

An aerial photograph of a river delta, showing intricate patterns of water and land. The water is a mix of dark blue and brown, while the land is a mix of light brown and white. A white square is overlaid on the center of the image, containing the text "MEC" in a bold, black, sans-serif font.

MEC

MEMBERS

KIMBERLY CHAN

ROSEMARIE GRESHAM

BRIANA LEE

AJ PANGHULAN

AMANADA POH

MAHEEN SOHAIL

TABLE OF CONTENTS

WE ARE CREATING A SERVICE THAT PROVIDES ONLINE SHOPPERS WITH AN ACCURATE REFLECTION OF HOW MEC PRODUCTS WILL FIT VIA PHOTO MAPPING. THIS WILL HELP SHOPPERS BECOME MORE CONFIDENT IN THEIR PURCHASES.



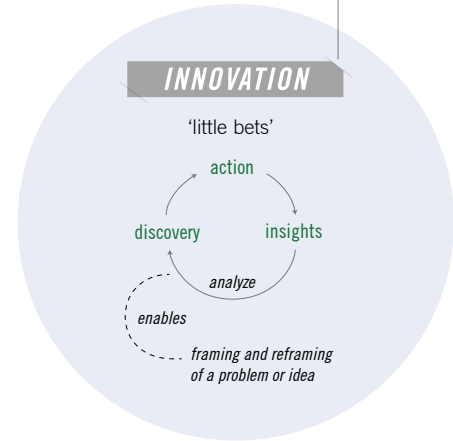
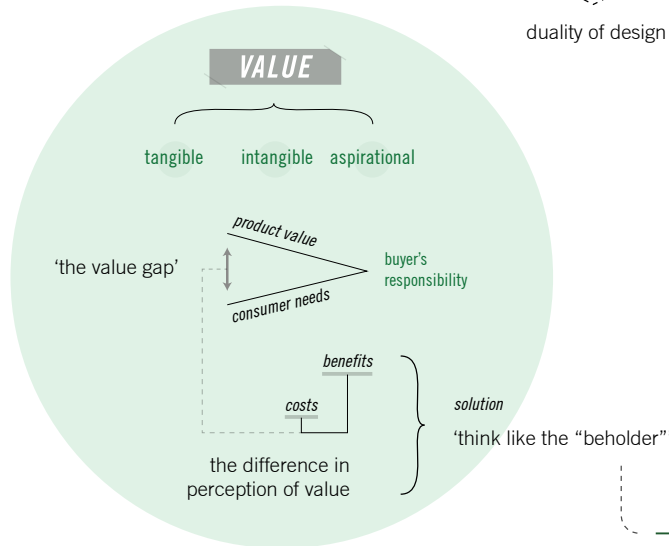
DOMAIN

“Experience design is about solving the problems of creating and identifying value for customers and creating a coherent experience across the entire interface between the business and its customers.”

- *Nathan Shedroff*

{ touchpoints }

opportunity to further levels of engagement
with customers, creating customer loyalty



perceived value

cognitive overhead

always based on

EXPERIENCE DESIGN

Experience design can be a framework that allows design and innovation to function together, making it easier for business to respond to change.

BUSINESS

foundation of

BRAND

time

explore scenarios
ask questions

must ensure
no disconnect

creates value

changes in technology
affect value

brand intent

brings brand to life

emphasizes why,
not just how

**engagement
experience**

s tatus
c ertainty
a utonomy
r elatedness
f airness

engaged customer
is of more value
than non-engaged

**product service
solutions**

help customers get more value,
by unlocking options and potentials

basic requirements

what the company is called
what its identity looks like

its mission and vision
its values and positioning

strategy

expression

CUSTOMER
POV BUSINESS
POV

engagement

value

5 PRINCIPLES OF SERVICE DESIGN

USER-CENTERED



SEQUENCING

pre-service service post-service

touchpoints + interactions

h 2 h h 2 m m 2 m

CO-CREATIVE

customers are able to...

- add value
- increase customer loyalty
- create long-term engagement

HOLISTIC

individual touchpoints + service moments

environment where service takes place

service provider

organisation

service sequence

alternative customer journeys

gather

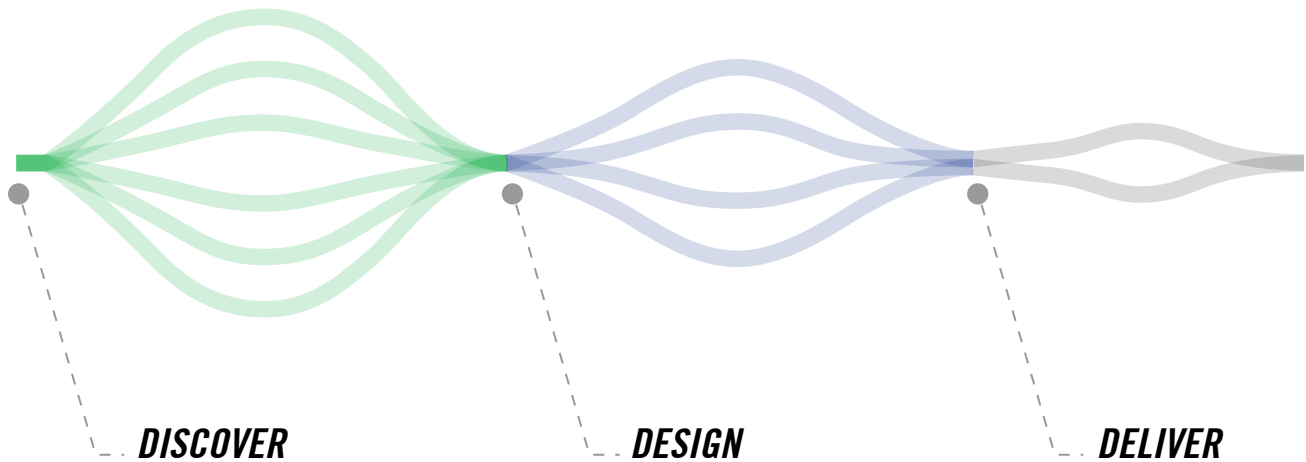
reapply

moods, feelings of all stakeholders

EVIDENCING

emotional association

positive service moments
enhance customer's perception
increase customer loyalty





Frog marries design and innovation in order to advance the human experience. To do this they begin with research and analysis driven by empathy. Keeping empathy at the core of human-centered design allows an understanding of people within the context of the design challenge. Frog understands its client and customers - the way they do things, why they do them, their physical and emotional needs, how they think about the world, and what is meaningful to them. Empathy will reveal patterns and connections where these needs are not being met, and where design can be used to make lives better. This understanding is at the core of all of frog's designs.

SHORTLISTED CLIENTS

We originally explored friction created by physical limitations caused by injury or disability. However, we decided to abandon looking at future opportunities in this sector due to the fact that we felt we had insufficient understanding of the realities and complexities of physical disabilities and injuries, and, due to time constraints, insufficient time to gain the knowledge needed to truly provide significant value for the customer base. We originally explored major points of friction created by being physically limited either due to a disability or major physical injury.

Gillette



speedo 

INDUSTRY

PERSONAL CARE AND HYGIENE (SHAVING)

USING SWIMMING AND EXERCISE
AS A SOURCE OF PHYSICAL THERAPY

OPENING

EASING FRICTION IN DAILY ROUTINES CREATED
BY PHYSICAL LIMITATIONS

USING DIGITAL EXPERIENCES TO FACILITATE RECOVERY
OF PHYSICAL INJURIES (PHYSICAL THERAPY)

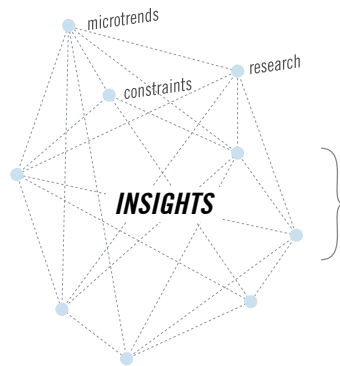

REJECTED


REJECTED

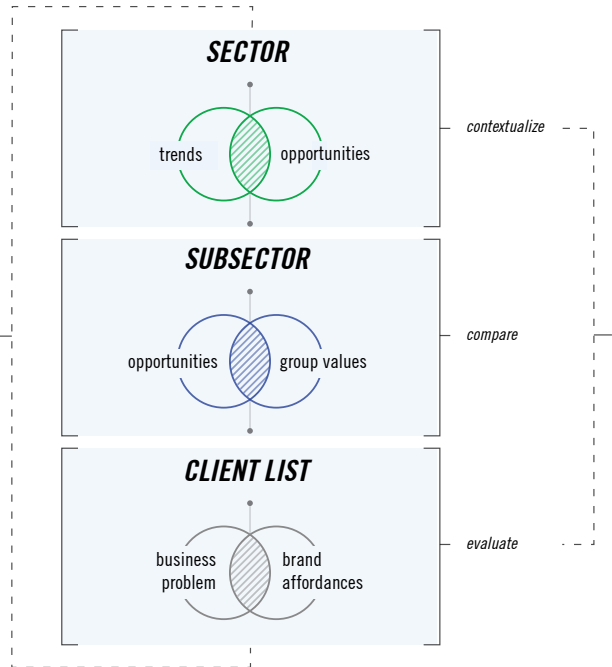
CLIENT SELECTION

We decided to reframe the issue by constructing a constraints list to determine the direction we wanted to go in as a team, as well as going back and researching emerging trends to determine to which sector these could best be applied to generate the greatest value for the customer.

As we went through our client selection process we constantly reframed and redirected our research as we refined the context of our selection



RETAIL



PROJECT CONSTRAINTS

We developed a list of constraints to ensure that we remained on track throughout the process, while remaining open enough to not limit creativity, or fall into the puzzle trap.



LOCAL CLIENT (STORE IN BRITISH COLUMBIA)
NOT DESIGNED FOR PROJECT MEMBERS
STRONG BRAND ABLE TO LEVERAGE
TECHNOLOGY TO STRENGTHEN EXPERIENCE
PROVIDES OPPORTUNITIES FOR BOTH IN-STORE
AND DIGITAL TOUCHPOINTS

The background of the slide is a light gray topographic map with numerous contour lines. A vertical line, composed of a thin blue line and a slightly thicker green line, runs down the left side of the slide, partially overlapping the contour lines.

FIVE MICRO TRENDS

MEANING VERSUS MIDDLE MAN
SPECIALIZATION VERSUS MASS MARKET
TRANSPARENCY ACROSS BRAND
MICRO-MOMENTS
SUSTAINABILITY BLUES

The pattern we saw emerging from our research was of discerning customers searching for specialized experiences and services, and demanding accountability in return for their loyalty and trust.

CHOOSING A SECTOR: RETAIL

We narrowed our client search to the retail sector since we saw an opportunity in the market of physical goods to leverage a product's creation in a way that provided absolute transparency in regards to its origin and the company's business dealings while giving it personality and meaning that consumers could identify with and use as a marker of "tribe"

we then looked into retail trends:

omni-channel retailing

digital drives in-store traffic

smartphones are in-store shopping assistants

varied shopping habits call for a holistic approach to measuring retail success

Digital to physical blur

Relationships at scale

SUBSECTORS OF RETAIL

We felt that, due to the strong connection between sportswear products and the activities in which they are put to use, this sector offered a substantial opportunity to connect between digital out of store experiences and the physical retail space. We also felt that the large amount of technical information involved in selecting gear and clothing provided an advantage to bridging this gap in a way that provides significant value for the customer, both for newcomers and experienced shoppers. The strong connection between this sector of retail and the outdoors generally is linked to a strong commitment to the environment which affords greater levels of transparency and trust.



ELECTRONICS



APPLIANCES



STATIONARY



CLOTHING



HOME FURNISHINGS



SPORTSWEAR



REJECTED



ACCEPTED

REFINING CLIENT

While Roots brand was strong, with an obvious connection to the outdoors and to the experiences people have while wearing their clothing, we felt that their position as a more casual lifestyle brand was something the team was more comfortable with and we were leaning towards the challenge represented by MEC.



BRAND COMPARISON

FOCUS ON OUTDOORS - LIFESTYLE

PRIVATE COMPANY

EXCLUSIVELY HOUSE BRAND

HEALTH, WELLNESS, PROTECTION OF THE ENVIRONMENT
RESPECT AND APPRECIATION OF PEOPLE
SUPPORTING THE COMMUNITIES WHERE ROOTS DOES BUSINESS

CASUAL, ATHLETIC, HIP

COMMITTED TO ENVIRONMENTAL AND ETHICAL RESPONSIBILITY

FOCUS ON OUTDOORS ADVENTURE & LIFESTYLE SPORTS

CO-OP

MIDDLE-MAN FOR DIFFERENT RETAILERS AS WELL AS HOUSE BRAND

NURTURE PASSION FOR ACTIVE LIFESTYLES
ACCESS TO LEADING EDGE PRODUCTS AND SERVICES
INCLUSIVE AND INSPIRING COMMUNITY

AUTHENTIC, ENTHUSIASTIC, ASPIRATIONAL, VIBRANT

COMMITTED TO ENVIRONMENTAL AND ETHICAL RESPONSIBILITY

REJECTED

ACCEPTED

CLIENT: MEC

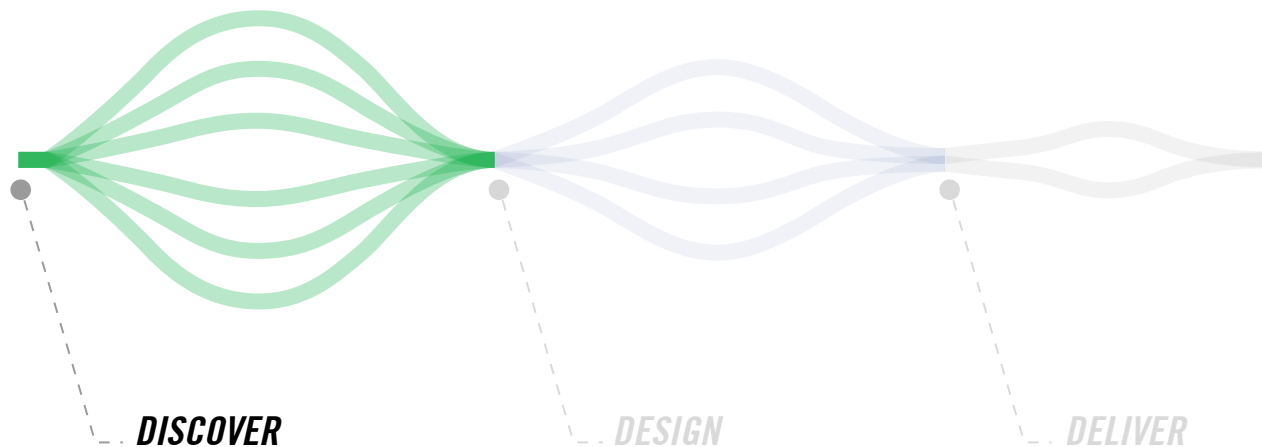
We felt that MEC's strong position as a co-op grounded in its member community provided affordances to create value for its members on all levels, from tangible to aspirational. Because of its greater focus on sports rather than lifestyle, the nature of MEC's product market required specialized knowledge gained through experience, offering opportunities to bring together members of different skill levels, and draw in new customers through accessible and interactive presentation of information

An aerial photograph of a coastline, showing a dark blue sea on the left and a lighter, sandy beach area on the right. A white square is overlaid in the center, containing the text 'MEC' in a bold, sans-serif font. The 'M' and 'E' are dark blue, while the 'C' is a light tan color, matching the beach area.

MEC

ANALYSIS TO INSIGHT

through intense research and analysis we gained insight into customers, competitors, client brand, and key opportunities. The knowledge and insights gained at this stage will help guide the remainder of the project.



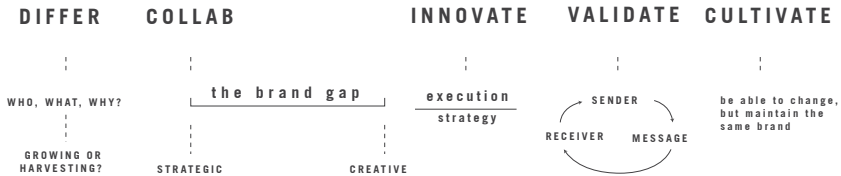
NAME

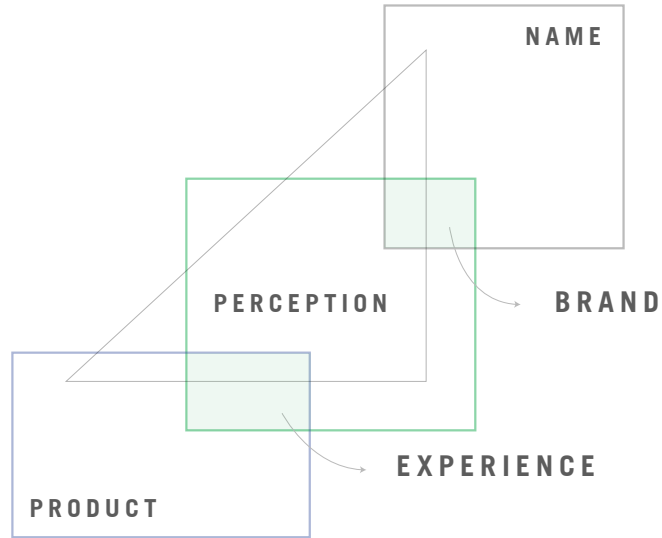
BRAND

'Not what you say it is, but what they say it is.'



PERCEPTION






SHIFTING THE BRAND



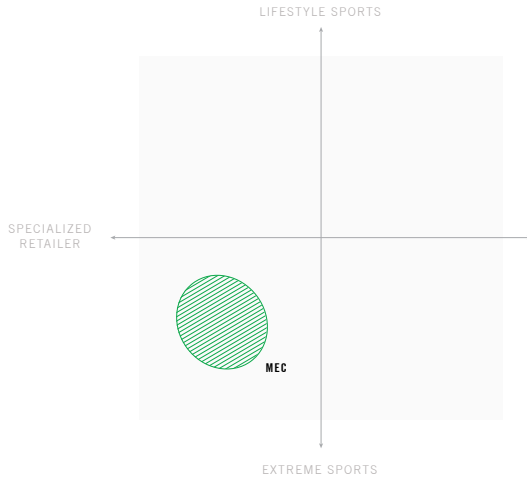
MEC rebranded to better reflect their membership from coast to coast, wherever they live, work, or play. They wanted to represent both the wider geographical range of their membership base, as well as a wider range of backcountry and urban activities to represent the shifting interests of their clientele. They shifted the focus away from activities towards motivations to emphasize a love for being active outdoors above all else. With the rebrand MEC continues to be relevant in it's members' lives as well as inspiring more Canadians to live active outdoor lifestyles.

A dark, moody photograph of a person climbing a rock overhang by the sea. The person is silhouetted against a lighter background, reaching up to a ledge. The sea is visible in the background, and the foreground is filled with dark, jagged rocks. The overall tone is dramatic and adventurous.

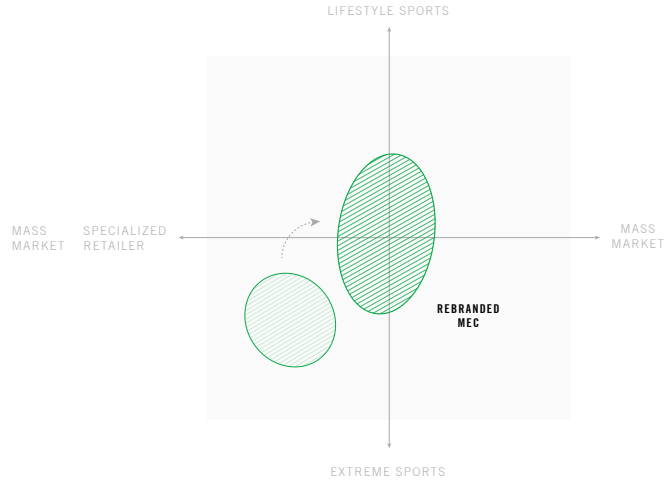
how the brand
is perceived today

**AUTHENTIC
ENTHUSIASTIC
ASPIRATIONAL
VIBRANT**

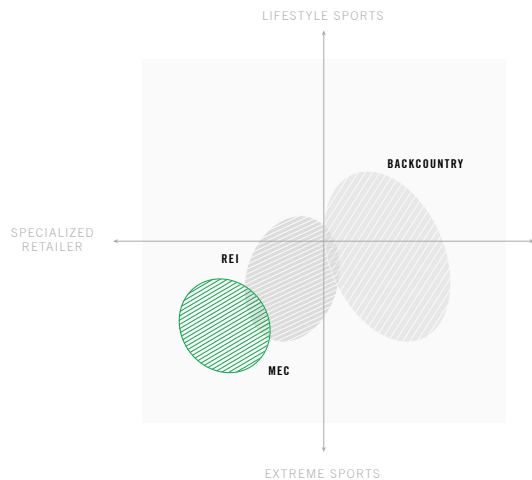
BRAND POSITION



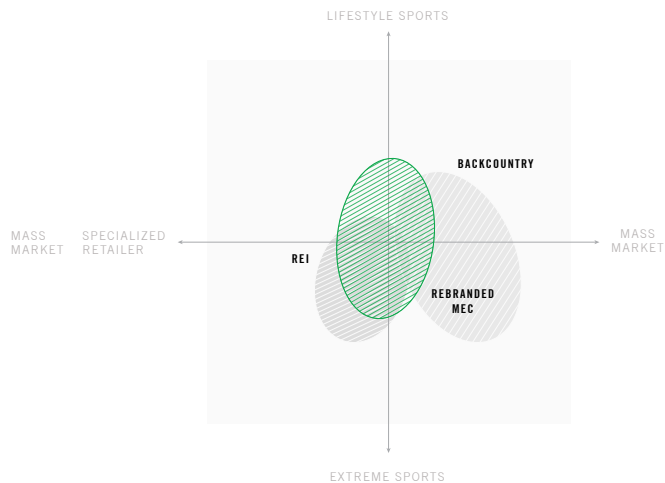
PREVIOUS BRAND POSITION



PROPOSED BRAND POSITION
shift + tighten



PREVIOUS BRAND POSITION



PROPOSED BRAND POSITION
shift + tighten

The background of the entire image is a dark, textured rock face, possibly a cliff, with some light reflecting off its uneven surface. In the center, there is a white square containing the letters 'MEC' in a bold, black, sans-serif font.

MEC

BRAND PROMISE

To share their knowledge in a way that
genuinely conveys how absurdly passionate
they are about the outdoors



BRAND MESSAGE

They Inspire and enable everyone to
lead active outdoor lifestyles

DESIGN VALUES

There are 5 design values that MEC adheres to:
Accountable, Inspiration, Progressive,
Responsible, Dynamic

CUSTOMER SEGMENTATION

Since the expansion to include both urban and adventure was so integral to MEC's rebranding we had to ensure that our service was relevant to all these members of the MEC community. We wanted to incorporate the versatile nature of apparel, which is often usable across a range of activities. We also wanted to present information in a way that was relevant to those who needed it, but unobtrusive for those to whom it was not relevant.



LIFESTYLER



DAY TREKKER



EXTREME ENTHUSIAST



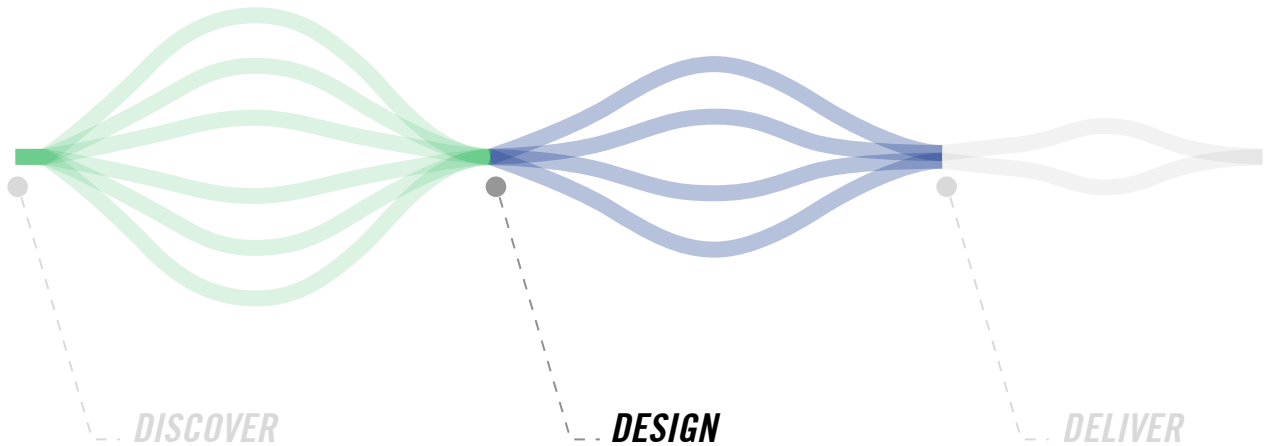
COMPETITOR ANALYSIS

REI is a co-op outdoor sports retailer located in the United States. Their product offering and commitment to quality, community, and sustainability is very similar to that of MEC itself. They're focused on creating a seamless digital to physical retail experience by providing employees with digital aids, as well as wi-fi to allow customers to shop and browse online while in-store. They aim to enhance their site be easily shoppable, with relevant suggestions, and easy access to pertinent information. Features on their site allow users to share stories about their outdoor experiences.

Backcountry is an exclusively online retailer who focuses on extreme outdoor sports. They promise to provide the top quality gear and world-class customer service. They provide their customers with expertise and advice by connecting them to a "gearhead", who shares their passions and interests, via a live chat. They maintain an engaged community by allowing users to create profiles, and write stories and take pictures of their experiences in backcountry gear. These stories are showcased on the site's product pages. User's have the ability to follow and talk with other users, and the company's staff are actively engaged in this community.

INSIGHT TO IDEAS

We take the insights into challenges and opportunities gained from our research and develop a range of concepts and approaches to address the client and customer needs. The concepts are reviewed, tested, and refined to create a clear and focused design direction.



TREND

Self-made sports videos.

We looked into the way that GoPro was changing both the sports and video industries.

52% of people are more confident making a purchase after watching a product related video

55% of all internet traffic is generated by video

INTERACTIVE MIRROR

► REJECTED

How do we bring a community of sports lovers, who have different areas of interest, and different levels of experience together?

We discovered that the immersive experience of watching first person video is an effective tool in helping to overcome anxiety about experiences, and could therefore be used to help encourage people to participate in activities that they may have found daunting due to their level of “extremeness”.

We wanted to create a digital touchpoint in-store, using interactive mirrors to showcase member-created first-person sports videos. The interaction would be triggered by holding a product up to the mirror. It would scan the product, and then offer a selection of first-person videos showcasing a variety of activities in which the activity was used. This would use the experiences of more experienced adventure sports lovers to spark the interest of novice customers.

Rejected: Although it showcased a range of activities, this service was still biased towards extreme sports users, failing to incorporate urban sports in a meaningful way, and create a cohesive community. There were also issues in properly representing the amount of training and work a novice would have to go through to be able to participate in extreme activities.

COLLABORATIVE VIDEO APPLICATION

► REJECTED

We wanted to create a collaborative creative experience that allowed people doing any kind of outdoor activity to share their stories, bringing the community together, and providing a strong touchpoint for MEC outside of its physical retail space. We looked into collaborative storytelling online, where people collectively create works of fiction based around shared interests.

We wanted to create a collaborative video making platform where users create remix videos based around a certain theme or activity. Members have a profile showcasing their video contributions, and their favorite pieces of MEC gear. Members each contribute a 10 second clips to collaborations in progress until the video reaches a maximum time limit. Affordances would be provided to help with techniques, such as match cuts, to make the transitions seamless. There would be an option to privately collaborate with members to create longer, more creatively edited pieces. Videos would then be showcased on screens outside physical MEC retailers to help attract new customers.

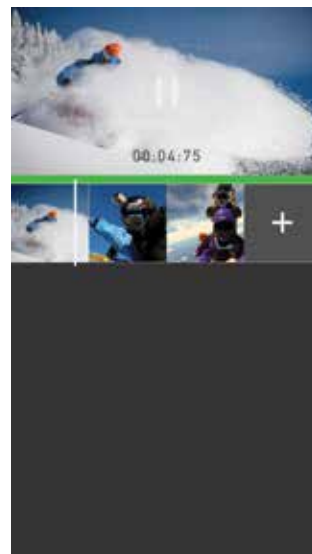
Rejected: We felt that generating and sustaining widespread participation may prove difficult for MEC without advertising (for which they do not have a large budget). Although there was high aspirational value, the tangible value was minimal which may cause the cognitive overhead to exceed overall perceived value of recording and uploading videos, causing members to decline to contribute.



HOMESCREEN



DROP DOWN VIDEO
BUTTON



ADD TO VIDEO



FOCUS / EXPOSURE



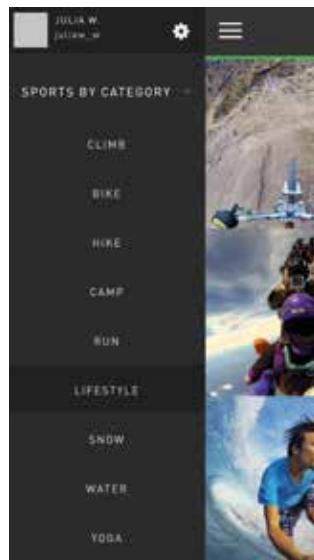
SHADOW
MATCH CUT



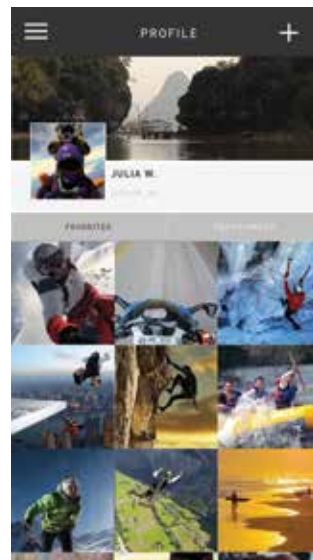
TRIM VIDEO



COLLABORATE



SIDE MENU



PROFILE

REFRAMING

Although the connection between outdoor sports and video was very strong, we felt that we had hit a wall so we reframed the issue by going back to look at overall challenges in the retail sector and how they relates to MEC specifically.



SECTOR PROBLEM

Online Shopping Frustration

Due to a lack of standardization in apparel sizing there is a reluctance to purchase clothing online, because of the inability to try it on and test fit. When people do purchase clothing online return rates are high, with 1/3 of purchases returned in 2014. Most companies have lenient return policies in order to convince customers to purchase online, resulting in significant loss of profits when items are returned on their dime.

The background of the slide is a photograph of a rugged mountain landscape. A steep, moss-covered slope rises from the foreground towards the top right. In the foreground, there are several large, grey, weathered rock formations. The sky is overcast and grey, and the overall tone of the image is somewhat muted and atmospheric.

MEC

Limited reach

Most of MEC's advertising is done through local events, hosted to support the outdoor sports community. However, since MEC is small and localized, this limits their reach when attracting new members. The excellent customer service available at their physical locations doesn't translate to their digital retail experience, resulting in an inconsistency across platforms to those who have contact with them exclusively through digital mediums.

INSIGHTS

Lack of sizing standardization and a lack of visualization creates a barrier that prevents shoppers from purchasing online

Sports apparel designed for specific activities can have a specifically designed fit needed to function optimally

Different brands are better for different body types

OPENING

1

BRINGING TOGETHER A DISCONNECTED COMMUNITY

 REJECTED

2

SHIFTING FOCUS FROM ACTIVITIES TO EXPERIENCES

 REJECTED

3

PROVIDING REASSURANCE THROUGH EXPERT ADVICE

 ACCEPTED

MEC FIT ASSISTANT

► ACCEPTED

These insights led us to create a digital experience that integrates into the existing MEC site and mobile app that provides an accurate suggestion of size based on your specific measurements, and provides visualization of how each size will fit on you. Information about how different fits relate to intended activity is integrated into the visualization, and there is the opportunity to compare the fit of different brands to help members make the most informed decision possible. Scanning products in-store brings up relevant product information and helpful tools to comparison shop, and locate the item. This creates a seamless connection from digital to physical retail space. Sharing measurements with your friends helps ease the friction of shopping for others.





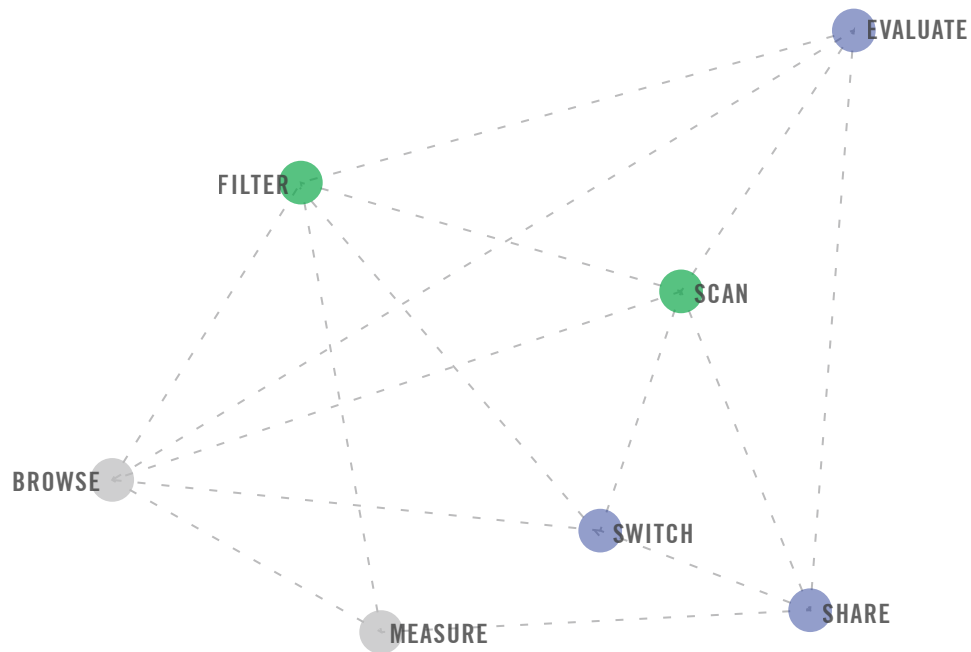


TRANSFORMATIONAL METAPHOR: PROFESSIONAL TAILOR

Our service caters to online shoppers with varying levels of experience with outdoor sports. Athletes often have specific needs when it comes to their clothing and gear and we aim to allow them to be comfortable making a purchase online, by allowing them to make the most accurate and informed decision possible. We provide enough easily digestible information for the newbie, and enough flexibility and control for the experienced MEC shopper.

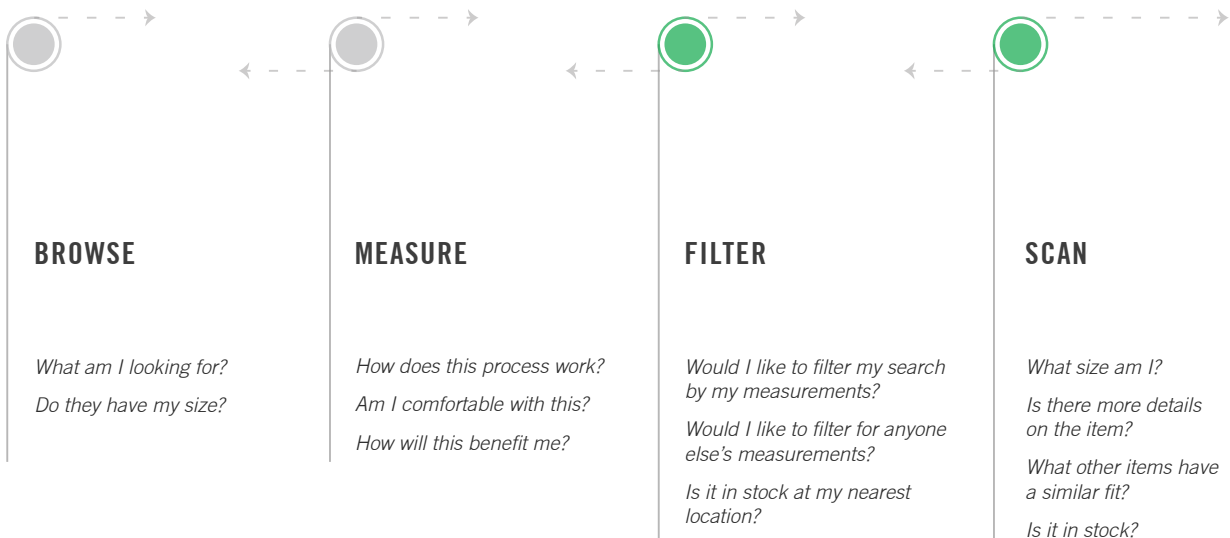
TOUCHPOINTS

We looked at touchpoints across the complex journey that MEC and its members undergo together to determine where our service could be integrated in order to meet unfulfilled customer needs, and create an overall cohesive and consistent experience both inside the store, and outside.



PRE-SERVICE 
SERVICE 
POST-SERVICE 

CUSTOMER FRAMEWORK



PRE-SERVICE 
SERVICE 
POST-SERVICE 



EVALUATE

Was the sizing accurate?

Do I want to write a review?

What other items have a similar fit?



SHARE

*Is there anyone I'd like to share
my size with?*



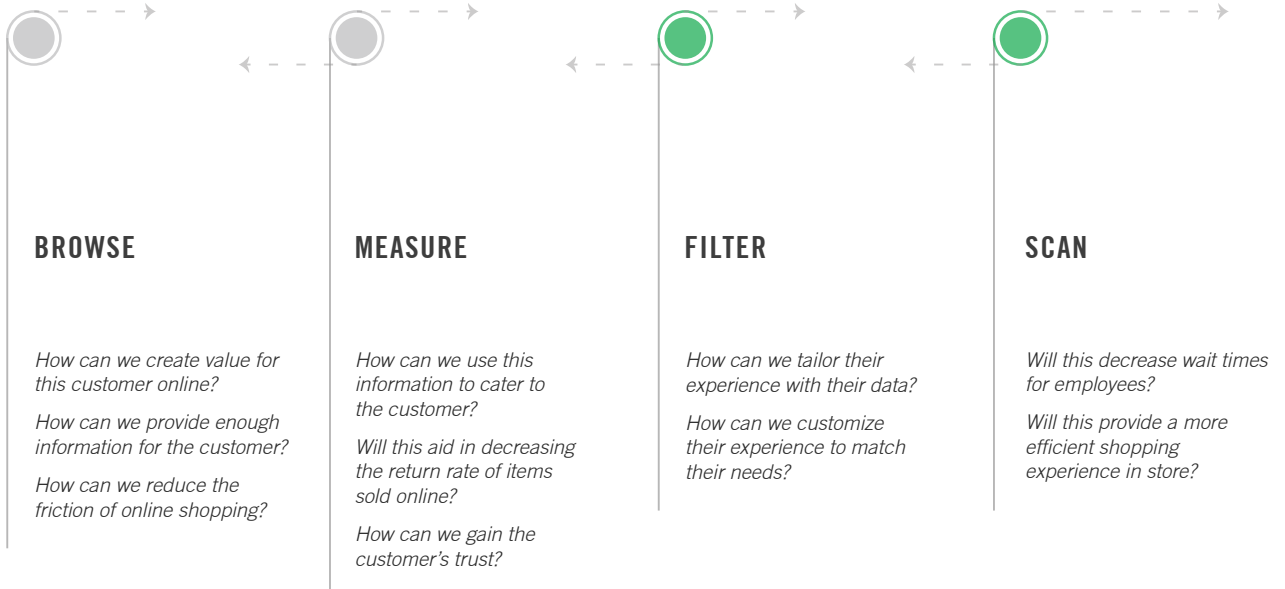
SWITCH

Am I shopping for someone else?

What size are they?

*Would I like to receive their
measurements?*

BUSINESS FRAMEWORK



PRE-SERVICE 
SERVICE 
POST-SERVICE 



EVALUATE

How can I use this customer data to forecast and predict customer trends?

How can we determine what products to add to our store in the future?



SHARE

How can we create further value after completing 'my measurements'?

How can we connect MEC users?



SWITCH

How do you ease the friction of accurately shopping for your friends/family?



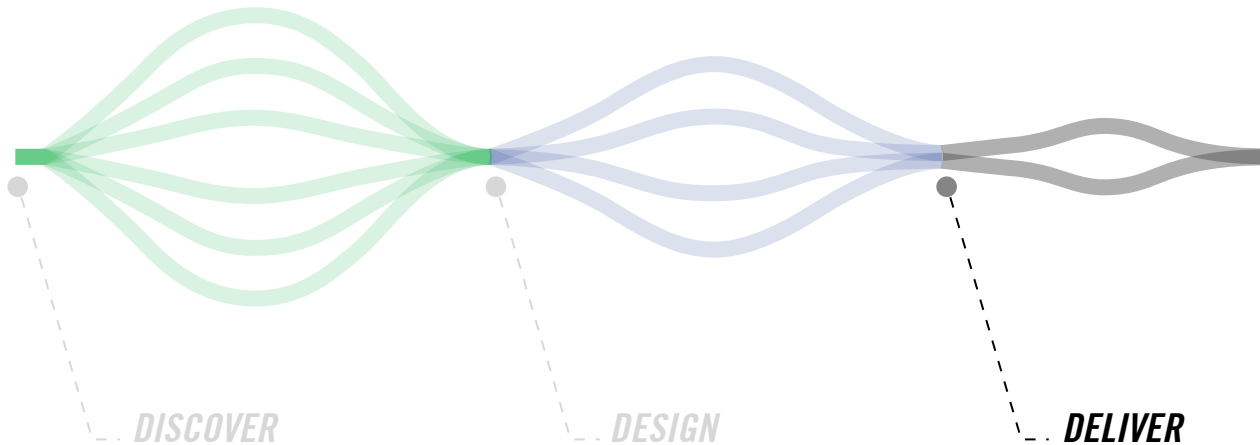
TARGET AUDIENCE: ONLINE SHOPPERS

Our service caters to online shoppers with varying levels of experience with outdoor sports. Athletes often have specific needs when it comes to their clothing and gear and we aim to allow them to be comfortable making a purchase online, by allowing them to make the most accurate and informed decision possible. We provide enough easily digestible information for the newbie, and enough flexibility and control for the experienced MEC shopper.

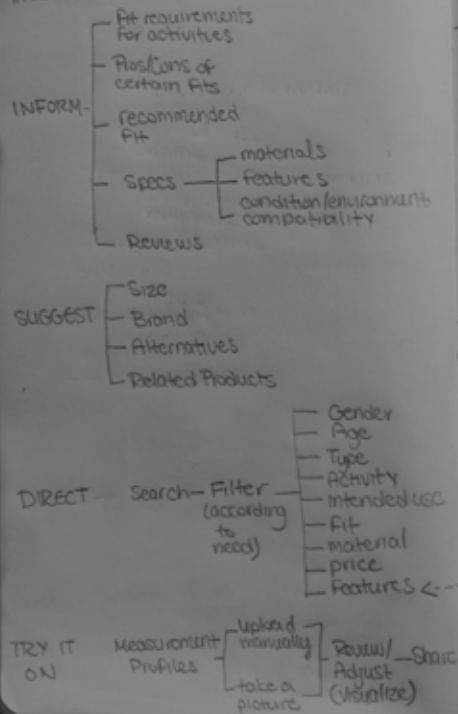
IDEAS TO REALITY

The process of making it real.

Focusing on interaction, UX and UI to
create a final deliverable.



in-store elements to be transferred online:



Content

Profile

- your measurements - edit/share
- others saved measurements - delete
- notifications of measurements shared w/ you - save/cancel

Measurements

- body parts - full body, head, hands, feet
- Measurements
 - general: height, weight, age
 - torso: shoulders, arms, chest, waist, hips
 - legs: inseam, hips, thigh
 - head: band size, ear-to-ear
 - hands: length, width
 - feet: arch, length, width

Upload manually / adjust

- sliders / text fields to enter values
- outline - responds to changing sizes (visualization)

Take a picture

- 3 views (front, back, side)
- hold context object (credit card) to determine measurements

Shop (Search w/ Filters) - apply diff. people's measurements

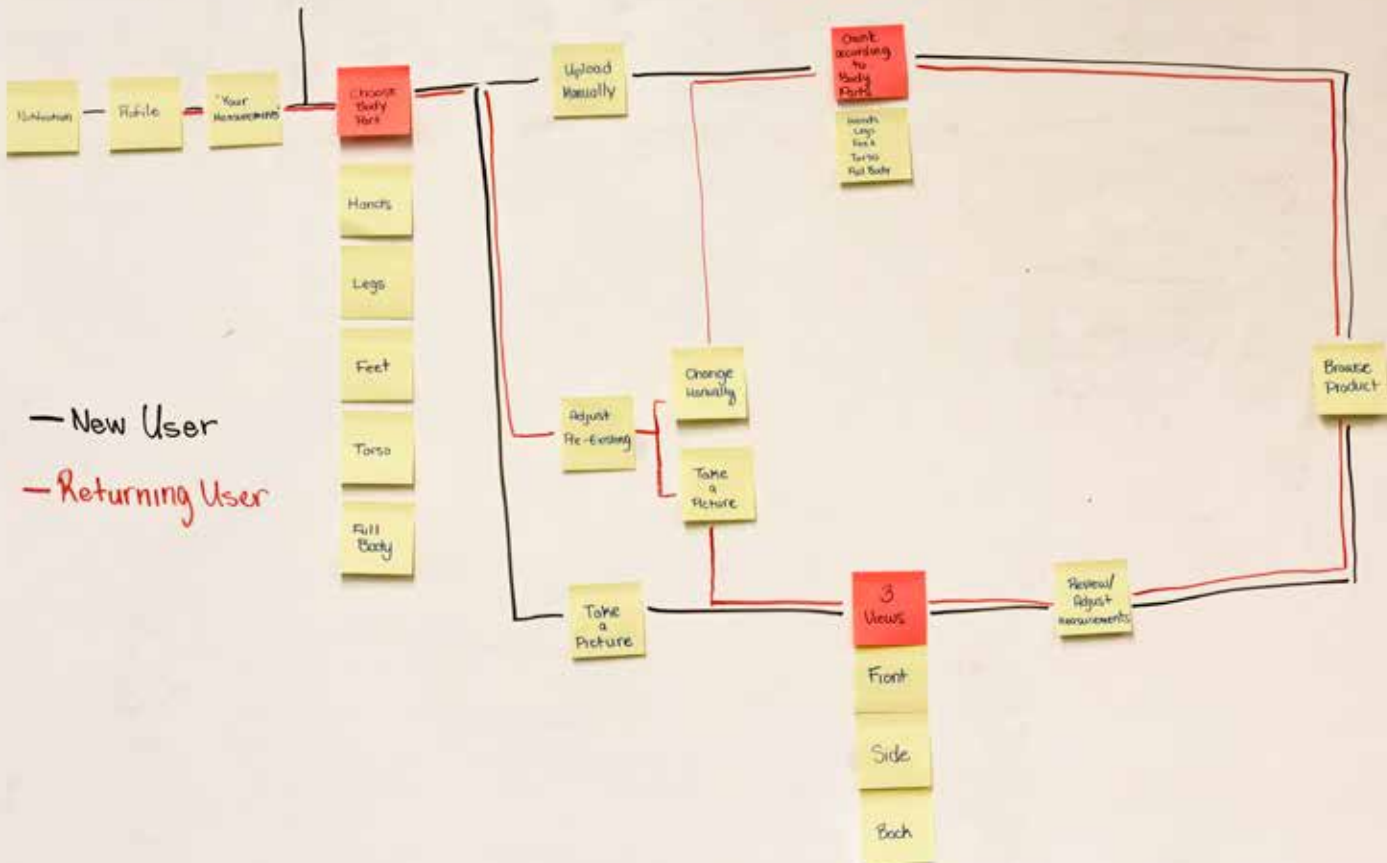
Product Page

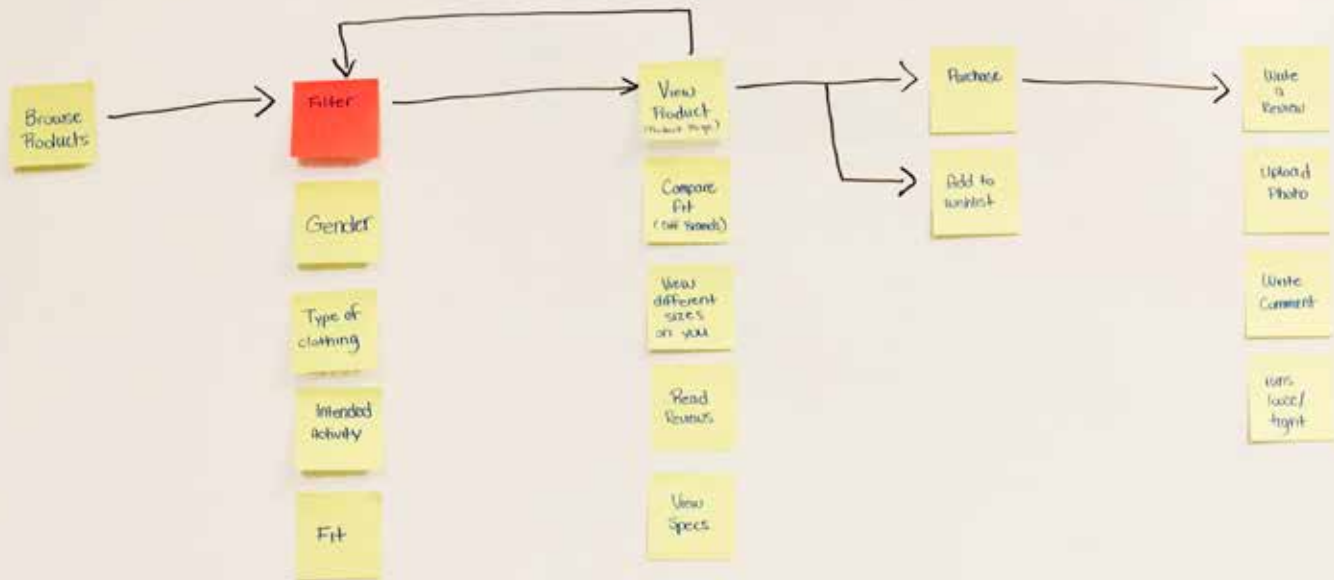
- visualization of different fits
- pros/cons of certain fits
- recommended fit
- store availability

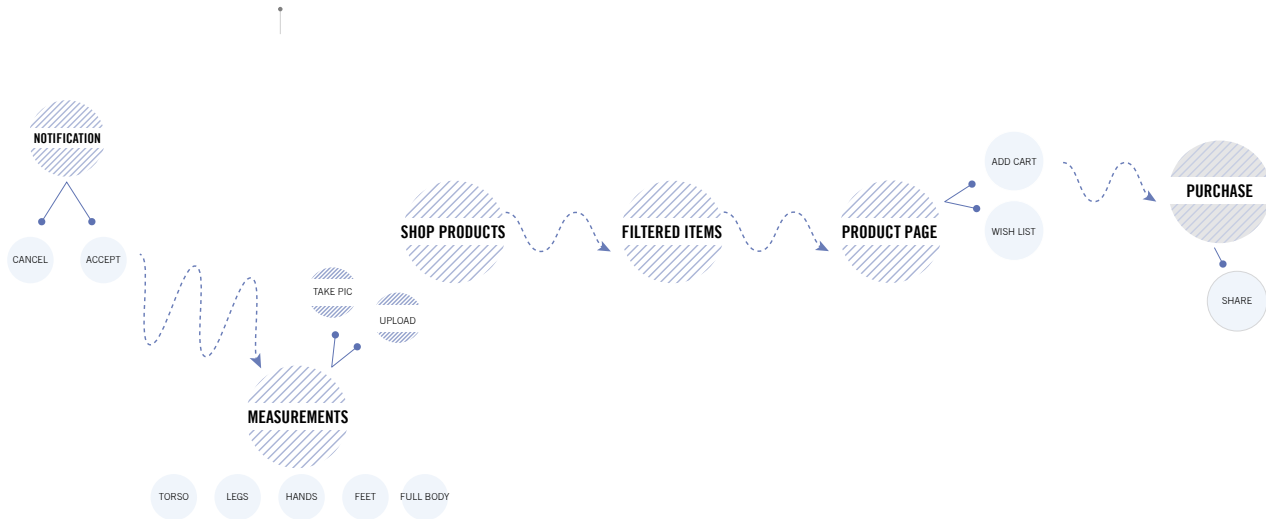
FUNCTION AND CONTENT REQUIREMENTS

We wanted to transfer the expertise and enthusiasm of MEC employees into the digital shopping experience - allowing customers to make informed decisions and feel as secure in their purchase as they would in store.

Male/Female?







INFORMATION ARCHITECTURE

We mapped out the way that members would move through the application in various different situations. We wanted to consider the user experience when they used the app for the very first time, as well as when they were returning user's familiar with the process. We also wanted to consider different levels of experience with sports activities and apparel to make sure that the information necessary for inexperienced users was easily accessible, but did not provide an unnecessary step for those who did not need it.

MICROINTERACTIONS

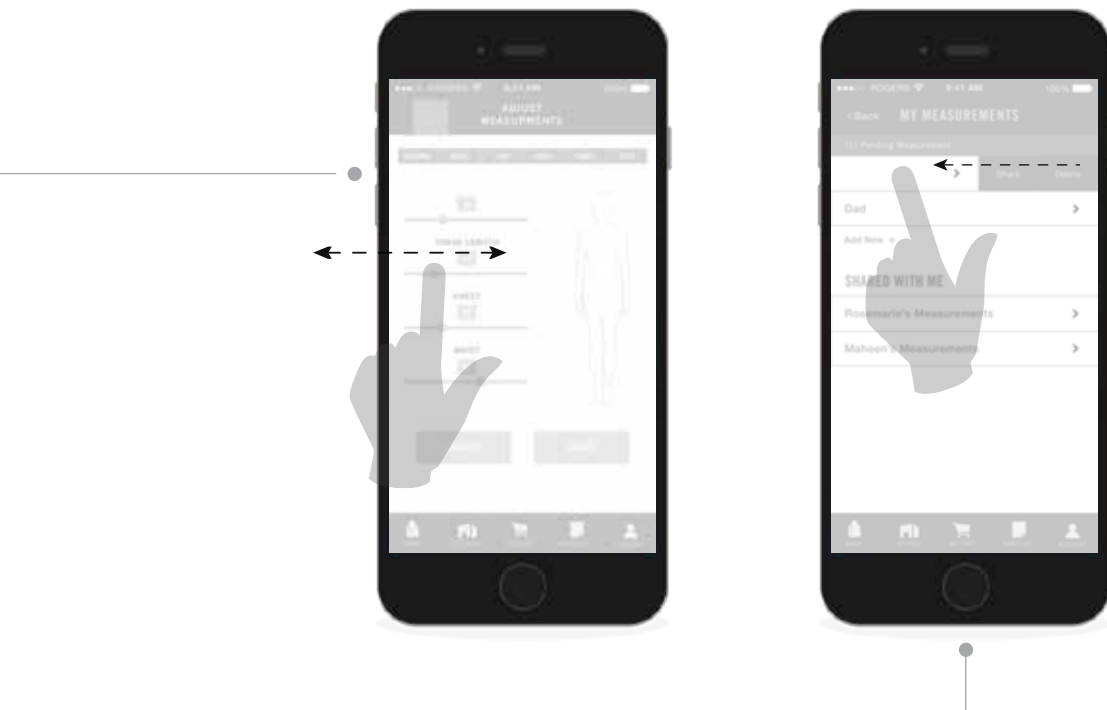
We took advantage of the typical gestures used on a phone to provide instinctual navigation throughout the app. We wanted to ensure that the interactions on our interface reflected the MEC brand, making them responsive, quick and engaging to reflect MEC's enthusiastic, and vibrant status. We drew inspiration from the quick and fast cuts that are a hallmark of their videography.

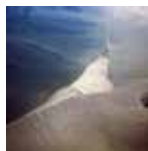
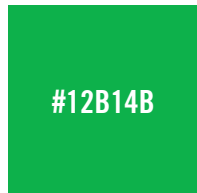
Slide

Sliders are a familiar method to offer selection of a range of values, allowing customers to input and adjust their measurements. As they drag the sliders the human figure will change accordingly, allowing the user to visualize their adjustments, and adding an element of delight.

Swipe

Swiping offers an instinctive gesture to uncover additional information and features consistently throughout the app





TRADE GOTHIC

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

TRADE GOTHIC NO. 20 CONDENSED

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

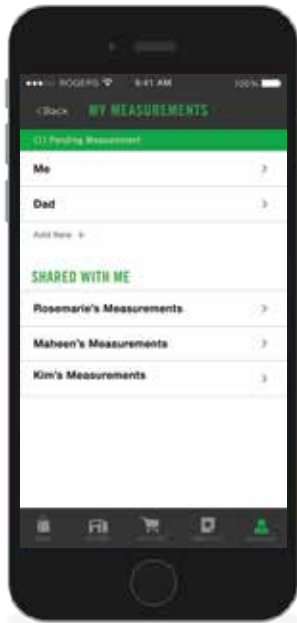
121234567890

COLOURS

IMAGERY

VISUAL BRANDING

We wanted our visual design to remain consistent with MEC's pre-existing visual branding. We closely followed MEC's colour palette. When choosing our imagery we used either active photography, which MEC uses to inspire members to be outdoors, and product photography, which MECw uses to honestly represent a product's best features.



Set your measurements, and share them with others, or receive and save other people's measurements.



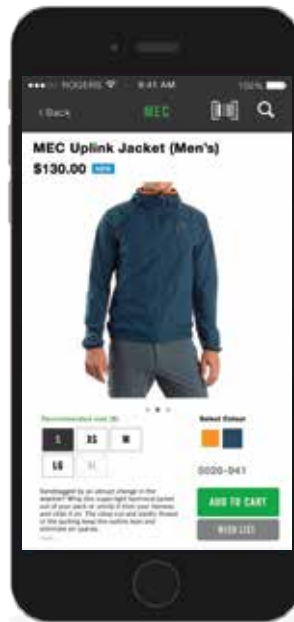
Select the body part you want to enter measurements for, and either take a picture or measure and enter manually.



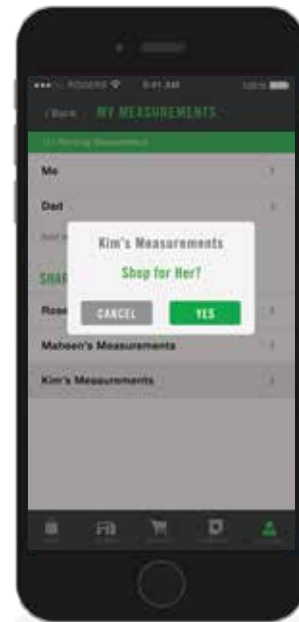
Take pictures from multiple angles while holding a credit card for context, and the app will automatically calculate your measurements



Manually enter or adjust pre-existing measurements, with a figure that changes size accordingly



Visualize different fits and colours, while reviewing pertinent information about your selected product, as well as alternative or related gear.

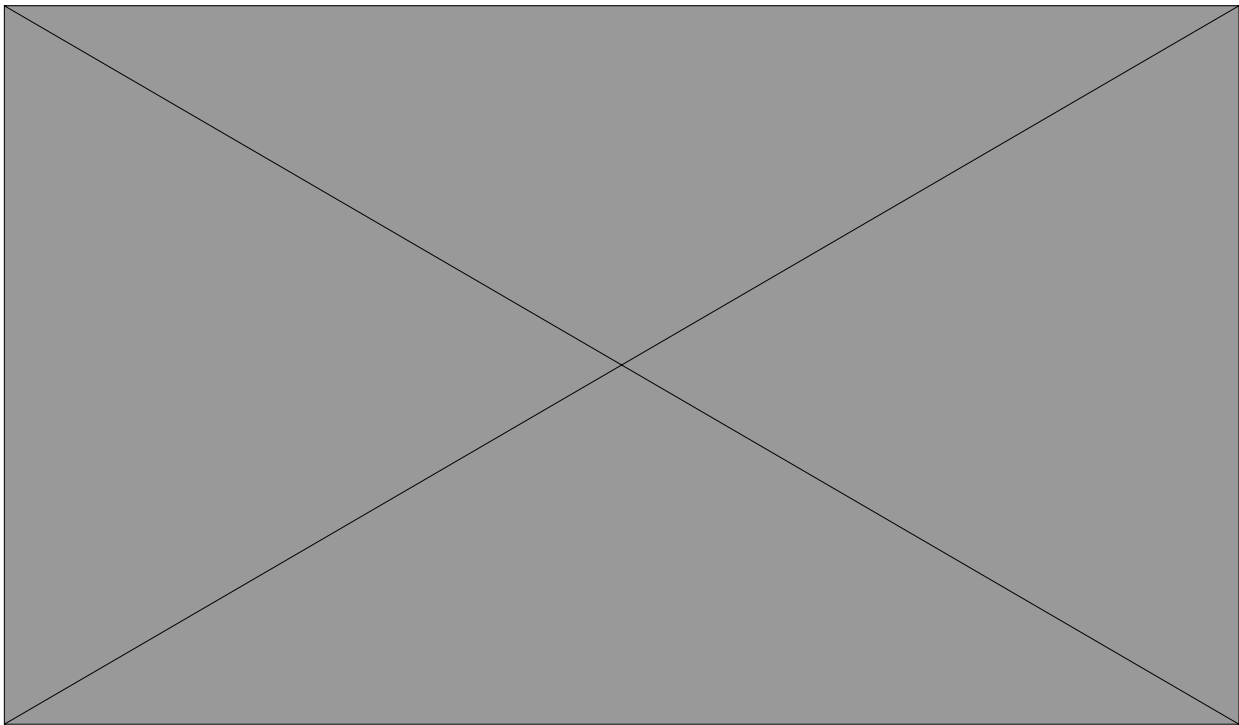


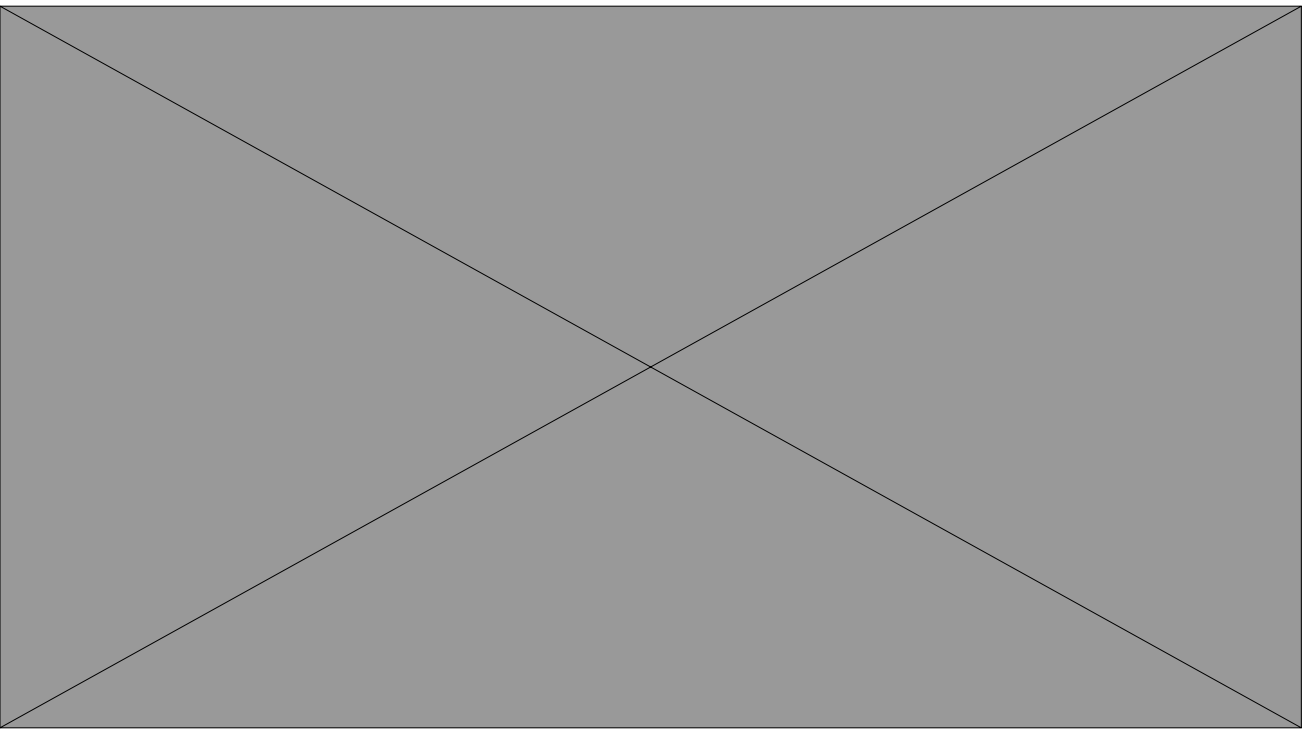
Apply someone else's measurements as you browse products to easily buy the right size for them

ACROSS MULTIPLE PLATFORMS

Making our service available across multiple platform affords the convenience of purchasing MEC products anytime, anywhere, and allows for integration with all of MEC's existing digital platforms. The mobile version provides the opportunity to bridge the outside and in-store experiences, creating a seamless and continuous engagement experience.







CUSTOMER VALUE



BUSINESS VALUE

- CONVENIENCE OF ANYTIME, ANYWHERE E-COMMERCE WITHOUT THE UNCERTAINTY OF REGULAR ONLINE SHOPPING
- ELIMINATES HASSLE OF HAVING TO RETURN ITEMS THAT DO NOT FIT AS EXPECTED
- EASY AND PERSONALIZED SEARCH AND COMPARISON FEATURES TO FIND EXACTLY WHAT YOU NEED
- ABILITY TO ACHIEVE DESIRED LOOK WITH INFORMATION TO ENSURE THERE IS NO LOSS OF FUNCTION OR QUALITY
- ASSURANCE THAT MEC IS DEDICATED TO ITS CUSTOMERS AND THEIR NEEDS

- INCREASE SALES ONLINE
- EXTEND INTERNATIONAL SALES (SIMULTANEOUSLY EXTENDING THEIR CUSTOMER BASE AND RECOGNITION)
- LOWER RETURNS AND RETURN COSTS
- LOWER ENVIRONMENTAL IMPACT CAUSED BY RETURNS DIFFERENTIATES THEM FROM COMPETITORS
- RETENTION OF BUSINESS FROM MEMBERS WHO ARE UNABLE TO ACCESS PHYSICAL STORES
- BUILDS TRUST IN THE BRAND

MEASURABILITY

Amount of people who enter their measurements

Amount of sales made using someone else's measurements (measure success of share feature)

Increase in online sales

Percentage of products returned

Relative savings

Relative reduction of environmental impact

FINAL THOUGHTS

Moving through each stage of this project and communicating the process step-by step has caused us to closely examine how we approach design. Keeping empathy at the core has inspired us to adopt the point of view of the client and customers at every stage, through understanding brand and experience, to deep dive research, to synthesis and ideation, and finally to prototyping.



REFERENCES

(n.d.). Retrieved November 27, 2014, from http://4.bp.blogspot.com/-xstBGhuD2gk/UA-73uPOisI/AAAAAAAAAKGE/oq3-yqXs9rs/s1600/jotunheimen_contours.png

(n.d.). Retrieved November 27, 2014, from http://www.fksa.org/gallery3/var/albums/Florida/Admin-File/album04/1_11_tonemapped.jpg?m=1327614420/1_11_tonemapped

12 Hot Retail Trends and Predictions for 2015. (n.d.). Retrieved November 27, 2014, from http://www.slideshare.net/Vend_POS/12-hot-retailtrendsandpredictions2015

Accountability Report 2013 - Mountain Equipment Co-op. (n.d.). Retrieved November 27, 2014, from <http://www.mec.ca/AST/ContentPrimary/AboutMEC/Sustainability/AccountabilityReport.jsp>

An Introduction to Design Thinking PROCESS GUIDE. (n.d.). Retrieved December 9, 2014, from <https://dschool.stanford.edu/sandbox/groups/designresources/wiki/36873/attachments/74b3d/>

Annual Report 2013 - Mountain Equipment Co-op. (n.d.). Retrieved November 27, 2014, from http://www.mec.ca/media/Images/pdf/2013_MEC_annual_report_v2_m56577569832393349.pdf

Banjo, S. (n.d.). Rampant Returns Plague E-Retailers. Retrieved December 9, 2014, from <http://www.wsj.com/articles/SB10001424052702304773104579270260683155216>

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

Case Study: MEC. (n.d.). Retrieved November 27, 2014, from http://www.canadapost.ca/cpo/mr/assets/pdf/business/casemec_en.pdf

Digital Consumer Tech Survey 2014. (n.d.). Retrieved November 27, 2014, from <http://www.accenture.com/us-en/Pages/insight-digital-consumer-tech-survey-2014.aspx>

Free high-resolution photos. (n.d.). Retrieved November 27, 2014, from <https://unsplash.com/>

Frog Impact. (n.d.). Retrieved November 27, 2014, from <http://www.frogdesign.com/platforms/frogimpact.html>

GoPro. (n.d.). Retrieved November 27, 2014, from https://www.facebook.com/gopro/photos_stream

GoPro's User Generated Content Turns Extreme Sports into Extreme Engagement. (n.d.). Retrieved November 27, 2014, from <http://www.womma.org/posts/2013/02/gopros-user-generated-content-turns-extreme-sports-into-extreme-engagement>

Kim, S. (2013, December 24). Online Retailers Tackle High Rate of Customer Returns. Retrieved December 9, 2014, from <http://abcnews.go.com/Business/online-shopping-transactions-returned/story?id=21312312>

KPI: Active Members - Mountain Equipment Co-op. (n.d.). Retrieved November 27, 2014, from <http://www.mec.ca/AST/ContentPrimary/AboutMEC/Sustainability/AccountabilityReport/ActiveMembers.jsp>

LAX. (n.d.). Retrieved November 27, 2014, from <http://thisisdk.com/work/lax>

Lomas, N. (n.d.). Fits.me Closes \$7.2M Series A To "Aggressively Expand" Its Virtual Fitting Room Tech In Europe, Start Prepping For U.S. Push. Retrieved December 9, 2014, from <http://techcrunch.com/2013/04/17/fits-me-closes-7-2m-series-a-to-aggressively-expand-its-virtual-fitting-room-tech-in-europe-start-prepping-for-u-s-push/>

Looking Further with Ford – 2014 Trends. (n.d.). Retrieved December 9, 2014, from https://media.ford.com/content/dam/fordmedia/North%20America/US/2013/12/12/Ford_2014_TrendReport.pdf

Materiality Matrix 2013 - Mountain Equipment Co-op. (n.d.). Retrieved November 27, 2014, from http://www.mec.ca/media/Images/pdf/accountability/MEC_2013_materiality_matrix_v2_m56577569831501444.pdf

MEC by Concrete. (n.d.). Retrieved December 9, 2014, from <http://www.concrete.ca/mec/>

MEC Report. (n.d.). Retrieved November 27, 2014, from http://sinibaldi.ca/reports/MEC_FINALREPORT.pdf

Mountain Equipment Co-op: A co-operative business model. (n.d.). Retrieved November 27, 2014, from <http://crrresearch.org/community->

research-connections/crc-case-studies/mountain-equipment-co-op-co-operative-business-model

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

Ozimek, A. (n.d.). REI: Digital strategy developing as 23% of sales happen online. Retrieved December 9, 2014, from <http://evigo.com/16586-rei-digital-strategy-developing-23-sales-happen-online/>

Patel, D. (2013, April 25). The importance of in-store video for retailers. The Guardian. Retrieved November 27, 2014, from <http://www.theguardian.com/media-network/media-network-blog/2013/apr/25/video-in-store-importance-retail>

Retail – Think with Google. (n.d.). Retrieved November 27, 2014, from <https://www.thinkwithgoogle.com/industries/retail.html>

Roots Canada. (n.d.). Retrieved December 9, 2014, from <http://rootsinformation.com/wordpress/>

Smart, S. (n.d.). Why MEC Rebranded. Retrieved December 9, 2014, from <http://www.bcbusiness.ca/retail/why-mec-rebranded>

Stickdorn, M. (2011). This is service design thinking: Basics, tools, cases. Hoboken, N.J.: Wiley.

Superfamous - Folkert Gorter. (n.d.). Retrieved December 9, 2014, from <http://superfamous.com/>

SWOT Analysis. (n.d.). Retrieved November 27, 2014, from <http://michelandmp.wordpress.com/swot-analysis/>

The Five Most Disruptive Innovations at CES 2014. (n.d.). Retrieved November 27, 2014, from <http://www.forbes.com/sites/bigbangdisruption/2014/01/10/the-five-most-disruptive-innovations-at-ces-2014/>

This is Backcountry. (n.d.). Retrieved December 9, 2014, from <http://www.backcountrycorp.com/>

Tiny camera, big impact: How GoPro transformed sports. (n.d.). Retrieved November 27, 2014, from <http://www.smartplanet.com/blog/the-big-story/tiny-camera-big-impact-how-gopro-transformed-sports/>

