

R E D I S C O V E R

INDIGO

service design

THE TEAM



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cheung



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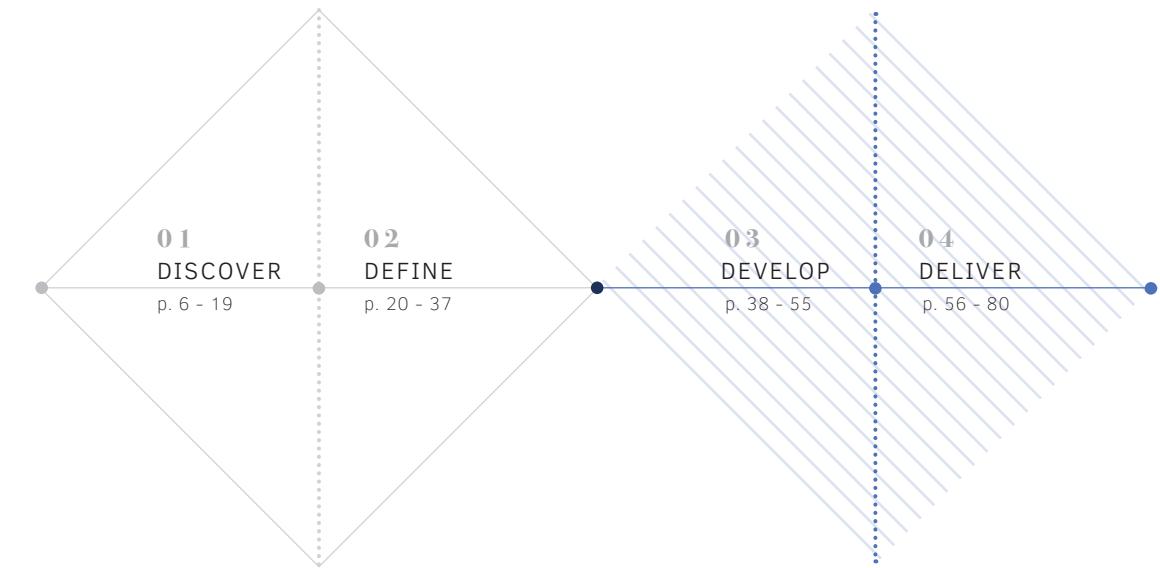
jackie
chui



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 The platform will allow authors to showcase unpublished, written work and readers to discover and support them.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

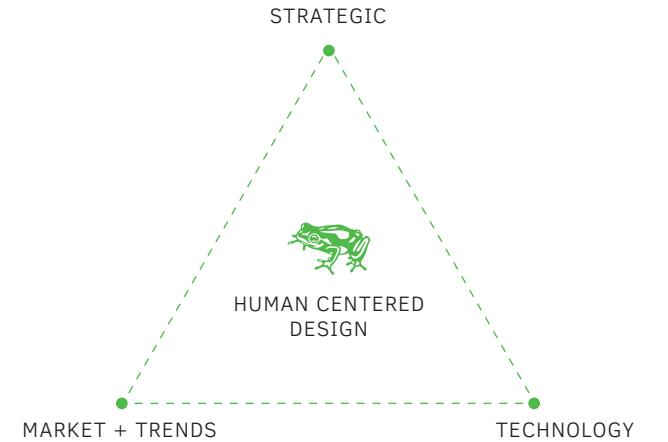
Holistic : The entire environment should be considered when designing a service including the wider context in which the service takes place

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

- frontier service design, 2010

“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

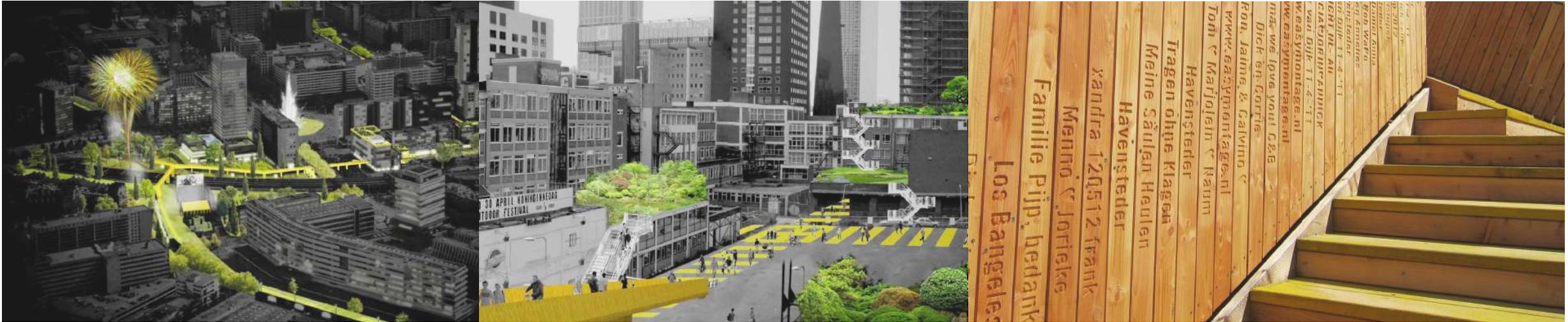
bookstores

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.I.NK

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.I.NK

We were inspired by CP+B's P.I.NK 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.



“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.



REJECTED



REJECTED



ACCEPTED

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.

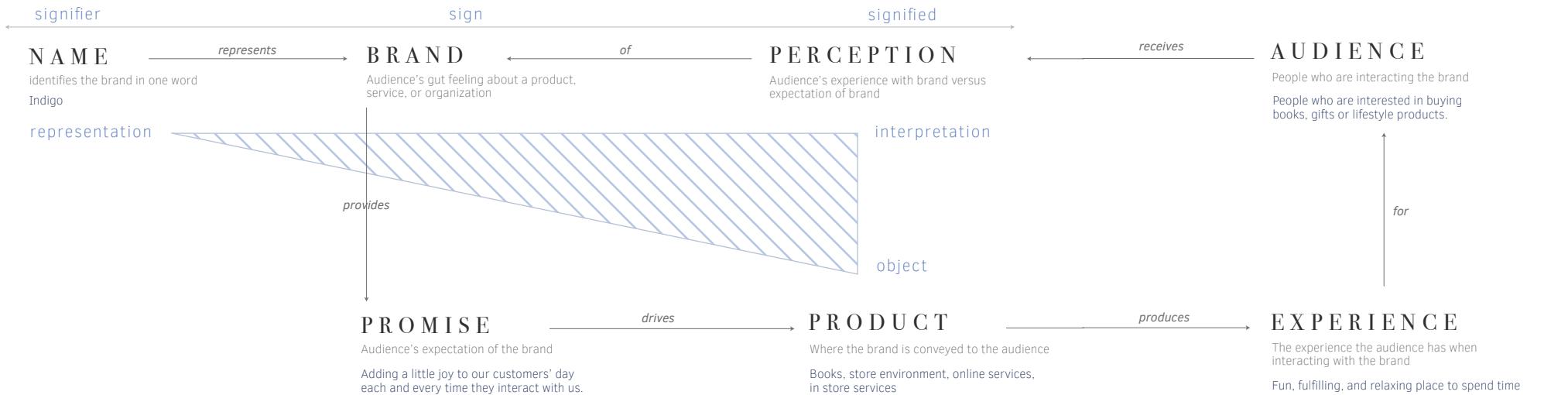
MISSION STATEMENT

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

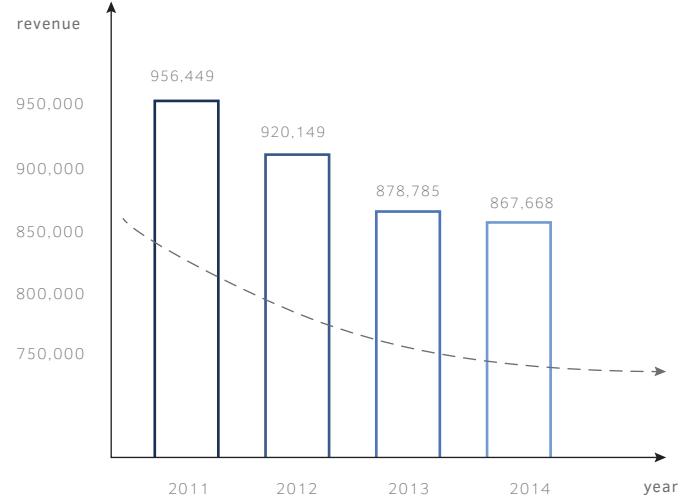
- definitions
- Indigo's interpretation



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.



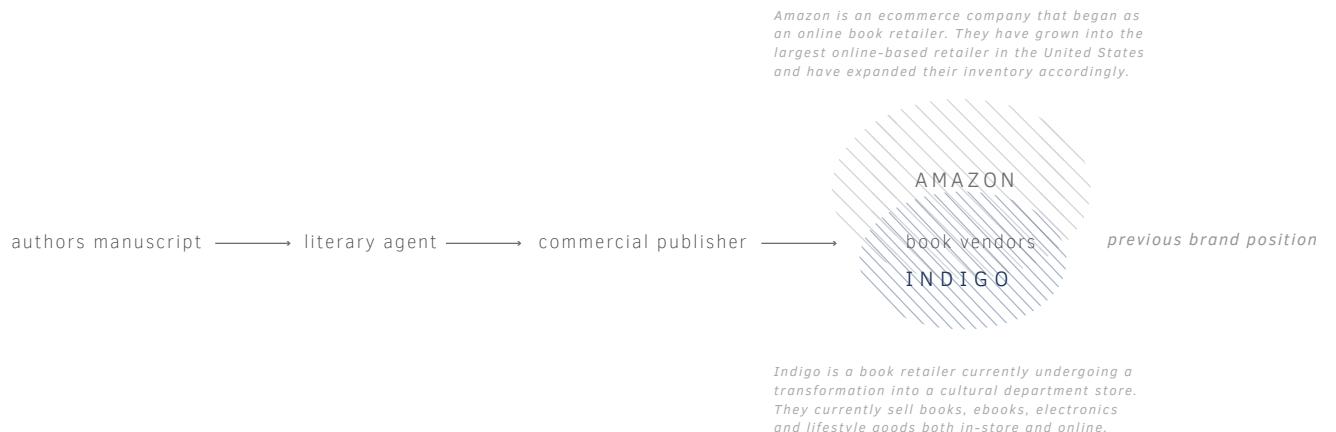


REFRAMING THE PROBLEM

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

unifies

includes

includes

influence

influence

uses

optimizes

connects

proposes

expands

lessons

lessens

> one

cognitive overhead rule

perceived value / cognitive overhead

< one

value gap

value

BRAND GAP

right brain is not left brain

bridges

must include

engages

develops

engages

builds

channel

a platform or medium of interaction with customers or users

interaction
information
context

customer

journey framework

question each stage
find information valuable to users
reduce cognitive overhead
balance left and right brain

includes

uses

optimizes

connects

proposes

expands

lessons

lessens

> one

cognitive overhead rule

perceived value / cognitive overhead

< one

value gap

value

BRAND GAP

right brain is not left brain

bridges

must include

engages

develops

engages

builds

channel

customer

touchpoint

perception

brand

business

value

disciplines

differentiate
globalism vs. tribalism

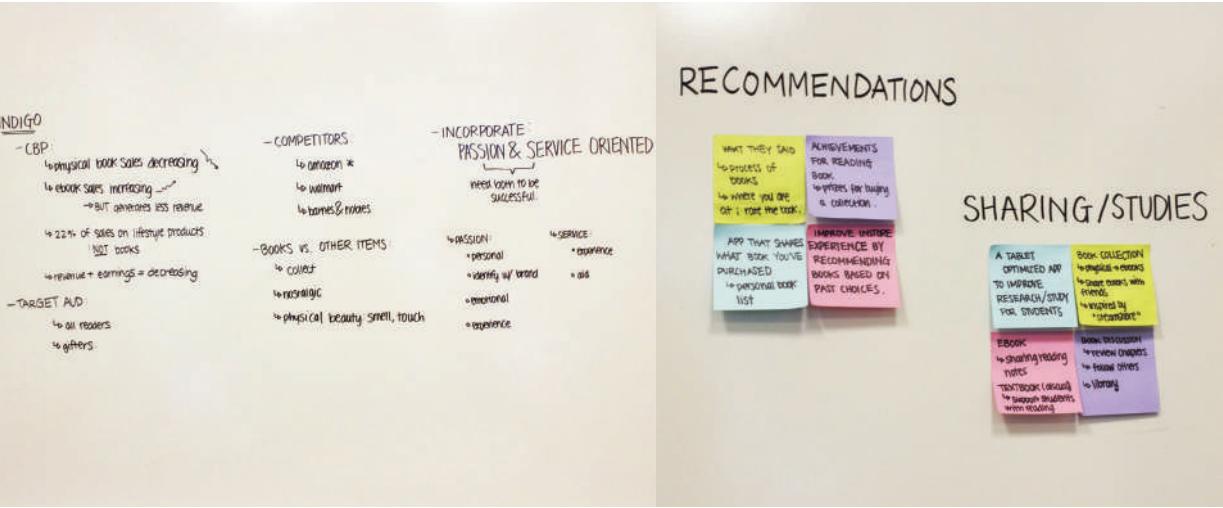
collaborate
one-stop shop, brand agency, integrated marketing team

innovate
execution + innovation

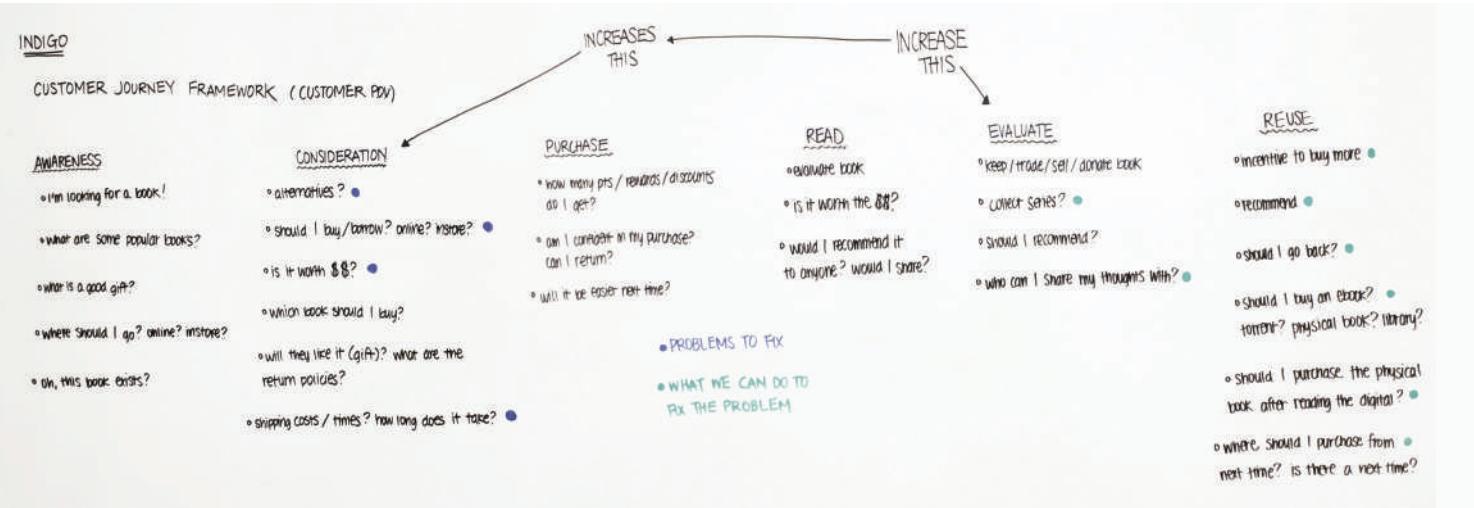
validate
bring the audience into the creative process

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.

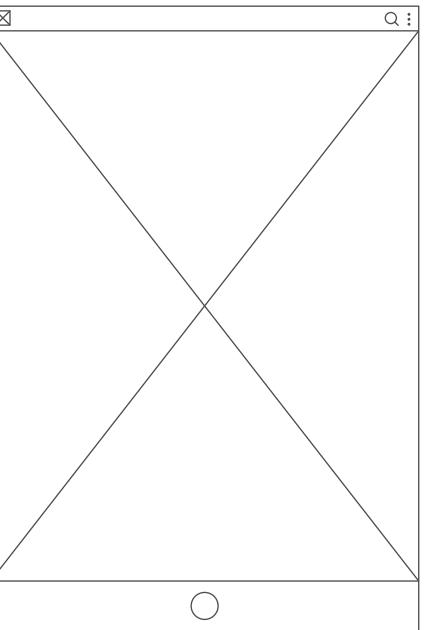
PROPOSAL: DIGITAL BOOK CLUB

REJECTED

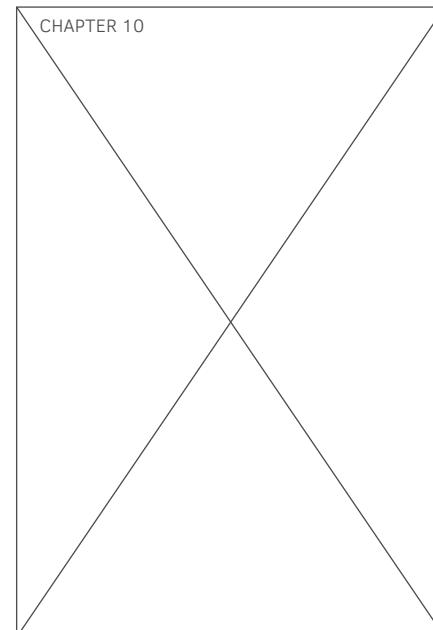
We found out that the number of people reading for enjoyment have remained consistent but, the number of books being purchased are declining. This is partially because of the accessibility of digital downloadable books.

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.



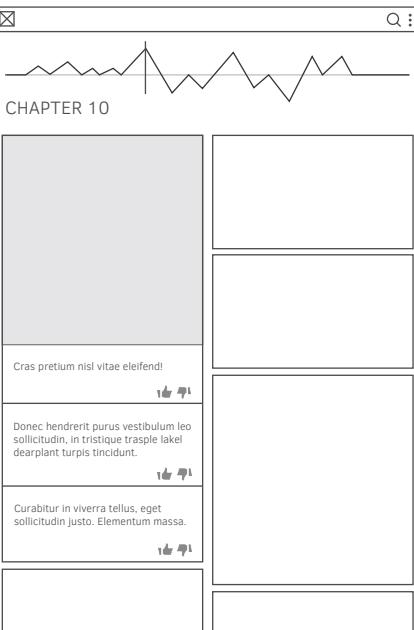
capturing image of book



digital book cover generated
book confirmation

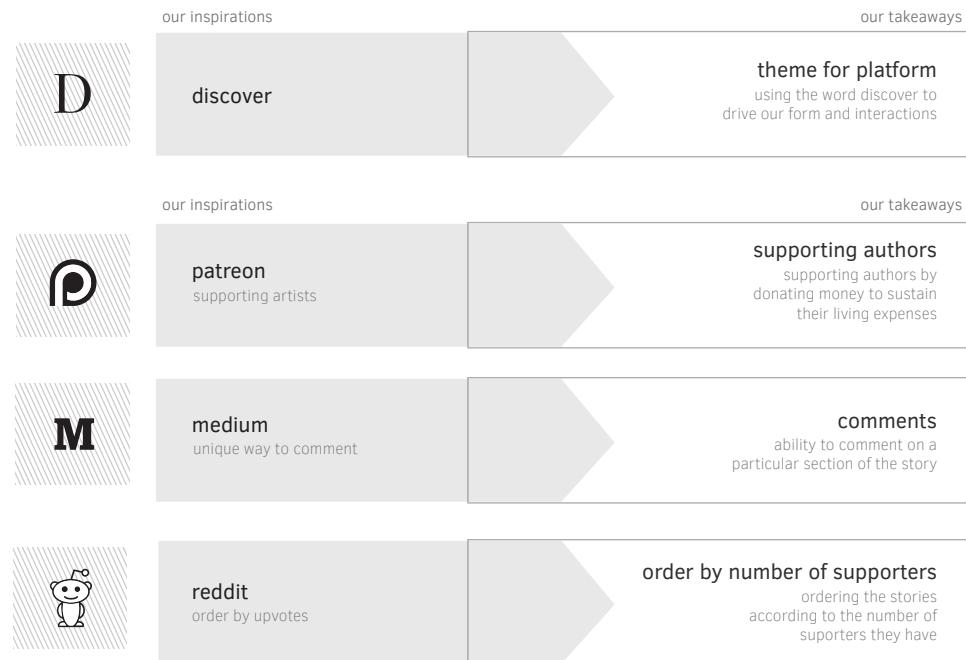


choose discussion topic
start a new discussion topic



comments expand downward
upvote / downvote comments

FORM INSPIRATION



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

OUR PROCESS OF PUBLICATION

- 1 write story
- 2 upload preview of story on site
- 3 receive 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

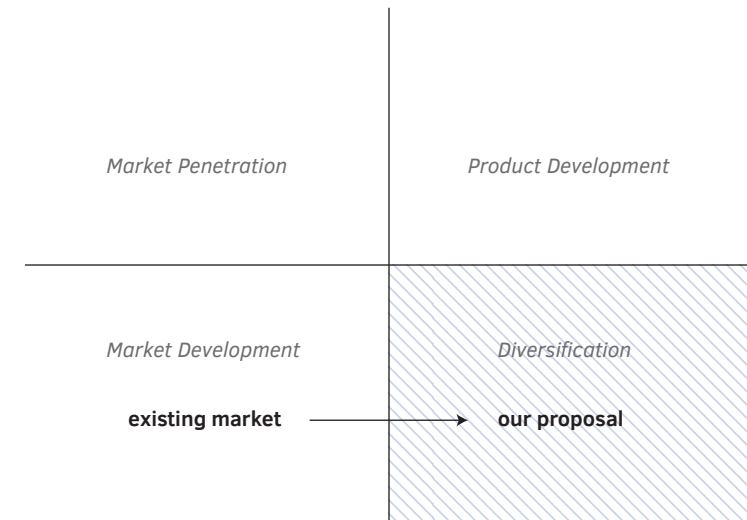
DIGITAL AGENTS

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

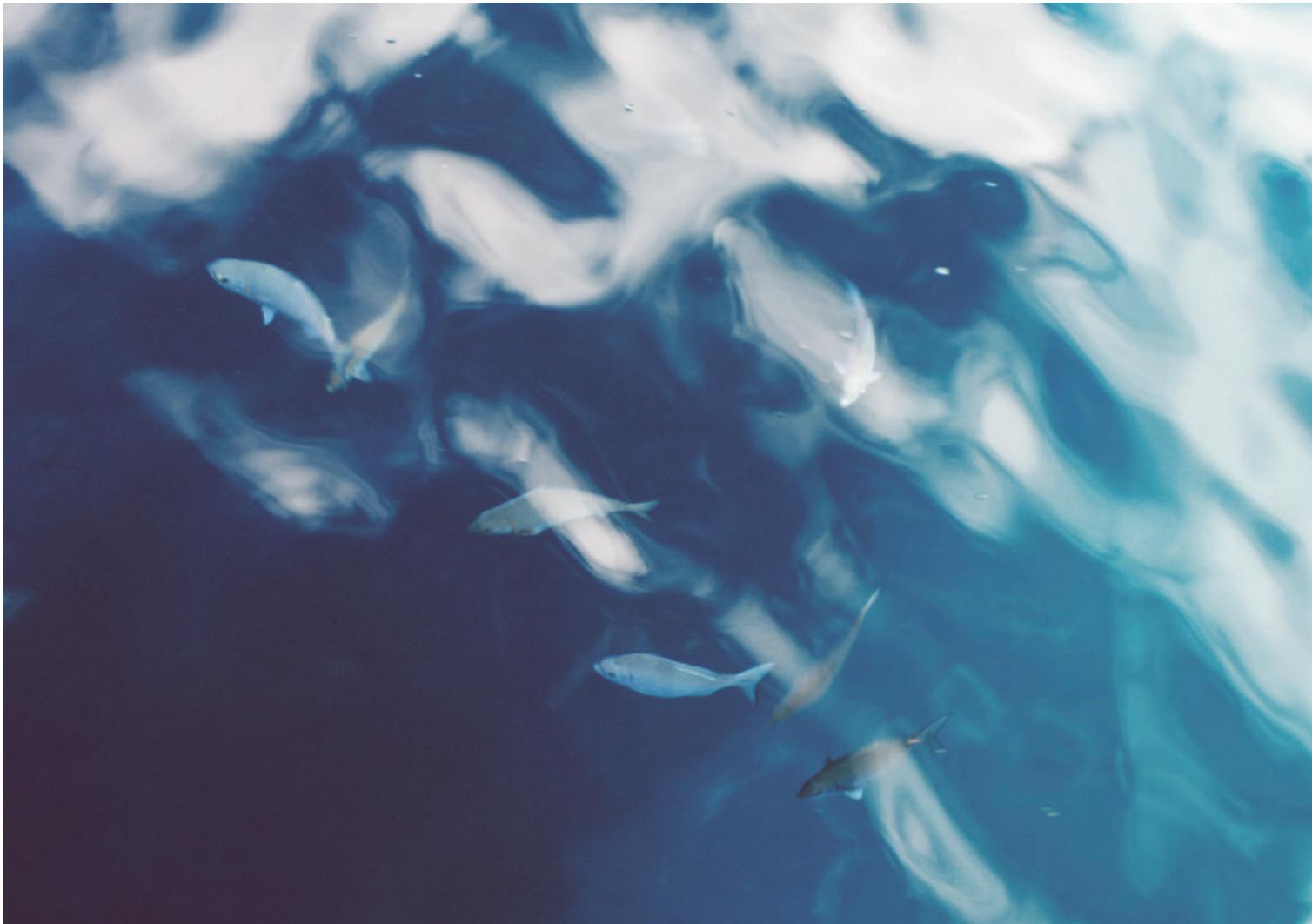


Market Development

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

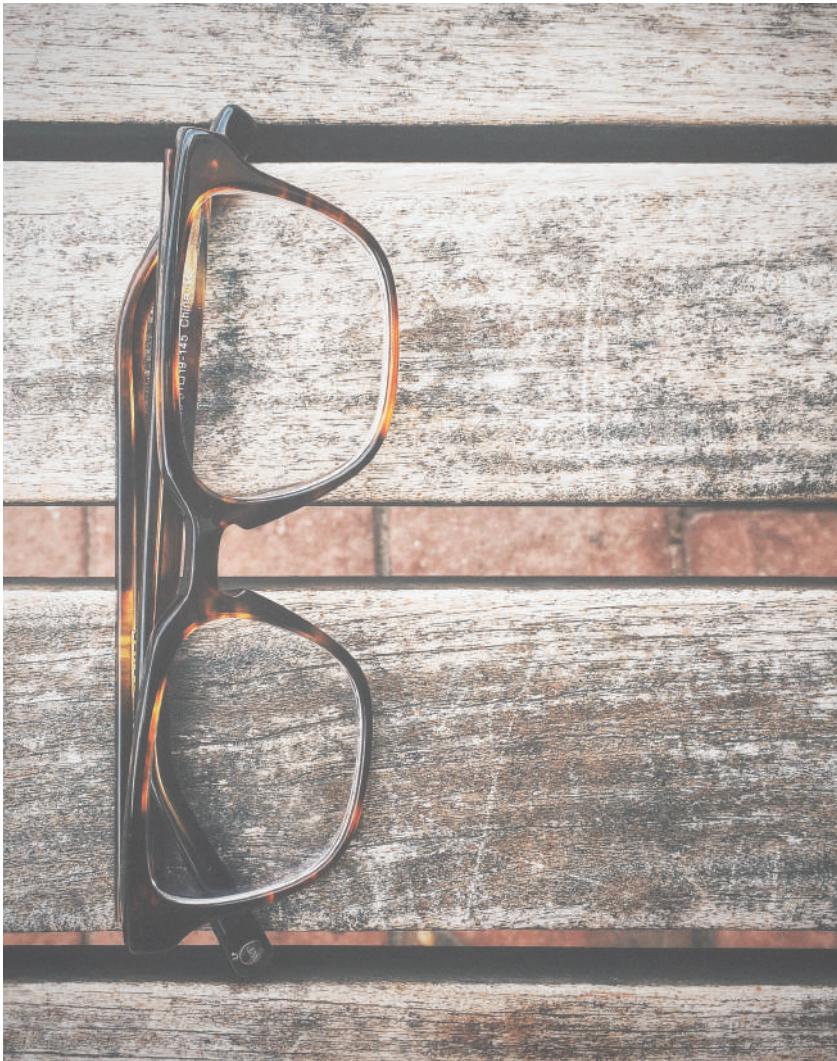
We are trying to expand Indigo's market by slightly altering their business model in order to bring in a new revenue stream. This strategy is most risky because both product and market development is required.



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

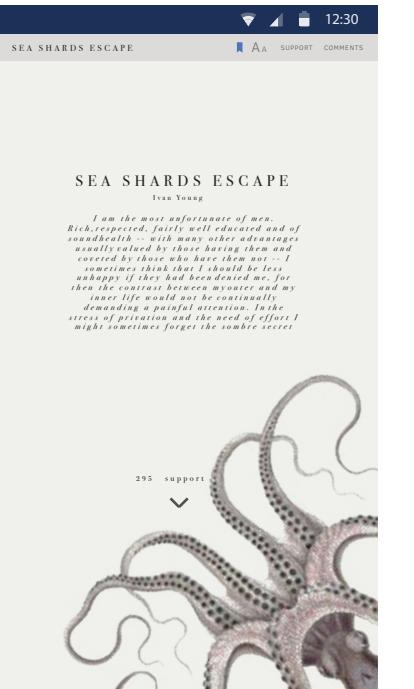
After looking at Indigo's business model, we decided to stray away from competing with online retail competitors that offer lower prices and faster shipping. From there, we found an opportunity to expand their business model to a new and undiscovered market by offering a service that is unique to Indigo.

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

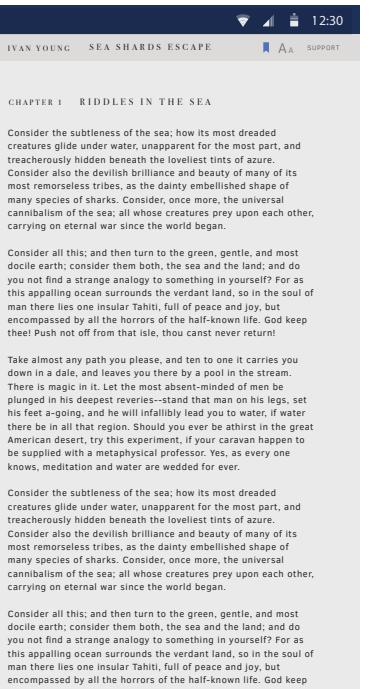
explore new authors



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

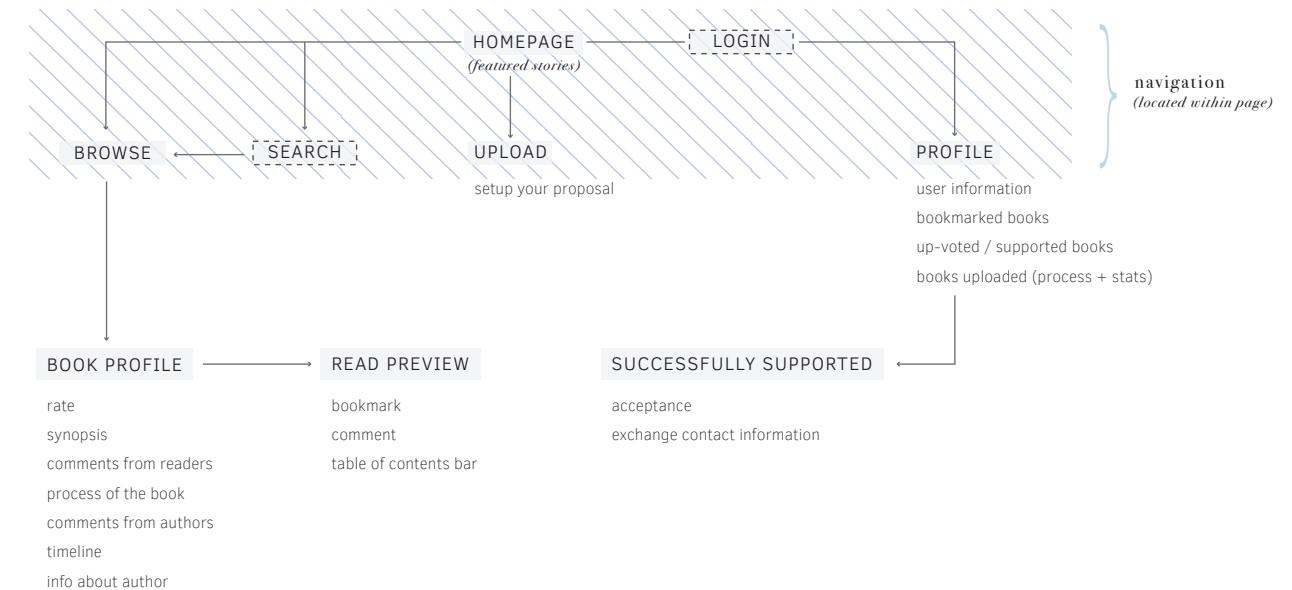


“ONCE YOU MOVE INTO THESE DEEPER LEVELS, THAT’S WHERE WE BUILD CUSTOMER LOYALTY, THAT’S WHERE WE GET THE TYPE OF EXPERIENCES AND CONNECTIONS THAT ARE MUCH HARDER FOR COMPETITORS TO TAKE FROM US.”

- nathan shedroff



INDIGO INFORMATION ARCHITECTURE



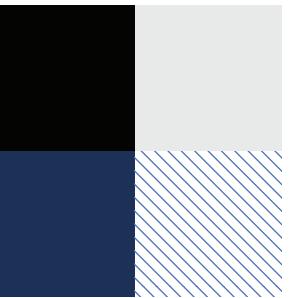
SEA SHARDS ESCAPE

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.



#000000 #E6E6E6



#2A3458 #5B72B4

Bodoni 72 Book

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Clear Sans Thin

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

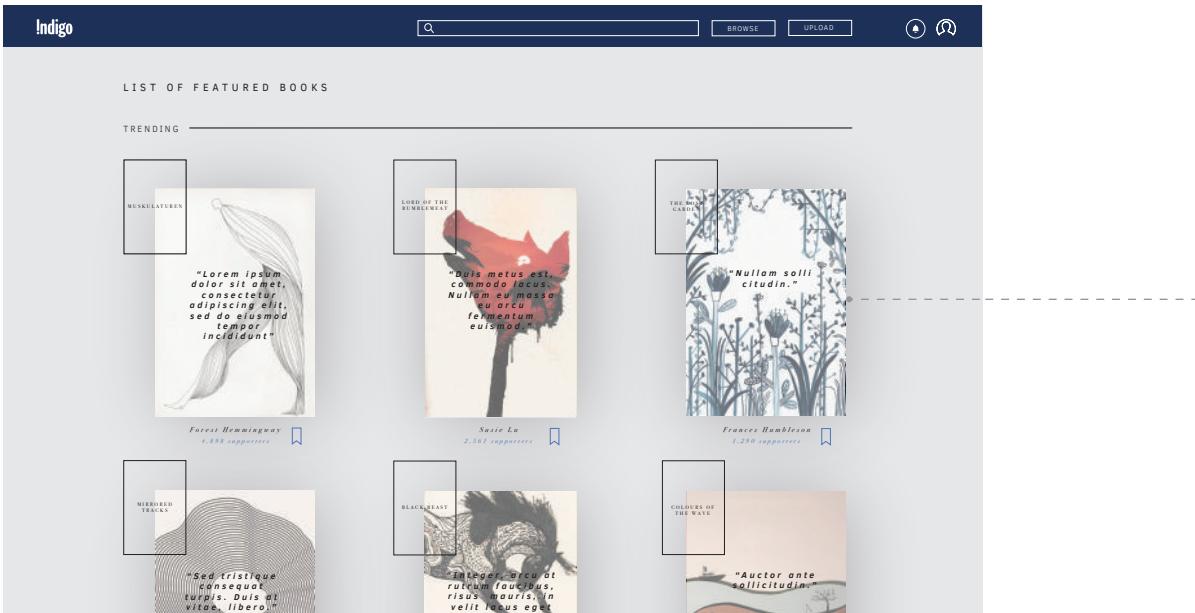
1234567890

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 querat voluptatem.

Frances Humbleson
1,290 supporters

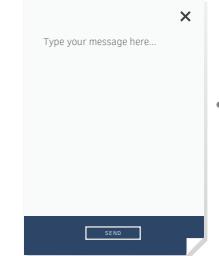
On web, hover over the book to read a synopsis and click on it to read uploaded chapters. On mobile devices, users can discover the story by single and double tapping.



READ

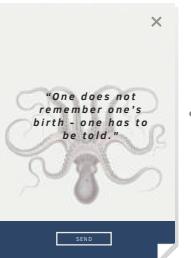
After discovering a book readers can highlight a specific part of a story to comment on, share or bookmark while reading.

The screenshot shows a digital book reading interface. At the top, there's a header with the Indigo logo, a search bar, and buttons for 'BROWSE', 'UPLOAD', 'SUPPORT', and user profile. Below the header, the book title 'IVAN YOUNG SEA SHARDS ESCAPE' is displayed. The main content area shows a page of text from the book. A specific sentence is highlighted with a blue box and a small circular icon indicating it has been interacted with. The text in the highlighted section reads: "One day, for illustration, I was passing along a street of a city, far from here, when I met two men in uniform, one of whom, half pausing and looking curiously into my face, said to his companion, 'That man looks like 767.' Something in the number seemed familiar and horrible. Moved by an uncontrollable impulse, I sprang into a side street and ran until I fell exhausted in a country lane."



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.

Indigo

BROWSE UPLOAD ⌂ ⓘ

IVAN YOUNG SEA SHARDS ESCAPE ⌂ ⓘ SUPPORT

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 the world denied me, for 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

One does not remember one's birth -- one has to be told. But with me it was different; life came to me full-handed and open dowered me with all my faculties and powers. Of a previous it existence I know no more than others, for all have stammering intimations that may be memories and may be dreams. I know only that my first consciousness was of maturity in body and mind -- a consciousness accepted without surprise or without conjecture. I merely found myself walking in a forest, half-clad, footsore, utterly weary and hungry. Seeing a farmhouse, I approached and asked for food, which was given me by one who inquired my name. I did not know, yet knew that all had names, which I shall not name again.

Greatly embarrassed, I retreated, and night coming on, lay down in the forest and slept.

The next day, I entered a large town which I shall not name. Nor shall I recount further incidents of the life that is now to end -- a life of wandering, always and everywhere haunted by an overwhelming sense of crime in punishment of wrong and of terror in punishment of crime. Let me see if I can reduce it to narrative. Something in the huge number.

I seem once to have lived near a great city, a prosperous with planter, married to a woman whom I loved and distrusted. We had, it sometimes seems, one child, a youth of brilliant parts and promise. He is at all times a vague figure, never clearly drawn, frequently altogether out of the picture.

I hope you've enjoyed this little snippet of my latest work
Title: - Sea Shards Escape. Thanks for stopping by!
Who has acquaintance with the literature of fact and fiction. I went to the city, telling my wife that I should be absent until the new following afternoon.
— Ivan Young

To each and all, the peace that was not mine.

Scroll down to read the uploaded chapters

Indigo

BROWSE UPLOAD ⌂ ⓘ

IVAN YOUNG SEA SHARDS ESCAPE ⌂ ⓘ SUPPORT

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One luckless evening it occurred to me to test my wife's brand fidelity in a vulgar, commonplace way familiar to everyone who has acquaintance with the literature of fact and fiction. I went to the city, telling my wife that I should be absent until the new following afternoon.

To each and all, the peace that was not mine.

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.

Indigo

BROWSE UPLOAD ⌂ ⓘ

IVAN YOUNG SEA SHARDS ESCAPE ⌂ ⓘ SUPPORT

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

Indigo

BROWSE UPLOAD ⌂ ⓘ

IVAN YOUNG SEA SHARDS ESCAPE ⌂ ⓘ SUPPORT

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One does not remember one's birth -- one has to be told. But with me it was different; life came to me full-handed and open dowered me with all my faculties and powers. Of a previous it existence I know no more than others, for all have stammering intimations that may be memories and may be dreams. I know only that my first consciousness was of maturity in body and mind -- a consciousness accepted without surprise or without conjecture. I merely found myself walking in a forest, half-clad, footsore, utterly weary and hungry. Seeing a farmhouse, I approached and asked for food, which was given me by one who inquired my name. I did not know, yet knew that all had names, which I shall not name again.

Greatly embarrassed, I retreated, and night coming on, lay down in the forest and slept.

The next day, I entered a large town which I shall not name. Nor shall I recount further incidents of the life that is now to end -- a life of wandering, always and everywhere haunted by an overwhelming sense of crime in punishment of wrong and of terror in punishment of crime. Let me see if I can reduce it to narrative. Something in the huge number.

I seem once to have lived near a great city, a prosperous with planter, married to a woman whom I loved and distrusted. We had, it sometimes seems, one child, a youth of brilliant parts and promise. He is at all times a vague figure, never clearly drawn, frequently altogether out of the picture.

One luckless evening it occurred to me to test my wife's brand fidelity in a vulgar, commonplace way familiar to everyone who has acquaintance with the literature of fact and fiction. I went to the city, telling my wife that I should be absent until the new following afternoon.

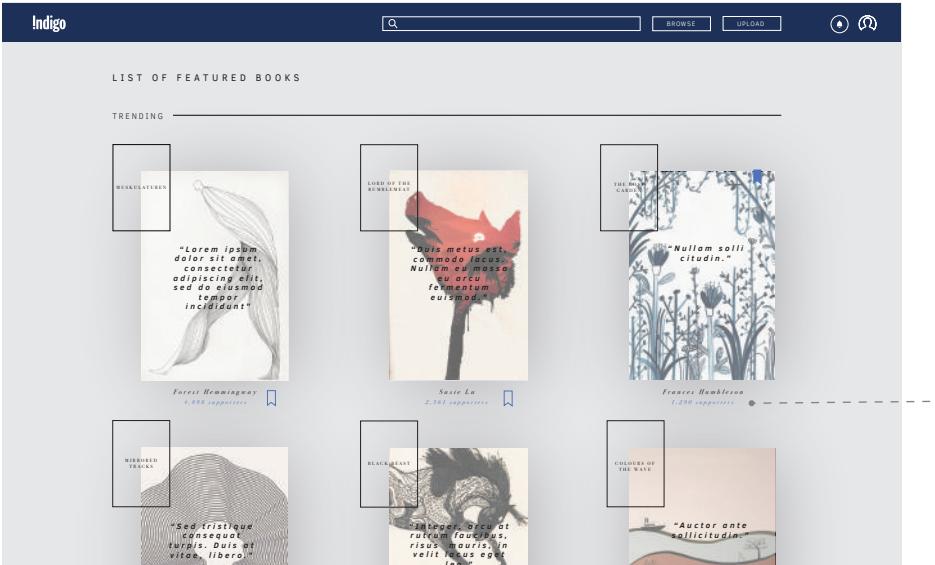
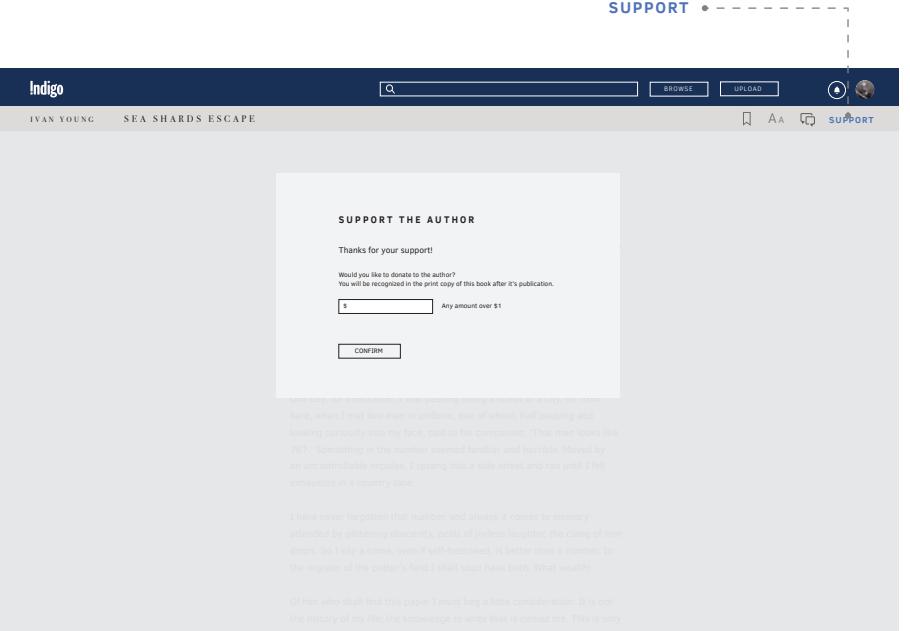
To each and all, the peace that was not mine.

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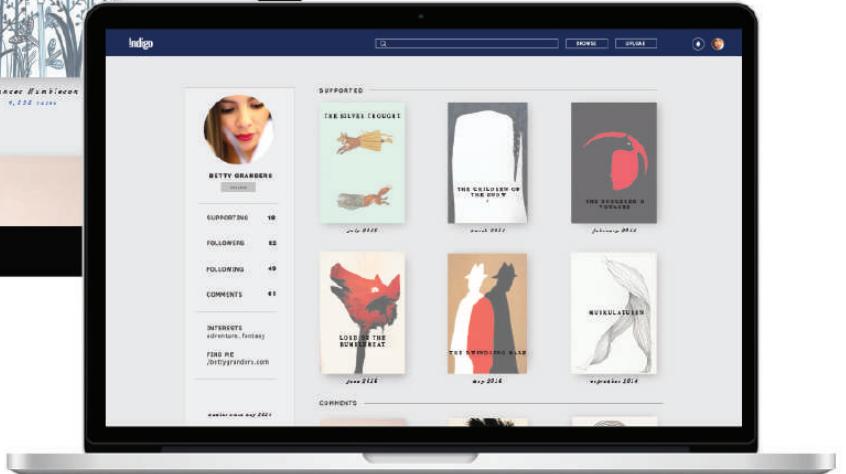
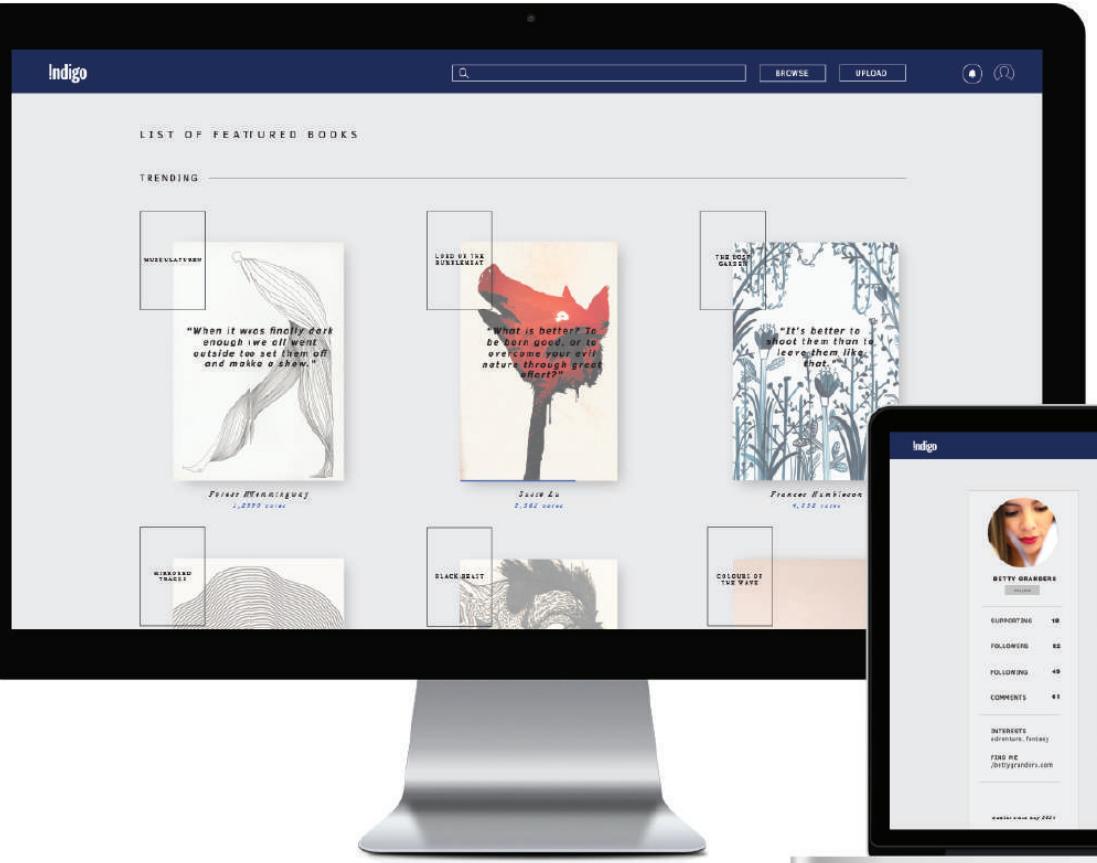
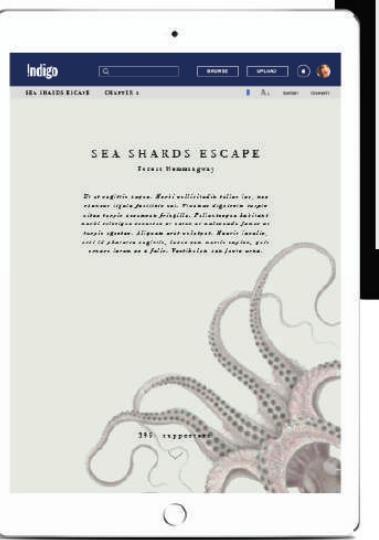
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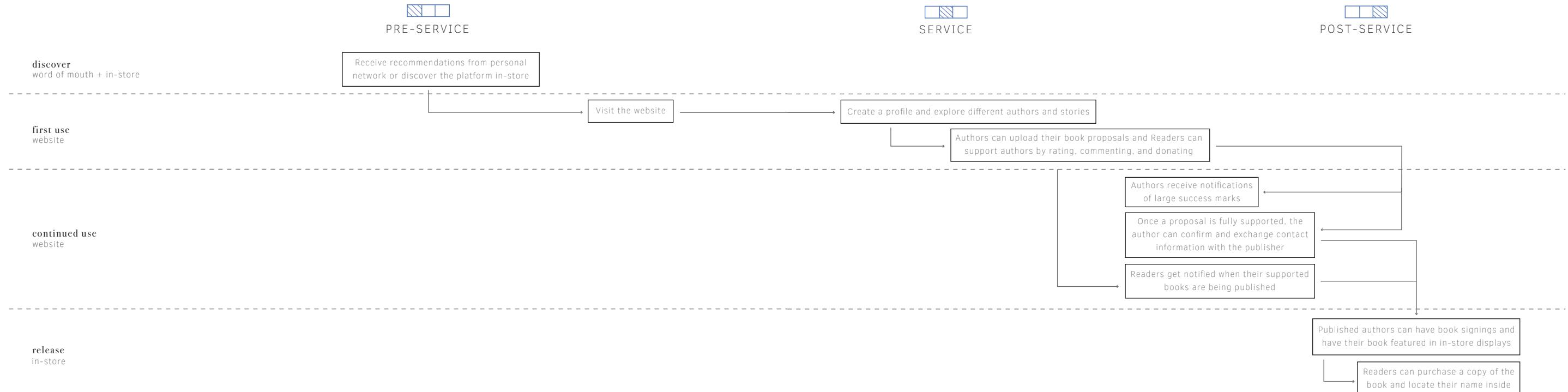


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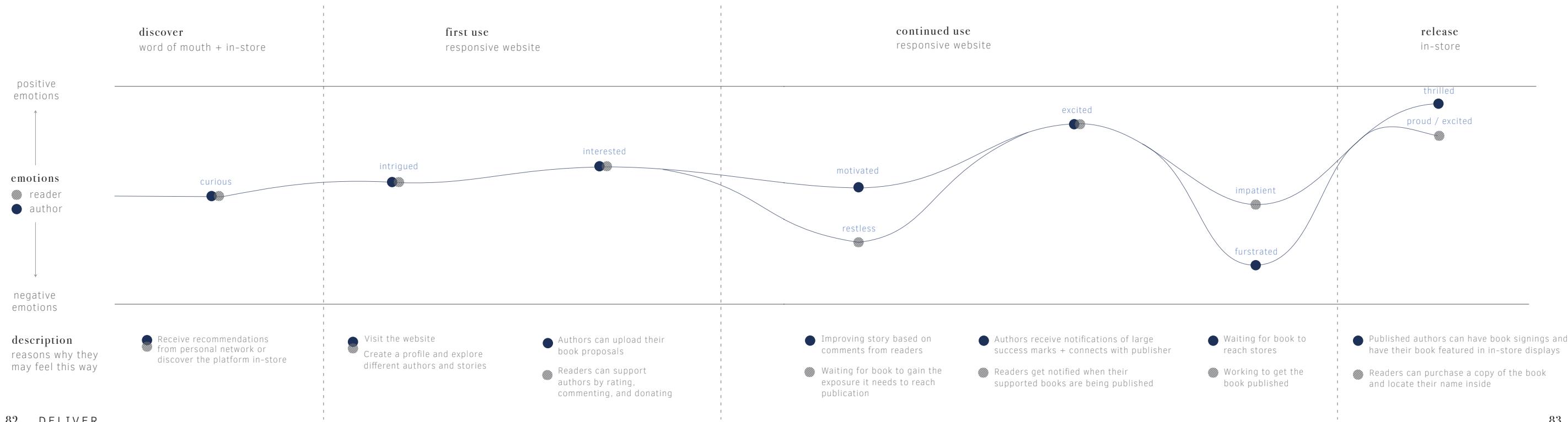
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CUSTOMER JOURNEY MAPPING

emotions of a customer



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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.

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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

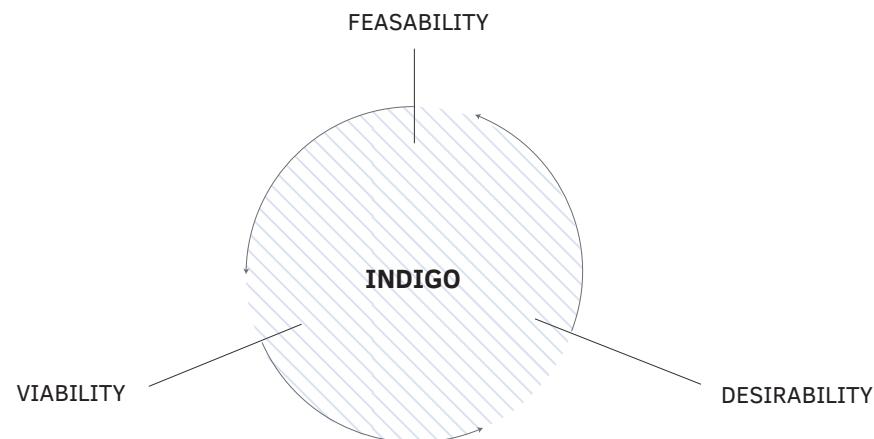
READERS

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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