

HOW DIGITAL PUBLISHING COMBINED WITH
PRINTED BOOKS: A CASE STUDY OF THE JINGLUN
DIGITAL PUBLISHING PLATFORM

by

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A B S T R A C T

The purpose of this study was to provide insights into the digital publishing market in China and Canada through case studies on the Jinglun Digital Publishing Platform. The retrieved data shows that there is opportunity of establishing a new digital publishing platform in Canada. The analysis of Jinglun Digital Publishing Platform showed that we can use the digital content add to the user experience of reading on digital publishing, but the mainstream position of print books is unshakable. The report will also examine the feasibility, provide detailed information, and a plan for launching the Jinglun Digital Publishing Platform in Canada.

Keywords: digital publishing, QR code, launching plan, marketing, app

DEDICATION

*In dedication to my parents for
making me be who I am,
and my husband for
supporting me all the way!*

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T A B L E O F C O N T E N T S

PAGES	CONTENTS
ii	Approval
iii	Abstract
iv	Dedication
v	Acknowledgements
vi	Table of Contents
viii	List of Figures
ix	List of Tables
1	Introduction
3	1. Introduce Jinglun Digital Publishing Platform
3	1.1 Digital Publishing Pattern 1.5
7	1.2 Jinglun Digital Publishing Platform
9	1.3 How dose the Jinglun Digital Publishing Platform works?
11	1.4 Experiencing the SSQR App
12	2. Jinglun’s experience in China
12	2.1 Digital Publishing in China
16	2.2 Jinglun Platform in China
16	2.2.1 <i>Jinglun Platform Experience in China</i>
27	2.2.2 <i>Marketing Effort in China</i>
30	3. Project Plan in Canada
30	3.1 Goals of the project in Canada
31	3.2 The Current Status of the Canadian Digital Publishing Market
33	3.3 Comparison with the Current Chinese Market
34	3.4 Project Design Plan
34	3.4.1 <i>Localization of the Jinglun Digital Publishing Platform</i>
36	3.4.2 <i>The Marketing and Outreach Plan</i>
36	3.4.2.1 <i>Leveraging Existing Networks</i>
37	3.4.2.2 <i>Social Media</i>

38	3.4.2.3 <i>Leveraging Partnerships</i>
39	3.4.2.4 <i>Attending Conferences and Tech Forums</i>
40	3.4.2.5 <i>Advertising</i>
41	4. Plan Execution and Feedback
41	4.1 Definition of Audiences
42	4.2 Initiating the Platform In Canada3.3 Comparison with the Current Chinese Market
42	4.2.1 <i>Company Event in Vancouver</i>
42	4.2.2 <i>Canada Road Show</i>
43	4.2.3 <i>Meeting Canadian Publishers</i>
45	4.3 Advantages and Difficulties of Entering the Canadian Market
47	4.4 Future Project Prospects
48	5. Analysis of Jinglun Digital Platform
48	5.1 Digital Pattern 1.5
50	5.2 A Digital Platform for Publishers
53	5.3 Profit Model
56	6. Conclusion
56	6.1 Influences on the Publishing Industry
58	6.2 How Publishers Should Move Forward with SSQR
61	7. Summary Report
63	References
	Appendices
68	Appendix A: Top 50 companies list who are using Jinglun Digital Publishing Platform
71	Appendix B: User interface of the SSQR app
73	Appendix C: User interface of the back-end system of the Jinglun Digital Publishing Platform
74	Appendix D: SSQR showcase
76	Appendix E: List of book fairs and digital forums attended and planned to attend

LIST OF FIGURES

PAGES	FIGURES	NAME OF FIGURE
51	Figure 1	The Multidirectional Communication Model

L I S T O F T A B L E S

PAGES	TABLES	SOURCE/INFORMATION
3	Table 1	Definition of publishing stages from Jinglun
4	Table 2	Comparison of difference digital publishing products
20	Table 3	Sales Data from Jinglun Media Culture Group

Introduction.

Established in 1994, the Jinglun Culture Media Group is one of the leading independent publishers in China that deals with publishing in education, book production, and digital publishing. With branch companies in Nanjing, Guangzhou, Beijing, Vancouver, and Toronto, Jinglun has over 500 employees, more than 4,000 titles, annual sales of \$160 million (USD), and 15 registered trademarks. Jinglun is now in the prelisting stage, and will be listed on the Chinese stock market in 2015. It is currently transforming itself from its traditional publishing background in order to move into digital publishing, and seeks to provide platform services to other publishers in the future. Jinglun's Toronto branch company is called Doyen Publishing Inc. It is one of the publishing branches of Jinglun that is in charge of business development in the North American markets. Jinglun has set up a new publishing platform that links traditional book publishing with digital publishing. On this platform, publishers will place a quick response code (QR code) inside books, from which related digital content can be provided, based upon the contents of the printed book. Readers then scan the QR codes using Jinglun's "ScanscanQR" (SSQR) app on smartphones or tablets.

Jinglun Culture Media Group has promoted a new publishing pattern, referred to as Publishing Pattern 1.5, labeling it as the forefront of digital publishing in China. The new publishing pattern will help publishers to collect data and increase both print and digital sales. The point of electronic

reading is that it offers something different from the experience that comes from reading a printed book (Gomez, Digital Age 164). However, Publishing Pattern 1.5 provides online capabilities related to print books, allowing readers to access multimedia materials as additional resources. The Jinglun Digital Publishing Platform fits the major trend in it. The SSQR app will enhance the interaction between publishers and readers, particularly in educational publishing.

The information in this report was collected over the period of September 2014 to May 2015; this includes the eight months of my internship with the marketing department at Doyen Publishing Inc. The information was obtained from the company's head office, personal staff emails, marketing materials provided by the staff, books and journals from libraries, analysis reports and databases, as well as blogs, websites and newspaper articles found online. My internship duties included researching the status of the digital publishing market in North America, and also creating the marketing plan and launch plan for the Jinglun Digital Publishing Platform and SSQR app.

Chapter 1.

Introduce Jinglun Digital Publishing Platform

1.1 Digital Publishing Pattern 1.5

With the rapid development of digital technology and Internet applications, the reading practices and modes of publishing are changing daily (Fang 2013). Nowadays, publishers are working under greater pressure than ever, as they have to face and solve the problem of digitalizing publishing in many different ways. Digital publishing changes everything, from how content gets presented to the tools used and also to grow audience (Hansen, 2012). This has presented us with new challenges to improve our traditional way of publishing. The biggest challenge in digital today is providing superb consumer experiences and how to use data to leverage greater value out of inventory and audiences (Doty, 2012). As a solution to these fresh challenges, in 2014 Jinglun Media Culture Group, after four years' research and development, has successfully set up Digital Publishing Pattern 1.5 - the combination of digital and print publishing.

Table 1 Definition of publishing stages from Jinglun

Book Publishing 1.0	Printed books and e-books
Publishing Pattern 1.5	Digital publishing combined with printed books
Digital Publishing 2.0	Fully digitalized media

In every corner of the world, digital publishing is a hot topic, with many different formats including ebooks, reading online, learning tablets¹, smartphone apps, among many others. Behind all these digital formats, we can see the limitations of the existing digital publishing products (table 2) Sales of dedicated e-reading devices have plunged as consumers migrated to tablets and smartphones. According to Alter, young readers who are digital natives still prefer reading on paper (Alter, 2015). The portion of people who read books primarily on e-readers fell to 32 percent in the first quarter of 2015, from 50 percent in 2012, a Nielsen survey showed (Alter, 2015). “Publishers, authors, agents and retailers will continue to experiment with new kinds of content, new ways to reach readers and new business models,” said Raccah (Raccah, 2015).

Table 2 Comparison of difference digital publishing products

Products	Format	Limitation
ebook	Paper text on digital device	A, there is no essential difference with the print books, only medium is different. B, Different publishers publish different ebook format, readers will need to buy all kinds of readers.
Reading Online	Paper text on digital screen	A, File format is numerous, layout design is not beautiful in general, reading experience is not good B, Limitation of computer space and Internet environment

1. Learning tablets are products that people can read digitalized content on the tablet's screen and the learning models are interactive but not fully functional. They are designed such that digitalization only works on the instruments that book publishers provide.

Products	Format	Limitation
Learning Tablets	Book Content digitalized on screen	A, It only suitable for individual learning content, not suitable for system learning. B, Users need to purchase a variety of different devices, content is not compatible between different enterprises.
Resource Website	All kinds of web resources	A, Online content formats are diverse. Users need to find resources by themselves, not relevance with paper publishing. B, Limited by space, more suitable for the PC reading users.
Smartphone App	Multimedia application	A, Individual system, not suitable for systematic learning. B, Technology companies produce content, not professional learning materials.

According to a survey from Ci Viewpoint, 76% of parents are willing to choose print paper to be the major medium for their children's studies. However, another survey took by the same website showed that 80% of children are more like to read multimedia digital books (Ci Viewpoint, 2014). As a result, Publishers are struggling to find a balance. Digital Publishing Pattern 1.5 is a new digital publishing model comes up by company Jinglun that combines traditional book publishing with digital publishing. At present, it is an intermediate stage of development between paper media and complete digital media. Jinglun called the traditional book publishing 1.0 and the full digital publishing 2.0, so that publishing pattern 1.5 can lie in between these two ends. To help readers combine the print and digital smoothly, QR codes will be printed on the pages of a book where there's a need for additional informa-

tion. By scanning these QR codes with cell phones or other mobile equipment, readers will get the information they are looking for, such as animations, videos and audios etc. This combined model has several advantages:

1. Traditional book publishing combined with digital publishing

In Digital Publishing Pattern 1.5, traditional book publishing and digital publishing become two components of one final publishing product. They work harmoniously together, not against each other. Printed books are the basis for digital content, and digital content is an extension to printed books. They depend on each other and co-exist.

2. Life Cycle of Books Are Extended

By providing in-app message and content updates to followed users, with the help of digital publishing, publishers are more competitive in the same product line. Also, the sales of the same print books will continue growing because new updates are provided regularly.

3. Easier and Faster to Sell

As it is very hard to sell fully digitalized products, especially when readers have to pay. With the help of Digital Publishing Pattern 1.5, current readers of traditional books will become immediate users of digital content. Consequently, publishers do not need to worry about investing heavily in marketing and promotion.

4. Immediate Use of Digital Content

Readers can access digital content once they scan QR codes by using their mobile equipment. Readers do not need to go to websites or other resources again to search for and select the content they are looking for.

5. Engaging Audience

Audiences are more like deeper content and engagement. The QR codes offering users deeper content to scan, once they finish reading one piece of content, they are willing to explore more. It will keep them on the books for longer. It is an effective way to increase readership engagement.

In summary, traditional publishing and digital publishing are interdependent; they are not in conflict and do not substitute each other. Digital publishing is an extension to traditional paper publishing in that it offers an additional resource and with various forms of presentation. By updating digital content, traditional publications can be transformed into a “fresh” or “live” platform for content output and delivery. Using print media as a medium, the promotion of digital content and related consumption is a good innovation.

1.2 Jinglun Digital Publishing Platform

The Jinglun Digital Publishing Platform is a multifunctional publishing platform that lets publishers able to generate QR codes for printed books that, when scanned, bring the readers to digital content that is published within the web-based platform. It has two parts, namely an SSQR app for

users and a back-end system for publishers. Publishers put QR codes on print books and then users install the SSQR app on smartphones or tablets. In the wi-fi environment, QR codes are scanned using the app on smartphones and tablets. Digital contents appear on the device screens, including more text, photos, audios, videos, animation, more learning apps, and other possible interactions. The publishers continue to provide and update information for the targeted audience through the app's back-end platform, which is known as push subscription function.

The Digital Publishing Pattern 1.5 is relied on the new publishing platform, which has various functions including online production, cloud storage, payment transactions, user locking, and content customization. To support Digital Publishing pattern 1.5, Jinglun has invested in, and launched, the Jinglun digital publishing platform. While multimedia digital information is stored and provided on the platform, it also has functions that track customers' account, provide customer-made content based on readers' behaviours, and give a more accurate push subscription service to existing users and include data analysis functions. Digital publishing is based on the premise that each experience with the product is unique, which means publishers need to know their customers, or in this case their visitors, better than their competition in order to succeed (Mudarri 2013). The idea is combining a community of readers with a subscription service for books. Users can post topics and discuss related content in that forum. It opens an entirely new dimension. It creates an opportunity for readers to share their reading notes

through their angle, the author and distributor can also engage with readers on the app to hear reader's opinions.

1.3 How does the Jinglun Digital Publishing Platform work?

The Jinglun Digital Publishing Platform is a content provider that employs computer, Internet, and mobile communication technologies. The paper and digital contents form two different formats of a single publication. These digital contents in apps represent the digital presentation of paper contents; in turn, readers will reach a deeper engagement with the book's content, and this adds value to the book as well. That is, it links traditional book publishing with digital publishing in a revolutionary way. On the platform, publishers are able to publish books embedded QR codes and receive orders from readers. On the SSQR app, readers can explore additional content by scanning QR codes on the print books and also communicate with others on the forum in the app; this system allows them to interact rather than becoming passive recipients of content. The contents are categorized in different levels and are all originally created by publishers and their authors. Moreover, this back-end platform is able to perform functions of data collection or analysis with a strong back-end support system. This platform is designed with the intention of helping publishers find solutions that e-books and other digital publishing methods cannot offer.

Valuable attributes of the Jinglun Digital Publishing Platform are as follows:

- The Jinglun Digital Publishing Platform back-end has the function of collecting and analyzing data. Who, when, where, and what questions can be answered, providing more data about readers and the information that interests them to publishers. This allows more relevant updates to be provided in future;

- The back-end has a payment system. Each QR code can contain different levels of digital contents. The basic level can be free, while for enhanced functions in which publishers invest heavily, a fee may be charged;

- The SSQR app has an account track function: Every time a user employs the scan function, the details will be recorded on the system, which will eventually converge to data². Through collected data, various publishing companies can determine where the readers are, and also the type of content they prefer. Thus, connections between the enterprise and the reader will be established closely; and

- Precision marketing, customization of digital content, paid digital content push functions, and targeted publishing are all available on the Jinglun Digital Publishing Platform.

² Publishers will only be able to access the data with users' agreement.

1.4 Experiencing the SSQR App

This platform is suitable for educational books, children's books, cookbooks, non-fiction books and many other types of printed media. Moreover, Jinglun's platform allows for richer content, rather than merely providing text alone. There are various digital forms other than audio, video, image-text, animation and apps. For example, if a reader finds a recipe called "How to Make Crepes" in a cookbook and wants to try it, he or she can scan the QR code beside the content in the book using the SSQR app, and a video on how to make crepes will appear on the screen instantly. Taking this idea a step further, publishers could link this QR code to a video on their YouTube channel. Then, the app will remember a reader's interests, in addition to suggesting and providing new content automatically when the publishers update it in future. In another example, a child might read a book about mountains. The reader can scan the QR code in a chapter called "The Wonder of an Alpine Summer" to call up photos or videos to gain more insights of what the wonderful experience feels like, thereby attaining a resourceful reading experience. There will be no need to start up a computer to search for "Alpine summer" to see how it really looks. This saves more time, enhances the reading experience, and also makes it convenient. Due to the developments of the SSQR app and QR codes, publishers can now choose from a wide range of formats to present the content to readers.

Chapter 2.

Jinglun's experience in China

2.1 Digital Publishing in China

Digital publishing has been developing in China for many years, and it is currently available in a number of different forms. These include e-reading, mobile reading, talking pen book¹, and learning tablets. Publishers strive to keep up with the current digital publishing revolution as it continues to develop new components, particularly in smartphone applications. In the Chinese digital publishing market, although many traditional publishing companies have failed to make the transition to digital publishing, technology providers, platform providers, and Internet operators such as Baidu, Tencent, and Xiaomi remain major players in the market. Even with major companies on board, the future of the industry is still unclear (Zhang, 2015). Analysts estimate that few digital publishers are actually profitable, and that digital publishing for companies is more about ensuring that their users stay with their specific platform (Xiang, 3). China's digital publishing industry has entered the phase of high-speed development (Fang, 2013).

Digital book format e-books have not been well received in China (Liang, 2004). This is related to the buying behaviors of consumers there,

1 The Talking Pen book consists of one reading pen and one tablet that is an educational publishing product. Reading pen provides sound support so that users can learn independently. Users only have to place the Talking Pen on the stickers that are found on the books. The pen reads the text and reproduces the voice of the character as well as other features of the pages.

in that readers prefer free-of-charge digital content. In a research report *Developments and Obstacles in Chinese eBook Market*, the author Shen Liang concludes that readers in China were attracted by the technical advantages including costless to less to copy, easy to transfer, searchable and easy to store, but did not want to pay for eBooks. Many eBook end-users still preferred to read extended passages of text on papers rather than screens. Today the user acceptance is one of the three significant obstacles for eBook industry in China (Liang, 2004). According to another Report of 2011 China Mobile Reading Market Research, the data showed that people whose willingness to pay for mobile e-books decreased as compared to the previous year. It is apparently hard for traditional publishers to find their business opportunities because people who are willing to pay for the electronic edition of paper books accounted for only 8.5% in the report (Gao, 2012). Moreover, publishers do not promote e-reading due to their focus on traditional models of publishing content, distribution, and logistics. Thus, the Chinese e-book market is still in its infancy, ready for publishers to invest in it (Greenfield, 2014).

In the past ten years, online literature sites have grown substantially in China. Online literature sites first emerged in China in 1990, and have grown rapidly since then (Rochester, 2015). Many science and technology companies have created websites for this kind of reading, from which they benefit by selling individual novel chapters and memberships to readers. However, in an article “Chinese online literatures” wrote that, “the digital landscape and technology have changed since the first wave of authors began to write;

readers in China now access novels through smartphones and tablets rather than desktops” (C.S.-M, 2013). In the digital publishing landscape, readers start to change their reading habits from desktop to smartphones and tablets. In addition, publishers seldom become involved in promoting online fiction and other genres, while authors can publish their books on websites alone, rather than having to get them printed. However, the quality of these works cannot be guaranteed (C.S.-M, 2013). Readers are also unable to buy print books even if they want to. In such circumstances, online reading is not followed new digital technologies, but instead only provides text content on a Web-based platform.

Psychologist Richard Wiseman was one of the first authors to include QR Codes in a book, in *Paranormality: Why We See What Isn't There* (2011), allowing his readers to follow-up on paranormal claims by accessing his research through the codes. After that, books with QR codes have begun to appear in the marketplace. A QR code is a type of two-dimensional barcode that is a machine-readable optical label containing information about the item to which it is attached (<http://www.qrcode.com/en/>). The QR code is a form of technology related to augmented reality technologies. It is a medium between digital platform and print books. On first glance, they look like any other book. However, when a book’s QR code is scanned, three-dimensional (3D) elements, movies, and sounds will appear on a smartphone or tablet screen. Some books even include interactive elements (<http://augmented-reality-in-education.wikispaces.com/Augmented+Books>). Certain applica-

tions require users to download software in order to read the QR code on the book, and some publishers create specific applications for their books. However, this involves significant costs and is very time consuming.

Publishers can use the Jinglun Digital Publishing Platform for multiple purposes, as it is easy to learn and use. In order to provide interactive content for their readers, publishers can use the web-based back-end system of the platform to upload additional book content and generate QR codes to embed in the books. When it comes to the use of QR codes in books, publishers have created proprietary applications for their books, which involve significant costs and time. For both traditional publishers and digital-only publishers, the high costs are not offset. The making of revenue model for digital publishing is uncertain. None of the above reading experiences fully embraces the use of additional materials to help form community and provide deeper content beyond the print content; however, Jinglun Digital Publishing Platform seeks to solve this economic challenge for publishers with an open platform, whereby publishers can access the platform to provide readers with interactive content easily, without the high cost of making an app. Furthermore, publishers can use Jinglun's web-based back-end system of the platform to upload additional book content and generate QR codes to embed in the books easily. Thus, publishers no longer need to create their own augmented applications for readers to use, thus saving them time and money. They can use the platform Jinglun created to satisfy readers' needs.

2.2 Jinglun Platform in China

2.2.1 Jinglun Platform Experience in China

Digital publishing has not been industrialized in either the Canadian or the Chinese market, which means that neither country has built up a system of digital publishing industries. Only a few large publishing companies are capable of producing their own digital publishing products. Moreover, there is a large opportunity for digital publishing in China. With over one billion mobile phones in use, over 500 million mobile Internet users, a bigger e-commerce market than North America, and an estimated \$20 billion book market (Greenfield, 2014). In December 2014, the number of Internet users in China reached 649 million, of which the number of mobile Internet users had reached 557 million (85.8%) (CNNIC, 2015). On the face of it, China has massive potential for digital reading consumption. China is a mobile-first country when it comes to digital access. The majority of the country's Internet audience will use a smartphone or advanced feature phone as their primary means of going online (Emarketer, 2015). The Chinese government also provides a large amount of funding to support digital publishing projects such as the Jinglun Digital Publishing Platform. An example is that Jinglun published a series of book of "early education at home 0 ~ 3 years old" last year independently, it combines with the operation of videos, audios and online courses through the Jinglun Digital Publishing Platform. The book has more practical and fun to use with the interactive elements. The Chinese

government helps to distribute it to young children parents and families without charge across China.

By April 2015, Jinglun has been working with more than 100 companies and approximately 18% of the publishers in China to provide different services using the digital publishing platform. Their clients include magazine and book publishers, schools, writers and global enterprises. The published book titles number more than 3000. The platform has developed considerably quickly, and Jinglun has already been the biggest and most professional digital publishing platform service provider.

In the BookExpo America 2015, China was the Global Market Forum Guest of Honor. All of the exhibitors from China used the Jinglun Digital Publishing Platform to introduce their books. This is the third time that Jinglun has participated at book expos as an official digital publishing provider. The last two were the Beijing International Book Fair and the China Shanghai International Children's Book Fair.

In terms of how Jinglun works with publishers at book fairs, publishers give all the information of exhibition books to Jinglun, who then design and input the information into the Platform. Next, a QR code is generated and printed on the book covers. Users scan the QR code on the book cover in order to obtain further information about the book on their phone. The information obtained from QR codes includes a Chinese and English introduction, the author's introduction, and also copyright and contact information. This

information not only saves time, but also shows the digital technology of the SSQR app at the same time.

With the Jinglun Digital Publishing Platform, Jinglun can provide excellent services for the global publishing enterprises:

1. Platform Services

Jinglun provide services to publishers. The service charge will be based upon how many contents publishers intend to put on the platform, and also how much traffic these contents will generate.

2. Content Services

Jinglun have accumulated lots of experience in digitalizing contents, so they can provide services in helping more publishers get their content digitalized from cassettes, CDs, CD-ROMs, websites, etc.

3. Tailor-made Services

Jinglun are also able to provide tailor-made services to publishers according to their specific needs.

The platform is not only intended for use in big fairs and expos, but also in most childcare centers and schools in China. With the QR code on the textbooks, teachers can lead students to information by just using SSQR app. Jinglun work with schools to customize and publish textbooks and educational books for teachers and students. Regarding feedback obtained, parents and students are positive about the new learning model. The platform

animates classrooms through lively digital activities and enhanced entertainment, rather than a pure textbook that can potentially decrease a student's interest. In addition, Studies using the platform are more convenient and fast. For example, concert programs instead of printing copies, hear a talk done by other teachers, keep track of attendance, and contact information for parents and more. The interactive learning mode solves the integration problem of paper and digital content. Print books and digital contents are combined perfectly through QR codes in books and the SSQR app. The platform also helps publishers to increase their sales totals and receive positive feedback. The table below shows the top three sales volume lists with QR code injection. The increased sales value is compared to the previous year's sales date. For instance, Hohai University Press published the title, Chinese Character Knowledge for Primary School last year, and they decided to publish the second edition using the Jinglun Platform with a QR code embedded as a part of their investment strategies. The sales data shows that the investment of creating digital content for the QR codes is beneficial. Also, the sales amount has increased by 16% compared to the previous edition.

Table 3 Sales Data from Jinglun Media Culture

Book Title	Publisher	Sales Amount	Increased Sales Value
Chinese Character Knowledge for Primary School	Hohai University Press	One million two hundred thousand	16

Content	The book is a knowledge collections toolkit for Chinese language learning. Regarding similar products, the book is a market leader. Single sales number more than 1 million copies after the injection of digital content with QR codes. It is more conducive to read and use. It is very popular as the market demand increased by 16%.		
High School Teaching Materials Analysis Series	Ningxia People's Publishing House	Seven million five hundred thousand	5%
Content	The book series has been published for ten years. It is the leading brand in high school materials in China. QR code injection increases the sales amount for sure. However, due to heavy study workload during college test period, students do not have too much time to use the QR codes for intellectual development. Thus, QR code injection has less effect on the sales increase.		
Summer Holiday Story	Ningxia People's Publishing House	Two million	21%
Content	The book is published for students to review, preview and improve their academic knowledge during summer holidays. QR code injection has greatly increased the product sales. In addition, the content is richer and more attractive. Another main reason is that students have more time to use the SSQR app during the summer vacation, and the pressure of study is not big. They are more acceptable to expand the learning content of learning and knowledge.		

The report “Q1 2014: QR Code Trends” showed that the U.S.A., the U.K., Australia, and Canada rank in the top five in the scanning of QR codes (“QR Code Trends”, 2014). Another report from comSCORE showed that more than half of the smartphone audience that scanned a QR code did so from a printed medium of about 50.9% (comSCORE Mobilens, 2012). It proves that users are willing to scan a QR code on a printed medium. This

showed that the trend towards QR code use continues to grow as smartphone owners become more numerous around the globe.

One advantage of books with embedded QR codes over text-only books is that the QR code will communicate and contain more information. Further, they allow for deeper content that cannot be presented on the printed page, such as video, audio and animations, and data can also be recognized by the SSQR app directly, which makes actions easy to trigger. In addition, smartphones are a powerful participation tool and can be used to deliver enhanced content as well as be used as a tool for conversation, collaboration and community. Moreover, if this platform were used in elementary schools, the students would likely become habitual users, which would then affect their usage patterns in future studies. So they will not give up print books, and will like to read both formats. Another advantage is that such books are easy to use and are also more attractive to readers with additional interactive engagements based on the statistics showed from above table. To read a QR code in a printed book, it is only necessary to run the SSQR app and choose the scan function to aim the camera of the smartphone towards the QR code. To create a QR code for books, publishers only need to upload the content they have, to the Jinglun Publishing Platform and then generate QR codes which are then embedded to the printed books. This process replaces the production of CD-ROMs or DVDs. Each page of a print book published by Jinglun usually contains at least one QR code. The information contained in each book is rich in meaning.

The SSQR app is also a community-based communication tool as well as a scan app. It includes the following functions: labeled resources, scan, and download. There are channels on the resources page that users can subscribe to in order to receive free daily news, software updates, and other resources they are interested in. The channels are labeled supplementary materials, textbooks, magazines, children's books, education news, publishing news, and teachers' studios. Readers are able to find what they are interested in by subscribing to the different channels. They can even buy e-books through the channel's online store. Each channel has its own forum where users can comment or review each book or address questions to authors or publishers. They can even publish their own books and build a private chat forum and invite their friends to use the SSQR app by using the back-end system. For example, a manager can build a forum on the app, and staff can then discuss questions and provide case solutions after meeting on the forum. Both the Jinglun Digital Publishing Platform and the SSQR app provide a platform for publishers, enterprises and users to interact with others. In Digital Publishing Pattern 1.5, everyone becomes a publisher; moreover, the author, publisher, and reader communicate with each other through the platform.

The preference for reading printed text remains strong; paper is unlikely to disappear in the digital age, because reading printed media is deeply embedded in tradition (Liu and Huang, 2007). While using the Jinglun Digital Publishing Platform to publish books, the print market will not shrink, and new opportunities are also emerging. To evaluate a possible cannibalization

of print books resulting from access to digital contents, Jinglun has upgraded more than 3,000 books, providing a precedent for the implementation of the Jinglun Digital Publishing System. As a result, after several months, the sales of published books with QR codes are already much higher than previous sales.

According to the annual sales report from Jinglun, the average sales increased 15% by adding a QR code on the print books (Jinglun annual report, 2014). People prefer deeper reading content, and feedback on the new reading experience has been positive. In Publishing Pattern 1.5, traditional publishing and digital publishing are interdependent. Digital publishing has to rely on traditional publishing to find its targeted readers, while digital publishing represents an extension of traditional publishing wherein additional resources are provided. Paper content provides readers with reading guides and helps publishers to find users quickly. Digital content has expanded the publishing diversity and enriched the presentation format for paper content. In the beginning of 2015, due to the platform's huge success in China, Jinglun has decided to shift their focus from traditional publishing to digital publishing. In their 2015 strategic planning report, Jinglun will stop publishing their own text-based print books. Instead, they will help other publishers and enterprises to publish their books with the digital platform (Jinglun Internal Report, 2015).

There are two very successful publishing cases with the Jinglun Digital Publishing Platform. In October 2014, the Yellow River Publishing Media Group began a partnership with the Jinglun Media Culture Group. Yellow River Publishing Media Group use the form of a “paper book + QR code”, while they have also digitalized more than 50 books of digital content, and no longer provide tapes or CDs to readers. Instead, they use the platform for online content supplies. Readers now have easy access to online content, instead of using tapes and CDs at home. They do not need to spend time to learn to use the new environment of how to use CD player. They are now able to access data anywhere and receive updates with unlimited space in the App. It also saves considerable publishing and production costs and also improves profitability. At the same time, through the continuous update of digital content, print media can be transformed into a “fresh” and “live” content delivery platform. Further, both previous and new readers spoke highly of the new forms. According to the statistics, Yellow River no longer publishes tapes and CDs, which has helped the company to save about 2.4 million Chinese Yuan².

Another strong example of a successful media transition is that of Ningxia Yibang Digital Technology Co.Ltd., which published a set of “QR code + picture book” products for their agriculture department. This set assists many farmers and herdsmen without a high education in acquiring farming knowledge in a concise and straightforward manner. They do not need to

2. 2.4 million Chinese Yuan equals to fifty thousands Canadian dollars.

read any words, as they only need to scan the QR codes on the pictures by using their smartphones. For the product design, they use atlas plastic material instead of paper; this is for the convenience of farmers and herdsmen in the fields. With this kind of compound published product, many people without a high education background are willing to study. It also increased the agricultural production rate for their company.

Thanks to WeChat³, Tencent's hot mobile app, which has 570 million daily active users and features public subscription accounts. According to data published in Tencent Global Partner Conference, creating a subscription to follow QR links and publisher's official accounts is well accepted by users in China. There are 8 million official subscription accounts created on WeChat until December 2014 (Tencent Global Partner Conference, 2015). Regarding WeChat, which started in 2011, there is a push subscription function in the app. The in-app function "subscribe to message feeds" is also increasing in popularity, 15 thousands new accounts published everyday on average (Tencent Global Partner Conference, 2015). According to a report by L2 Think Tank (2013), WeChat is the fastest-growing social media platform in the world. To subscribe to WeChat, users scan a QR code to subscribe to the public account. Then, the user gains access to the pushed messages to get new information from the public account on a daily basis. An average user reads nearly six articles on the app a day, according to a study by CASS (CASS, 2015). Similar

3. For those who are not familiar with WeChat, it is an innovative social network with a lot of functions such as messaging, voice calling, games, sharing moments, and a public account (the marketing platform).

to the subscription function, SSQR has also has a ‘precise push’ function. Once a reader scans the QR code on a book, they can choose to follow the publisher’s official account to receive news, deals and updates. This function is similar to email subscriptions, in that users will gain direct access to the articles or contents on their app. It implements the connections between a person/user and the enterprise. The in-app content push is acceptable due to large usage of smartphones. According to the data from Jinglun’s internal report, the most followed publisher’s official account has more than one million followers. People can also search the content they are interested in, and then follow the related account. The scan and QR code experience in China indicates that SSQR app is a good idea and is worth trying in a different market. Although it is often hard to reach a new market, it is worth trying nonetheless. Similar to the WeChat app, the SSQR app has gone global, having reached 70 million users outside China, such as Thailand, Malaysia, India and Singapore in 2014.

2.2.2 Marketing Effort in China

The Jinglun Digital Publishing Platform is revolutionary in the digital publishing world. It has been very successfully applied on the Chinese market. As of December 2014, approximately 1.5 million users were using the Jinglun Digital Publishing Platform, which has reached 16 million app visits; thus, remarkable marketing results have been achieved in 2014.

Jinglun used both traditional and advanced marketing strategies to promote the platform. The first is taking the initiative to come to visit other companies include publishers, enterprises, magazines and schools, etc. Nowadays, all publishing press faces the demand of digital transformation and upgrading, though most of them cannot find an efficient method of integration. On the other hand, Jinglun's platform provides an effective approach. As long as publishing houses can see Jinglun's platform, they will accept and start to use the platform to create their own digital products. As a result, this marketing method is very effective. However, the process nonetheless needs a lot time input.

The second way to promote Jinglun is to participate in all kinds of exhibitions and expos. Through a series of exhibitions at home and abroad to demonstrate the digital pattern 1.5 publishing model, the display of products and services allows more people to see it. Such exhibitions include the Tokyo book fair, the Frankfurt book fair, the Beijing international book fair, and the China book fair, among others.

The third approach concerns media publicity. Jinglun often accept interviews from mainstream industry media, such as "the China news publishing newspaper", "Chinese print media business" among others. Media reports on the process of the transformation and upgrading of digital publishing often take Jinglun's platform as a study case. Consequently, through

the media promotion, more people know about the Jinglun Digital Publishing Platform, and can therefore actively cooperate with Jinglun.

The fourth method is using social media promotion and online marketing. The major social medial platform is WeChat. Jinglun use the WeChat public account to promote the platform. Since the media effort is more noticeable, the reading of a single WeChat content can be forwarded to thousands of users.

The fifth method regards capital cooperation. Through cooperation with press capital, a joint venture company can be established in order to industrialize promotions. A good example of this is the joint venture with Ningxia People's Education Publishing company and Ningxia Yibang Digital Technology Co.,LTD.

With the Jinglun Digital Publishing Platform, Jinglun can provide excellent services for the global publishing enterprises: In the BookExpo America 2015, China was the Global Market Forum Guest of Honor. All of the exhibitors from China used the Jinglun Digital Publishing Platform to introduce their books. This is the third time that Jinglun has participated at book expos as an official digital publishing provider. The last two were the Beijing International Book Fair and the China Shanghai International Children's Book Fair. Until April 2015, Jinglun have been working with more than 100 companies and approximately 18% of the publishers in China to provide different services using the digital publishing platform. Their clients

include magazine and book publishers, schools, writers and global enterprises. The published book titles number more than 3000. The platform has developed considerably quickly, and Jinglun has already been the biggest and most professional digital publishing platform service provider in China.

Chapter 3.

Project Plan in Canada

3.1 Goals of the project in Canada

According to Bobby Tung, the future of digital publishing is “Data, Link and Remix” (Tung, 2014). According to a report released on March 17, 2014 by BookNet Canada, Canadian publishers’ digital publishing programs are well under way. As stated in the report’s introduction: “This study confirms that in the almost five years since Kobo’s predecessor, Shortcovers, launched in Canada, and just four years after the Amazon Kindle ebook reader was made available north of the border, Canadian publishers have rapidly adapted to the Canadian consumer’s appetite for digital reading.” (BookNet Canada, 2014). As the Canadian populations remain big readers, Jinglun sees that there is an opportunity for digital publishing in the Canadian market.

Jinglun is now in the prelisting stage and will be listed on the Chinese stock market in 2015. Launching the Jinglun Digital Publishing Platform in North America is part of the company’s future strategic plan. Jinglun is currently transforming from traditional publishing to digital publishing, with a view to providing platform services to more publishers. Jinglun wants to bring the new digital publishing model to the world and open this market in North America first.

The aim of launching the Jinglun Digital Publishing Platform in Canada is to increase the variety of foreign book outputs and further expand

North America's business market. A second objective is to introduce and promote the Publishing Pattern 1.5 concept. Finally, the company wants to serve more companies and publishers both at home and abroad.

3.2 The Current Status of the Canadian Digital Publishing Market

A recent public opinion poll commissioned by the Association of Canadian Publishers and other industry organizations found that 4 in 5 Canadians read books regularly, with 23% of their leisure time reported to be spent reading books (Edwards, Vachon, and Culver, 2014). Book publishing in Canada is a \$1.9 billion industry, with nearly two-thirds of revenues generated in Ontario (Statistics Canada, 2014). According to *The Canadian Book Consumer 2012 – Book Buying Behaviour in Canada*, the average Canadian book buyer purchased 2.8 books per month and approximately one in three Canadians is a book buyer. The majority of buyers tend to stick to one format or the other with 85% choosing print and just under 20% choosing ebooks, while nearly 7% purchase both print and ebooks (BookNet Canada, 2012). Based on above data, the current Canadian digital publishing market still has sufficient space for development and profit. Based on the data from the *New Republic*, the publishing market is expanding rather than shrinking (Hughes, 2013). However, creating an app is painful for some publishers, Jason Pontin, who is the editor in chief and the publisher of *MIT Technology Review* wrote that, "Software development of apps was much harder than publishers had anticipated, because they had hired Web developers who knew technologies

like HTML, CSS, and JavaScript. Publishers were astonished to learn that iPad apps were in fact real, if small, applications, written mostly in a language called Objective C, which no one in their Web-dev departments knew. Publishers responded by outsourcing app development, which was expensive, time-consuming, and unbudgeted.” (Pontin, 2012). Due to the high cost of developing an app, the publishers are seeking solutions to increase sales revenues and lower digital production costs. At the same time, customers are seeking better digital reading experience with no give up of the print books. This indicates that there are further opportunities for the development of digital publishing combined with print in Canada.

The detailed launch plan for the Jinglun Digital Publishing Platform in Canada is still under development. According to Genner, there is still plenty of space for the Canadian digital publishing market to grow (Greenfield, 2012). The Jinglun Digital Publishing Platform has the ability to reduce both publishers’ and users’ costs, while the SSQR app allows users to download all of the digital content associated with the book when they are in a Wi-Fi environment, and then view it offline. This saves the cost of buying other digital devices such as specific digital readers.

Most Canadian publishers are now producing their books in a digital format, and experimenting with new features and formats in their digital content production. As the number of people reading on mobile devices and tablets grows, publishers are recognizing the need to focus on creating

responsive texts that render well on a variety of screens (Edwards, Vachon, and Culver, 2014). Thus, there is a potential market demand to launch the Jinglun Digital Publishing Platform in North America.

In summary, the Canadian digital publishing market is under exploration and has sufficient space to increase. It is very important for publishers to increase sales and lower costs. A trend toward digital publishing is foreseeable.

3.3 Comparison with the Current Chinese Market

In China, the development environment for the Jinglun Digital Publishing Platform is advantageous and has been very successful. Publishers have recognized the value of the platform. According to The State Administration of Press, Publication, Radio, Film and Television of the People's Republic of China (SAPPRFT), state-run and “private publishers” published more than 414,000 titles in 2012, 58% of which were new titles. The combined turnover totaled 72.35 billion Yuan¹, representing an increase of 12.28% over the previous year (China Publisher’s Yearbook, 2013). The Chinese book market is growing and print book sales are increasing. Jinglun’s platform was one of the first innovative digital projects supported by the Chinese government. Moreover, the partner companies all have the power to help develop the platform in collaboration. In addition, Jinglun is one of the leading national enterprises in China. It has sustainable project investment ability, in addition to the ability to resist risks. The business environment in

1. 72.35 billion Yuan equals to 15 billion Canadian Dollar at an exchange rate 1:5

Canada is very different, Jinglun will lack support from the government and enter into a brand new market.

The difference between Canada and China is that both the population base and user behaviors are very different. In 2013, the population of Canada was 35.16 million, with China having 1.357 billion people, so the reader's base in Canada is not as high as it is in China. According to the data from Chinese Academy of Press and Publication's report in 2014, the number of digital reading totals 57.8% in China, and on average the reading amount are 4.77 books per person in 2013 (People's Daily Online, 2014). According to new data from Emarketer, China currently has 519.7 million active smartphone users. The new research also shows that the number of smartphone users will rise to 574.2 million by 2015 (Emarketer, 2015). However, the American market is bigger, Jinglun positions North America, including Canada and America as a whole unit, rather than as separate markets. As a result, the project is worth trying and the project will launch soon in North America to innovate the digital publishing world.

3.4 Project Design Plan

3.4.1 Localization of the Jinglun Digital Publishing Platform

Doyen publishing already has official Facebook, Twitter, LinkedIn, Pinterest, and WeChat accounts. I am working as a marketing executive at Doyen Publishing and started to create these social media channels in October 2014. The main purpose of using Facebook and Twitter is to attract local people

and interact with existing and potential readers. Both Pinterest and LinkedIn were created to promote company brands. In WeChat, Doyen's public account publishes news and updates about the Jinglun Digital Publishing Platform, related information, and other education news every two days, and also links all of the articles to Doyen's website at the same time. The WeChat platform can also be used for chatting with subscribers and distribute coupons on the platform. WeChat also helps to increase the awareness of the Doyen brand in the Chinese community in Canada (Social Platforms, 2013).

The localization of the Jinglun Digital Publishing Platform is under way in both China and Canada. The development of the platform has already been completed, in addition to the SSQR app. Moreover, the redesign of both the platform and app interface based on Canadian consumer habits is currently underway. Jinglun wants to hire a designer in Canada who has a background in both interactive design and digital design, and who speaks Chinese and English. If a suitable candidate cannot be found, the redesign plan will move forward. The current English versions of both the platform and app are directly translated from the Chinese version with the same layout. The translated names of the SSQR app and Jinglun Digital Publishing Platform both need to be redefined. In addition, the translation of the platform is already in progress. In summary, the core localization of the platform is based on local user habits. Below, the detailed steps of the localization plan are listed.

Step 1: Translate from Chinese to English

Step 2: Change payment system to a popular payment system in North America

Step 3: Redesign the interface

- Task analysis
- Requirement gathering + specification
- Design + storyboarding
- Prototyping + implementation
- User survey + evaluation
- Actual design + delivery to programmers

3.4.2 The Marketing and Outreach Plan

3.4.2.1 Leveraging Existing Networks

The first marketing strategy to promote the SSQR app involves using existing customers to help to sell to new ones. A study authored by Hill, Provost, and Volinsky (2006) found that consumers are far more apt to buy a company's product if they are "network neighbours" with existing customers (Hill, Provost, and Volinsky, 2006). Doyen has already published a series of books called "Math in Excellence" that contains seven math workbooks. The second edition was republished in January 2015, and all of the second edition books have QR codes embedded, so that existing customers such as teachers, tutors, parents, and students can become familiar with the system.

The second strategy is to do with connecting with current partner publishers. Doyen has already contacted several publishers in Canada over the last few years. Some of them have never engaged with digital books due to the high costs involved. Doyen plans to help them to create digital books by allowing them to use the platform free of charge. Thus, Canadian publishers will have the chance to use the platform and test the market to see whether it is suitable for their audience. Once the Jinglun Digital Publishing Platform publishes more and more books, publishers and consumers will accept and trust the platform more easily.

3.4.2.2 Social Media

Doyen Publishing already has official Facebook, Twitter, LinkedIn, Pinterest, and WeChat accounts. I am working as a marketing executive at Doyen Publishing and started to create these social media channels in October 2014. The main purpose of using Facebook and Twitter is to attract local people and interact with existing and potential readers. Both Pinterest and LinkedIn were created to promote company brands. In WeChat, Doyen's public account pushes news and updates about the Jinglun Digital Publishing Platform, related information, and other education news every two days, and also links all of the articles to Doyen's website at the same time. WeChat also helps to increase the awareness of the Doyen brand in the Chinese community in Canada (Social Platforms, 2013).

Digital marketing will continue to rely heavily on innovation to achieve its objectives and make the campaigns and strategies work. Jinglun has a budget for social media marketing. Before launching the platform, the organization will run a campaign to increase the number of social media accounts subscriptions. At present, I am in charge of all of the social media accounts; once the Jinglun Digital Publishing Platform has been officially launched in Canada, the organization will hire a local Canadian to publish the content on the brand's Facebook and Twitter accounts and engage in better interactions with followers. The purpose of sending news every day through social media accounts is that they link to Doyen's website, thereby increasing both online book sales and brand awareness.

3.4.2.3 Leveraging Partnerships

As noted above, Jinglun has put a lot of effort into developing the Doyen Publishing brand, and Jinglun will use the company name Doyen to build up credibility for the digital platform. The leveraging of the company's partnerships is also connected to Doyen Publishing's reputation. Being active in the book publishing market means that Doyen has developed various partnerships with different kinds of companies. The key to successful partnerships is for both parties to benefit one another. For example, Doyen helps partner publishing companies to produce their own digital books using the Jinglun Digital Publishing Platform; Doyen then receives a commission when the partner companies sell their books. Jinglun can monitor the success of these

partnerships according to the increased use of the Jinglun Digital Publishing Platform and higher user download numbers.

3.4.2.4 Attending Conferences and Tech Forums

Jinglun has already attended several book fairs in China to promote the Jinglun Digital Publishing Platform. These include the Jiangsu Book Fair, the Beijing International Book Fair, and the China Shanghai International Children's Book Fair in 2014. The feedback from readers was positive. People came to experience a new learning and reading model, and the atmosphere was amenable. A lot of major media streams interviewed Jinglun and reported on the company after the book fairs. As a result of the book fairs, this has increased awareness of the SSQR app in the Chinese market.

Jinglun has also exhibited in the BookExpo America in 2015 and promoted the platform internationally for the first time at this book fair. The company also plans to attend more international book fairs, such as the Frankfurt Book Fair and the Digital Book World Conference and Expo. Jinglun submitted a proposal to BookNet Canada in 2014 to present a paper about Digital Publishing Pattern 1.5. However, this was submitted too late and was not well prepared; thus, the company plans to attend the BookNet Tech Forum in 2016 to introduce both Publishing Pattern 1.5 and the Jinglun Digital Publishing Platform to Canadian digital experts and publishers.

3.3.2.5 Advertising

Jinglun plans to advertise the digital platform and SSQR app through Google and Facebook in Canada. The other ad distribution channels will be based on partners' choices and ad agencies, and will include magazines, newspapers, and events. Jinglun will also organize different events such as author events, social competitions, and school events to advertise the platform.

Chapter 4.

Plan Execution and Feedback

4.1 Definition of Audiences

The Jinglun Digital Publishing Platform provides services for all publishing enterprises and readers. The audience for the Jinglun Digital Publishing Platform comprises publishing enterprises, while the SSQR app's audience comprises readers. Publishers who use Jinglun's platform are able to publish books with QR codes easily, expand their publishing subjects, increase content's expressive ability, and help publishers to transition to digital publishing. In addition, the SSQR app will have potential users from 3% of the 491 publishing houses in Canada in 2015; this is anticipated to increase to 5% in 2016, based on the current Chinese market data (Jinglun Internal Sales Report, 2014)

The platform can be extended to let publishers produce creative content that cannot be presented in print books and thus satisfy readers' needs. Publishers who used to produce CD-ROMs along with the books are more eager to start with the platform. According to Hall, in his book "The Business of Digital Publishing", he summarized that there were production limitations to the success of CD-ROMs. The main issues were CD production costs, limited space, existing comfort with print searching¹, not searchable and not very

1. Existing comfort with print searching: customers who were used to print could not easily find their way to use and control the CD-ROMs.

up to date (Hall, 2013). QR code is a substitution replacement of CD-ROMs. It saves publishers time and also the cost of producing additional CDs, and it can easily update newest content on the back end system; in addition, publishers can use the platform to generate a QR code and embed them on the print book pages. Thus, they do not need to spend a substantial amount to produce the digital content that is linked to a book; instead, they can simply use the same content link to QR codes. The Canadian market is not the same as the Chinese market, however, the platform does not cost a lot to develop content in order to make this work, and so it is a valuable opportunity for most publishers.

4.2 Initiating the Platform In Canada

4.2.1 Company Event in Vancouver

Doyen invited publishers and educators to attend a company event held in Vancouver on July 7, 2014. The topic was “Implementing Digital Technology in Educational Publishing.” In the conference, Chaodong Li, Jinglun’s president, came from China to introduce the Jinglun Digital Publishing Platform and SSQR app. This was the first outreach event in Canada designed by Doyen, and around 100 people attended the conference. It also represented the first formal demonstration of the platform in Canada.

4.2.2 Canada Road Show

On July 2, 2014, five top management representatives from the Jinglun Media Culture Group and Doyen Publishing came to Canada and

visited several publishers to promote the Jinglun Digital Publishing Platform. The purposes of this trip were as follows: 1) to increase awareness of SSQR and expand North America's market; 2) to introduce the Publishing Pattern 1.5 model; and 3) to speed up the launch of the Jinglun Digital Publishing Platform. Through communication with local publishers, bookstores, authors, and schools, Jinglun gained a comprehensive and clear understanding of the publishing industry in Canada.

The executives visited the Centre for Digital Media and Simon Fraser University Master of Publishing faculty in Vancouver. The Centre for Digital Media is very interested in participating in the user experience design for the platform. This reflects that the publishing industry is following a new trend, as well as being enthusiastic about future developments.

4.2.3 Meeting Canadian Publishers

Representatives of both Doyen and Jinglun have talked with several different publishing companies in Canada. The company types were small self-publishers, mid-sized publishers, and large international publishers.

As a starting point, they first met with individual self-publishers and authors. Most of them were interested in trying the Jinglun Digital Publishing Platform; however, they were not user experience designers, therefore it was hard to create most content suitable for the writing content, for example, in making videos and record voices. In addition, the style of writing was not

traditional as it needed to mix graphics, videos and other resources. Self-publishers and authors were afraid to design the whole book in a different way, partly because the cost of creating a digital-print book is higher than that of one associated with a normal print book with pure text. They would need to use Jinglun's design service and pay through commissions. This indicated that traditional authors are not confident when starting out with the platform, while authors with multiple skills find it easier to start using the platform. Thus, traditional authors are not the major audience for the Jinglun Digital Publishing Platform, whose aim is to help mid to large-sized publishers and enterprises to create their own digital products and increase their company benefits.

The company representatives then met with mid-sized local publishers such as children's publishers and educational publishers. The children's publishers said that their book sales were steady; they had already had their own publishing style for a long time, and were therefore not yet ready to change. Their traditional channels were already good to go. In addition, the Canadian children's book publishing scene is quite different from that in China: Most Canadian children's publishers are small and rely heavily on federal grants in order to stay in business (Cooke, 2013). Smaller publishers cannot accept material from outside Canada, while most of the publishers are quite open about the subject, with many stating that this is a restrictive policy.

Large publishers tend to be subsidiaries from the United States, such as Simon and Schuster, Random House, and so on. They are only semi-independent, the company headquarters are not in Canada, and the decision-making needs to go through the American headquarters. Jinglun will need to correspond with the large publishers' headquarters. However, once the platform is officially launched in Canada, Jinglun will provide free services for publishers to try the platform. They will have a chance to see whether it is fit for their marketing audiences, and whether sales will increase or not.

4.3 Advantages and Difficulties of Entering the Canadian Market

The advantages of the Canadian market are also clear. Based on the State of Digital Publishing in Canada 2013 from BookNet Canada, 74% of publishers in Canada want to increase sales and 68% want to improve customer demand (Stropes, 2013). A recent survey conducted by the Department of Canadian Heritage asked publishers to identify the three biggest challenges facing their firms; one of these was the cost of developing digital books (Edwards, Vachon, and Culver 2014). The Jinglun Digital Publishing Platform offers an opportunity to lower digital production costs and simultaneously increase sales for publishers. Readers do not need to buy other devices to access the SSQR app; they only need their smartphones and the Internet to download it. A report from 2014 stated that 92% of adults in North America own a cell phone, and most of these are smartphones (Kathryn and Lee, 2014). The ease with which the app can be acquired increases the probability

that readers will accept the new reading model. In addition, Doyen has been in Canada for two years, and has already published three series of educational books, thus laying a foundation of readers for future products developed on the Jinglun Digital Publishing Platform. The platform is well suited to educational materials: From 2015 onwards, all books published in Canada by Doyen will have embedded QR codes, and they will soon appear in the Canadian book market.

There are a number of barriers to entry in the Canadian market, particularly those obstacles related to the supply chain. One of the most difficult challenges Jinglun faces is gaining the trust of Canadian publishers. Entering a new market is not easy. The first barrier in the Canadian market is that the cost of producing and marketing enhanced digital products is high; however, once the procedure has been set up, the cost will decrease. Second, the publishing talent is not optimistic: Jinglun has been looking for publishing talent for a long time, and this is one of the reasons that the launch plan has been delayed. There is a paucity of publishing talent that is familiar with user experience design and digital marketing. A new “editor” has to have a good knowledge of user experience, design, and editing. Moreover, the individual in charge of promoting the platform must be bilingual in both English and Chinese. Third, Jinglun needs to persuade Canadian publishers to try the new platform to engage in creating books and the appropriate marketing. The problem will be solved after Jinglun attends several international book fairs in the following years.

4.4 Future Project Prospects

Doyen will start to disseminate books with QR codes in spring 2015, while Jinglun will bring the platform and the SSQR app to book fairs and tech forums in 2015 and 2016. The proposed international version of the SSQR app was officially released in May 2015 at BookExpo America. The marketing and sales teams will be created in Toronto, and the translation and interface redesign tasks will be completed in 2015. After exhibiting at international book fairs, Jinglun will start to become involved in publication associations to connect with local publishers.

Chapter 5.

Analysis of Jinglun Digital Platform

5.1 Digital Pattern 1.5

In Digital Publishing Pattern 1.5, the combination of a community of readers with a subscription service for books has opened up an entirely new dimension of publishing. Potential readers as well as publishers are using the Jinglun Digital Publishing Platform. This creates an ecosystem of publisher, author, books, and reading, which all stem from the reader's perspective, rather than the author or the distributor as before. Publishers will move toward data-drive decision-making, publishers have access to more data than ever: data about book sales, how readers read books, the readers themselves and much more (Greenfield, 2013). E-publishers are largely positioning themselves as content providers, as opposed to solely suppliers of books (VR, 2014). In addition, publishers will see the data from the back-end system. Thus, they will be able to use the data they have collected to generate strategies to benefit their overall business. The CEO Raccah from Sourcebooks said "Data will continue to go more mainstream in the book world, impacting every aspect of the book publishing process, and data insights will push change onto all parts of the book publishing supply chain." (Raccah, 2010).

In an article from Josh Catone, he interviewed several authors, Brian Haberlin who is one of the co-authors of *Anomaly*, said that "I love print, always will. I love digital, always will. But they will continue to be different

experiences. It's a different texture, a different experience and that alone warrants their existence." Another author Haberlin told him "Printed books are for people who love printed books. Digital books are for those who love digital books," So people love print books and also want the advantages from digital books. The Jinglun Digital Publishing Platform solves the problem of combination of print and digital publishing for readers. They can still collect beautiful designed print books. At the same time, they are discovery new digital interactive content and also able to share readings on the SSQR app.

The platform provided open access for all publishers who want to produce digital products. Any publishers could use the platform to publish their digital products. Furthermore, the possibilities for design products are not limited to the back-end system. According to the report "State of the Digital Publishing 2013" from BookNet Canada, the term Digital 2.0 refers to digital originals, enhanced e-books, and apps. While only 19% of publishers are producing enhanced e-books and 22% have developed an app, digital originals are not yet the norm in most publishing houses. The Jinglun platform gives publishers a chance to try to run the digital products at a lower cost and also connect the publishers with users directly. The QR code is an alternative to CD-ROMs and DVDs, and it saves the cost of producing a light disk. Moreover, using Jinglun's platform to generate a QR code saves a lot time for publishers. At the same time, more and more people are using smartphones rather than DVD players to watch videos. Certainly, if the publishers decide to produce the relevant media content for a book, they could choose

to use the Jinglun Digital Publishing platform. However, publishers need to budget their costs; if their cost is much higher than the profit, they do not need to use the platform to produce digital content. There are also other ways to produce different digital publishing products. The publishers and authors need to decide when to use the platform to add new multimedia materials. Also the material needs to be really effective, it is easy to find free resources on the web, but by searching out and receiving key deeper materials from the publisher is very important (Hall 2013).

5.2 A Digital Publishing Platform for Publishers

Digital publishing has three essential characteristics. The first is content digitalization. In this process, content-rendering technologies can all be used, including graphics, audio, video, animation, and apps. The second characteristic is that it is based on the Internet. The main tool must be a smartphone or tablet, which can render fragmented content in real time while providing a personalized service and customized content. The final characteristic is that it is an open service platform. The Internet is open by nature, and digital publishing needs to reflect that everyone is both the content provider and consumer.

Jinglun Digital Publishing Platform is also open to everyone who wants to publish their own text content. Readers can also become authors by using the back-end system and publishing their own digital books in the forums on the SSQR app. People can apply to use the platform back end system for

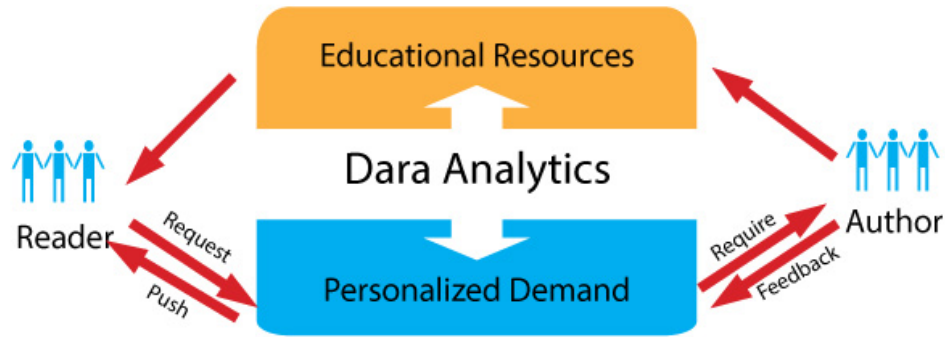


Figure 1. The Multidirectional Communication Model

free. Whether physical or digital, the role of the publisher is to create an audience for the author; in other words, to bring the author and book to market (Raccah, 2010). Nowadays, everyone has the potential to become a publisher and author by using the Jinglun Digital Publishing Platform to publish pure digital content on the SSQR app. All the data collected on the SSQR app will eventually become data for publishers. Publishers will have access to their own collected data. Data collected from users will help publishers to decide what sort of content to acquire, particularly in academic, business, and science publishing (The Economist, 2014). The sheer amount of data available will surely change the publishing business significantly. The presence of data on the Jinglun Digital Publishing

Platform will bring about challenges related to analysis, capturing, searching, sharing, storage, transfer, visualization, and information privacy (The Economist 2012). The multidirectional communication model contains data analytics and connects readers and authors. The Jinglun Digital Platform's back-end system has the ability to complete the whole data analysis process. With the datasets quickly becoming the basis for competition, pro-

ductivity, and innovation, it is now possible to understand how a customer engages with the books themselves—which books were left unopened, which were read to the very last word, and how quickly they were read (Kobo Big Data Report, 2014). Data analysis has two major components: locking users in, and defining the individuals. Publishers, especially professional publishers, have already pre-defined individual needs, and they can use technology to obtain and analyze data more easily than before. Therefore, in this era of digital information as the core of the new economy, traditional publishing has inherent advantages. This industry is facing not a shock, but rather a bonanza.

In a telephone conversation with the publisher of Jinglun on January 12, 2015, Mr. Chaodong li stated that Jinglun has confidence in traditional publishing using data analytics. Publishers will be able to provide accurate content based on users' data; for example, they will know who bought their books, when they bought them, and even their reading habits. Through the channel subscription function, publishers will come to know what the reader's interests are and what they want to read. The readers themselves will influence the direction in which publishers move. Publishers will also have the opportunity to produce creative books. The platform helps to establish a balance of supply and demand. The front-end SSQR app regularly sends updates on functions to users based on those users' needs. The Jinglun Digital

Publishing Platform is a powerful tool for publishing both print and digital books.

Readers may want to know who else is reading the books they are reading, or to make notes, have discussions, or share reading experiences. Using the SSQR app, both publishers and users can create different discussion topics in the app forums, where users are welcome to discuss their opinions while they are reading. Community based interest on reading is the key feature of the success of forums. This system is very efficient when it comes to the sharing of opinions, and makes it easy for readers to connect with others. This provides readers with the opportunity to communicate and get to know others, as well as to provide feedback to authors and publishers.

5.3 Profit Model

The Jinglun Digital Publishing Platform has a very clear profit model. After merging printing and digital content, the model includes enhancements that could have a noticeable effect on the experience of reading. The benefit for the publishing products is not only a better reading experience, but also the continuous renewal of digital content on the platform, which thus enhances the value of the products. In this way, the sales period will be extended. Users who want to learn more will need to pay for updated content and this has been tested in China. A book with the same price on the market providing free digital content is much more popular than a traditional book.

It is easy to foresee the profit model of using the platform for both Jinglun and other publishers in turn, as described below.

1. Platform Service Profit

The SSQR digital platform provides a digital publishing service that can be used by publishers and enterprises around the world. It charges technical commissions.

2. Content Digitalization Profit

Most of the digital content on the SSQR platform is free of charge. However, publishers could decide to charge for some competitive content. Jinglun will charge a small handling fee.

3. Content Customization Profit

Publishers are able to send customized content to users. Eventually, they will be able to find customers based on data collected by the back-end platform.

4. Orientated Publishing Profit

Through data analysis, the platform is able to collect common interests and personalized reading requirements into publishing topics. This fits the need for personalization in industrial production. Thus, publishers are engaged in directed publication rather than guessing what customers want. This will improve the efficiency of publishing and increase its economic benefit in turn. There is a huge space for profit.

5. Already Existing Publication Profit

Since April 2014, Jinglun has upgraded more than 3,000 books independently, which provides a precedent for the implementation of the project. This has increased the sales of already published books after upgrading to QR code embedding. For publishers who will use the Jinglun Digital Publishing Platform, they can decide whether the content will be free or charge payments. Based on the difficulty of content production, publishers could charge fees on the most desired additional updated content from users.

In summary, more print books will be sold, which will bring more benefits. Publishers are able to provide additional services to their audience through the platform. Services will be charged for providing digital content in certain books and also for tailor-making and updating information.

Chapter 6.

Conclusion

6.1 Influences on the Publishing Industry

Jinglun Digital Publishing Platform will have several major influences on publishing. These are listed as follows:

- The Jinglun Digital Publishing Platform provides more resources for traditional publishing;
- Books are more entertaining and helpful with this platform;
- Traditional publishing will easily find target readers for this platform;
- The platform will be able to analyze and differentiate readers, and then provide updates that are tailor-made for the market segment; and
- More readers will be targeted and more resources will be provided, which forms a good cycle.

Print is not going away, though the link between print and digital is well integrated in the Jinglun Digital Publishing Platform. Publishing Pattern 1.5 will be promotable across the world. It will not undermine the publishing ecosystem, but rather develop the current resources. There is very little difficulty when it comes to promotion and the possibilities for the platform are infinite.

The Jinglun Digital Publishing Platform is about to establish a new publishing model and create new forms of content to establish a sustainable revenue model. This will effectively advance the publishing industry and the application of new technology in the field of publishing services.

First, Publishing Pattern 1.5 broadens the scope of publishing and increases the available book contents. Globally, it is in a leading position, and provides a positive outlook for the transformation of traditional publishing to digital publishing. It provides a worthwhile experience in the reform and development of the cultural industry, the press, and the publishing industry. It also plays a role in the promotion of digital innovation in the publishing industry.

Second, Publishing Pattern 1.5 will provide long-term returns, as well as a general digital publishing platform in the publishing industry. Through multiple payment interfaces, the publisher of value-added services can realize gains and realize effective publishing resource integration through this platform, along with effective reuse and integration of resources and economies of scale.

Finally, Publishing Pattern 1.5 represents the integration of culture and technology. It is also a concrete practice of publishing and technology. The use of various techniques belonging to cutting-edge technology plays an important role in the innovation of new digital publishing to adapt to the needs of the developing culture.

6.2 How Publishers Should Move Forward with SSQR

The premise of providing a digitalization service is content digitalization. This requires paper text integration into digital content. The digital transition has changed the way in which books are written, sold, and read more than any other development in history. Thus, the editing roles and functions also need to be materially altered. The main changes are as follows: First, the editors need to know the whole framework very well, from planning to implementation and distribution. Second, the form of presentation of the books needs to be crafted—where to insert a video and where to put an audio, and even what to include in the video or audio, are factors that need to be observed and studied. Understanding the content design is more important, and this is a technical issue that is beyond the scope of traditional editing. User experience designers fit the new editing roles better. The working methods and functions for editing are redefined in Digital Publishing Pattern 1.5. After many years of exploration, Jinglun has formed a composite team specializing in content digitization services for the publishing industry.

Publishers will need to invest in digital publishing in the future if they do not want to cut corners. “As a friend of Dominique Raccah, publisher and CEO of Sourcebooks, once told her, ‘When publishers don’t invest in digital, that’s dangerous...because what we need is continuity between the book and the future of the book’” (Raccah, 2010). Initially, the Jinglun Digital Publishing Platform was based on Jinglun’s own needs. While developing the platform,

the company found that it was not easy to build. Creating a platform like the Jinglun Digital Publishing Platform and SSQR app requires a huge capital investment, as well as the ability to amend the company's books to fit the platform. However, most publishing companies do not have the capacity to create a new digital platform. Therefore, Jinglun has repositioned itself to provide platform services and digital content creation and production for small and medium-sized global publishing enterprises to help them to create their own digital books. While the use of the platform is free, the company will also receive a commission when the partner companies sell their books. Jinglun hopes to work with other publishers to make an even greater contribution to the global digital publishing innovation and seek common development.

Publishers could use the platform to develop their own print-digital books, access data about reading behavior, and also the distribution and selling of print and digital books. As the reading method changes, more readers will become interested in the new reading model and the sales of print books will thus increase. This will benefit publishers, distributors, and authors, and could be further industrialized. Publishers who use the platform to produce their books also can provide services for other companies once they are proficient in the system, which represents secondary development.

In summary, publishers using the Jinglun Digital Publishing Platform will enjoy the following benefits:

- A data analysis tool that is free to access;
- Save the costs involved in producing CD-ROMs and DVDs;
- Selling of more print books, which will bring more profits;
- A fee charged for providing digital content in certain books;
- A fee charged for tailoring and updating information; and
- Services provided to particular audiences, which will bring more publishing benefits.

Moreover, publishers will decide if they will use the platform or not based on their cost and profit. If the profit exceeds the costs of producing digital content, they may be willing to try the platform; if the cost is over profit, this platform is not suitable for the publisher. Not all books need to be digitalized; rather, publishers should make their own decisions regarding this matter. Even the return on the investment of Jinglun's platform is not sufficient to be able to measurable in Canada since there is not enough data collectable. However, Jinglun expect a substantial breakthrough in technology to reduce more costs and increase other benefits. With the progress of technology and market demand, we believe that the cost will have a lot of fall, and more publishers and users would like to use the platform. Eventually, following the rising use of smartphones, having QR codes that link digital content via smartphones is a trend for digital publishing, and could well replace CD-ROM and DVDs for reading materials.

Chapter 7.

Summary Report

Publishing involves knowledge and information dissemination and inheritance, and both paper books and e-books are content carriers. Although e-books are easier to carry and store, they did not initially meet the personalized needs of knowledge and information; therefore, an innovative publishing schema was needed. Jinglun created the Publishing Pattern 1.5 model referred to as “paper media + digital content” to conform to the developmental trend of publishing, and also to accelerate its pace.

Digital publishing has been developing for many years. However, e-books are not essentially different from print books; only the content carrier has changed. This has had the effect of destroying the industry’s traditional profit chain; in turn, both the print industry and distribution companies’ profits have shrunk. The growth of digital book sales, which go directly from publishers to consumers, will put pressure on wholesalers to develop new services to meet the different needs of publishers in a digital environment (Routledge, 2014). Digital Publishing Pattern 1.5 represents an innovation in the market to solve some of these problems and adds further value to the original publishing market. The advantages of the Jinglun Digital Publishing Platform mitigate some of the issues associated with the digital revolution, because the platform provides a better reading experience and the opportunity to offer more information for both publishers and readers. Still, print is

not going away, the mainstream of publishing is still print and digital is means a raise in reading experience, as shown by the success of Digital Publishing Pattern 1.5 in China.

The comparison between the Canadian and Chinese market analyses showed that users have the same needs for an enhanced reading experience, and publishers are seeking solutions to make more profit rather than losing it. Reading on paper is still the most popular method. However, paper content and digital media represent the better combination model for future development. Such a model takes advantage of traditional publishing and integrated digital innovation; moreover, it is also the best business model for publishers.

If publishers create digital content appropriately, the future of digital publishing is predictable. It is clear that the right combination of digital and print publishing has a bright future. Jinglun knows this, and will continue to explore ways to revolutionize the digital publishing market.

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Appendix A.

Top 50 companies list who are using Jinglun Digital Publishing Platform

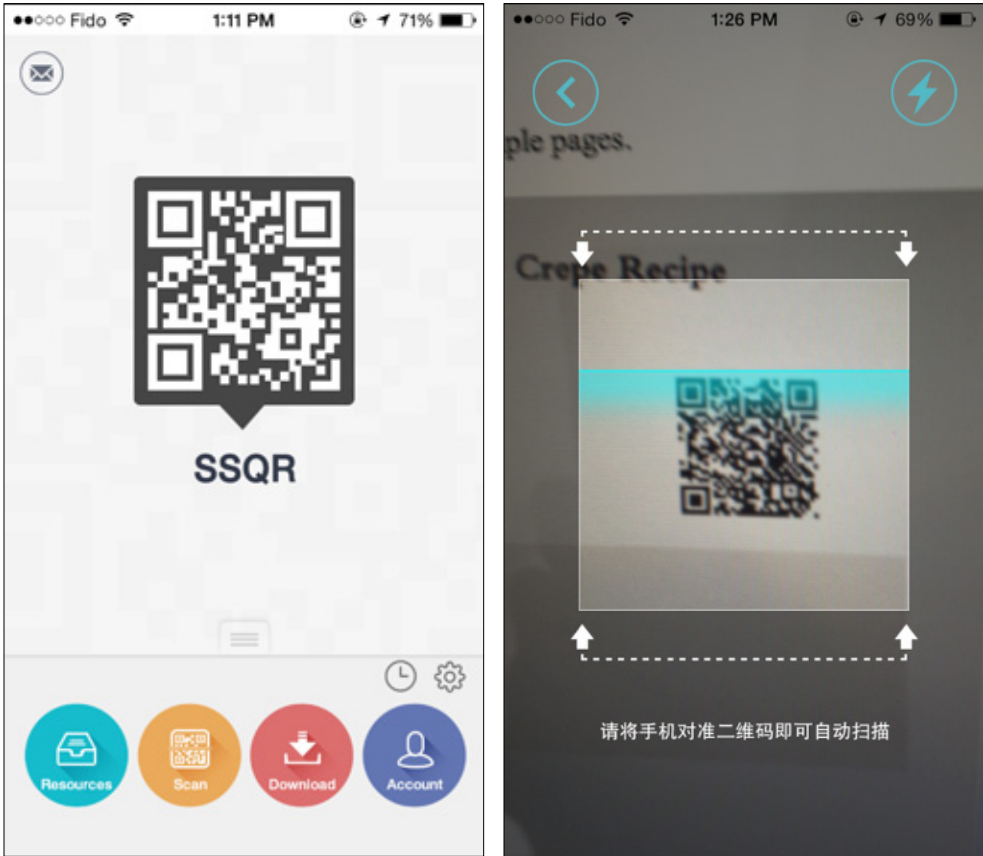
Categories	Ranking	Publishers and Corporations	Book Titles
Technology	1	China Textile and Apparel Press	《Most English Blurt Out》 《Clothing Ergonomics》
	2	China Machine Press	《The Fundamental Mechanical》 《Electrician Knowledge》
	3	Mechanical Industry Publishing House Secondary Branch	《Civil Engineering Mechanics Foundation》
	4	Machinery Industry Press	《The Engine Car Bus System Principle and Maintenance》 《The Auto Enterprise Management》
	5	Zhejiang Science and Technology Press	《Plastic Surgery Encyclopedia》
	6	China Agriculture Press	《Modern Pig Collection》
	7	Water Conservancy and Hydropower Press	《I Love English Cavity》 《I Love the Taste》 《I Love the International Phonetic Alphabet》 《I Love the Natural Spell Method》
	8	Senseio Cultural Group	《Auto Mechanical Basis》
	9	China Quality Press	《Medical X-ray Diagnostic Equipment Measurement and Testing Technology》
	10	Wantong Automobile School	《Wantong Automobile School-based Teaching Materials》

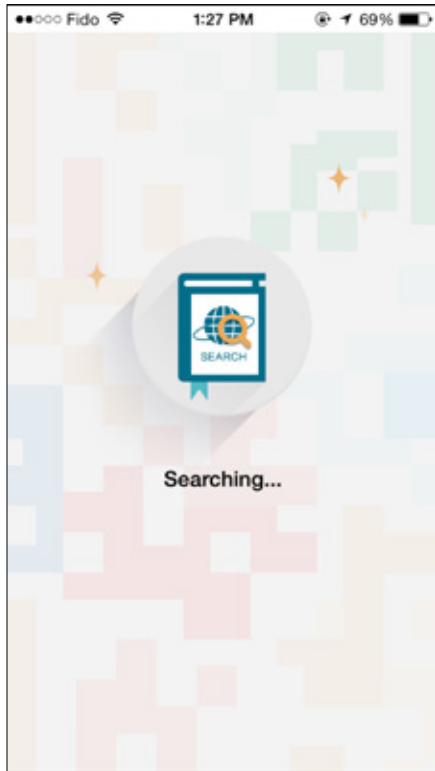
Educational	11	Shandong Map Publishing House	《Geography of History Atlas》 《Historical Geography Fill the Atlas》
	12	Ningxia People's Education Press	《High Resolution》 《The University Entrance Exam》 《The Examination Site Parsing》 《Friends of the Learning》
	13	China Children Press	《Traditional Chinese Classics Reading》
	14	Jiangxi People's Publishing House	《An Examination of English New Evaluation》 《Test the New Mathematics Evaluation》 《A Class a Practice Innovation Practice》
	15	Hohai University Press	《Primary School Chinese Knowledge》
	16	Jiangsu Science and Technology Press	《Primary School Class Assignments》
	17	Zhejiang Industry and Commerce University Press	《Primary School English Final Rehearsal Book 1 and Book 2, Grade Five》
	18	Shaanxi Normal University Press	《Classroom Workbook》
	19	Shandong Education Press	《Art Student Literacy Class Before One Hundred Days》
	20	Gansu Education Publishing House	《An Examination Pass Guidebook》
	21	Anhui Normal University Press	《Safety Education Reader》 《The Rule of Law Education Reader》 《Mental Health Reader》
	22	Shanxi University Press	《Practice and Test》 《The Legal System Education Reader》
	23	Chinese Teaching Press	《The Teacher Hold Primary School English Reading Week Practice》
	24	Xi'an Jiaotong University Press	《Politics Polices》
	25	Nanjing University Press	《The New Normal University General English - Reading and Writing Tutorials》

Magazines	26	Gansu Education Magazine	《Students In the Heavens and the Earth》 《Great Composition》
	27	Readers Media Group	《Children's Picture Books》
	28	Big Wuhan Magazine	《Big Wuhan》
	29	Learning the Newspaper	《Learning Newspaper》
	30	Learning the Newspaper	《Learning Method Newspaper》
	31	Marriage and Family Magazine	《Quiet Magazine》
	32	The Depth of the Travel Magazine	《The Depth of the Travel Magazine》
Children	33	Nanjing Normal University Press	《0-3 Child Education》 《Children are Commonly Used 140 Words》
	34	Guizhou Education Press	《Zunyi Mid-term Exam Guide to Learn》
	35	Chongqing Wuzhou Media Group	《Family Recipes Commonly Used》
	36	Shanghai Towers Figure Culture Company	《Read the Card》
	37	Lanzhou University Press	《Wang Experiment Course》
	38	Sichuan Daqin Great Media	《Lee Fangming Copybook》

Appendix B.

User interface of the SSQR App





Appendix C.

User interface of the back-end system of the Jinglun Digital Publishing Platform



用户功能	ID	用户名	姓名	性别	学校	年龄	身份	注册时间	最后登录	最后登录时间
任务管理	1	110714388	男	男	学生			2015-01-16 08:27:28		
新闻公告	2	1106157280	男	男	学生			2015-01-16 08:20:03		
商店管理	3	1113801582	男	男	学生			2015-01-16 08:15:17		
商品管理	4	1122642478	男	男	学生			2015-01-16 08:01:13		
商品管理	5	1107114497	男	男	学生			2015-01-16 08:06:16		
购物用户	6	1106010102	男	男	学生			2015-01-15 23:50:32		
购物用户	7	1108211889	男	男	学生			2015-01-15 23:58:32		
购物用户	8	1108211767	男	男	学生			2015-01-15 23:52:17		
购物用户	9	1108211476	男	男	学生			2015-01-15 23:49:18		
购物用户	10	1121871226	男	男	学生			2015-01-15 23:41:09		
购物用户	11	1108211197	男	男	学生			2015-01-15 23:40:19		
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购物用户	14	1108211718	男	男	学生			2015-01-15 23:31:18		
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购物用户	16	1107711186	男	男	学生			2015-01-15 23:30:18		

Appendix D.

SSQR showcase

How to Make Crepes – Very Easy Crepe Recipe
Nutella & Banana Crepe

by Crafty Liang



Ingredients:

- ½ cup of flour
- 1/8 spoon of salt
- ¾ cup of milk
- 1 egg
- 1 tablespoon of butter

Steps:

- Mix together
- Lightly butter pan
- Heated at medium temp
- Pour ¼ cup of mixture
- Tilt and turn pan
- Cook until golden brown (about 2 minutes)
- Flip and cook other side
- Cut up banana
- Spread nutella on crepe
- Place banana slices
- Fold

Enjoy! Thanks for watching!

World's Weirdest – Salmon Soar Without Wings

For salmon, the only way home is up. Leaping over waterfalls to reach the spawning grounds where they were born, salmon can put Olympic high jumpers to shame... but they still have to get past the bears.



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Photo



Video

Appendix E.

List of book fairs and digital forums attended and planned to attend

Already attended:

05-29-2014 StoryDrive Asia Conference and Exhibition

07-03-2014 Jingsu Book Fair

08-04-2014 China National Book Fair (Quanguo shubohui)

08-26-2014 Beijing International Book Fair (Attended)

08-10-2014 Frankfurt Book Fair (Attended)

20-11-2014 China Shanghai International Children's Book Fair (Attended)

01-08-2015 Beijing Book Order Fair (Beijing Tushu Dinghuohui)

02-11-2015 Taipei International Book Exhibition (TIBE)

07-16-2015 Hong Kong Book Fair

08-26-2015 Beijing International Book Fair

10-14-2015 Frankfurt Book Fair

11-20-2015 China Shanghai International Children's Book Fair

27-05-2015 BookExpo America Attended

Planned to attend:

13-01-2016 Digital Book World Conference and Expo