



## PITCH

We propose a web platform dedicated to Norco's city bike segment so that they can engage this market on a local and personal level. Our aim is to simplify the process of buying a bike and to strengthen the Norco-Independent Bike Dealer-Customer relationship by forming a collaborative environment for the creation and enjoyment of bikes specific to their city.

This project offers a way for Norco to engage its city biking market by demonstrating they listen and innovate to offer an experience directly relatable to city riders.



CHRIS ELAWA

I once sold my new hybrid  
to buy a 30 year old steel  
frame roadbike  
*#retro*

SEAN LEACH

I have too many bikes  
stories from France  
*#wanderlust*

ROBYN GOODRIDGE

Never play chicken  
on a bike. EVER.  
*#neitherofuswerechicken*

NADHIRAH SHUKRI

I have no interesting  
bike stories  
*#ineedtoridemore*



VENUS WAN

The hill was so steep and  
my pannier bags were so  
heavy that if I stopped, I'd  
flip backwards  
*#smallperson*

ALEX HONEYWELL

Handlebars are for  
amateurs  
*#nocarprobs*

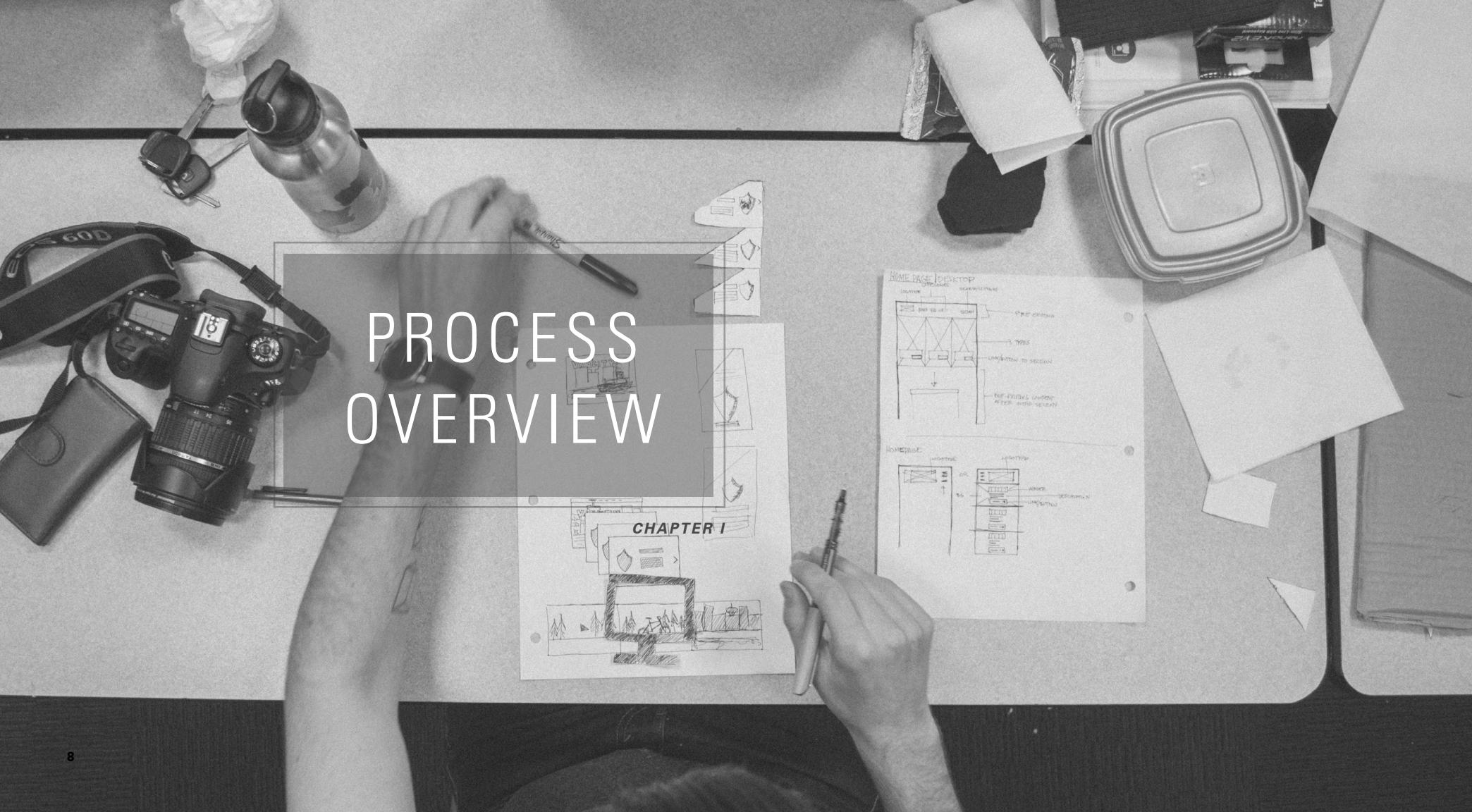
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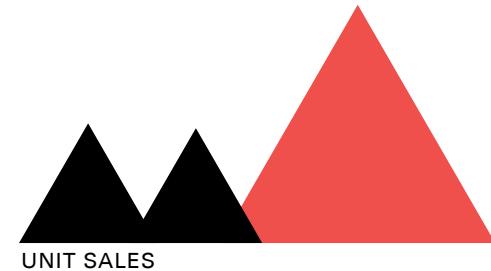
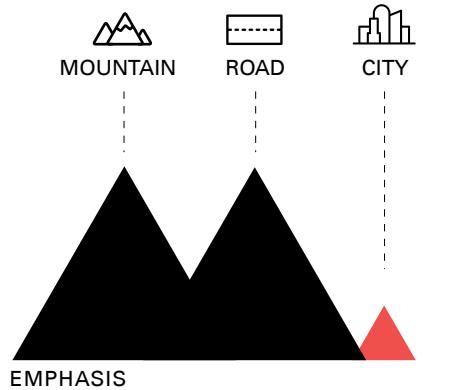
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# PROCESS OVERVIEW





Norco is a bicycle manufacturer that was founded fifty years ago in British Columbia, and is currently headquartered in Port Coquitlam. They began with the vision of getting more people riding bikes, and have been forerunners in the innovation of the industry ever since.



# CLIENT SECTOR &

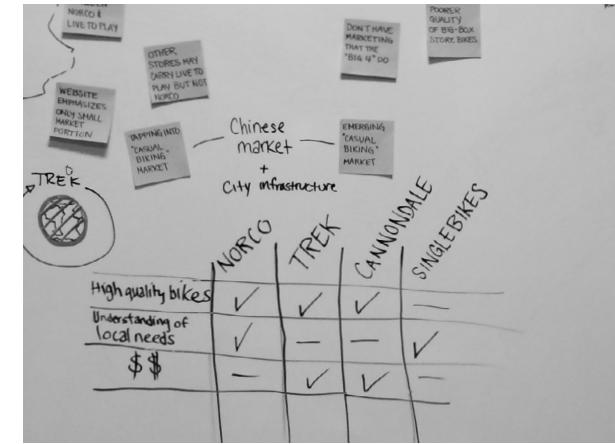
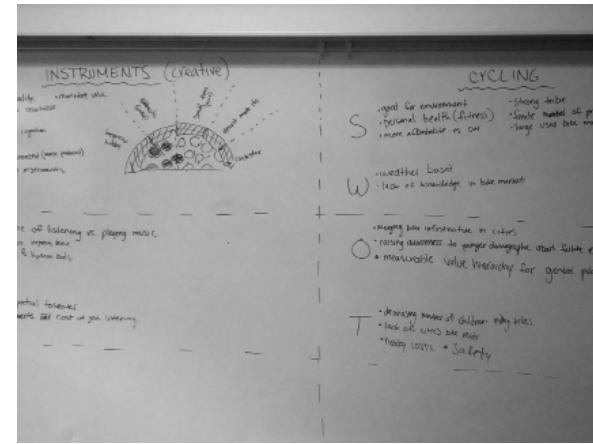
## TEAM VALUES

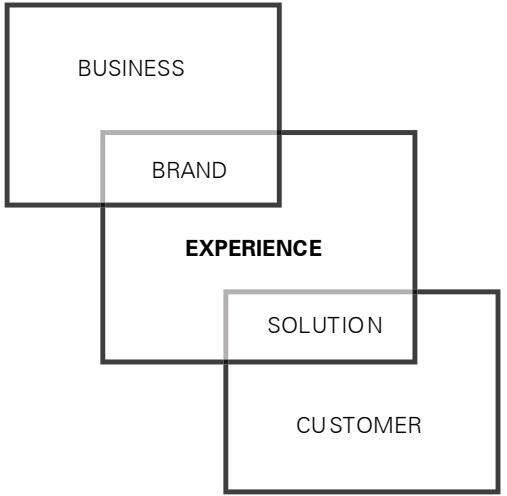
Teaching People  
Community Interaction  
Brand Social Responsibility  
Vancouver based company

Using these universal values  
and evaluating based on a  
number of frameworks, we  
settled on the cycling industry.

## BRANDS RESEARCH

After establishing a sector, we began researching all the different bike companies and ended up with three possible shortlisted clients: Norco, Cannondale, and Trek. Doing a **SWOT** analysis of each, we saw an opportunity to implement a digital experience in order to differentiate Norco from the two others, who already have a well-rounded digital presence.



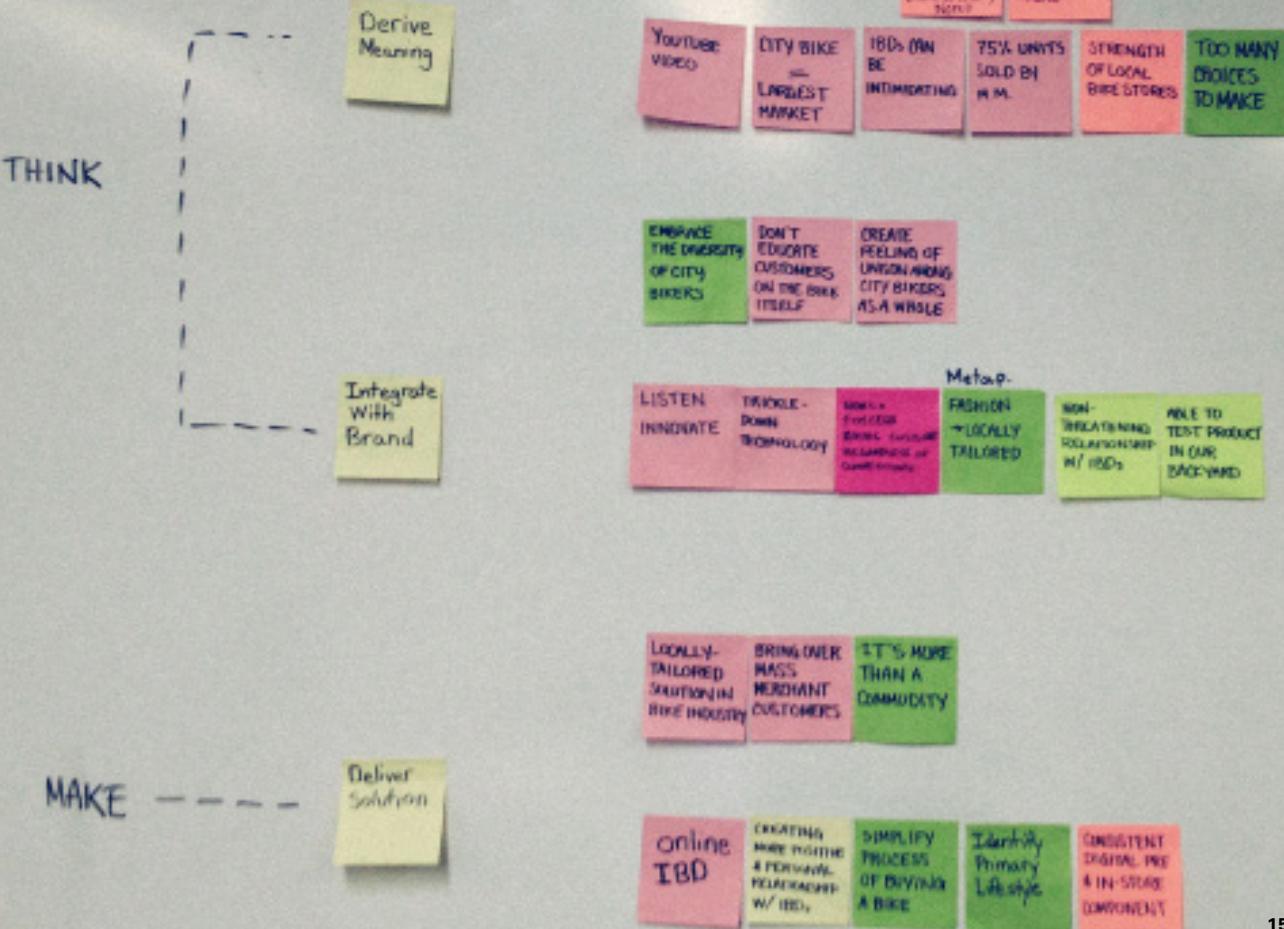


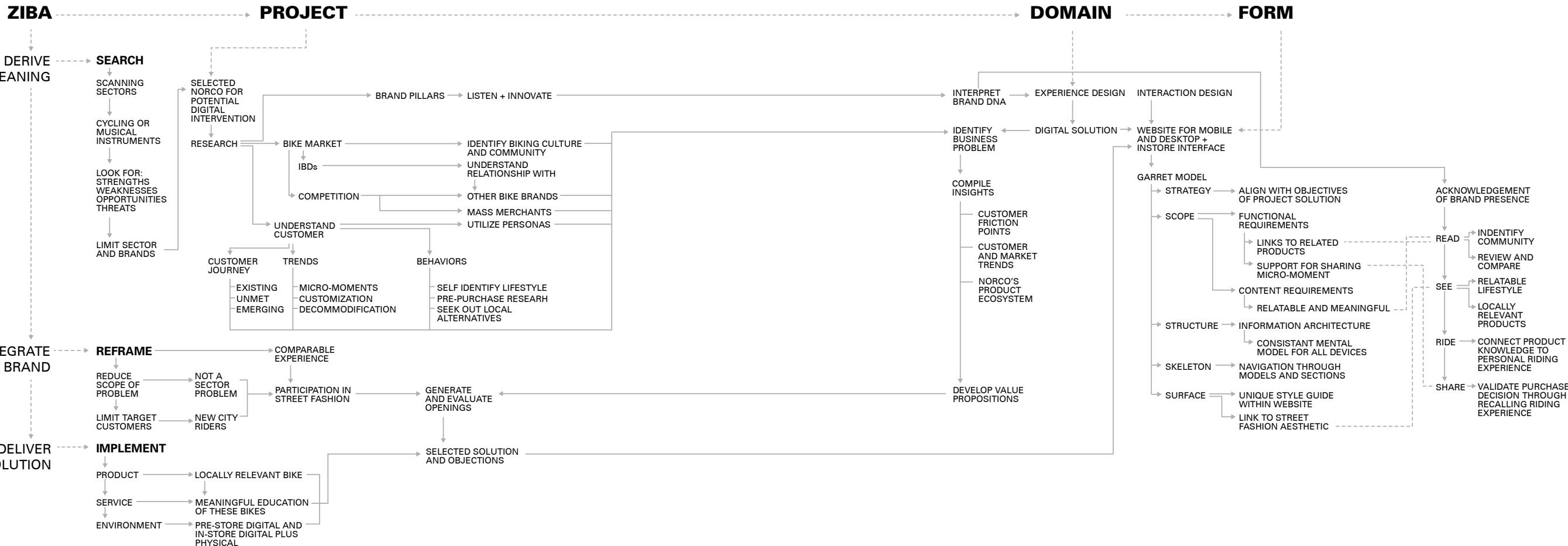
## EXPERIENCE DESIGN À LA ZIBA

Working within an Experience Design approach we looked to Ziba to structure our process. Ziba is a design and innovation consultancy based out of Portland that combines trend and market research to understand the rational and emotional connections a customer has with a brand.

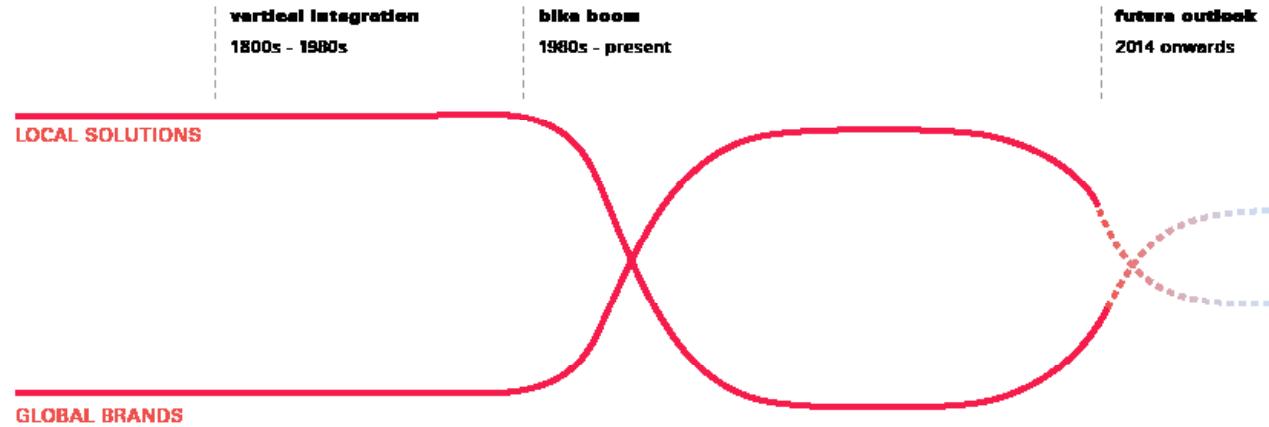
*If you tell (a story) to the right audience, then you create trust and meaning. Consumers want to love something; meaningful, authentic relationships are what consumers are after.*

- Sohrab Vossoughi (founder)









## THERE IS NO LONGER ONE BIG MARKET BUT A MULTIPLICITY OF NEIGHBOURHOODS

"The American bicycle business needs to get its head around the new American coalition and the fact that there is no longer one big market, but a multiplicity of neighbourhoods and communities with diverse populations driving shop local and buy local movements."

- GTG Consulting

# MASS MERCHANTS THREATEN TO TAKE BUSINESS AWAY FROM RECREATIONAL CONSUMERS IN THE LOWER PRICE POINTS

75% MASS MERCHANT

25% IBD & OTHER

## CYCLING TRENDS

- Local governments are increasing their support for initiatives that accommodate safe and comfortable city riding.
- The flow of government dollars to support infrastructure and boost the level of urban cyclists.
- City cycling is the great equalizer. It is being embraced by people of all ages, genders, ethnicities, and socioeconomic backgrounds.
- The average age of cyclists is dropping; younger people are starting to cycle more.

## INDEPENDENT BIKE DEALERS

Independent Bicycle Dealers (IBDs) are small businesses that sell bikes and offer bike maintenance. Bike companies, like Norco, sell their bikes via IBDs. Through researching IBDs in general, we found that the key to IBD success in an economy of mass scale was their local relevance.

They are the connecting points between the global production network and the local consumer. The IBD system is a producer-driven governance model in contrast to their main competitors, mass merchant stores. The commodification of bicycles is a major issue for IBDs.

### MEANING

### CHAPTER

#### THE BIKE ZONE *Large Norco Dealer*

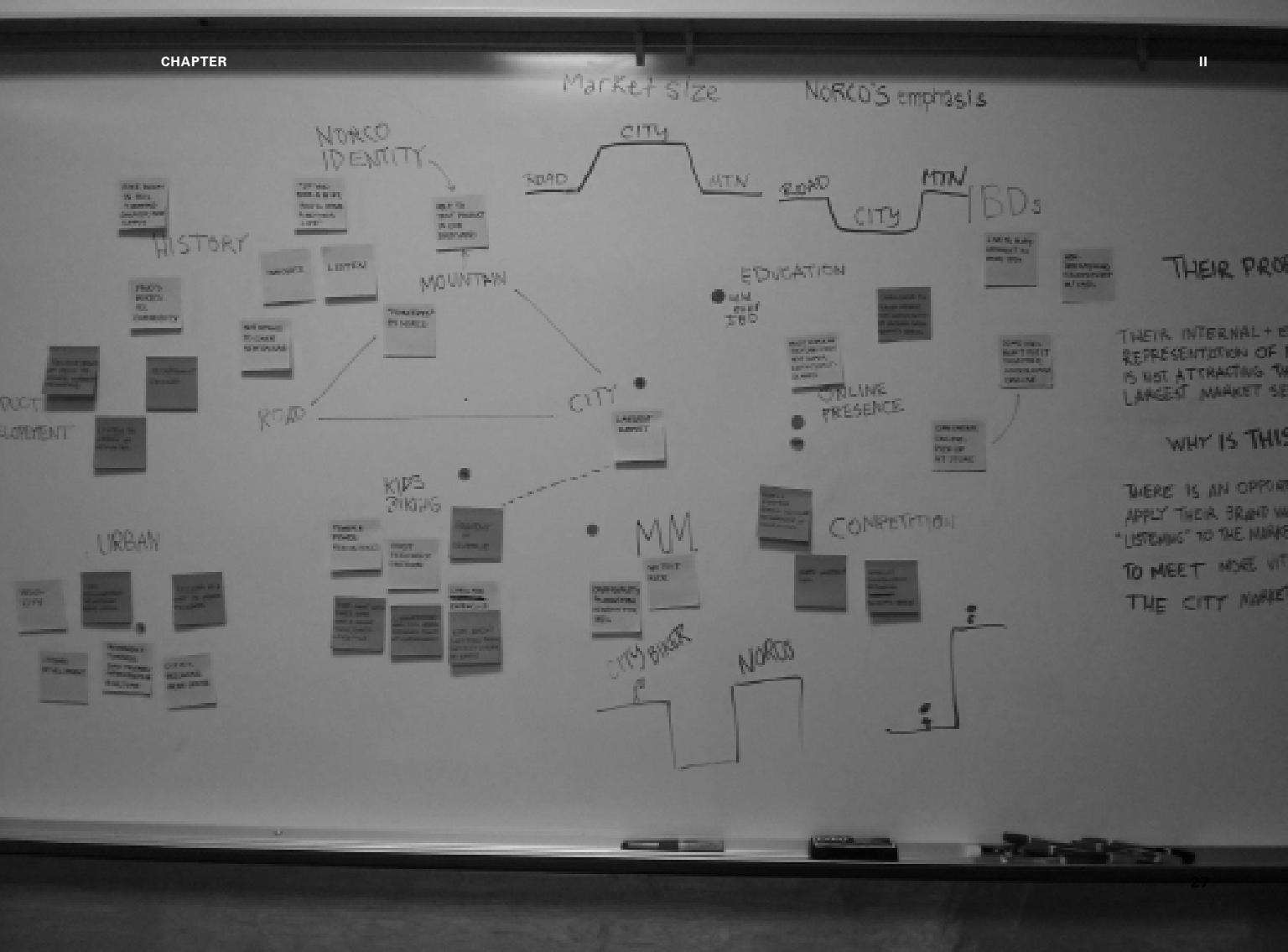
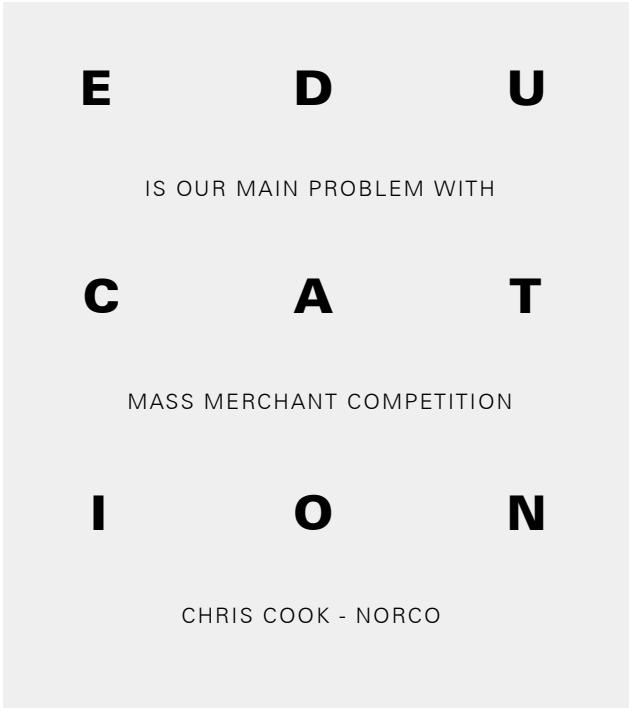


- "We get customers who own bikes from Canadian Tire and get them fixed here."
- "The majority of the time, the bike they bring in was not suitable for them."
- "Novice customers who come in know the value in getting a bike at an IBD versus at a mass merchant."

#### UNION STREET CYCLES *Custom City Bikes*



- "We once had a customer suffering from scoliosis. In the end, we were able to build a bike that actually let her continue riding."
- "People will ride more often if the bike is perfect for them, and it has become people's mean of transportation."
- "It is not just important to pick the right bike, but the right parts to create a quality ride."



## ON-SITE INTERVIEW

We had an opportunity to tour Norco HQ in Port Coquitlam and conduct an interview meeting with Chris Cook, the Marketing and Communications Manager at Norco.

### MEANING

### CHAPTER

#### PILLARS

listen  
innovate  
ride

#### ENGAGEMENT

focused on specialized categories

#### SEGMENTS



#### COMPETITION

conservative 3 year outlook  
benefits from bike culture

#### IBDs

Non threatening relationship  
Live2Play in almost all IBDs

#### HISTORY

started in 60's  
innovators in  
Canadian market  
80's bike boom = demand  
greater than supply

#### ONLINE PRESENCE

most popular youtube  
video isn't for enthusiasts  
new e-tailing platform

#### PRODUCT DEVELOPMENT

listen to needs of athletes  
trickle down technology

#### THE BIG BRANDS

demo rides  
ambassador programs  
grassroot programs

#### GRASSROOTS

city bikers info gathered  
indirectly through IBDs

#### PHILOSOPHY

if you ride a bike you  
will have a better life  
able to test product in  
"backyard" (Whistler, N. Van)

#### COMMUNITY SUPPORT

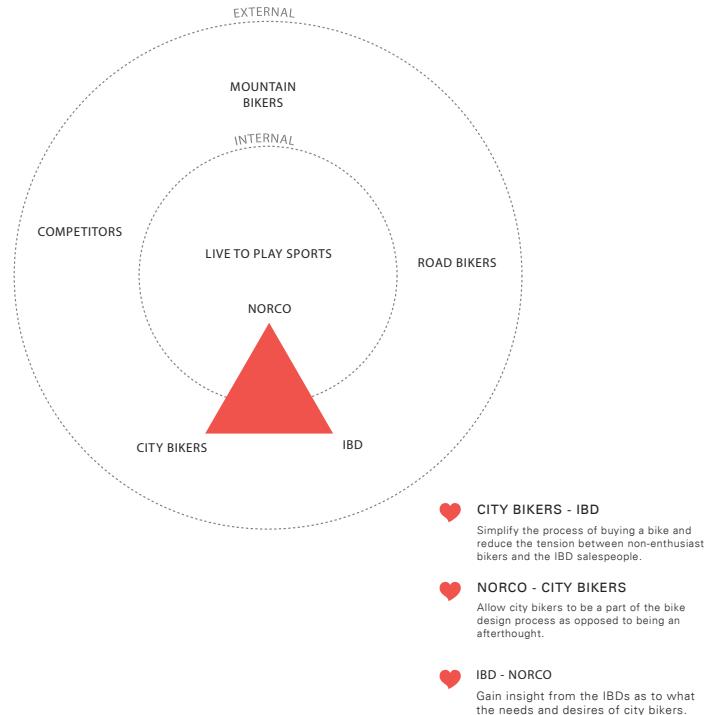
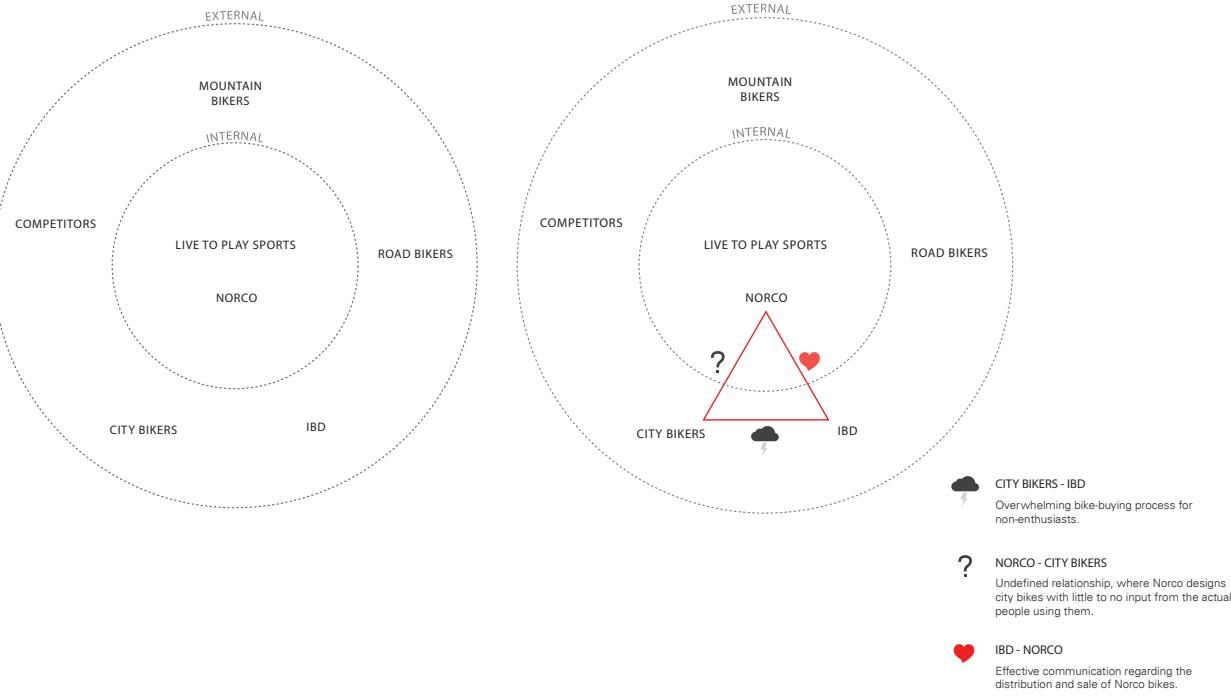
heavily involved in mountain  
bike associations  
city biking info gathered  
through IBDs

#### CYCLING ADVOCACY

Work with WORCA and other  
Mountain bike groups

#### MASS MERCH.

no test rides  
poor quality



## NORCO STAKE HOLDERS

Mapping all the stakeholders and defining the connections between them all, we found an undefined relationship between the city rider and Norco. There are a number of factors that contribute to this, including a lack of aspirational value and poorly defined brand extension.

Norco does not appear to be engaging consumers as directly as they could; their main source of customer feedback is informal and through IBDs.



**"CITY  
BIKES  
ARE  
OUR  
BREAD  
AND  
BUTTER  
OF  
SALES"**

## INNOVATION GAP

"As companies began to create an ever-expanding array of offerings, they were simultaneously becoming more and more out of touch with consumer wants and needs."

- Warren Berger

## NORCO DEVELOPMENT PROCESS

Currently Norco researches and studies the needs of mountain and road bike athletes. They test their bikes on the toughest trails and climbs. This results in the current situation where Norco city bikes are the result of trickled-down technology from high-end

mountain and road bikes. This may not necessarily fulfill the needs of city bikers. We explored the creation of city bikes based on this dynamic feedback relationship between Norco, IBD, and city riders. The bikes are made to fulfill the needs of city rider riding in their own locale.

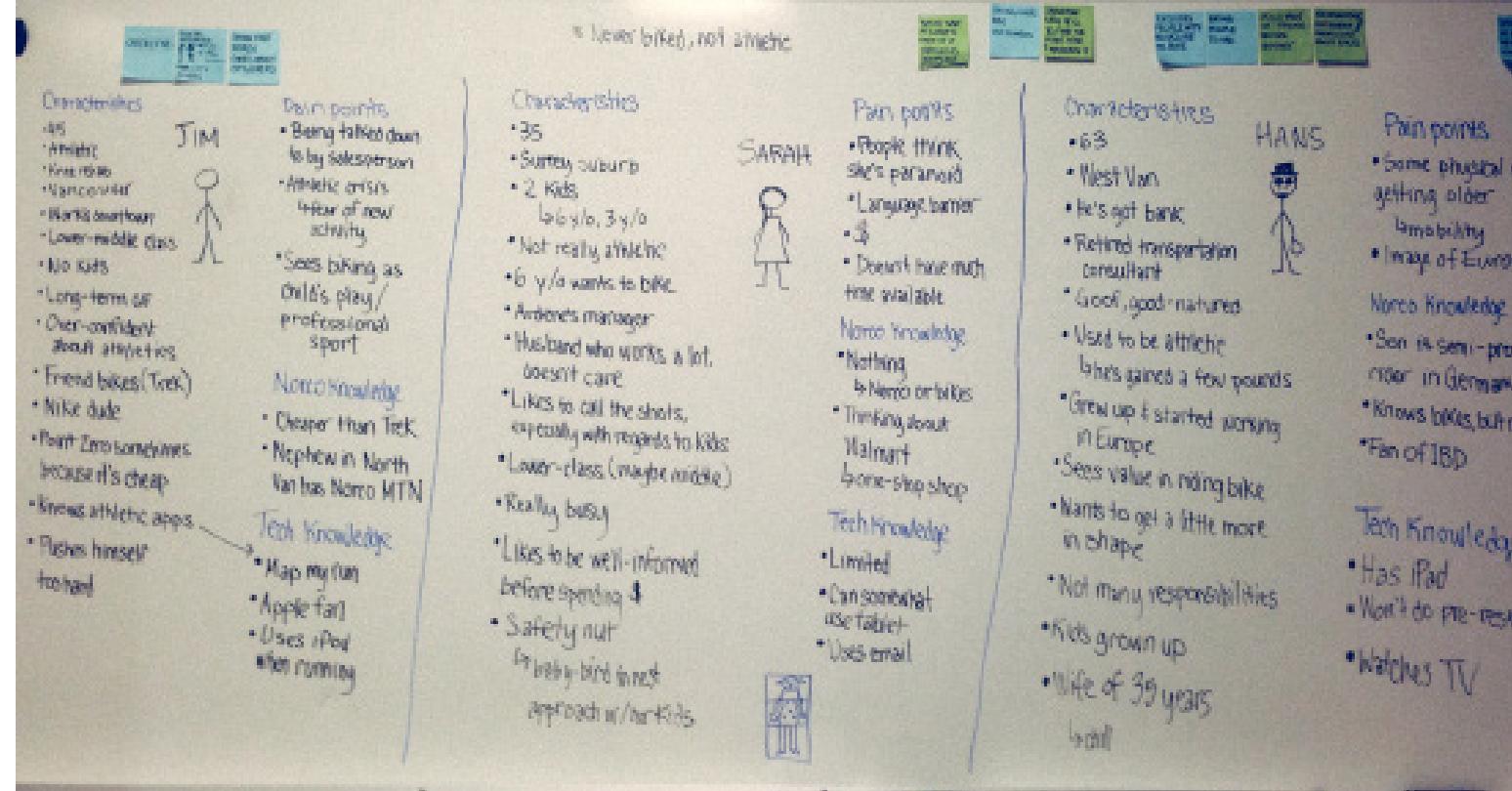


# UTILIZE PERSONAS TO AVOID DESIGNING A SOLUTION FOR OUR OWN NEEDS



## PERSONA RESEARCH

We based our personas on the knowledge of novice bike customers who had the potential to become city riders. The personas were influenced by evidence gathered from a recent bicycle buyer and a potential buyer. In addition, one of the team members drew from past customer interactions in a bicycle retail setting.



## NORCO'S WEBSITE

- City section lacks clarity
- Arbitrary descriptions that don't connect to people's lifestyle
- Information makes it extremely difficult for someone choose a bike

## NOT KNOWING WHAT BRAND TO BUY IN-STORE

- Competition of many other brands
- What makes Norco stand out from the rest?

## BIKE PARTS AND TERMS JARGON

- Do all customers understand specs and details? How do these parts of the bike relate to their needs?

IBD	NORCO	Enthusiast	Moving-up	Casuals	NEWS
<ul style="list-style-type: none"> <li>• Sell products</li> <li>• Interact w/customer</li> <li>• Choose brand to sell</li> <li>• Must consider local demographic</li> </ul>	<ul style="list-style-type: none"> <li>• Innovators</li> <li>• Manage brand</li> <li>• Develop products based on customer needs</li> </ul>	<ul style="list-style-type: none"> <li>• REALLY LOVE BIKES</li> <li>• Get into specs</li> <li>• Most likely loyal to a brand</li> </ul>	<ul style="list-style-type: none"> <li>• Know their biking style</li> <li>• No longer a commodity</li> </ul>	<ul style="list-style-type: none"> <li>• Less-frequent users</li> <li>• Less knowledgeable about bikes</li> <li>• Not necessarily tied to a brand</li> </ul>	<ul style="list-style-type: none"> <li>• How does a bike fit into my life?</li> <li>• Do I need one?</li> <li>• Not knowledgeable</li> <li>• May prefer mass merchant</li> <li>↳ don't know value in IBD</li> </ul>
<ul style="list-style-type: none"> <li>• Dilution from other IBDs</li> <li>• Suck up to brands</li> <li>• Customer expectation of bike as commodity</li> </ul>	<ul style="list-style-type: none"> <li>• Loyalty issues</li> <li>• Unbalanced representation of bike models</li> </ul>	<ul style="list-style-type: none"> <li>• "I know more than you"</li> <li>• Five brand/products not appearing in store</li> <li>• Being mistaken as another customer category</li> </ul>	<ul style="list-style-type: none"> <li>• Justifying price</li> <li>↳ how much time will I dedicate to this?</li> <li>• Justifying price</li> <li>• Being mistaken as newb</li> </ul>	<ul style="list-style-type: none"> <li>• Intimidated by enthusiast culture</li> <li>• I have no brain</li> <li>• Where do they sell bikes???</li> <li>↳ cheap bikes?</li> </ul>	<ul style="list-style-type: none"> <li>• Don't know what kind of bike</li> <li>• Is this worth my time?</li> </ul>

## DEFINING CUSTOMER FRICTIONS

When new bike customers walk into the store, they may feel overwhelmed with the many different types of city bikes. Plus, there is a knowledge gap between the customer and the bike dealer because the customer may not know the bike parts and terms used among bike enthusiasts.



INTEGRATE  
WITH BRAND

CHAPTER III

**1** BRING THE LOCAL BIKING COMMUNITY TOGETHER, PROMOTING THE EXPLORATION OF THEIR CITY

## EVALUATION

- Is there already an existing biking community?
- Why do we want to bring the local biking community together?
- Do local people want to explore more of their own city?
- Are we providing a real value for a real need?

## CONCLUSION

We realize there is no real need because these biking communities already exist.

**2** USING ANNOTATED MOMENTS ALONG A RIDE TO BUILD KNOWLEDGE AND THE NORCO CITY BIKE COMMUNITY.

## EVALUATION

- Why would people want to annotate their riding experience and share it with others?
- Is there a real need to improve a person's riding experience?
- Do people want to share their riding experience on this platform when they are already sharing their experiences on social media?

## CONCLUSION

People are already having a good riding experience, and there is no real need to improve it. People are already accustomed to sharing their experiences on social media.

**3** CRAFT A PRODUCT THAT REFLECTS THE NEEDS OF RIDERS AND EDUCATES CUSTOMERS ABOUT THE BIKE AS A LOCALLY RELEVANT PRODUCT.

## EVALUATION

- Are the existing city bikes already fulfilling the local riders' needs?
- Why do we want to educate an average rider about the bike?
- Why would they want this education?
- Do people want to buy this product?

## CONCLUSION

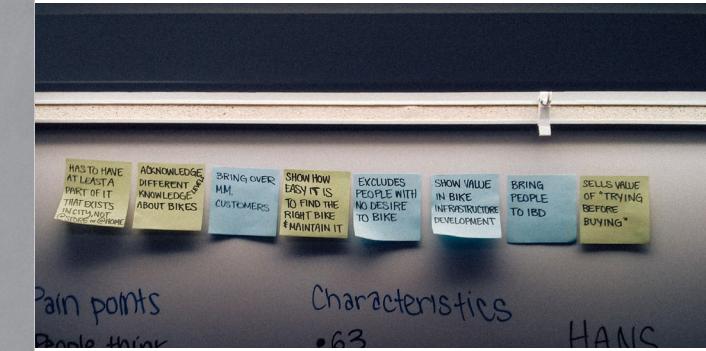
A bike that is geared for local riders' needs and their knowledge of how the bike will improve their riding experience will increase their desire to purchase Norco's city bikes.

**OPENINGS**

## FRAMING

- Instead of an IBD salesperson describing a tribe, can Norco show it?
- Instead of IBDs telling the customer about the lifestyles attached to bikes, could they discover it for themselves?
- Can you sell a lifestyle without attaching a person to it?
- Can the lifestyle of a customer be articulated by that customer rather than their sales person?
- Can the inexperienced biker discover their biking style without the intimidating expert atmosphere of a bike store?

## THE PROBLEM



## SETTING STRONG CONSTRAINTS

### CONSTRAINTS

- Acknowledge different knowledge levels of bikes.
- Don't educate customers on the bike itself.
- Should not be a wayfinding/trip planning tool
- Attract mass merchant customers
- Excludes people with no desire to bike
- Show value in bike infrastructure development
- Bring the beginner to IBDs that carry Norco
- Align with value of Trying Before Buying

### COMPETING CONSTRAINTS

- Embrace the diversity of city bikers
- Create a feeling of association among people in the city bike community as a whole



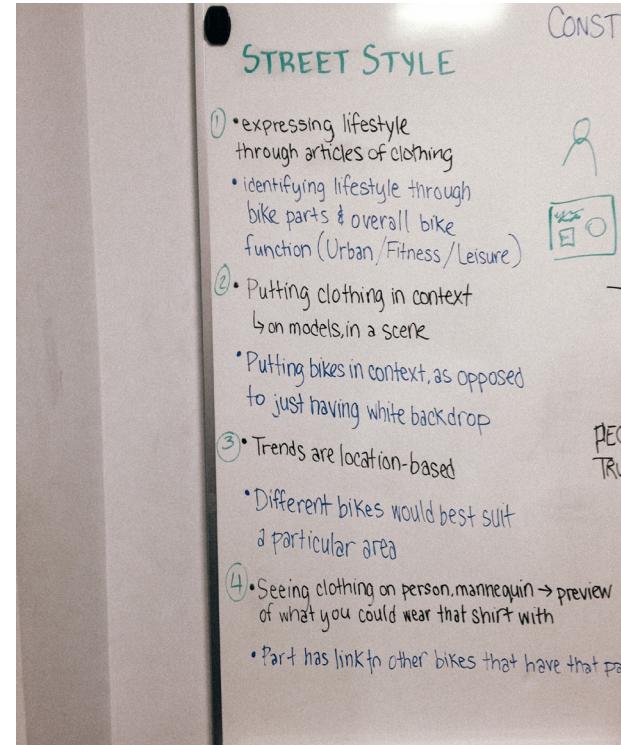
## COMPARABLE EXPERIENCES

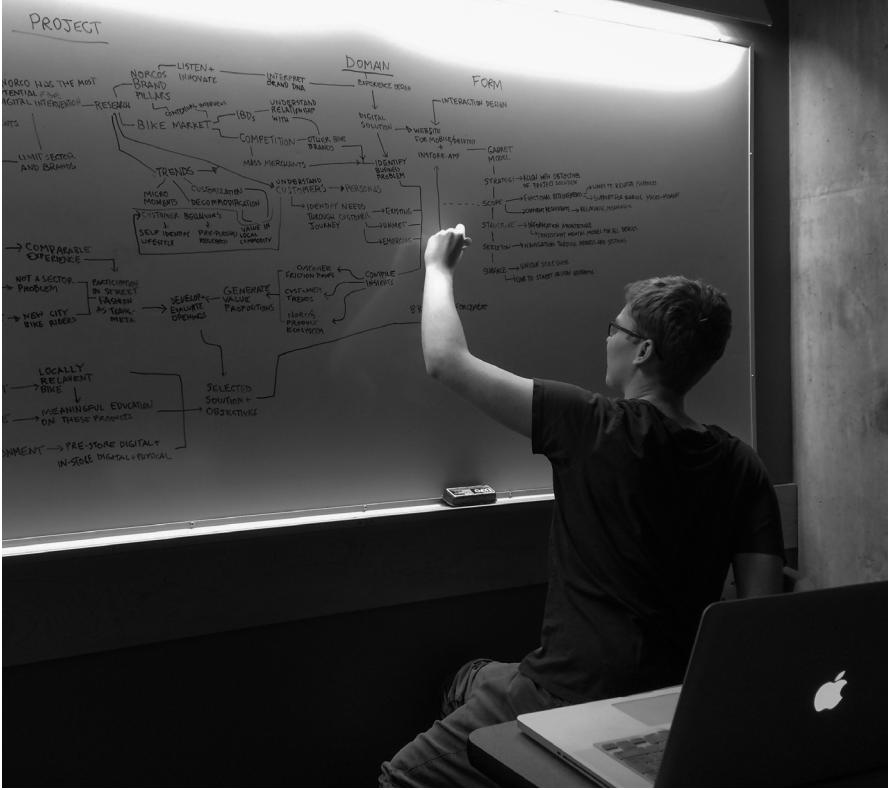
In order to develop a cohesive experience along the touchpoints, we sought out comparable experiences. Looking at the landscape of a city street - common ground for all city riders - we considered the trend of street style especially in its strongly developed digital experience and network of communities.

Street fashion is strongly linked to lifestyle, self-expression and local trends. We saw an opportunity to solve the friction of identifying what category of bike to buy by incorporating some of these themes into our solution.

We asked, what if the rich contextual nature of streetstyle photography could be applied to a bicycle sale?

*We were able to reframe a typical specs sheet by identifying parts of a bike in a graphical, item-specific method similar to the way street style blogs identify individual parts of an outfit.*





# MAKE IT REAL

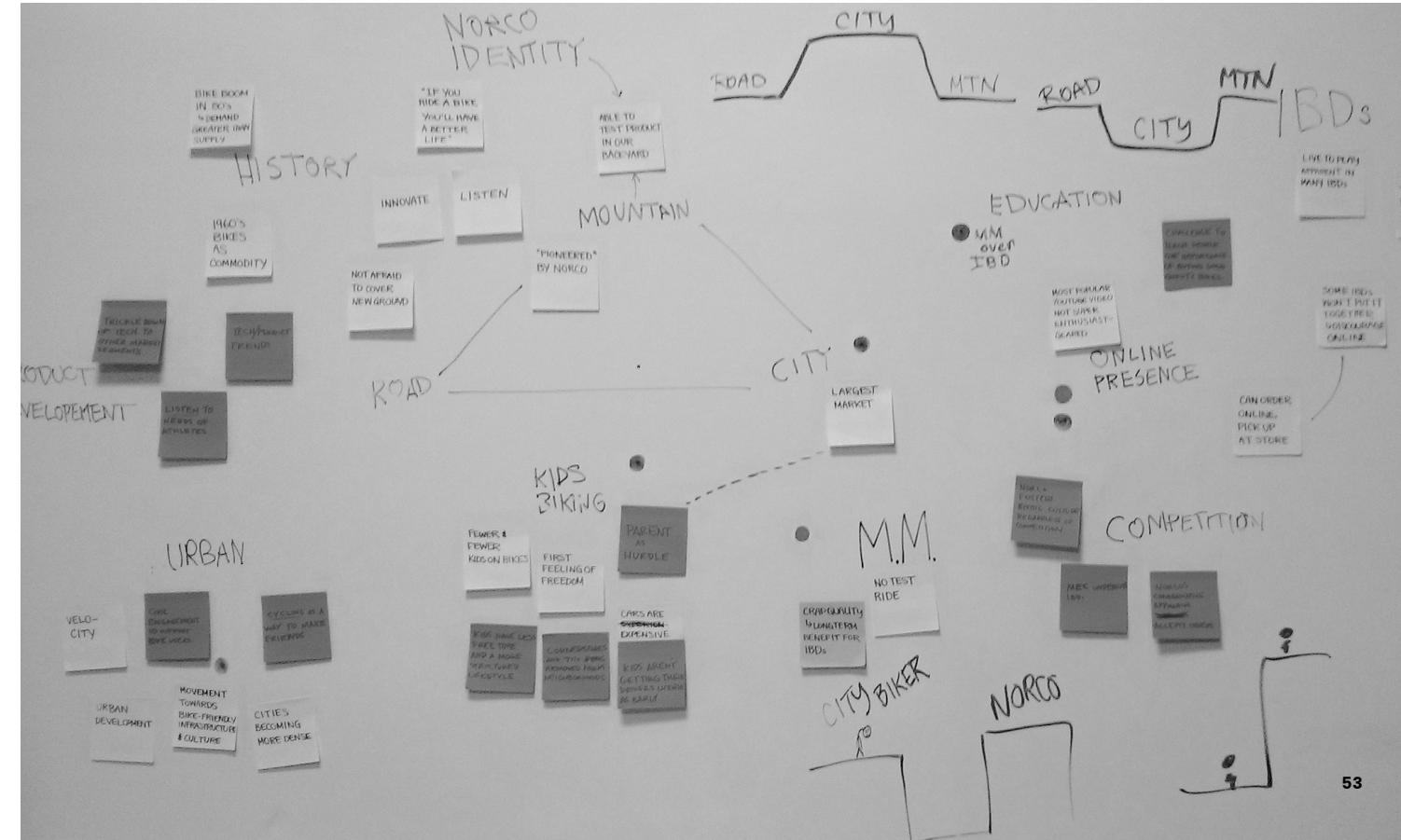
CHAPTER IV

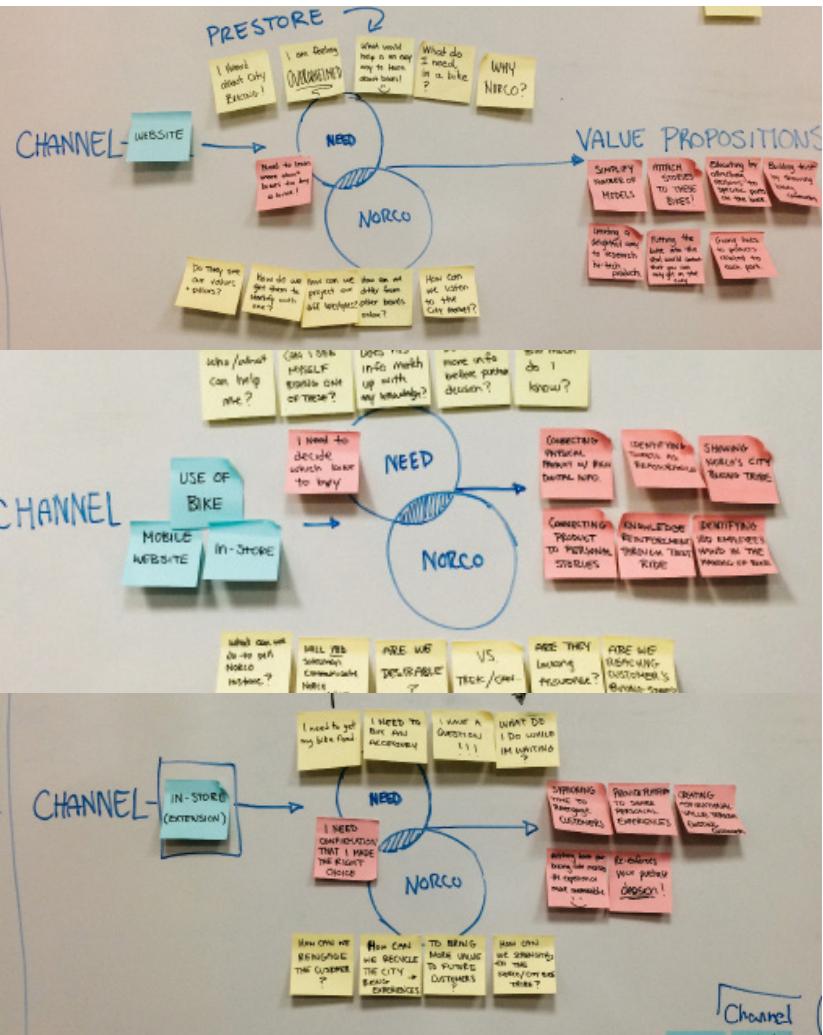
## WHAT WOULD A GRANVILLE BIKE LOOK LIKE?

We conducted a deep dive case study into what kind of parts would be specific to a city bike in order to evaluate our idea. For the purposes of the study, we used "The Granville" - our proposed urban utility bicycle. Drawing on bike part research and team knowledge, we simulated the process Norco would use to create a bike for a specific city.



# MAPPING BRAND INTERACTION WITH CUSTOMERS ALONG THEIR JOURNEY





## CRITICAL TOUCHPOINTS AND VALUE PROPOSITIONS

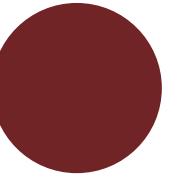
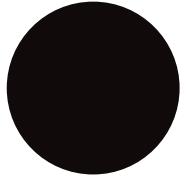
In order to point customers in the direction of Norco while in the midst of complex industry and market, we propose the simple service of removing the customer frictions associated with making a bike purchase. All bike brands constantly innovate, but in this way, Norco is able to rise above and build a stronger brand around the relevant actors in a given community.

By mapping out the critical touchpoints and the value Norco could give at each we were able to develop an indepth customer journey framework for our solution.

**Feasible**  
Yes, no new technology. Website exists, parts and components exist.

**Viable**  
Creating a new assembly, not product, using existing components to build a bike that fits the needs of Vancouverites

**Desirable**  
Educate customers in an interaction driven way about the components on the bike and helping them realize their local needs

**MAKE AWARE**

HEAR ABOUT NORCO CITY BIKING THROUGH WORD OF MOUTH OR SOCIAL MEDIA TRENDS

**CAPTIVATE**

HAVE AN INTEREST IN THE CITY BIKING COMMUNITY

**CONSIDER**

THINK ABOUT PURCHASING A BIKE AND BEING A PART OF THE CITY BIKING COMMUNITY

**DISCOVER**

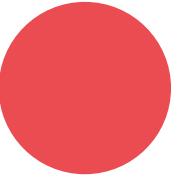
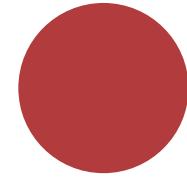
CHECK THE NORCO WEBSITE, LEARN ABOUT NORCO AND THE CITY BIKE TYPES

**ENGAGE**

CONNECTING PHYSICAL PRODUCTS WITH KNOWLEDGE FROM DIGITAL INFO

INTERACT WITH IBD SALESPERSON

# JOURNEY FRAMEWORK

**JOIN**

DECIDE WHICH BIKE FITS YOUR LIFESTYLE BEST AND PURCHASE

**RIDE**

RIDE AND EXPLORE YOUR LOCAL CITY

**RETURN**

RETURN TO IBD FOR TUNE UPS / ADD ONS / UPGRADES

**ADVOCATE**

SHARE AND EXPAND THE NORCO CITY BIKING EXPERIENCE THROUGH SOCIAL MEDIA

## SCOPE & STRATEGY OF FORM

Taking from Newbery and Farnham, we articulated who would use the interface. New customers with a low knowledge of bicycles meant they could be engaged in a way that didn't require a new syntax of bike jargon.

### USER NEEDS

- Aid in understanding what type of bike will fit their lifestyle.
- Access and understand product information in a relevant way.
- Learn about Norco as a brand.

### SITE OBJECTIVES

- Build the users trust in NORCO
- Clearly communicate their values
- Present information clearly to lower the cognitive load for customers

### CONTENT

- Ability to narrow down selection by choosing type of bike
- Educate about components of bike
- Help communicate the information of each bike without technical jargon

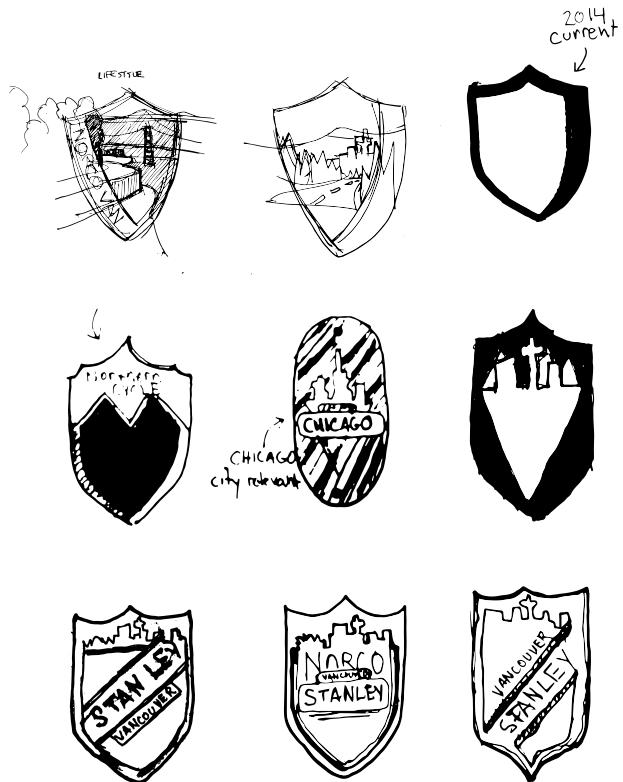




VISUAL RESEARCH



moodboard

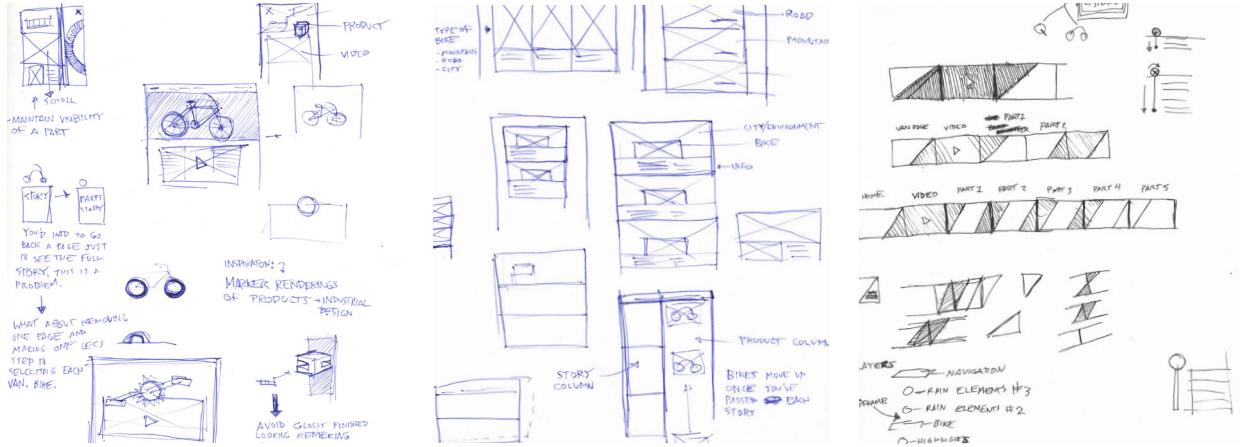




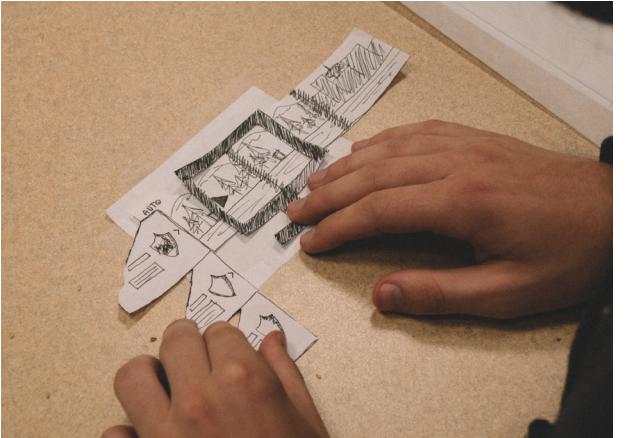
## BRIDGING THE DIGITAL PHYSICAL DIVIDE

Digital displays are slowly becoming commonplace in the retail environment and trends in extended digital packaging are on the rise as many customers check online reviews when comparing products in store.

In order to successfully implement a digital experience in a brick and mortar context, we decided to implement physical cues that bridge the barrier between the rich digital experience and visceral physical store landscape.



## SKETCH WIREFRAMING



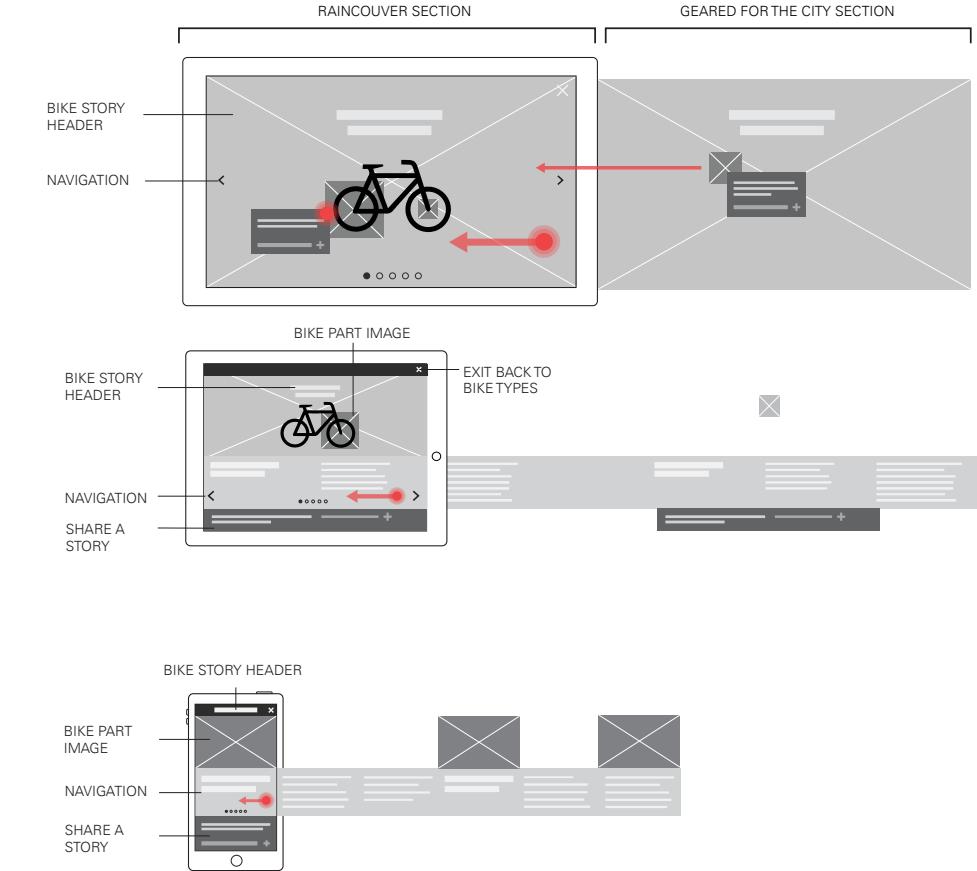
## PARALLAX EXPLORATION

**"DIGITAL TECHNOLOGY NOT ONLY CHANGES THE WAY STORIES CAN BE TOLD BUT ALSO HOW THEY CAN BE AUTHORED, OFTEN THROUGH COLLABORATIVE STORYTELLING"**

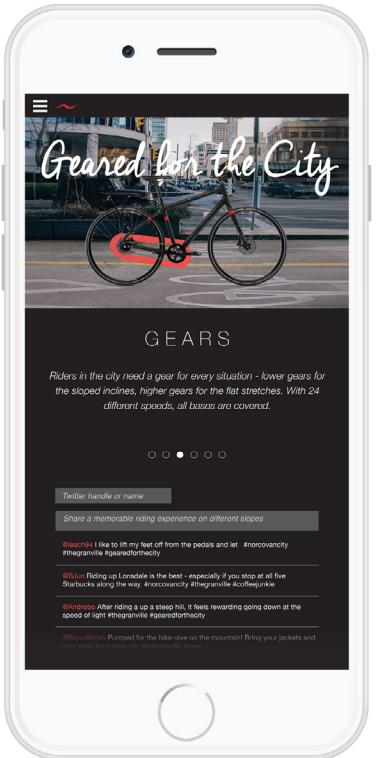
- Jake Barton

## DIGITAL STORYTELLING

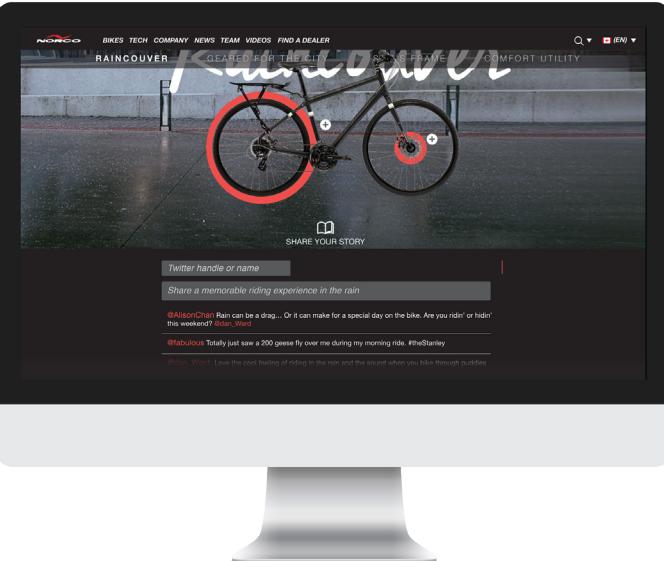
The aim is to reduce the required bicycle lexicon needed to understand the value of each model, and bring the users through one bike component at a time to limit the information presented to them at any given time. This allows users to navigate through sections of each city bike to view it in unique contexts.



FORM

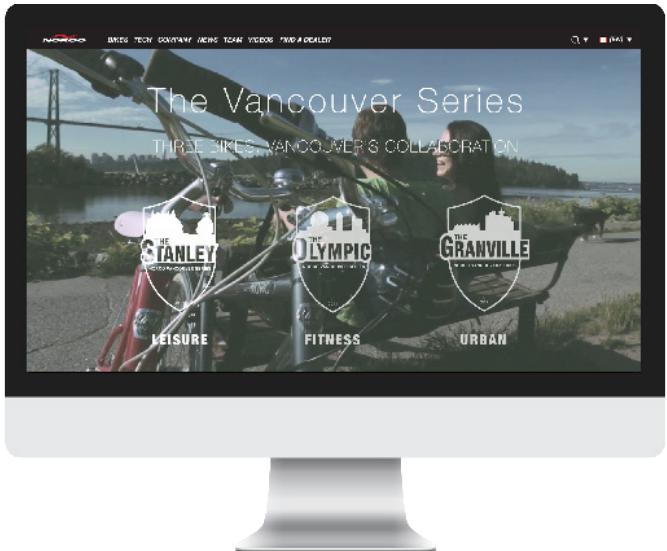


REAL



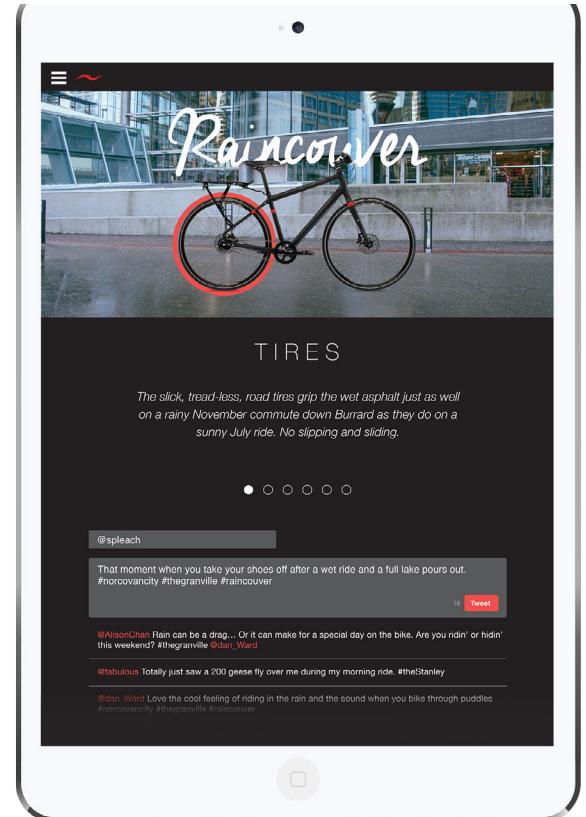
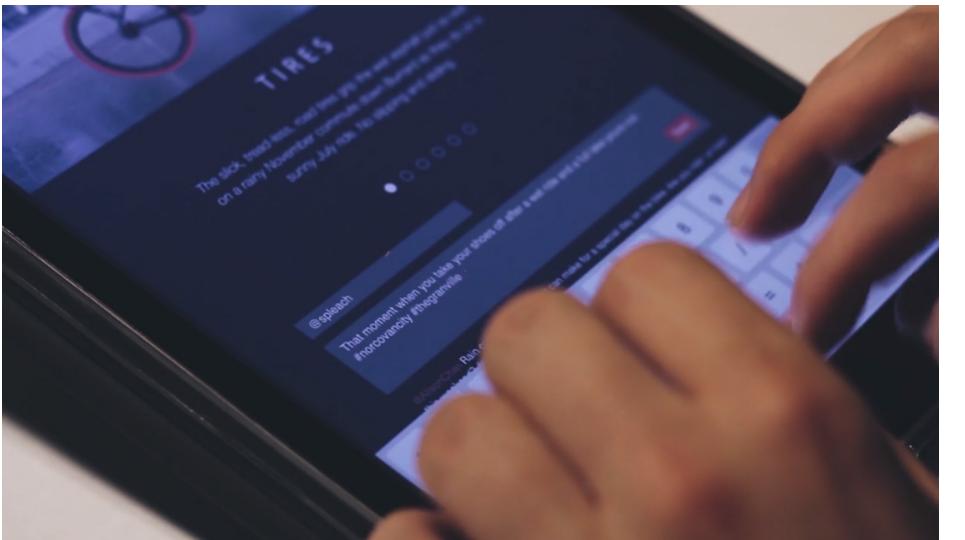
## RESPONSIVE WEBSITE

Providing micro moments of relatable and informative content to scaffold a purchase decision



## TABLET

Utilizing idle time during a return visit to strengthen brand relationship through collaborative storytelling



## CONCLUDING REMARKS

In creating this process book, we have been able to make sense of the vast amount of information that has been ascertained over a short period of time. By laying out our thoughts research and developments, the scaffolding that links our concepts begins to appear, and it allows us to understand our domain; this helps us structure our project, laying a foundation rather than throwing ideas random ideas out and hoping something sticks. Communicating these ideas in a tangible way gives us the opportunity to better understand and reflect upon our own thought processes, as well as those of others in the group – the result is a more rounded project, with strong domain specific justifications for every decision made.

The process led us to a project that has significantly changed our perspective of the domain of experience design, and will forever serve as a precedent to our work in the future. From analyzing brand and design values to choosing suitable names for personas, we have grown both individually and as a team. It has primed us for using detailed processes behind each project, folding new skills of organization and cohesive communication of knowledge into our repertoire. We finished with a responsive online platform combined with a retail application, creating an engaging and holistic experience for customers by analyzing and responding to a collection of touchpoints. If we could work together on a similar project again, would we? Absolutely.



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