



# Photoshop Album

*A breakthrough solution to  
consumers' digital photo needs*

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*September 17, 2003*



## The Context: Going Mainstream

- **Digital cameras are rapidly displacing film cameras**
- **Early adopters of digital cameras have endured high levels of complexity and devoted substantial amounts of time to their hobby**
- **The technology is ready to serve the mainstream picture taker – but the PC experience needs to get dramatically easier and more satisfying**
  - These people don't want a digital photo hobby – they just want pictures



# Problems with Prevailing Solutions

- **Too much complexity**
  - Designed for professional users
  - Complete solution requires multiple applications
  - Tools not designed for mainstream user needs
- **Focus on editing and manipulation**
  - But the mainstream problems are finding and sharing
- **Too hard to make the kinds of output people want**
  - So they settle for less
- **Too time consuming and inaccessible, compared to film-based solutions**



## A New Approach: PhotoTablet

- **Company founded in early 2000 as venture-backed startup to develop a photo appliance**
  - Michael Slater, Ken Rothmuller, Bernard Peuto
  - Venture financing from Stewart Alsop, NEA
- **Created concepts and design sketches for tablet device, and then conducted user testing**
- **Discovered two small problems**
  - Consumers wouldn't buy the device
  - Investors wouldn't finance the company



## The Answer: PC Software!

- **Appliances offer the potential for eliminating the unnecessary complexity of the PC**
  - But consumers have accepted their PCs and have economic and emotional investments in them
- **Making new consumer hardware devices successful is very, very hard (i.e., extremely expensive)**
- **PC software market is very crowded**
  - But quality of most software (as measured by being a good solution to user needs) is very poor



## Heritage Was Important!

- Formed our key concepts around appliance-like simplicity, completeness of solution
- Attracted a team that wanted to build something different
- Learned consumer testing discipline
- Building in a startup provided clarity of purpose, minimum number of conflicting agendas
- Bringing it to market as part of the leading imaging software provider enabled commercial success



## So What Is It?

- **Complete solution to find, fix, share, and preserve your photos**
- **Eliminate all need to interact with the operating system, folders, and files**
- **Database-driven solution that doesn't feel like a database**
- **Provide automatic organization leveraging metadata that is in the photos**
- **Visual tags deliver breakthrough in ease of use for organizing beyond the time dimension**



# Demo



## Some Lessons

- **Knowing the customer is critical**
  - But the customer base is not homogeneous
- **Need clear designs before you build**
  - But expect them to be only a starting point
- **Test, refine, test, redesign, test, refine**
  - But don't expect testers to tell you what to build
- **Delivering both power and simplicity is hard**
  - But it can be done, within limits
- **Innovations often require changing users' view**
  - But this can make it hard for them to appreciate



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