

R E D I S C O V E R

**INDIGO**

---

service design

## THE TEAM



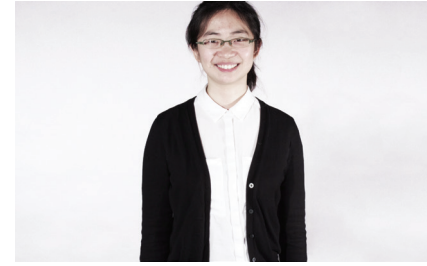
mandy  
cheung



richard  
hoang



vanessa  
liu



naixin  
zhang



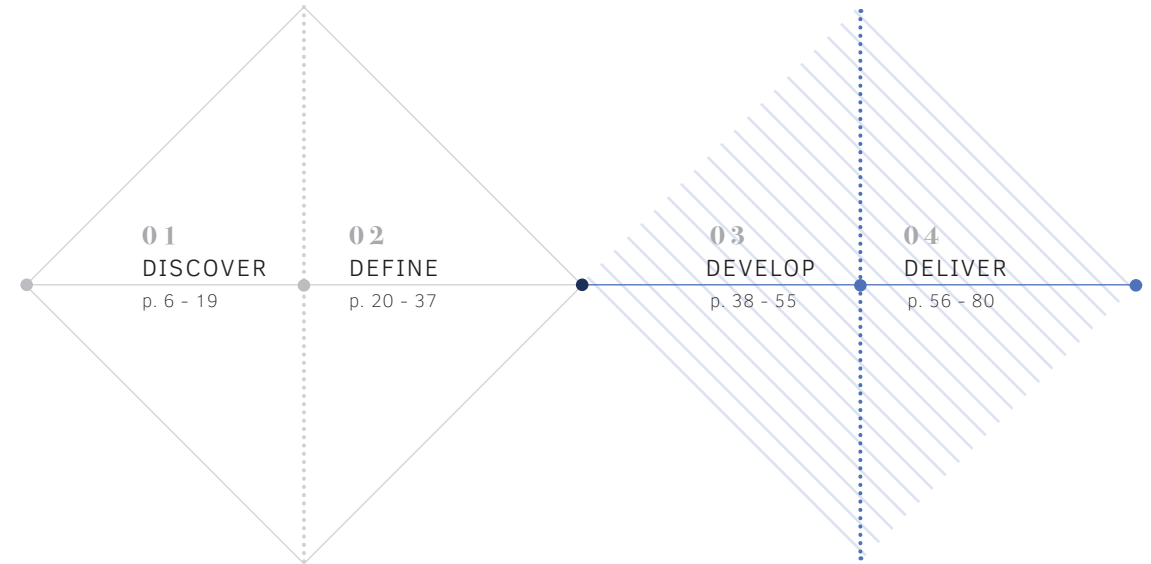
jackie  
chui



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 The platform will allow authors to showcase unpublished, written work and readers to discover and support them.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

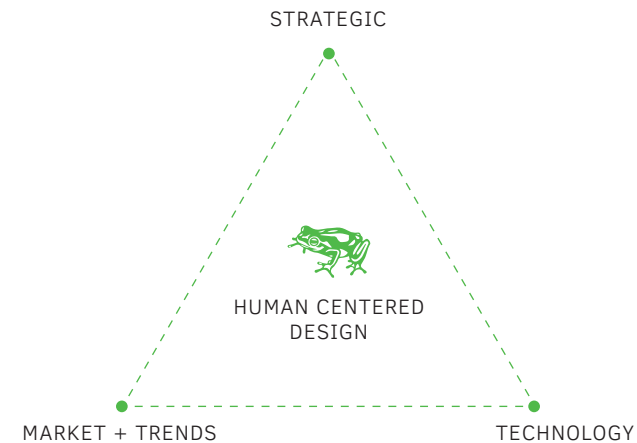
- frontier service design, 2010

## 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

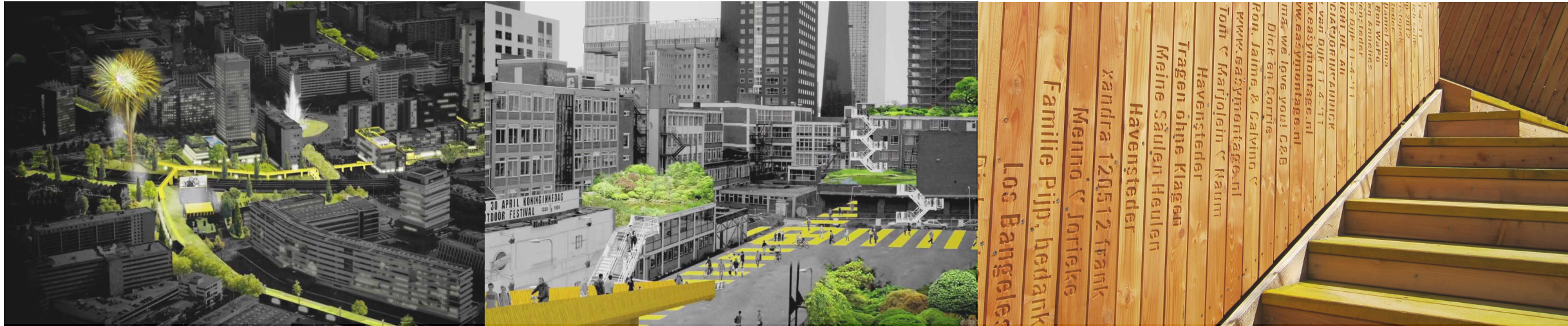
We felt that bookstores were an overlooked area of the retail sector. After the introduction of Amazon in Canada, bookstores that relied on their physical retail spaces began to suffer. These retailers are currently finding it difficult to compete in terms of price and shipping. This presented us with 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.



## 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.

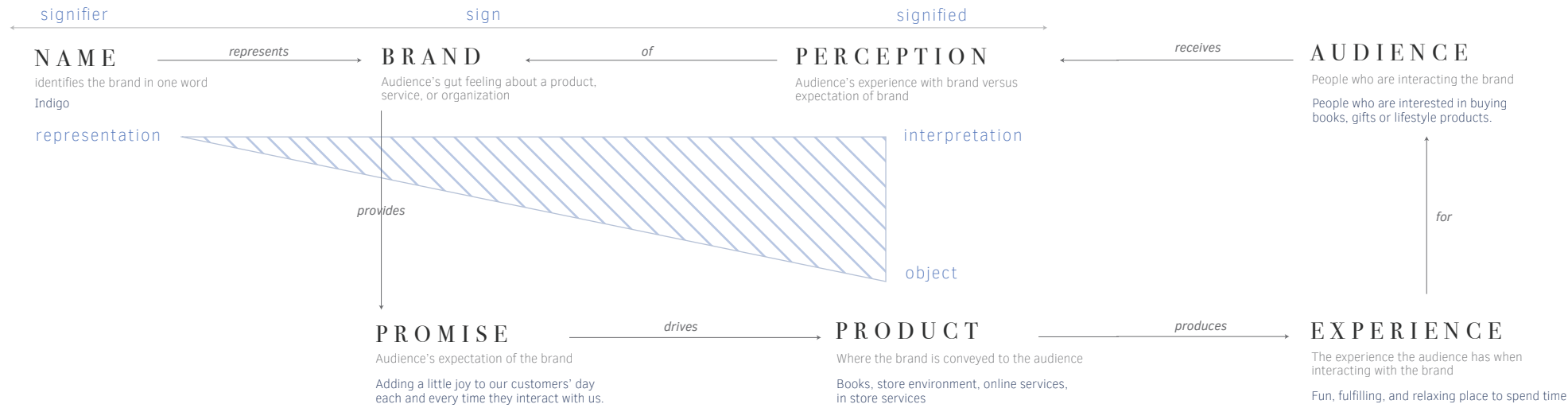
### MISSION STATEMENT

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

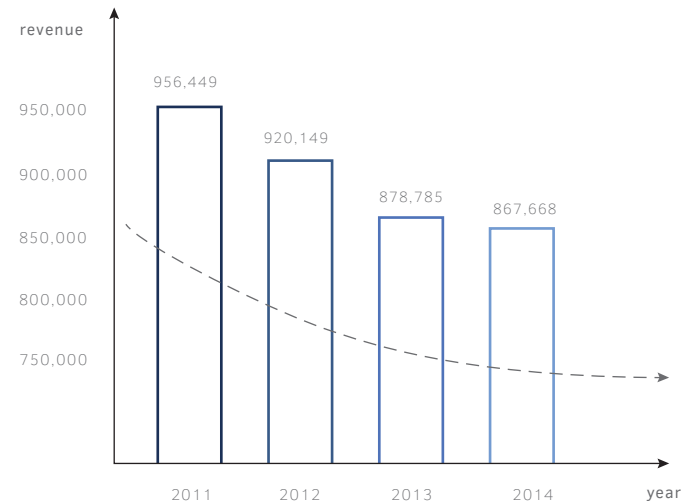


## disciplines of branding

### VIRTUOUS CIRCLE mastering all 5 disciplines of branding

- DIFFERENTIATE**  
*focus: who are you  
what do you do  
why does it matter*
- COLLABORATE**  
*types: one stop shop  
brand agency  
marketing team*
- INNOVATE**  
*creativity is what gives  
brand their traction in  
their market place*
- VALIDATE**  
*bringing audience  
to the creative  
processes*
- CULTIVATE**  
*living brand is a  
pattern of behaviour  
not a stylistic veneer*

## BUSINESS PROBLEM



[http://static.indigoimages.ca/2014/corporate/Indigo\\_FY14AnnualReport.pdf](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.





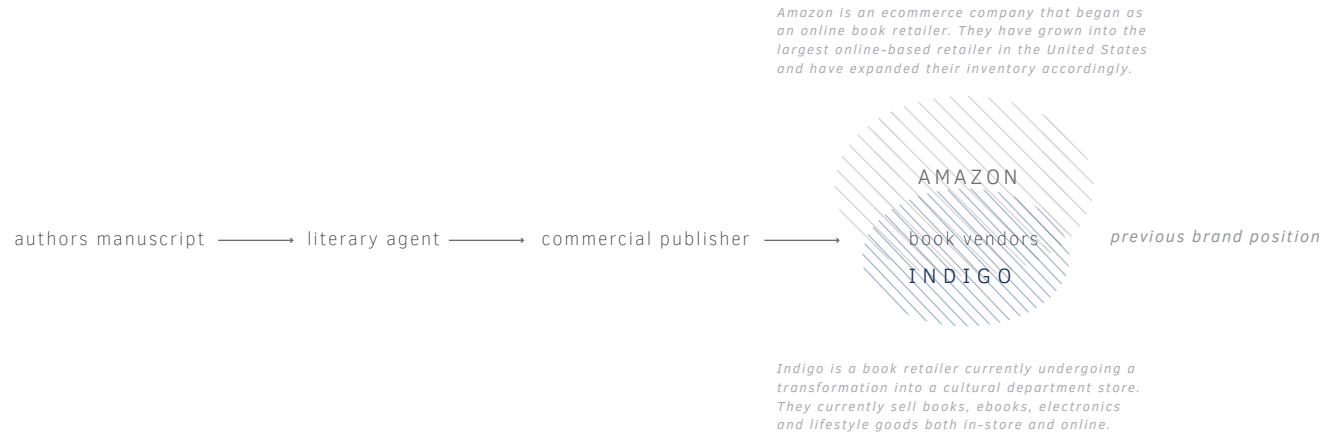


## REFRAMING THE PROBLEM

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



provide more than just an ecommerce experience



differentiate Indigo from other existing ecommerce bookstores



embrace the transformation of Indigo into a cultural department store



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

gut feeling  
what they say  
platonic idea  
involves trust

# BUSINESS

# value

tangible  
intangible  
aspirational

# cognitive overhead rule

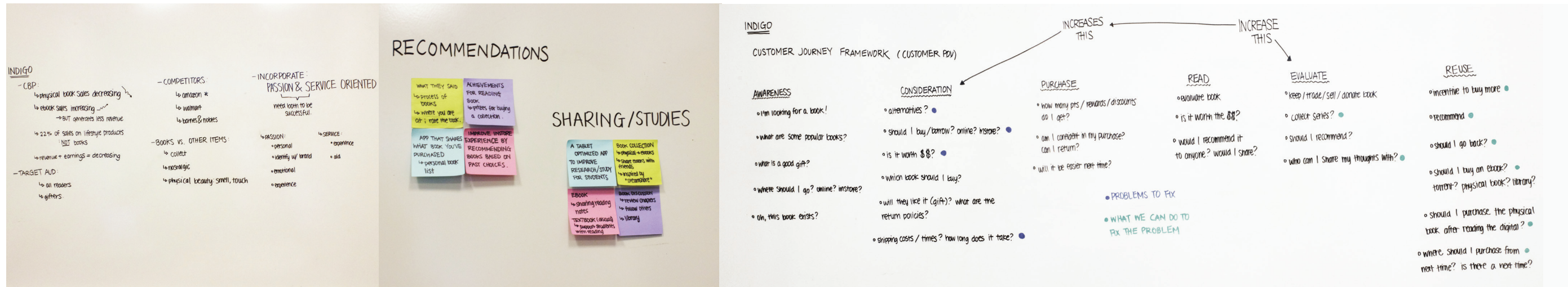
perceived value / cognitive overhead

# 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.

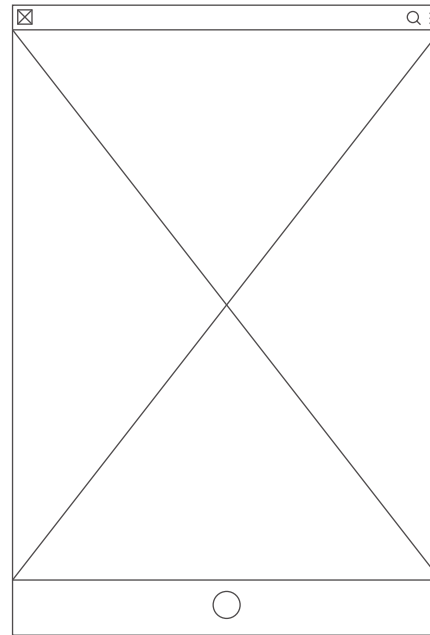
## PROPOSAL: DIGITAL BOOK CLUB

REJECTED

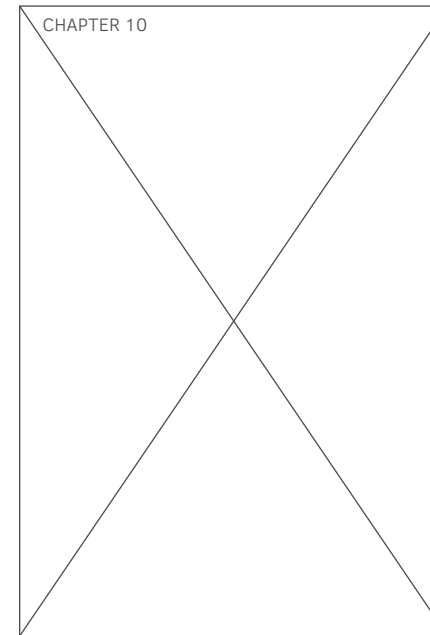
We found out that the number of people reading for enjoyment have remained consistent but, the number of books being purchased are declining. This is partially because of the accessibility of digital downloadable books.

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.

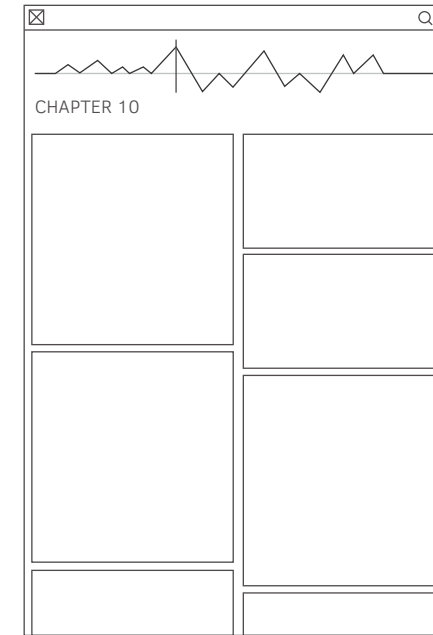


capturing image of book



digital book cover generated

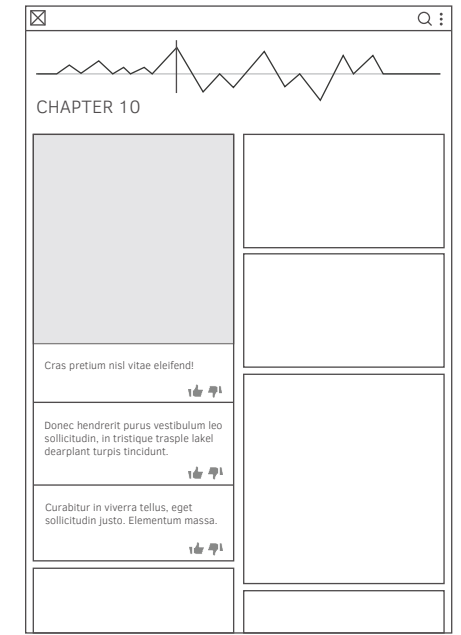
book confirmation



timeline of chapters

choose discussion topic

start a new discussion topic

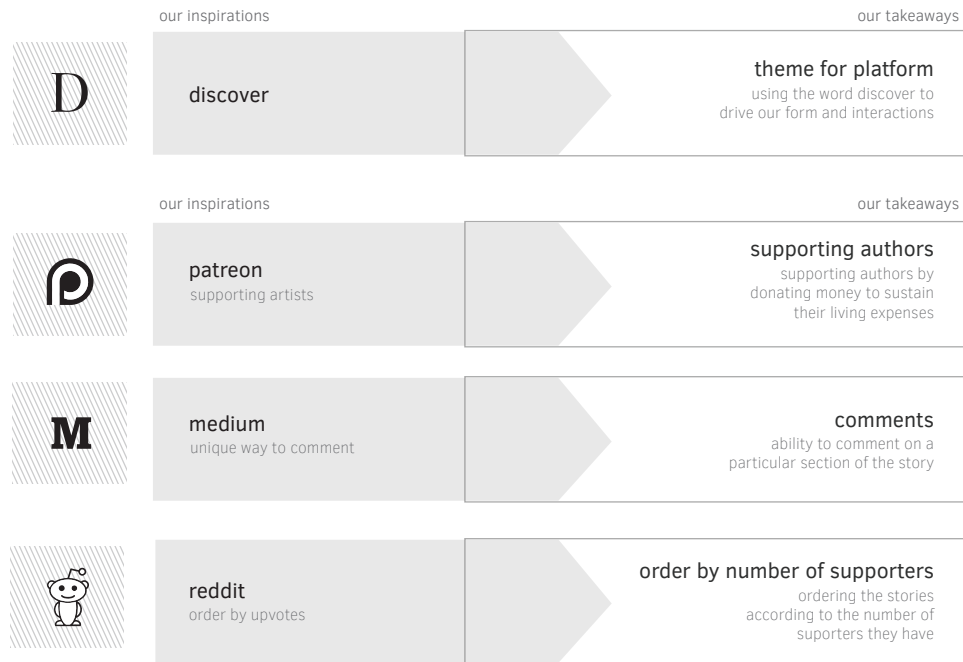


comments expand downward

upvote / downvote comments



## FORM INSPIRATION



## 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 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

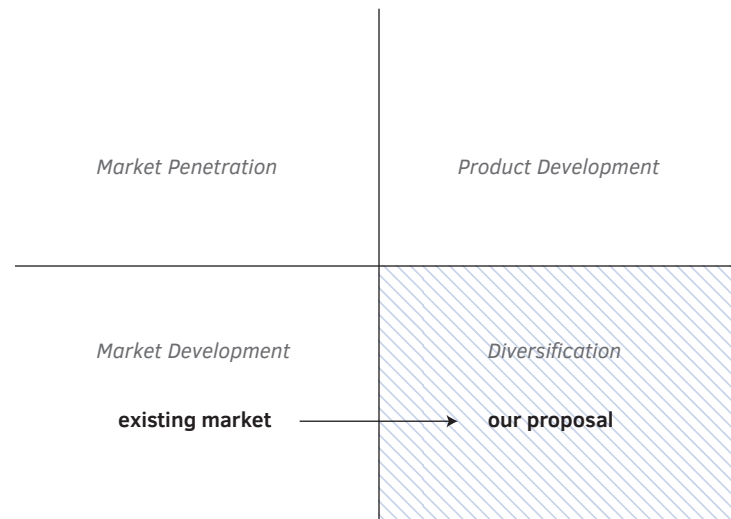
## DIGITAL AGENTS

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

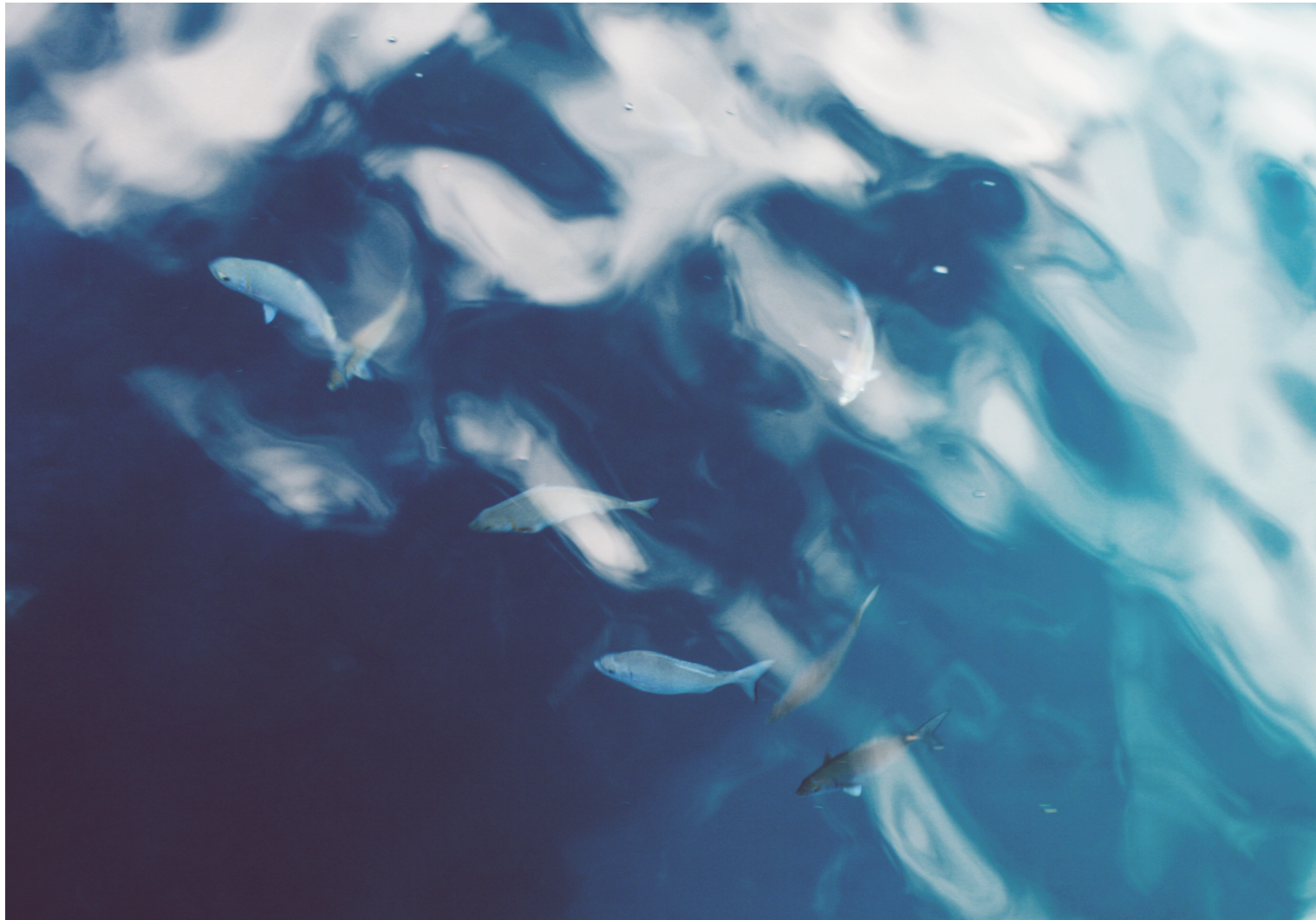


### **Market Development**

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.*

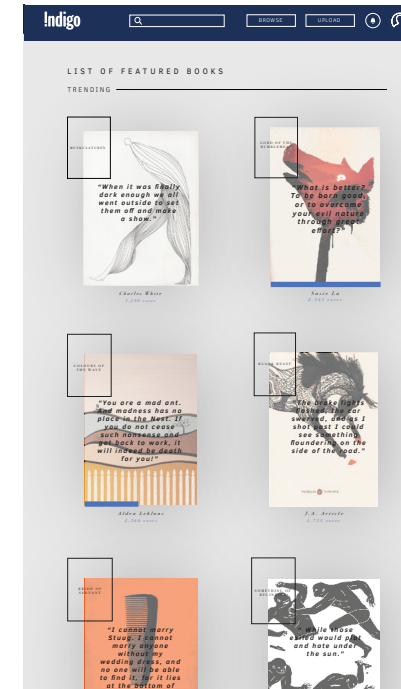


# PROPOSAL: INDIGO DIGITAL AGENCY

ACCEPTED

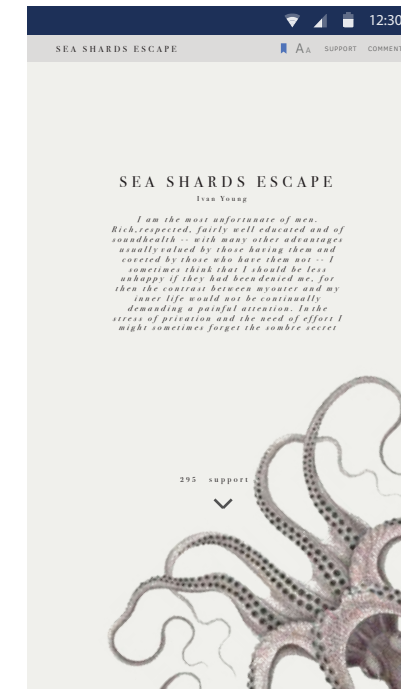
After looking at Indigo's business model, we decided to stray away from competing with online retail competitors that offer lower prices and faster shipping. From there, we found an opportunity to expand their business model to a new and undiscovered market by offering a service that is unique to Indigo.

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

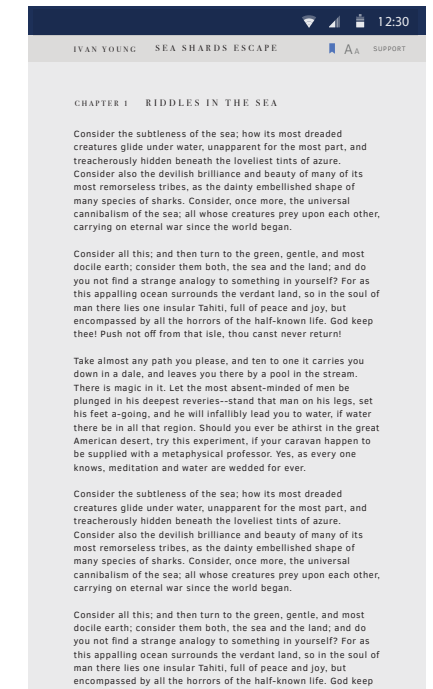
explore new authors



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



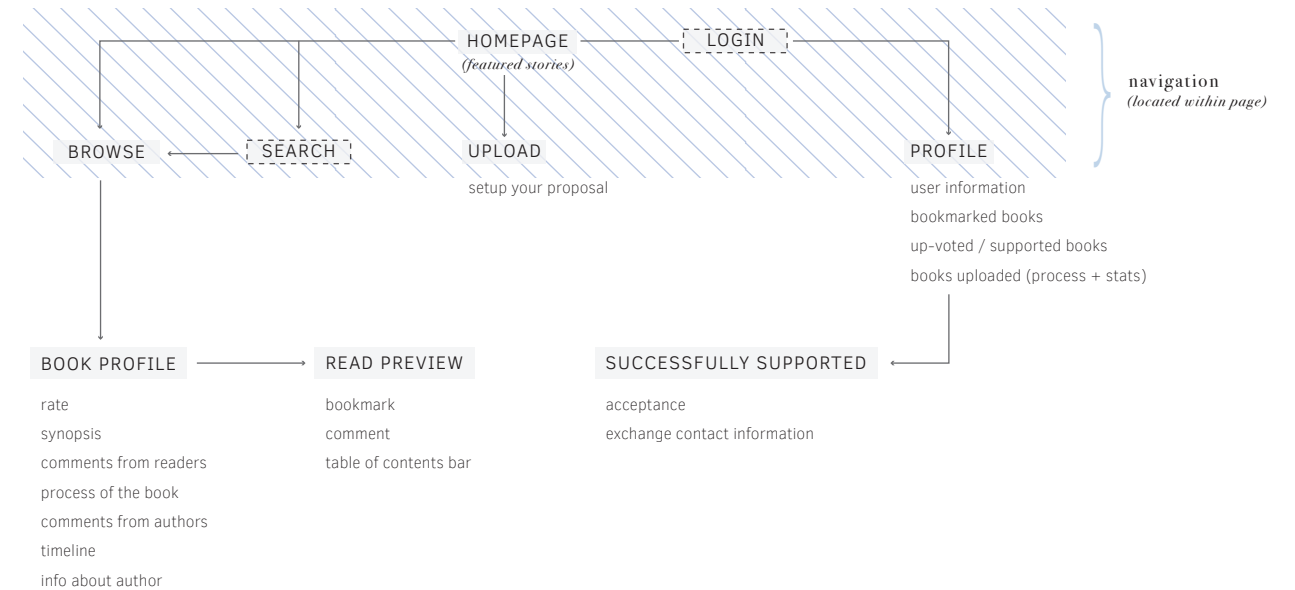
**“ONCE YOU MOVE INTO THESE  
DEEPER LEVELS, THAT’S WHERE WE  
BUILD CUSTOMER LOYALTY, THAT’S  
WHERE WE GET THE TYPE OF  
EXPERIENCES AND CONNECTIONS  
THAT ARE MUCH HARDER FOR  
COMPETITORS TO TAKE FROM US.”**

- 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

abcdefghijklmnopqrstuvwxyz

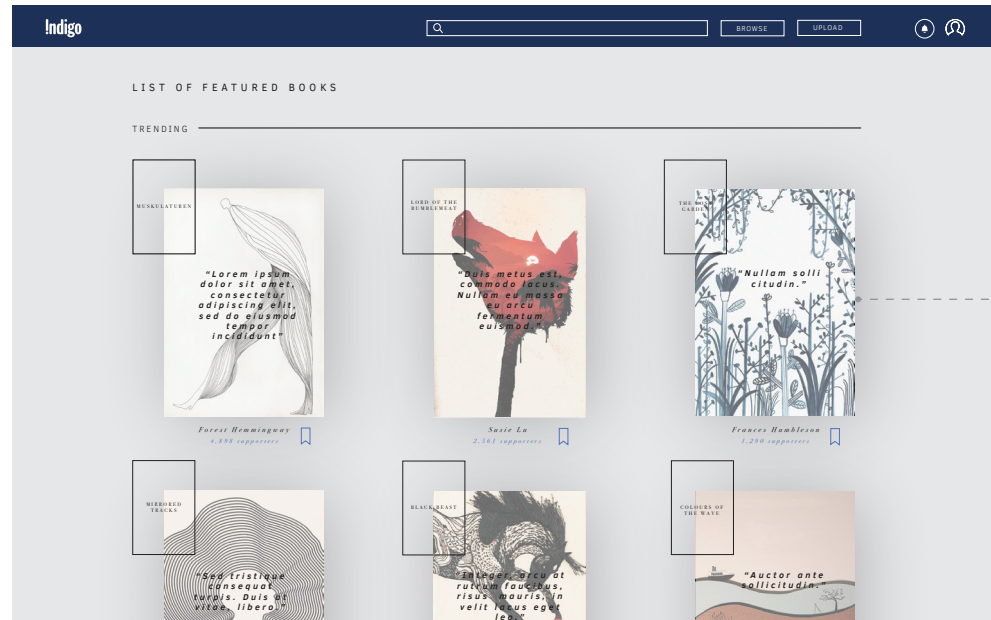
1234567890

## 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 quaerat voluptatem.

Frances Humbleton  
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.



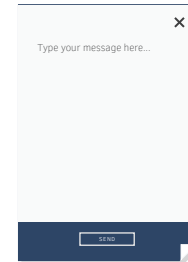
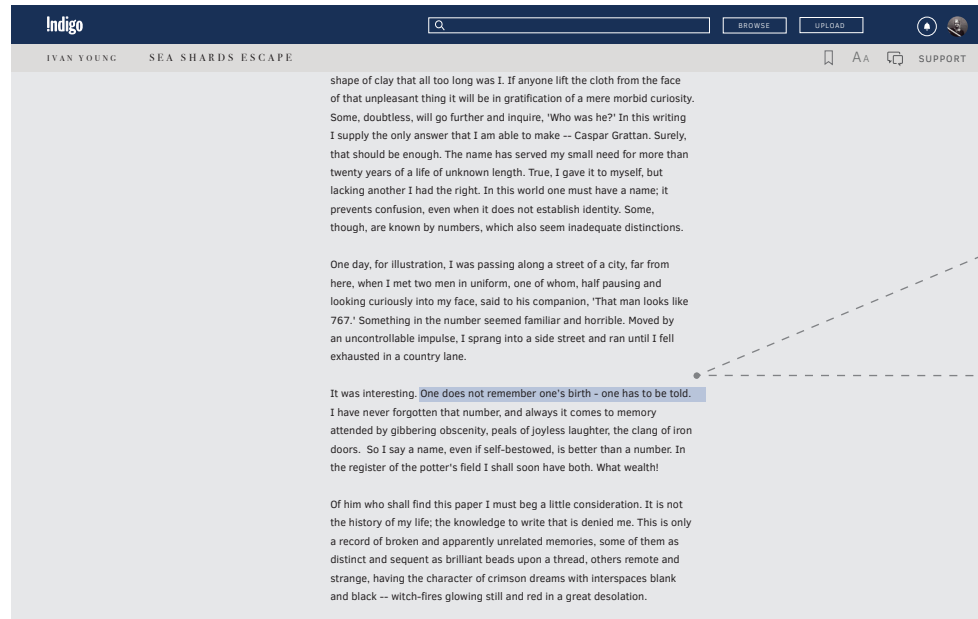
## THE LOST GARDEN

With 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 Humbleton  
1,290 supporters

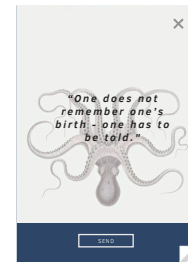
## READ

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

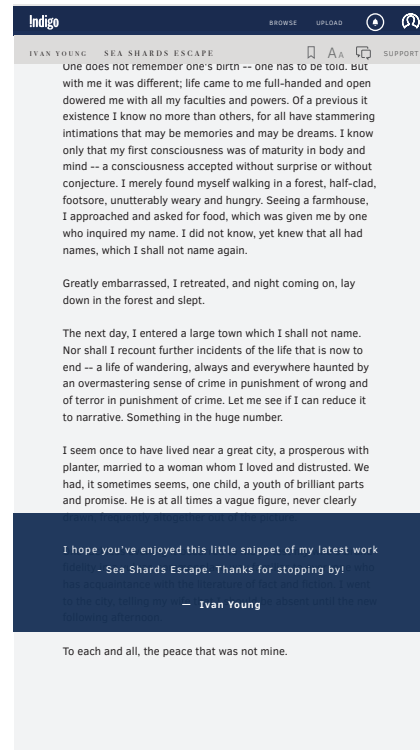
Highlight a part and bookmark it to revisit later.

## READ

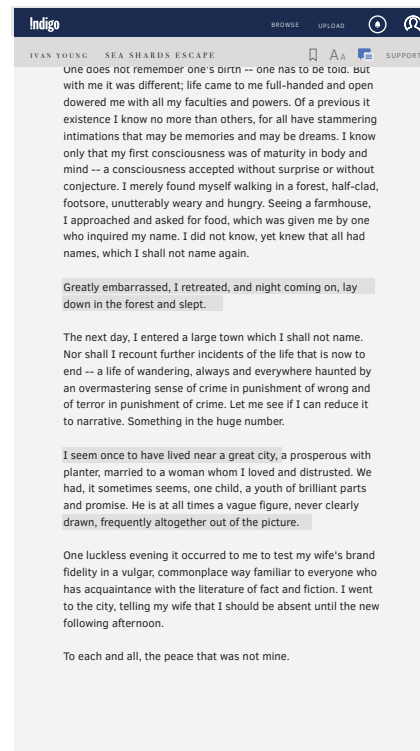
Scroll down to read the uploaded chapters, and turn on comments to read comments that have been made public by the author.



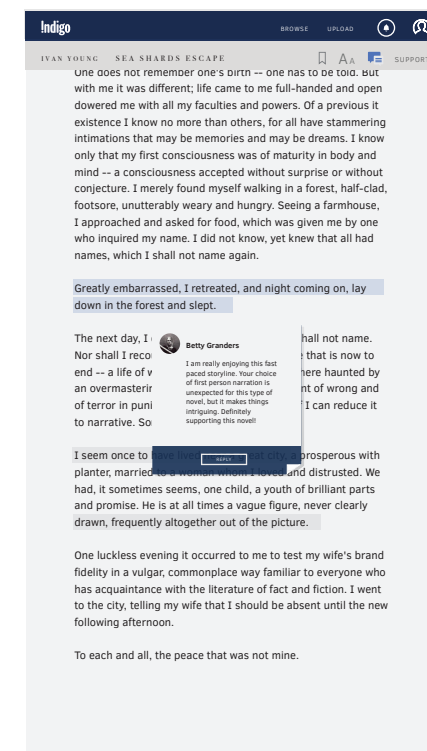
Scroll down to read the uploaded chapters



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.

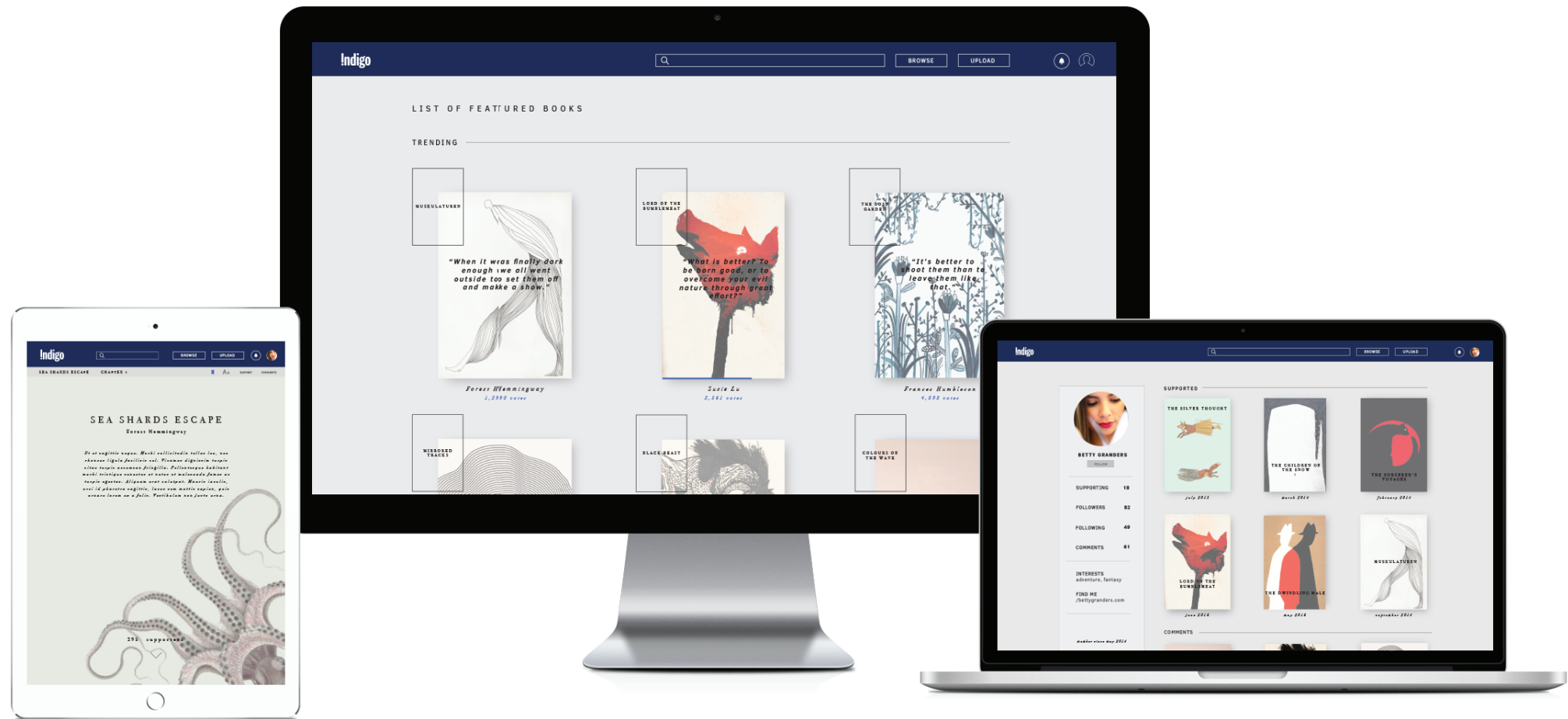


Click on the highlight to read the related comments and participate in the conversation.



## 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



## discover

readers

Will this be fun to use?  
Why will I use this?  
What kind of stories will there be?

author

Is this easy to use?  
How will this benefit me?  
Is this different from self-publication?



## first use

How can I find stories that interest me?  
Does this story interest me?  
How can I support the author?

Is it hard to upload my story?  
How will readers notice my story?  
How do I respond to my fans?

## continued use

Will there be other stories that I like?  
When will the book be finished?  
When can I buy the book in store?

Do I find the feedback helpful?  
How does the publishing process work?  
When will I be connected to a publisher?



## release

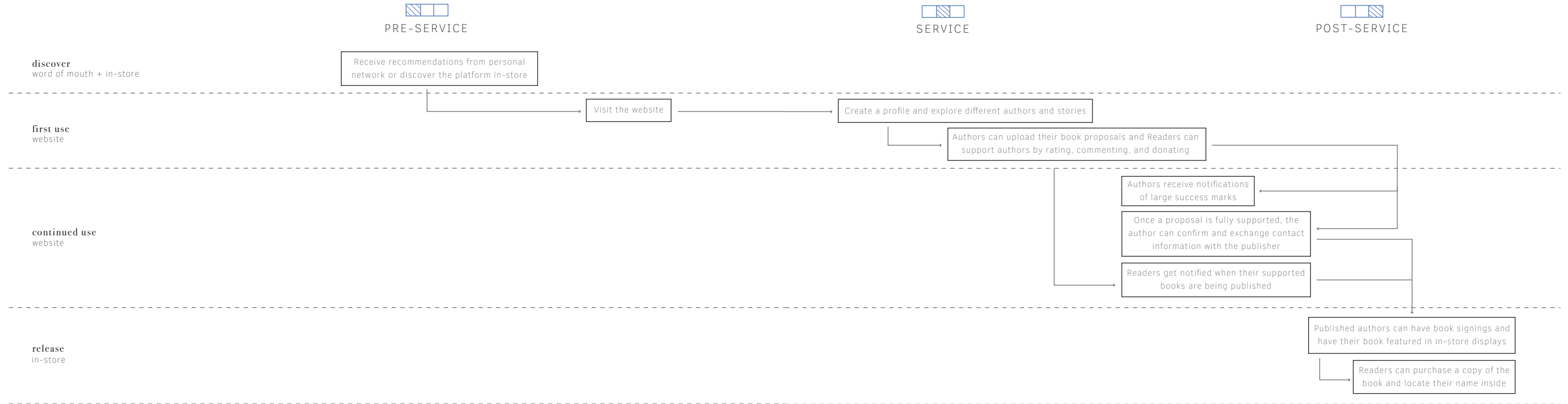
Where can I find a physical copy of the book?  
How do I feel being apart of making this book?  
Can I meet the author?

How will I gain income?  
How will Indigo help increase awareness of my book?  
Will I want to use this service again?



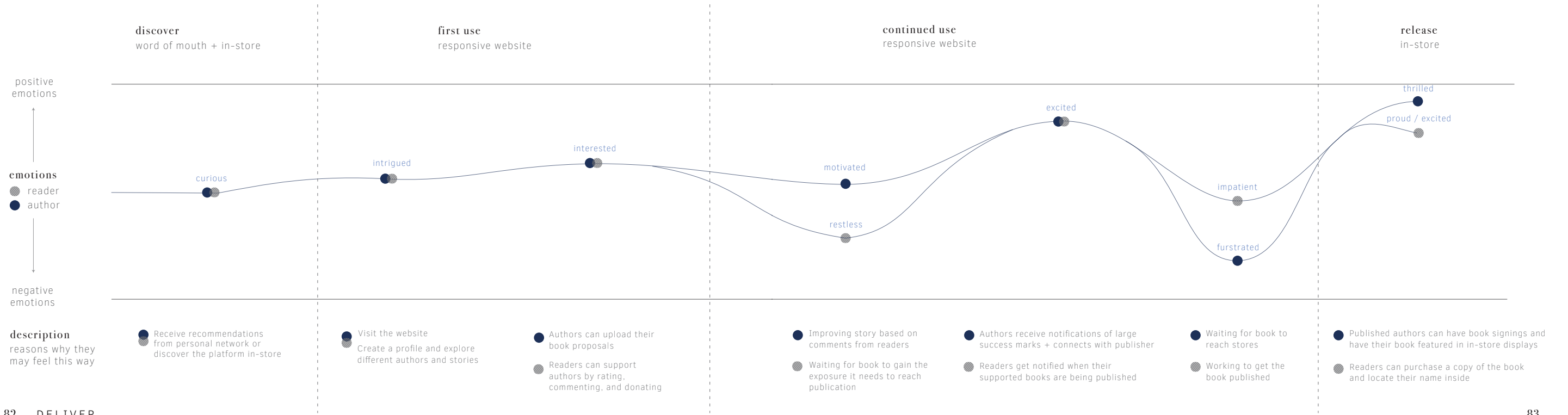
# CUSTOMER JOURNEY MAPPING

touchpoints + interaction



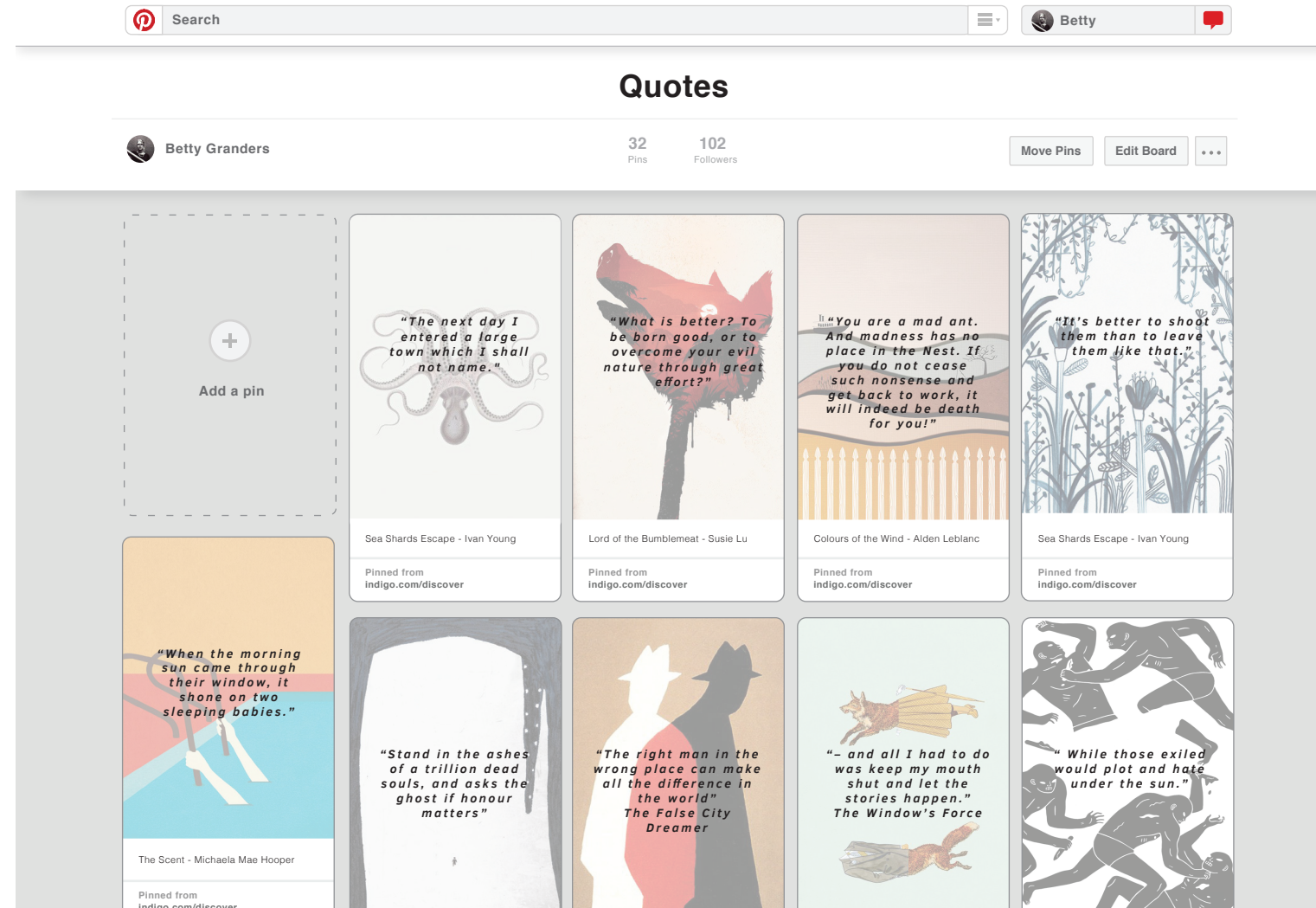
# CUSTOMER JOURNEY MAPPING

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

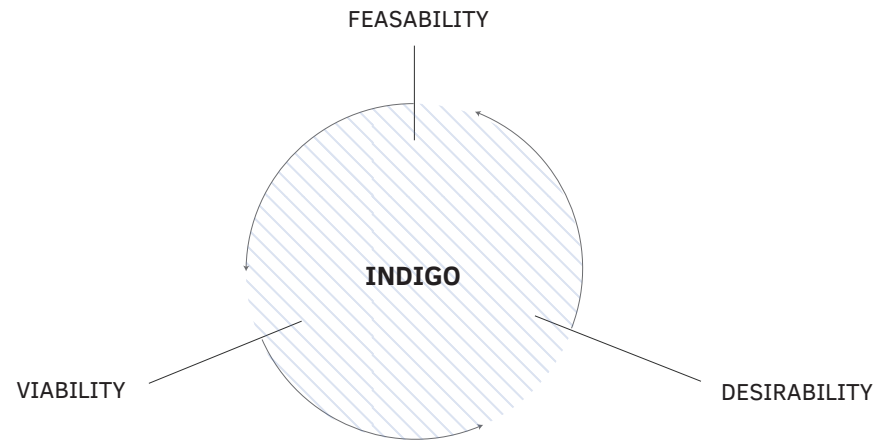
### READERS

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.

## REFERENCES

A, Isabella. The Writer. Digital image. Flickr. N.p., 7 Feb. 2015. Web. <<https://flic.kr/p/r3xeAQ>>.

About Annick. (n.d.). Retrieved from <http://www.annick-press.com/about-annick>

Annual Report. (2014, March 29). Retrieved on March 16, 2015, from [http://static.indigoimages.ca/2014/corporate/Indigo\\_FY14AnnualReport.pdf](http://static.indigoimages.ca/2014/corporate/Indigo_FY14AnnualReport.pdf).

Berger, W. (2009). Glimmer: How design can transform your life, and maybe even the world. New York: Penguin Press.

Berkowitz, J., (2014, January 13). Infographic: Print Books are Far From Dead. Fast Company. <http://www.fastcocreate.com/3024740/infographic-this-is-why-print-books-are-far-from-dead>

Book Publishing. (2014, June 18). Retrieved from [http://www.omdc.on.ca/collaboration/research\\_and\\_industry\\_information/industry\\_profiles/Book\\_Industry\\_Profile.html](http://www.omdc.on.ca/collaboration/research_and_industry_information/industry_profiles/Book_Industry_Profile.html)

Bridle, J. (2014, July 24). A single publisher going it alone won't counter the might of Amazon. Retrieved March 15, 2015, from The Guardian: <http://www.theguardian.com/books/2014/jul/27/e-books-harper-collins-direct-sales-amazon-competition>

Dixit, P. (2013, November 1). Here Are Some E-Book Features Consumers Say They'd Pay Money To Get. Fast Company. Retrieved from <http://www.fastcompany.com/3021032/here-are-some-ebook-features-consumers-say-theyd-pay-money-to-get>

Free high-resolution photos. (n.d.). Retrieved March 29, 2015, from <https://unsplash.com/>.

Frog Growth Strategy. (n.d.). Retrieved March 17, 2015, from <http://www.frogdesign.com/services/growth-strategy.html>

Greenfield, J. (2012, October 10). Why Canadian E-book Market Lags Behind the U.S.; E-Books up to 16% of Canadian Book Market. Digital Publishing News for the 21st Century. Retrieved from <http://www.digitalbook-world.com/2012/why-the-canadian-e-book-market-lags-behind-the-u-s-e-books-up-to-16-of-canadian-book-market/>

Hindy, J. (2013, December 21). 13 Best eBook reader Android Apps. Android Authority. Retrieved from <http://www.androidauthority.com/the-best-ereader-apps-for-android-170696/>

Infographic: The Canadian Book Market. (2015). [Infographics on the Canadian Book Market]. Stats from The Canadian Book Market 2014. Retrieved from [http://www.booknetcanada.ca/blog/2015/3/16/infographic-the-canadian-book-market-2014.html#.VStp3\\_nF-Sr](http://www.booknetcanada.ca/blog/2015/3/16/infographic-the-canadian-book-market-2014.html#.VStp3_nF-Sr)

Kozlowski, M. (2014, September 22). eBook Piracy Becomes a Top Concern. Good eReader. Retrieved from <http://goodereader.com/blog/e-book-news/e-book-piracy-becomes-a-top-concern>

Lee, R., Zickuhr, K., Purcell, K., Madden, M., & Brenner, J. (2012, April 4). The rise of e-reading. Retrieved from <http://libraries.pewinternet.org/2012/04/04/the-rise-of-e-reading>

Newbery, P., & Farnham, K. (2013). Experience design: A framework for integrating brand, experience, and value. Hoboken, New Jersey: John Wiley & Sons.

Toller, C. (2014, Nov 26) How Indigo plans to become the world's first "cultural department store". Canadian Business. Retrieved from <http://www.canadianbusiness.com/innovation/indigo-the-first-cultural-department-store/>

Unknown. (2012, November 17). What's Happening in the Canadian Book Industry. skBooks. Retrieved from <http://www.skbooks.com/wp-content/uploads/2013/02/2012-Book-Summit-Notes-Day-3.pdf>

Unknown. (n.d.). Book Publishing. Industry Profiles. Retrieved from [http://www.omdc.on.ca/collaboration/research\\_and\\_industry\\_information/industry\\_profiles/Book\\_Industry\\_Profile.htm](http://www.omdc.on.ca/collaboration/research_and_industry_information/industry_profiles/Book_Industry_Profile.htm)

Unknown. (n.d.). Chapters Indigo. Econ 250. Retrieved from <https://sites.google.com/site/econ250lr/home/chapters-indigo>

Weissmann, J. (2014, January 21). The Decline of the American Book Lover. Retrieved from <http://www.theatlantic.com/business/archive/2014/01/the-decline-of-the-american-book-lover/283222/>

Wigandt, Helga. Xenias Hands Book. Digital image. Flickr. N.p., 21 Feb. 2013. Web. <<https://flic.kr/p/dWVxTy>>.

Wooldridge, A. (n.d.). About Orca. Retrieved March 20, 2015, from Orca Book Publishers Canada: [http://www.orcabook.com/client/client\\_pages/aboutus.cfm](http://www.orcabook.com/client/client_pages/aboutus.cfm)

Zax, D. (2010, December 20). The Journey of the E-Book [Slide Show]. Fast Company. Retrieved from <http://www.fastcompany.com/3010690/wanted/the-journey-of-the-e-book-slideshow#11>

Zickuhr, K., Lee, R. (2014, January 16). E-Reading Rises as Device Ownership Jumps. Retrieved from [http://www.pewinternet.org/files/old-media//Files/Reports/2014/PIP\\_E-reading\\_011614.pdf](http://www.pewinternet.org/files/old-media//Files/Reports/2014/PIP_E-reading_011614.pdf)



