

R E D I S C O V E R

INDIGO

service design

THE TEAM



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cheung



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hoang



vanessa
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naixin
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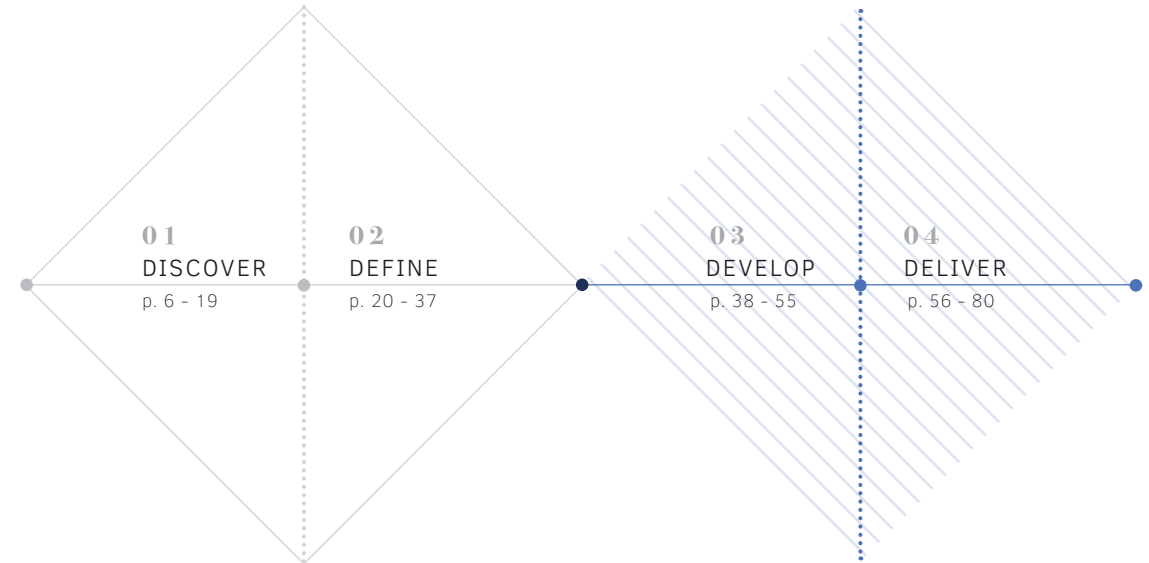
jackie
chui



michaela
tsumura



CONTENTS





DISCOVER

We will be designing a service for book enthusiasts and independent Canadian authors. The platform will allow authors to showcase unpublished, written work and readers to discover and support them. We aim to strengthen the Canadian literary community and rebuild a loyal customer base for Indigo.

DOMAIN

service design

PRINCIPLES OF SERVICE DESIGN

1

User-Centered : The intention of the service is to meet the customer's needs and offer a common language that everyone understands

2

Co-Creative : When designing a service all of the involved stakeholders must be considered as well as the customers

3

Sequencing : Consider the timeline of a service as the speed and rhythm of events impacts a customer's emotions and mood

4

Evidencing : Intangible services should be made visible by incorporating tangible artefacts into the experience

5

Holistic : The entire environment should be considered when designing a service including the wider context in which the service takes place

“SERVICE DESIGN IS A
HOLISTIC WAY FOR A BUSINESS
TO GAIN A COMPREHENSIVE,
EMPATHETIC UNDERSTANDING
OF CUSTOMER NEEDS”

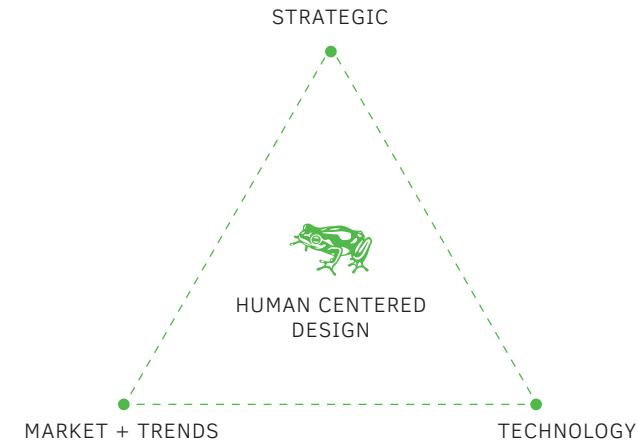
- frontier service design, 2010

DESIGN AGENCY

frog

“WE SHAPE BRAND MEANING TO
INSPIRE AUTHENTIC, RELEVANT,
AND DIFFERENTIATED PRODUCT
AND SERVICE EXPERIENCES”

- frog design inc.



Frog builds solid foundations and lasting relationships with their customers by delivering cohesive experiences. They understand customers needs and behaviours and are able to cater their designs towards that.

We used Frog's human-centered design approach when creating our service. We wanted customers to form an emotional connection with our platform while also providing our client with a sustainable service that would satisfy their larger objectives within the market.

CHOOSING A SECTOR

retail

We focused our client search in the retail sector as we sought an opportunity to introduce a digital experience that had potential sector-wide implications.

E-commerce is effecting the way that physical retail spaces operate. Companies must learn to embrace digital experiences if they want to succeed in the sector. People are looking for seamless in-store and online retail shopping.





CHOOSING A SUB-SECTOR

bookstores

We felt that bookstores were an overlooked area of the retail sector. After the introduction of Amazon in Canada, bookstores that relied on their physical retail spaces began to suffer. These retailers are currently finding it difficult to compete in terms of price and shipping. This presented us with an opportunity to introduce an experience or service that could provide a new form of value to bookstores which would enable them to compete with online-based vendors.

INSIGHTS

The Luchtsingel Bridge

We gathered several insights from the Luchtsingel Bridge project in Rotterdam. By building this bridge, a connection is formed between surrounding areas and “dead zones” are revitalized with life and people.



This crowdfunding project allows citizens to participate in building their own community while also receiving special acknowledgement in return. The project tests the policy framework and design visions for the city of Rotterdam and experiments with alternative development strategies for the city. Through our process we kept the concept of developing a community in mind, but at the same time, developing the brand with alternative strategies.



P.INK

BREAST CANCER
DOESN'T HAVE TO LEAVE
THE LAST MARK.

DONATE



**"I THINK THE TATTOO
PROVIDES SOMETHING
I HAD BEEN LOOKING
FOR FOR THE PAST
3 YEARS THAT WAS
MISSING."** -DIANE



INSIGHTS

P.INK

We were inspired by CP+B's P.INK project which has created a platform that brings together breast cancer patients and tattoo artists. By leveraging social media CP+B were able to create a community of breast cancer patients who inspire and support one another. This idea of using social media as a way of sharing and inspiring people to form a community is another thing what we wanted to integrate into our platform.



DEFINE

section 02

**“WE ARE AT A CRITICAL POINT
WHERE RAPID CHANGE IS FORCING
US TO LOOK NOT JUST TO NEW
WAYS OF SOLVING PROBLEMS BUT
TO NEW PROBLEMS TO SOLVE.”**

- tim brown

CLIENT SELECTION

As a team we researched into several retail client options, such as New Balance, Teavana, and Indigo. By reframing their business problems multiple times and looking at the natural constraints that came with the clients we felt that the information we found on Indigo was most promising. We wanted to take on the challenge of trying to solve a sector-wide problem.



ABOUT CLIENT

Indigo

VISION

Making Connections. Creating Experiences.

BRAND PROMISE

To add a little joy to our customers' day
each and every time they interact with us.

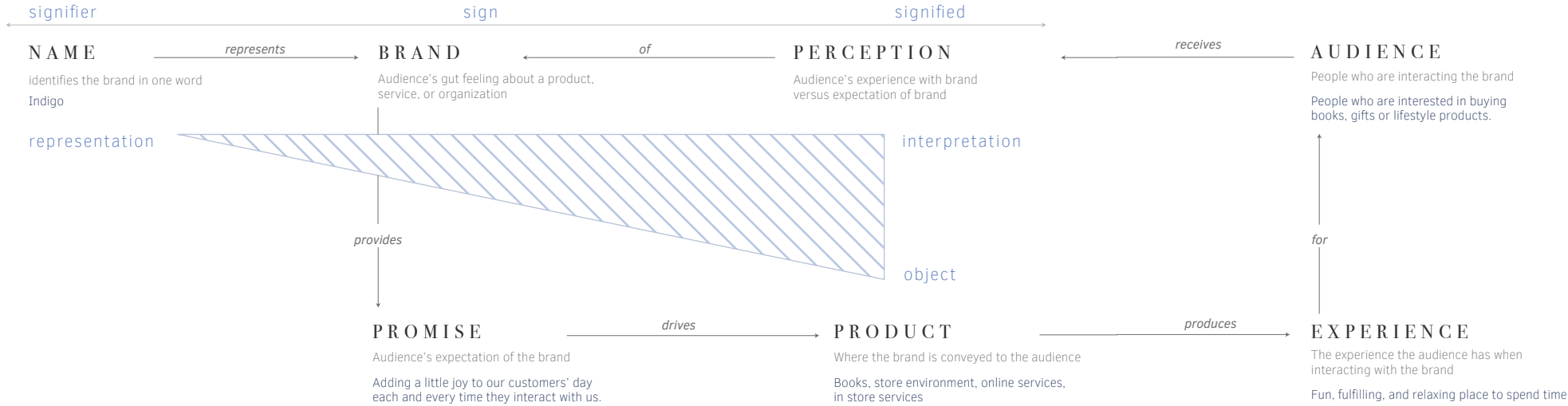
MISSION STATEMENT

To provide our customers with the most inspiring
retail and digital environments in the world for
books and life-enriching products and experiences.



INDIGO'S BRAND MODEL

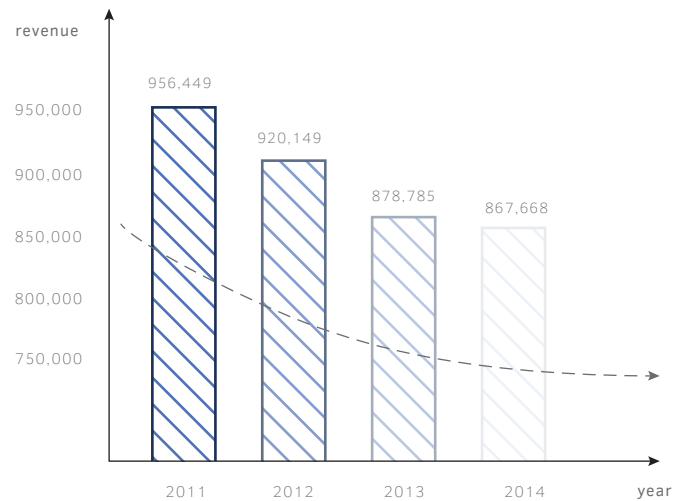
- definitions
- Indigo's interpretation



disciplines of branding



BUSINESS PROBLEM



http://static.indigoimages.ca/2014/corporate/Indigo_FY14AnnualReport.pdf

Indigo's book sales are declining because readers are able to purchase their books more quickly, conveniently and at a lower cost using internet-based retailers.

SECTOR PROBLEM

declining book sales in physical stores

Book sales are declining because people are opting for more convenient methods to obtain their books online or are finding other sources of entertainment. Where the source or how the source of entertainment comes from doesn't matter. What people look for is convenience, this is where stores relying on a physical retail space as their main source of revenue are struggling.



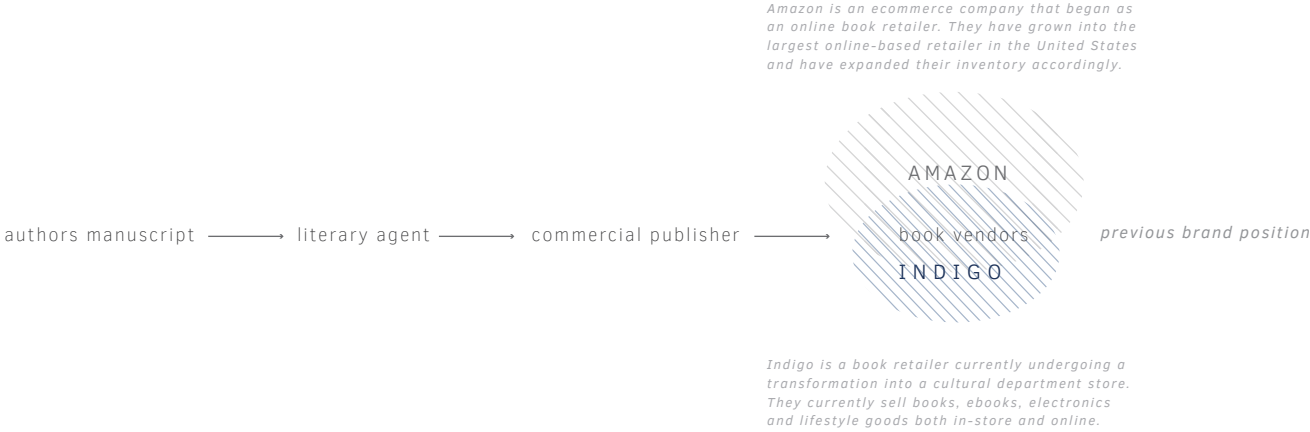


REFRAMING THE PROBLEM

After defining Indigo's business problem we discovered issues that would result from trying to compete directly with the low prices and shipping being offered by large, American, online-retailers. We reframed this issue by looking at ways to rebuild a loyal customer base and generate an alternate revenue stream for Indigo.

CURRENT BRAND POSITION

BOOK PUBLICATION PROCESS



BRAND SHIFT

digital agent

OUR PROPOSED SHIFT FOR INDIGO



OPENING

Expansion through encouragement of **aspiration and discovery**

expand by showcasing an alternative approach that is different from current internet-based retailers

aspiration and discovery through creating or supporting stories

CONSTRAINTS

- 1 provide more than just an ecommerce experience
- 2 differentiate Indigo from other existing ecommerce bookstores
- 3 embrace the transformation of Indigo into a cultural department store
- 4 create a platform that incorporates current trends



INSIGHTS

slower shipping compared to large online retailers

higher price compared to online retailers

shifting business model to be a lifestyle company

declining book sales

DESIGN OPPORTUNITIES

design to improve book sales

design to improve lifestyle sales

introduce a new stream of revenue for Indigo



“ONE OF THE MAIN FEATURES OF
SERVICE DESIGN THINKING IS
THAT THIS APPROACH IS NOT
ABOUT AVOIDING MISTAKES, BUT
RATHER TO EXPLORE AS MANY
POSSIBLE MISTAKES.”

- stickdorn + schneider, 2011

a model on experience design

touchpoint

a point of interaction involving a specific human need at a specific time + place

types: static, interactive, human

should be: appropriate, meaningful, endearing, and seamless in journey

must include

channel

a platform or medium of interaction with customers or users

interaction
information
context

CUSTOMER

perception

audience expectation of brand

experience design

6 keys to successful UXD

clear captivating message

extra yet essential emotives

clean design language

no instructions needed usability

basic functionality

sound concept

journey framework

question each stage

find information valuable to users

reduce cognitive overhead

balance left and right brain

BRAND GAP

right brain is not left brain

brand

gut feeling

what they say

platonic idea

involves trust

BUSINESS

value

tangible
intangible
aspirational

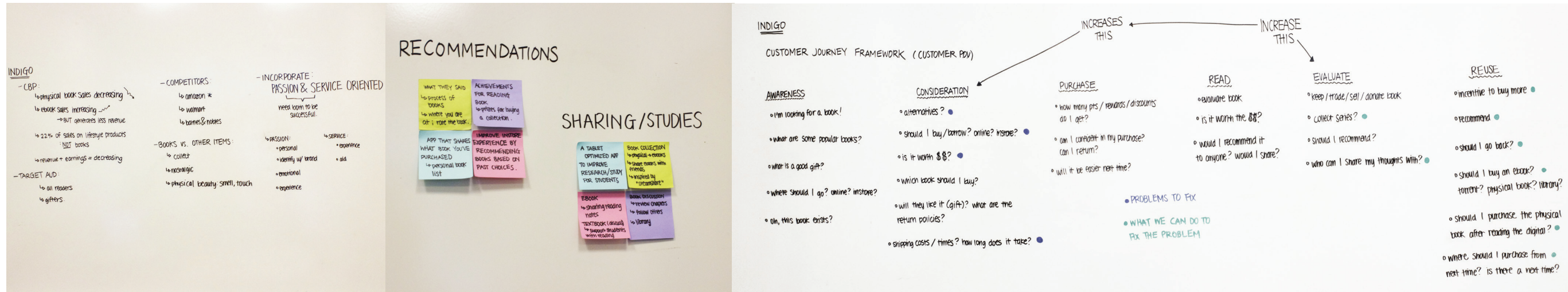
cognitive overhead rule

perceived value / cognitive overhead

value gap

- DISCIPLINES**
- differentiate**
globalism vs. tribalism
 - collaborate**
one-stop shop, brand agency, integrated marketing team
 - innovate**
execution + innovation
 - validate**
bring the audience into the creative process
 - cultivate**
business is a process not an entity

IDEATION



Throughout our first ideation, we brainstormed different ways and methods of recommending and sharing stories with friends and family. However, these ideas were already done and didn't leave much room for innovation.

We looked at the journey a customer takes when experiencing Indigo, both through their online and in-store retailers. After we completed this framework, we determined the problems that needed to be fixed within the experience, and potential ways to approach these issues. We came to the conclusion that there were design opportunities located within the consideration and evaluation stages.

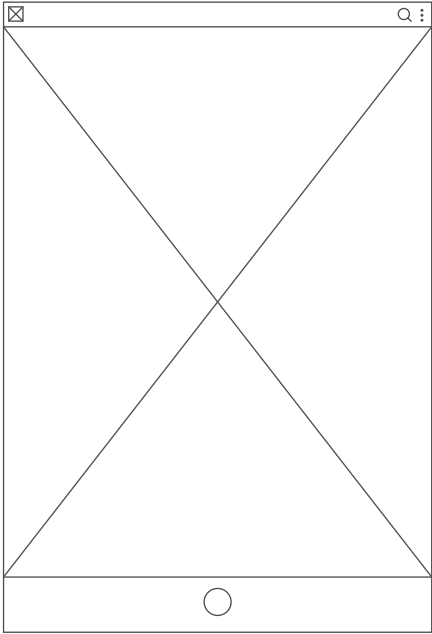
PROPOSAL: DIGITAL BOOK CLUB

REJECTED

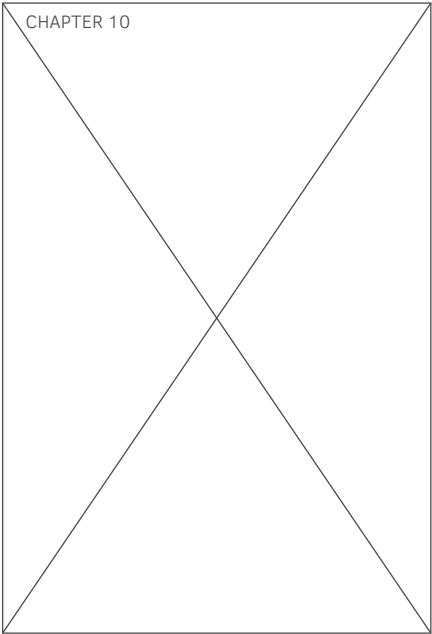
We found out that the number of people reading for enjoyment have remained consistent but, the number of books being purchased are declining. This is partially because of the accessibility of digital downloadable books.

An app for book enthusiasts to encourage discussions by introducing an efficient method of linking a physical and digital experience of reading. Currently physical and digital platforms are competing with one another but what book enthusiasts appreciate is a bundle of an e-book along with a physical copy.

This idea was not successful as the need to transition from physical to digital experiences when reading was not necessary or practical. Also, efficiency wasn't a factor that needed to be introduced into the reading experience.



capturing image of book



digital book cover generated

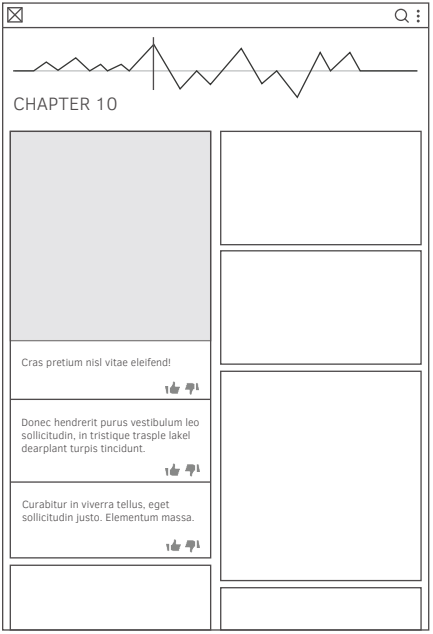
book confirmation



timeline of chapters

choose discussion topic





start a new discussion topic



comments expand downward

upvote / downvote comments

FORM INSPIRATION

our inspirations		our takeaways
	<div>discover</div>	<div>theme for platform</div> <div>using the word discover to drive our form and interactions</div>
	<div>patreon</div> <div>supporting artists</div>	<div>supporting authors</div> <div>supporting authors by donating money to sustain their living expenses</div>
	<div>medium</div> <div>unique way to comment</div>	<div>comments</div> <div>ability to comment on a particular section of the story</div>
	<div>reddit</div> <div>order by upvotes</div>	<div>order by number of supporters</div> <div>ordering the stories according to the number of supporters they have</div>



PUBLICATION

After comparing and contrasting self-publishing and commercial publishing we looked at ways in which we could potentially integrate these processes within our application. There are several issues w We came to conclusion of using the commercial publishing process, and then planned how our platform will be integrated into commercial publishing

	COMMERCIAL PUBLISHING	SELF PUBLISHING
pros	<div>quality book content</div> <div>bought by bookstores to sell to public</div>	<div>easy to book published</div> <div>no need to find an agent</div> <div>short process to get book published</div>
cons	<div>hard to get a publisher</div> <div>needs to find literary agent</div> <div>long process to get book published</div>	<div>low quality content in books</div> <div>hard to get noticed in heaps of other self published books everyday</div>

OUR PROCESS OF PUBLICATION

- 1

write story
- 2

upload preview of story on site
- 3

recieve feedback + improve on story
- 4

establish fanbase
- 5

reach fanbase goal
- 6

connect author with publisher
- 7

go through publishing process
- 8

print + distribute book
- 9

display published books in Indigo

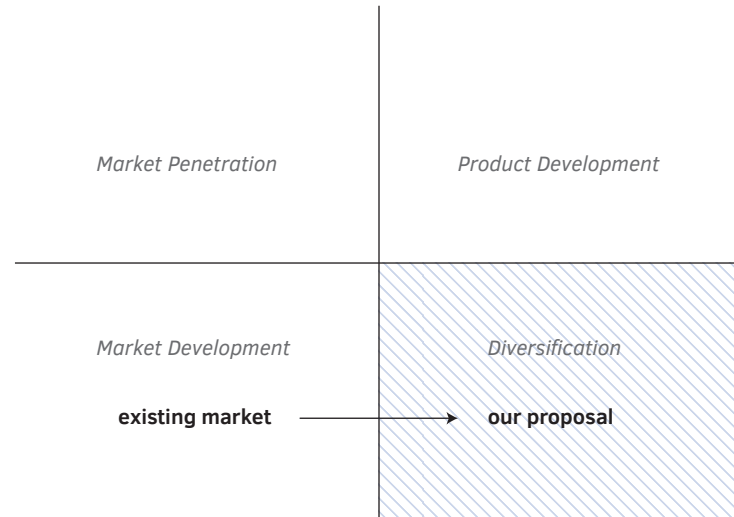
DIGITAL AGENTS

As digital agents we provide authors with a platform that helps them to easily connect to their fanbase. The author's fans can financially support the author if they would like to see their story published or support the author by sending them messages regarding specific parts of the story. Authors may respond back to the comments and decide whether or not to make the comment public to start a conversation between with their fanbase. Our platform also allows fans to easily share quotes from the story on multiple social media platforms. This which raises awareness for the author's book and Indigo.



ANSOFF MATRIX

Framework to help develop strategies for future growth in businesses

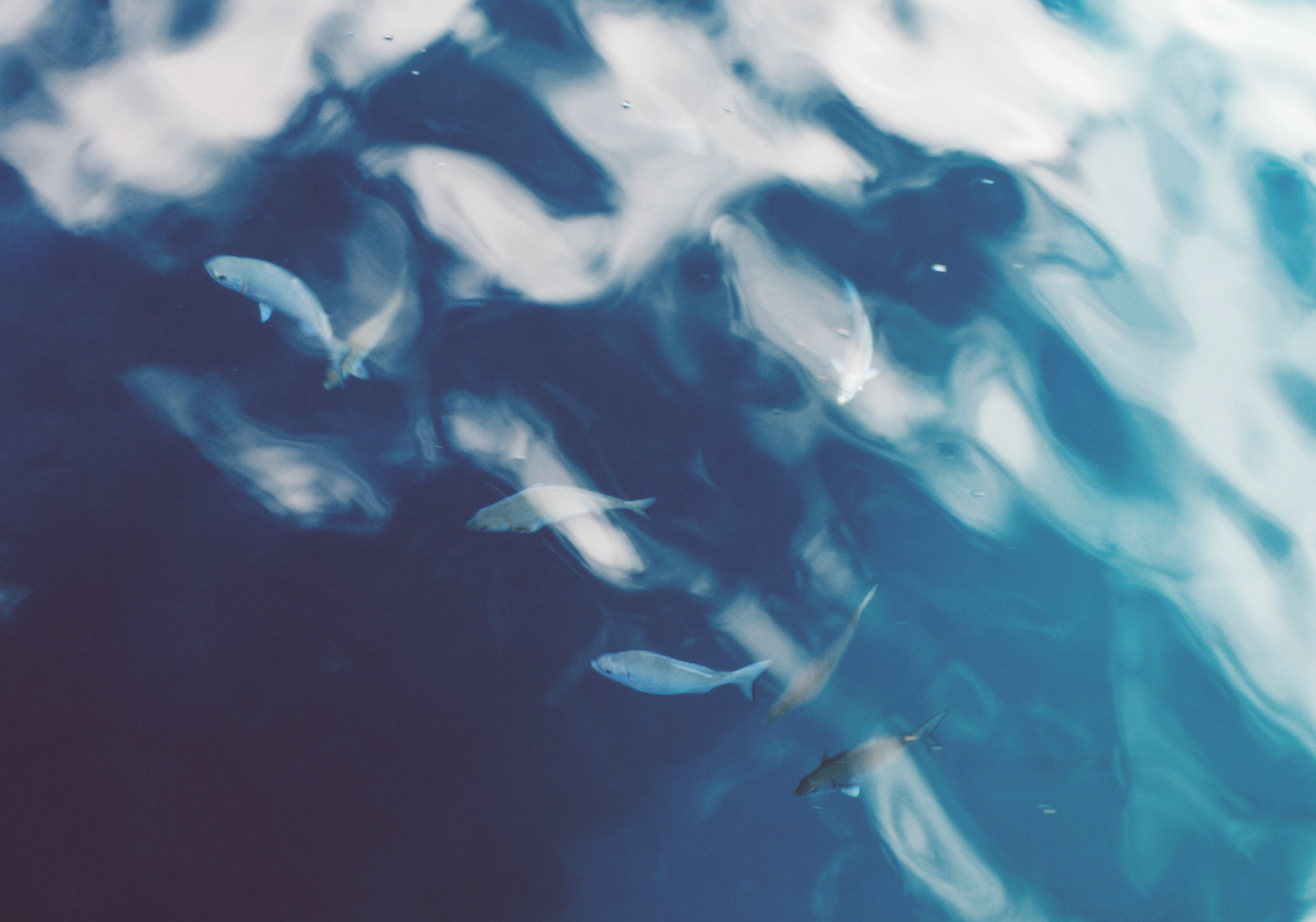


Market Development

Right now, Indigo is seeking growth opportunities in order to compete within the market. They are selling new products that are an extension of the book for example lifestyle products and gifts.

Diversification

We are trying to expand Indigo's market by slightly altering their business model in order to bring in a new revenue stream. This strategy is most risky because both product and market development is required.



DESIGN STRATEGY

blue ocean strategies

Blue Ocean Strategies involve creating a market for something that didn't previously exist. By doing this one is able to market their product or service in a place without any competition. After reframing, we used the Blue Ocean Strategy and shifted our service to strive towards differentiation and the formation of a new revenue stream rather than competing within the existing market.



OUR AUDIENCE

ASPIRING CANADIAN AUTHORS

Authors with unpublished work need a way to showcase their work to gain exposure and create a fanbase. Many self-published authors try to gain fans through social media. However, this task is tedious, time-consuming and diverts their focus away from writing new content.

We want to focus on Canadian authors because Indigo has an established credibility in the Canadian market and the entirety of their retail locations are situated in Canada.

FICTION BOOK ENTHUSIASTS

Young fiction enthusiasts have the need to discover new content and trending topics. In the last 2 years, juvenile book sales comprise one-third of book sales in Canada.

With our platform we are testing out the idea on a very focused target audience. As the concept grows and becomes successful the focus will consider a wider range of genres and age ranges.

With this idea we are developing the Canadian literary community as Canadian authors and readers come together.



PROPOSAL: INDIGO DIGITAL AGENCY

ACCEPTED

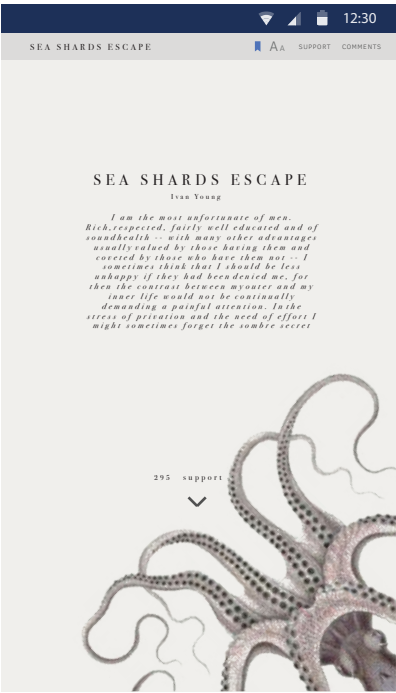
After looking at Indigo's business model, we decided to stray away from competing with online retail competitors that offer lower prices and faster shipping. From there, we found an opportunity to expand their business model to a new and undiscovered market by offering a service that is unique to Indigo.

We propose a multi-device platform, that is optimized for mobile, tablet and web usage. It allows authors to upload their unpublished work, to receive feedback and build a fanbase started prior to publication. After enough fans have supported the author's work, we will connect them with an appropriate publisher. Once published, the book will be displayed in Indigo's bookstores.



browse through books

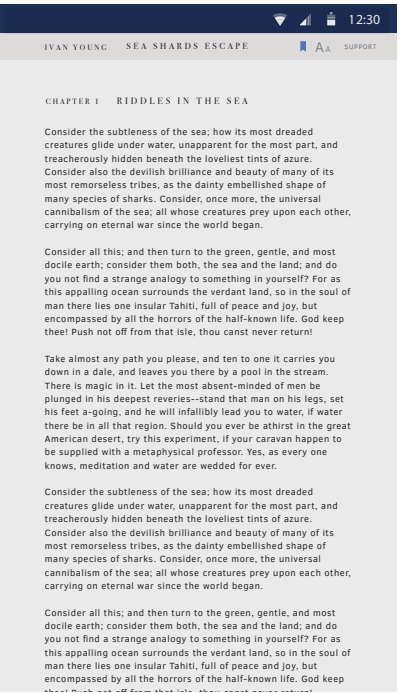
explore new authors



cover of the book

synopsis of the book

number of supporters of the book



read preview of the story

bookmark book

support author

DELIVER

section
04

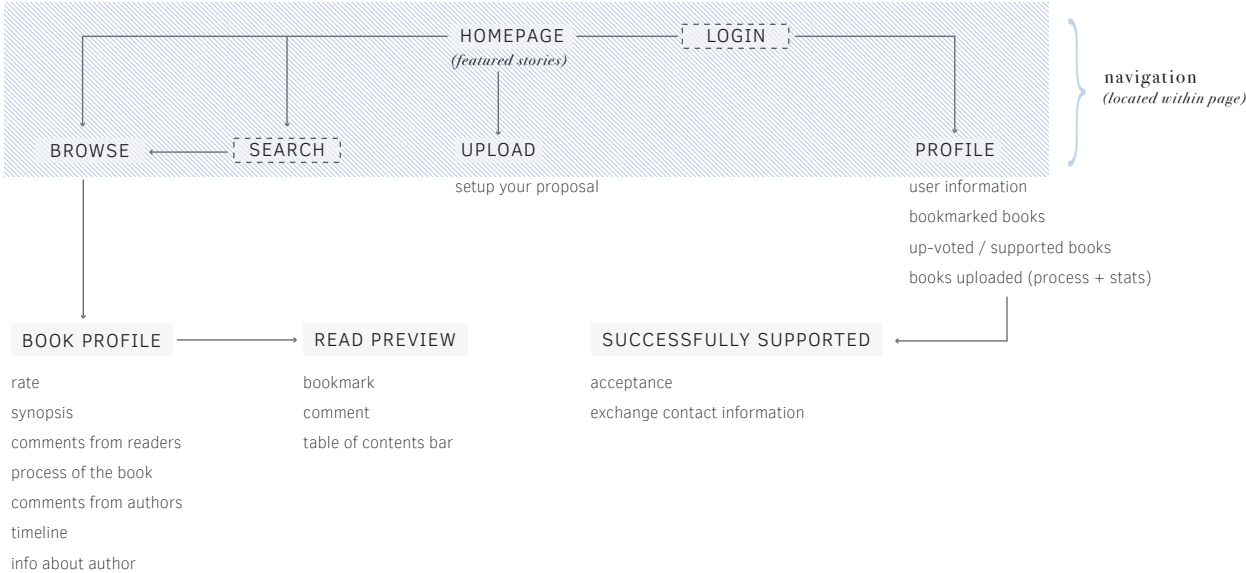


**“ONCE YOU MOVE INTO THESE
DEEPER LEVELS, THAT’S WHERE WE
BUILD CUSTOMER LOYALTY, THAT’S
WHERE WE GET THE TYPE OF
EXPERIENCES AND CONNECTIONS
THAT ARE MUCH HARDER FOR
COMPETITORS TO TAKE FROM US.”**

- nathan shedroff



INDIGO INFORMATION ARCHITECTURE



SEA SHARDS ESCAPE

Ivan Young

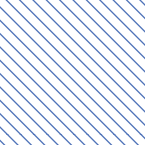
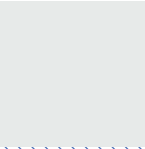
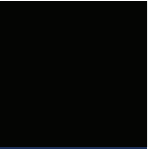
I am the most unfortunate of men. Rich, respected, fairly well educated and of sound health -- with many other advantages usually valued by those having them and coveted by those who have them not -- I sometimes think that I should be less unhappy if they had been denied me, for then the contrast between my outer and my inner life would not be continually demanding a painful attention. In the stress of privation and the need of effort I might sometimes forget the sombre secret ever baffling the conjecture that it compels.

295 supporters



#000000

#E6E6E6



#2A3458

#5B72B4

Bodoni 72 Book

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Clear Sans Thin

ABCDEFGHIJKLMNOPQRSTUVWXYZ

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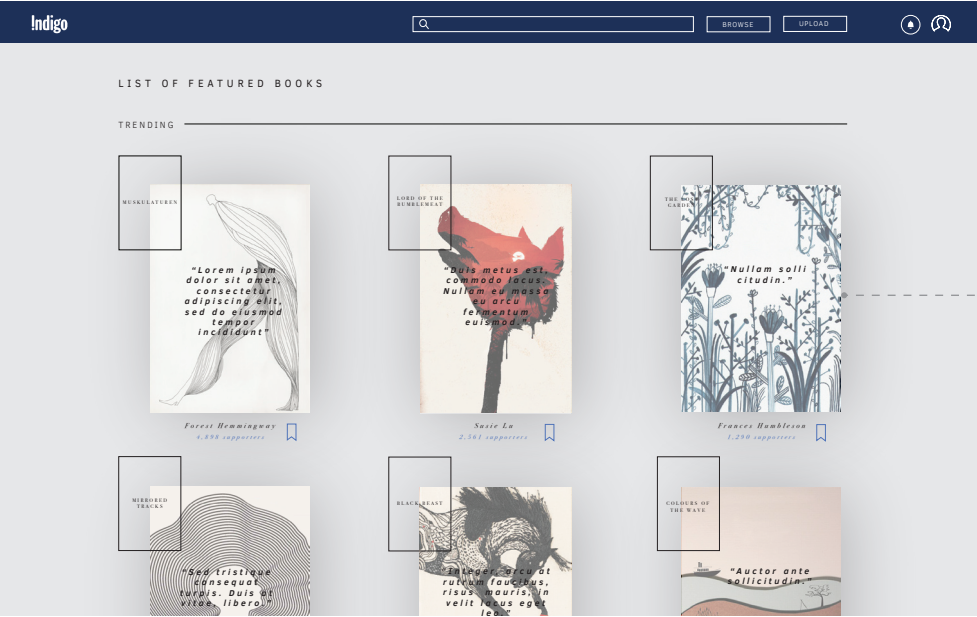
1234567890

VISUAL BRANDING

For our platform we wanted to introduce a new design language for Indigo that complements its existing visual branding style. Since we are providing them with an additional service we felt that it was appropriate to have our own design language. We used neutrals with two accent blues to keep the majority of the focus on the content being showcased. The combination of serif and sans serif typefaces contribute to the overall delicate and clean aesthetic.

DISCOVER

Previews are shown with a quote from the story to allow readers to discover content in a new way.



THE LOST GARDEN

I am the most unfortunate of men. Rich, respected, fairly well educated and of sound health -- with many other advantages usually valued by those having them and coveted by those who have them not -- I sometimes think that I should be less unhappy if they had been denied me, for then the contrast between my outer and my inner life would not be continually demanding a painful attention. In the stress of privation and the need of effort I might sometimes forget the sombre secret ever baffling the conjecture magnam aliquam quaerat voluptatem.

Frances Humbleson
1,290 supporters

On web, hover over the book to read a synopsis and click on it to read uploaded chapters. On mobile devices, users can discover the story by single and double tapping.



THE LOST GARDEN

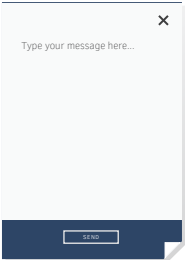
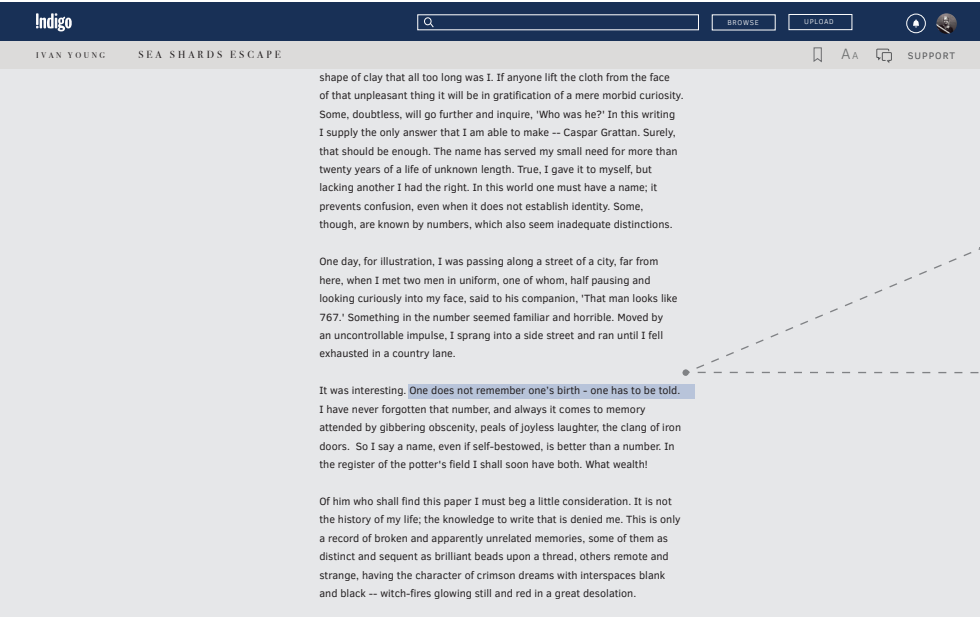
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Frances Humbleson
1,290 supporters

Click or tap the bookmark to revisit the book later.

READ

After discovering a book readers can highlight a specific part of a story to comment on, share or bookmark while reading.



COMMENT

By allowing comments on only specific parts we are encouraging people to give more direct and detailed feedback. This makes the process more personal and meaningful to our audience and therefore, builds a deeper connection between readers and authors.



SHARE

Highlight a sentence to make your own quote and share it on Tumblr, Pinterest, Facebook and Twitter.

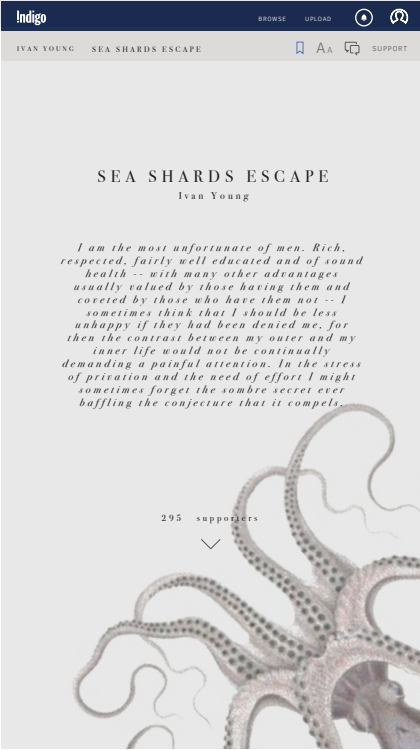


BOOKMARK

Highlight a part and bookmark it to revisit later.

READ

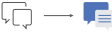
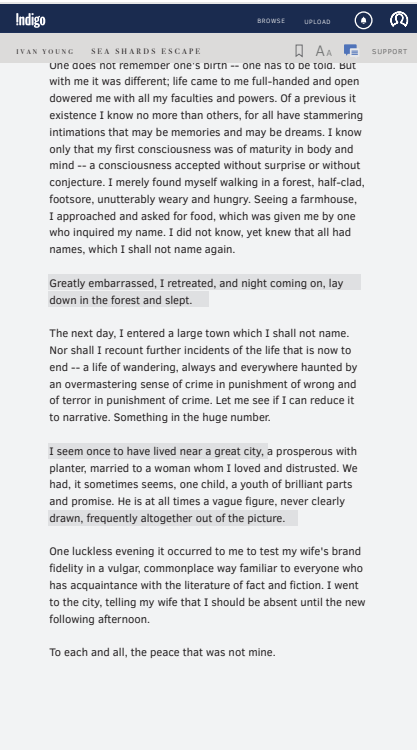
Scroll down to read the uploaded chapters, and turn on comments to read comments that have been made public by the author.



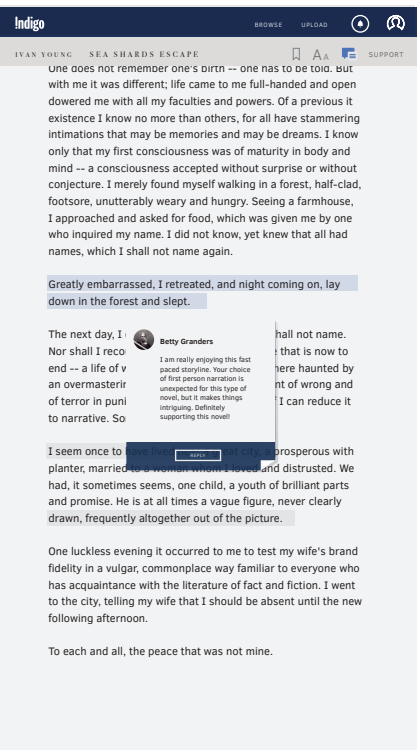
Scroll down to read the uploaded chapters



When a reader is finished reading the uploaded chapters, a customized message from the author will appear to give a sense of a personal connection between the reader and author.



Turn on comments to read comments that are made public by the author. Text associated with public comments will be highlighted in grey.

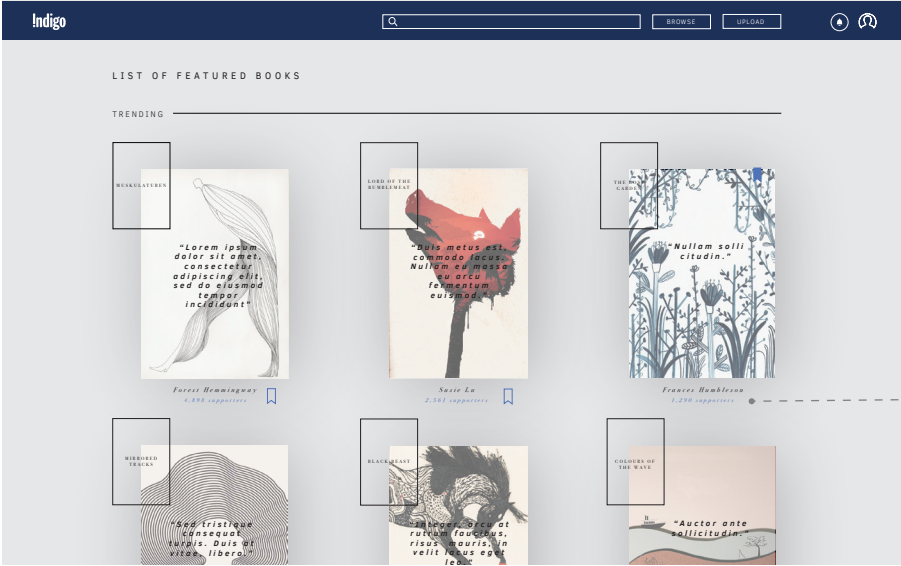
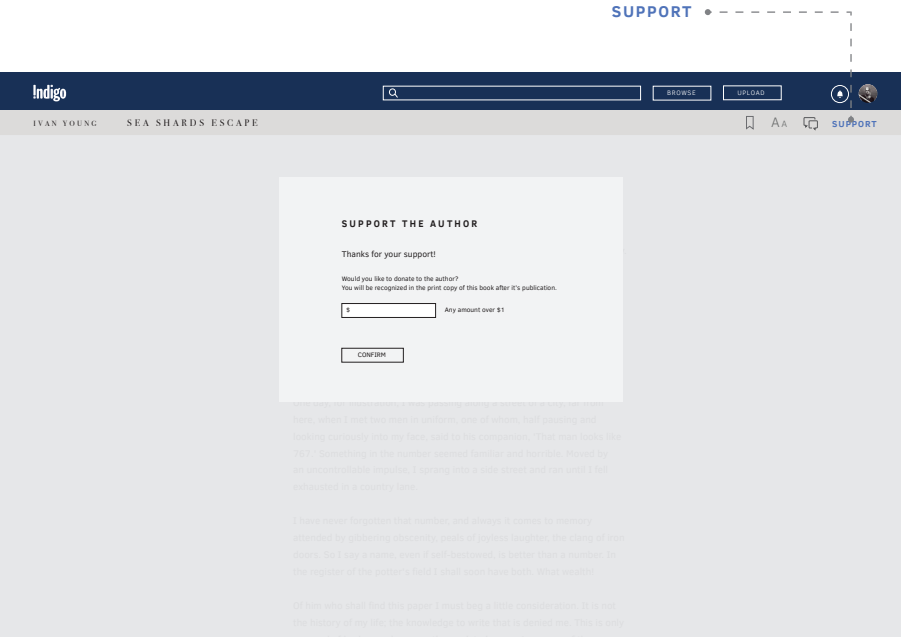


Click on the highlight to read the related comments and participate in the conversation.

SUPPORT

Click or tap the support button to upvote any book you would like to see published.

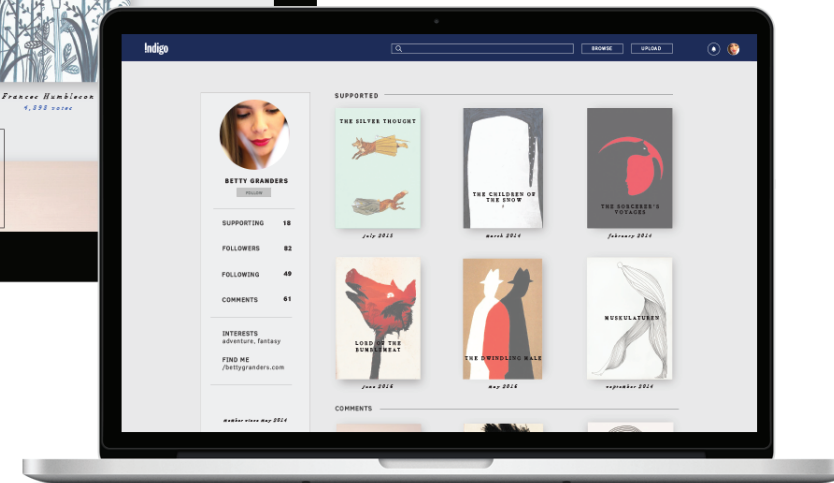
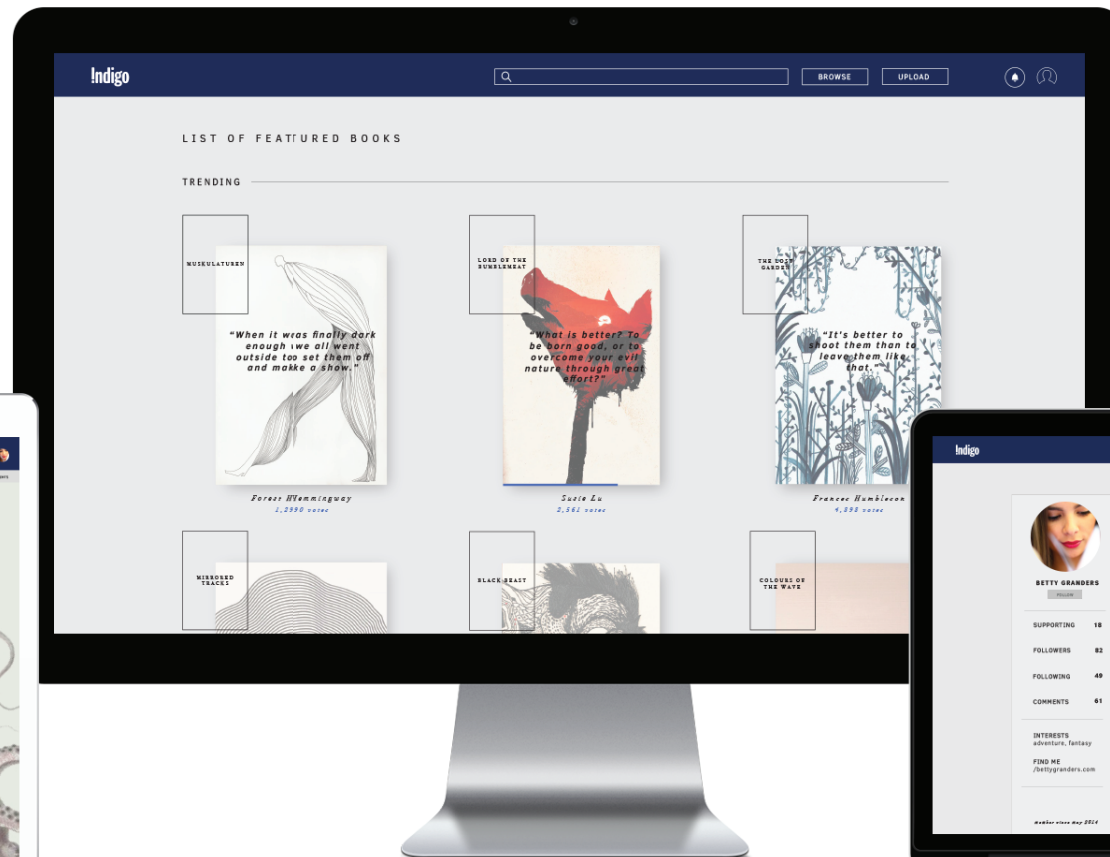
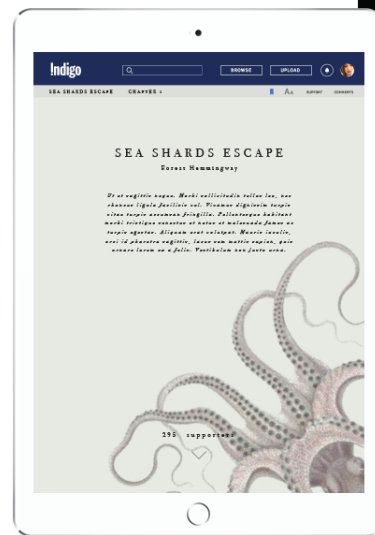
You can also choose to donate to support the author in continuing this work. Once the book is published, your name will be acknowledged in the print copy of the book.



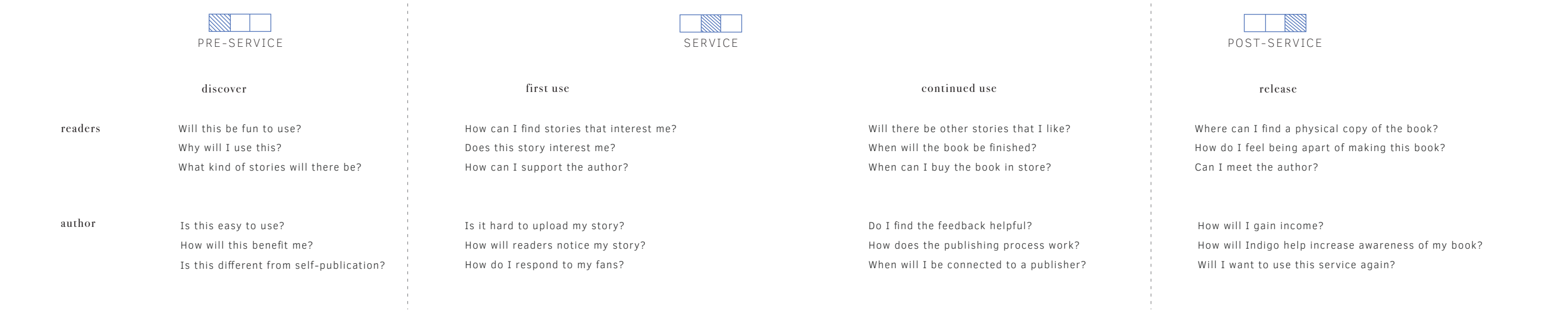
Trending books are ranked based on the number of supporters. This shows which books are close to publication. Users are able to see the current fanbase of each book at a glance.

CROSS-PLATFORM

We made our platform available across all platforms as readers each have their own preference on where they like to read. Authors can have the convenience of uploading from their desktop computer while readers may prefer reading on their tablet when they're on-the-go.



CUSTOMER JOURNEY FRAMEWORK



CUSTOMER JOURNEY MAPING

touchpoints + interaction



PRE-SERVICE



SERVICE



POST-SERVICE

discover
word of mouth + in-store

Receive recommendations from personal network or discover the platform in-store

first use
website

Visit the website

Create a profile and explore different authors and stories

Authors can upload their book proposals and Readers can support authors by rating, commenting, and donating

continued use
website

Authors receive notifications of large success marks

Once a proposal is fully supported, the author can confirm and exchange contact information with the publisher

Readers get notified when their supported books are being published

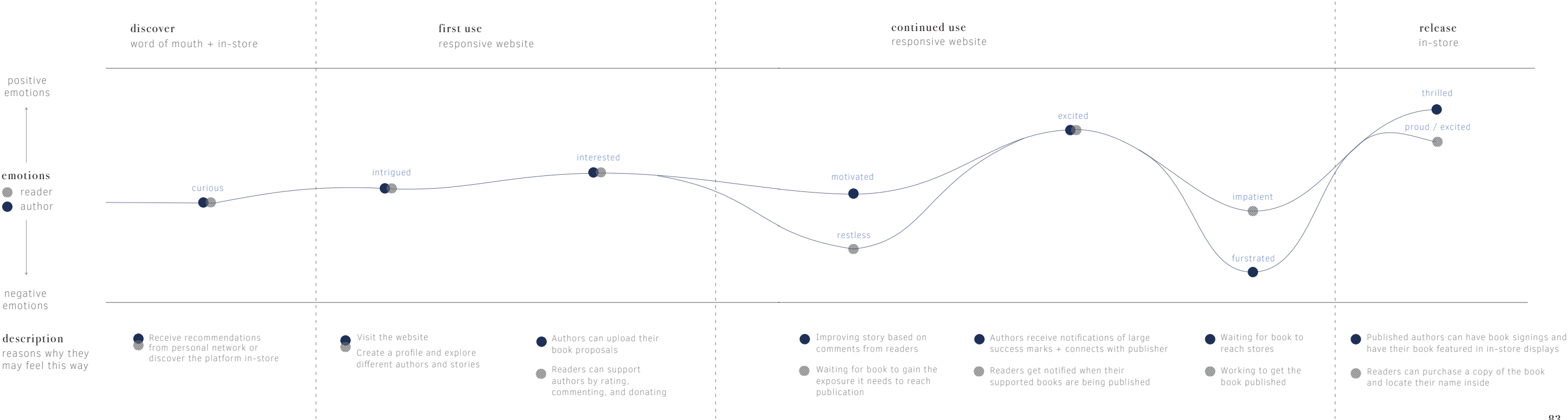
release
in-store

Published authors can have book signings and have their book featured in in-store displays

Readers can purchase a copy of the book and locate their name inside

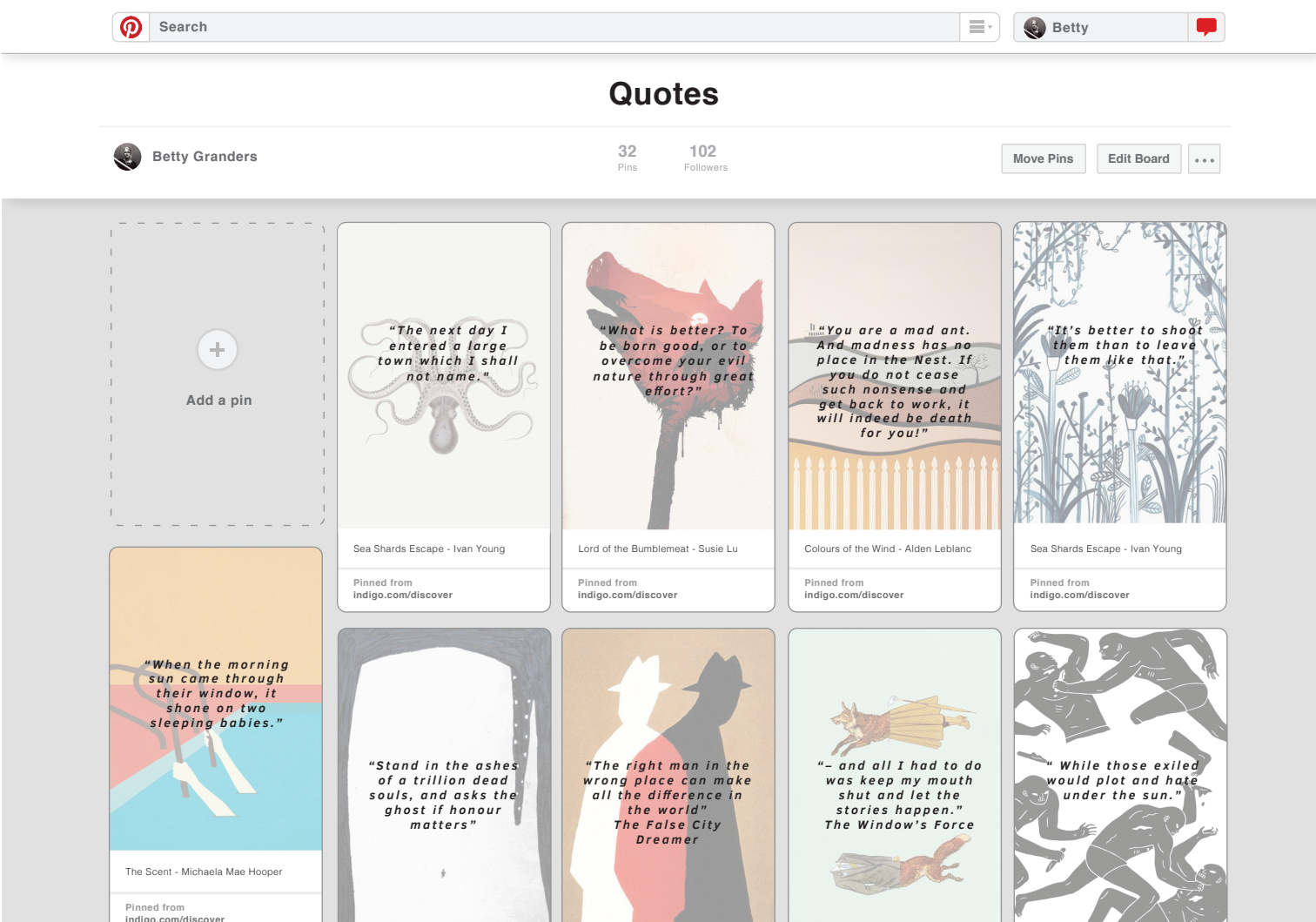
CUSTOMER JOURNEY MAPPING

emotions of a customer



SOCIAL MEDIA INTEGRATION

To share our platform and the authors' work with a larger community we have integrated a sharing capability within each story preview. This enables our audience to pull quotes from the stories that peak their interest and share them on their social media pages. The community can select quotes to share which will then replace the stock quotes that are featured on the book covers of the browse and the homepage of our platform.



CUSTOMER VALUE PROPOSITION

AUTHORS

We are reducing friction for aspiring authors by providing them with a platform that allows them to easily connect with both readers and publishers. This will help them gain the exposure they need to get their stories published

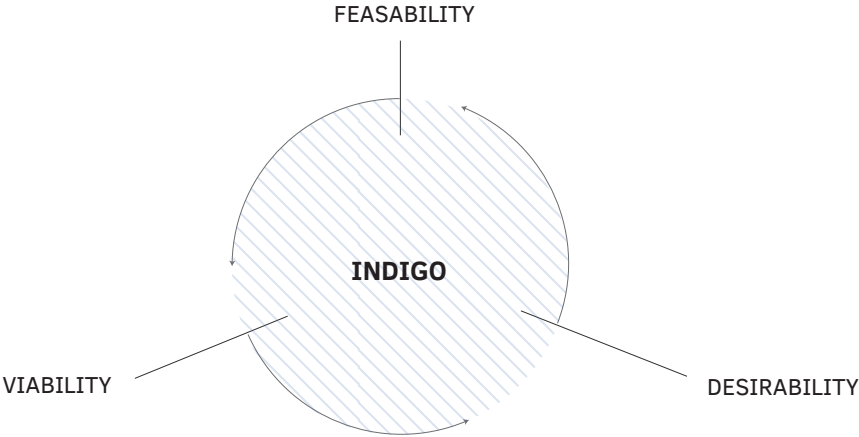
READERS

We are building the Canadian literary community by allowing book enthusiasts to discover and read new stories by aspiring authors. They are able to contribute to the success of a story and be recognized in the print copy of the book



VALUE FOR BUSINESS

Shifting Indigo's business model will increase the brand awareness at a much earlier stage in the customer journey framework. This shift will create a new revenue stream putting Indigo in a better position within the market.



FEASABILITY

Canadian publishing companies such as Orca and Annick are looking for new Canadian authors.

VIABILITY

By partnering up with these publishers our service can become a part of a sustainable business model as revenue is generated for all parties.

DESIRABILITY

Book enthusiasts will be excited with the new content that becomes available and authors will have a new platform to showcase their work.

MEASURABILITY

The number of people uploading stories and supporting work

The number of books being published through the use of our service

Percentage of books (published through our service) sold in-stores and online

Increase in online and in-store traffic





CONCLUDING THOUGHTS

While moving through each stage of this project we were able to better understand the domain in which we were designing for. By connecting our research and insights we were able to develop an opening which led to form exploration and prototyping. We kept a human-centered design approach and found great importance in making smart design decisions that added value to the customer and the brand throughout the service experience. After several iterations we finished with a multi-device platform that provides a unique, and valuable service for both authors and book enthusiasts.

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