic waste.

Governance and Compliance

- **Reporting and Compliance:** Transparent reporting mechanisms included sustainability journals, annual reports, and detailed material lifecycle documentation.
- **Stakeholder Engagement:** Regular pre-event meetings ensured alignment with sustainability goals.
- **Accountability and Ethics:** Clear communication on sustainability objectives and material usage with stakeholders.

Challenges:

- Difficulty in ensuring compliance with waste segregation among attendees.
- Limited infrastructure for large-scale composting and waste-to-energy conversion.
- Dependence on third-party vendors for sustainable material sourcing, leading to delays.
- Approval delays and last-minute material testing constraints.

This roadmap for future sustainability efforts prioritises scaling infrastructure and improving attendee engagement in sustainable practices.

3.4.3 Knowledge Creation and Educational Outputs

The festival generated a range of educational materials aimed at preserving cultural narratives, documenting processes, and informing future events.

Key Outputs:

- **Festival Report:** This report is a detailed documentation of the evaluation of the festival's programming, audience engagement, stakeholder participation, and overall outcomes. The report provides valuable insights for strategic planning and enhances transparency for partners and sponsors.
- **AEAE Framework:** A research-backed model specifically designed for this festival, the AEAE framework emphasises cultural preservation, community engagement, and sustainable practices. This tool could have a wider application in assessing other community-centric festivals.
- **Cost-Benefit analysis:** A study balancing financial investments with social, cultural, and economic returns.
- **Sustainability audit:** A structured review of environmental impact and resource usage, providing actionable data for reducing its ecological footprint in future editions.
- **Process documentation:** Guides for operational efficiency and knowledge continuity—a critical resource for scaling and replicating the festival model.
- **Post-event video content:** Visual storytelling capturing festival highlights and sustainability initiatives.

These resources not only enhance internal learning but also contribute to broader industry discussions on responsible festival management. Research on Indian cultural festivals (Dhanwani, Rao, Sivaram et al., 2017; 2022) highlights the importance of such documentation in advancing

professional festival management. The festival's documentation sets a benchmark for future event management efforts, with long-term potential for both cultural value creation and sustainability.

Despite the Inherent challenges of a first-year festival, this event has laid the groundwork for long-term success. Many of the hurdles—such as resource constraints, logistics issues, and audience engagement gaps—are typical for new festivals and can be addressed through early-stage planning, dedicated resourcing, and clearer operational frameworks. Going forward, sustained improvements in governance, environmental responsibility, and strategic audience engagement will be key to scaling the festival's influence.



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04

Case Study



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Introduction & Context

Camp Kharu, just outside Leh, is Royal Enfield's first Green Pit Stop – a sustainable, community-led initiative offering sanitation, tourist information, first aid, and local cultural experiences including home cooked meals. Managed by a group of women, it has become a hub for financial empowerment and sustainable tourism. Previously dependent on others, these women now earn a stable income, support their families, and meet educational needs. After their involvement in the RE events in Goa and Mumbai in the previous year, their participation in the festival in Delhi marked a key milestone in their journey toward self-reliance and personal growth.

1. Participation and logistics:

- Royal Enfield handled all logistics and accommodation, ensuring a seamless transition from Ladakh to Delhi for women who had never traveled outside their region.

2. Showcasing local culture and products:

- At the festival, they sold traditional products like caps, sweaters, and apricot oil to a diverse urban audience.
- They prepared and served local food, receiving high praise from visitors for their culinary skills.

3. Platform for storytelling:

- As panelists on the main stage, they shared their journey from dependency to resilience through Green Pit Stops.
- After their talk, attendees sampled their food, deepening the connection with the audience.

4. Cultural exchange and confidence building:

- Interacting with visitors boosted their confidence and communication skills, transforming them into cultural ambassadors.
- The festival raised awareness about Ladakhi culture, offering a platform to share their heritage.

Impact of the Festival

1. Financial empowerment:

- Earnings from product and food sales at the festival contributed to their financial stability.

2. Exposure and opportunities:

- They were also invited to RE exhibitions in Goa and Mumbai, where they sold momos and other delicacies, expanding their entrepreneurial skills. They also had the opportunity to assist established chefs such as Prateek Sahu in Mumbai.

3. Personal development:

- The experience improved their communication and confidence, enabling better engagement with visitors and customers.

Camp Kharu's participation in the RESM festival demonstrates how initiatives like Green Pit Stops can transform lives. By showcasing their skills and culture, Royal Enfield has empowered these women to achieve financial independence, gain social recognition, and grow personally and professionally.



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05

Conclusions & Recommendations



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Amplify

Wider Outreach

- Outreach to Himalayan communities in the city who may not be from India (e. g. Afghan, Nepali communities)
 - Deeper and more focussed collaborations with schools, universities, and educational institutions to engage students.
 - Introduce more student-focused programming such as educational workshops, mentorship sessions, and interactive exhibitions.
-

Marketing & Communication

- Early campaign launch: Begin promotional activities at least six months prior to the festival to build anticipation and allow sufficient time for outreach and engagement..
 - Strategic communication plan: Develop a comprehensive communication strategy that identifies a greater diversity of outreach modes (such as influencer collaborations, and partnerships with relevant organisations for wider reach).
-

Exhibition Design

- Accessibility and inclusivity: Ensure venue and signage are accessible to diverse audiences, including layout maps, translations, and designs that accommodate differently-abled attendees.
-

Empower

Cultivating positions of deeper privilege for community members

- Existing power dynamics often marginalise community voices. By enabling community members to access greater influence within the festival ecosystem, more equitable access to opportunities, resources, and networks – typically reserved for urban elites – can be promoted.
- Host networking sessions and informal meet-and-greet opportunities that foster deeper exchanges between community members and visiting experts.
- Design mentorship opportunities where community members can engage with industry leaders, cultural practitioners, and sustainability experts to broaden their perspectives and networks.
- Establish a community advisory board composed of stakeholders from diverse backgrounds within the Himalayan region to guide programming, content creation, and cultural representation.

Recommendation	Description
Regular meet-ups in the city leading up to the festival	<ul style="list-style-type: none"> Facilitate dialogue sessions that allow community members to share their stories, experiences, and cultural insights with city audiences, creating opportunities for cross-cultural exchange.

Accelerate

Ticket pricing	<ul style="list-style-type: none"> Use sales and demographic insights from Insider to optimise ticket pricing for both revenue and accessibility. Conduct pricing sensitivity analysis to understand customer willingness to pay and strategically design tiered pricing models, including early bird discounts and premium experiences.
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Behaviour change impact assessment	<ul style="list-style-type: none"> Establish a study group of attendees and other stakeholders related to the festival, to gather qualitative and quantitative data, ensuring a robust and comprehensive understanding of behavioural shifts over time. Monitor the group periodically to understand the true extent of behaviour change.
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Using technology to track user behaviour	<ul style="list-style-type: none"> Implement RFID wristbands to track user behaviour, such as movement patterns, time spent at different stalls, and engagement with specific exhibits or activities. Use the collected data to gain insights into visitor preferences, optimise stall layouts, and enhance overall audience experience. Ensure transparent communication about data collection and comply with data privacy regulations to maintain visitor trust and ethical practices.
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Evaluate

Festival planning and stakeholder management	<ul style="list-style-type: none"> Extend the festival planning timeline to allow for more thorough curation, stakeholder coordination, and logistical preparations, ensuring a higher quality and more cohesive event experience. Implement a comprehensive stakeholder management strategy to ensure timely communication, role clarity, and seamless collaboration with all partners and contributors.
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Recommendation	Description
Festival Management Team	<ul style="list-style-type: none"> • Develop a detailed organisational chart with clearly defined roles and responsibilities, ensuring efficient communication and collaboration across teams. • Hire specialised team members for critical functions such as programming, logistics, marketing, community engagement, etc. that require experience and expertise, to enhance operational efficiency. • Establish leadership roles for strategic decision-making and conflict resolution, enabling smoother execution and on-ground management.
Formalising processes	<ul style="list-style-type: none"> • Formalise processes developed during this year's festival to build institutional memory and consistency for future editions. • Operationalise organisational structures set this year by creating standard operating procedures (SOPs) and detailed workflow guidelines. • Continuously review and improve these structures based on feedback and learnings, ensuring flexibility and adaptability in response to evolving needs.

List of acronyms & abbreviations

AEAE : Amplify, Empower, Accelerate, Evaluate

ART : Audience Research Tool

INR : Indian Rupee

JATH : Journeying Across The Himalayas

NGO : Non-Governmental Organisation

RE : Royal Enfield

RESM : Royal Enfield Social Mission

RFID : Radio-Frequency Identification

ROI : Return On Investment