

# Why it worked

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# What is Shutterfly?



Customers 'add' analog or digital photos to the site



online photo finisher



Photos can be shared electronically.  
The customer can also order prints, cards and gifts from their photos.

# Before & After

**Shutterfly.com** Support | Demo | About Us

Upload Photos  
My Photos  
Friends' Photos  
My Account

## Introducing 35mm quality prints ... from your digital camera!

**100 Free Photos!**

[JOIN THE FREE FOR ALL TODAY!](#)  
Hurry! Sign up by 6/30/2000

**1** Upload your digital photos to Shutterfly.com.

**2** Choose your favorites, add personal messages, and we'll make your prints.

**3** We send them directly to you, and anyone you'd like!

**Sending Prints Just Got A Whole Lot Easier!**

- Add your own messages to the back of prints.
- Send photos to your friends & family in a few clicks.
- Prices start at 49¢ per print.
- Choose from a range of print sizes.
- Satisfaction Guaranteed!
- [Tell me more!](#)

[Sign Me Up](#)  
[Member Sign In](#)

## Launched in 1999

### Problems:

- "FREE" offer dominates page.
- Poor communication of new service.
- Esoteric & scattered navigation

Target user: Gadget Geek

**shutterfly** where your pictures live

Member sign in

Share the fun of summer with high-quality prints and more using your digital pictures.

[Learn more](#) [Sign up](#)

**Get 15 free prints**

**Using a film camera?**

**Invitations made easy**

**Save up to 25%!** **Sale**

Save 20% on 5x7s and 25% on 8x10s from August 15-22. [Get started now!](#)

[Sign up today](#) and receive 15 free 4x6 prints.

Get all the benefits of digital.

Create unique invitations for every event. [Tell me more.](#)

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[Our guarantee](#) | [Privacy policy](#) | [Terms & conditions](#) | [FREE software](#)

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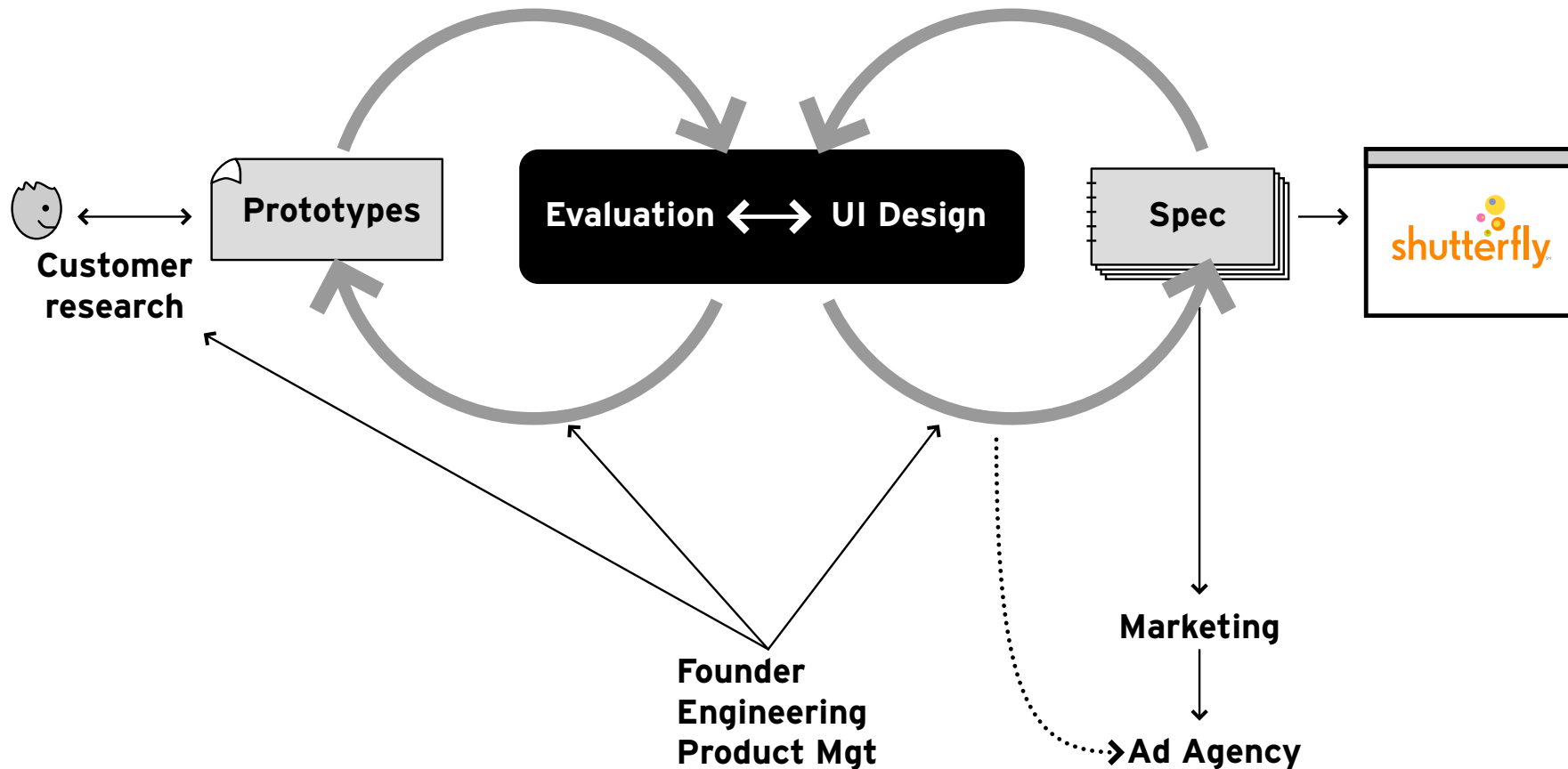
## Re-Branded in 2000

### Solutions:

- Visual focus on prints.
- Prominent new member path.
- Quick view of products and promotions.

Target user: Soccer Mom

# Process Overview Diagram



# Research Schedule

	JUNE	JULY	AUGUST	SEPTEMBER
<b>USER RESEARCH TOPICS</b>	Homepage (sketch)	Homepage (wireframe)	Homepage visual designs	Post launch testing
	Add Pictures Plug-in (wireframe)	Learn More (wireframe)	Learn More, Add Pictures, Share, and Cards	Benchmarking with competitor sites
	Share (wireframe)	Revised Share (wireframe)	Order, and Share	Paper prototypes of printed greeting cards offering
	Ethnography: Organizing photos and Sharing Photos	Competitive audit: Organizing and Sharing	Final branding	Product concept for CD archive
<b>ROUNDS</b>	3	3	4	2
<b>RESEARCH LOCATIONS</b>	Ethnography and Testing at Shutterfly	Testing at Shutterfly	San Francisco and New York City labs	Ethnography

# Ethnography



Understanding our customers played a central role in product development. By bringing cross-functional stakeholders into our customers' homes, we shifted our business from an engineering focus to a customer focus.



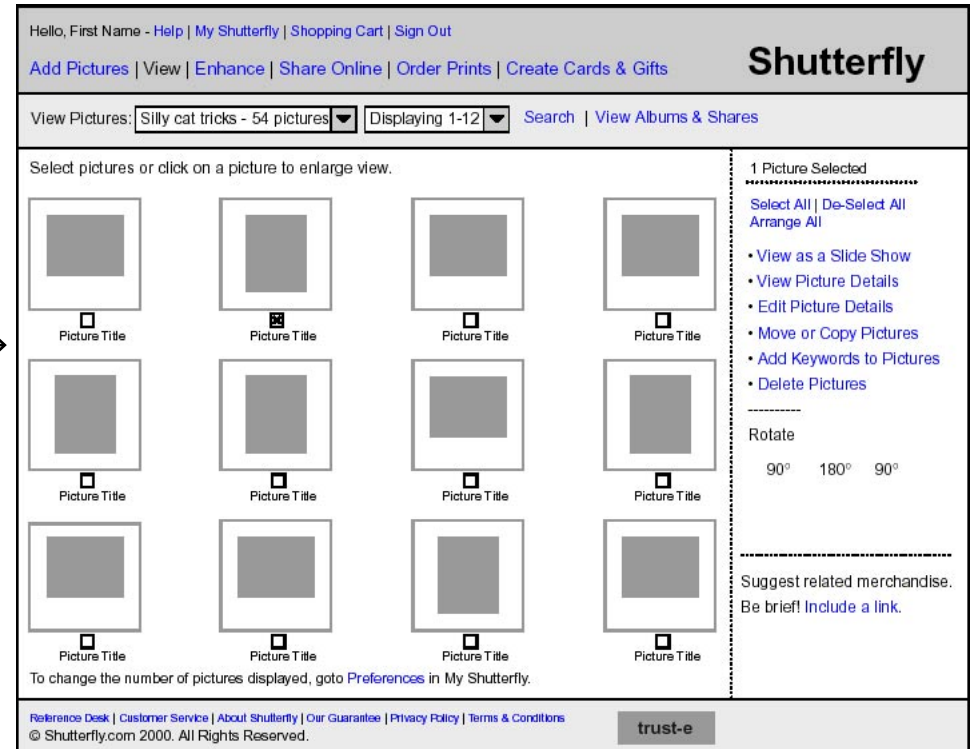
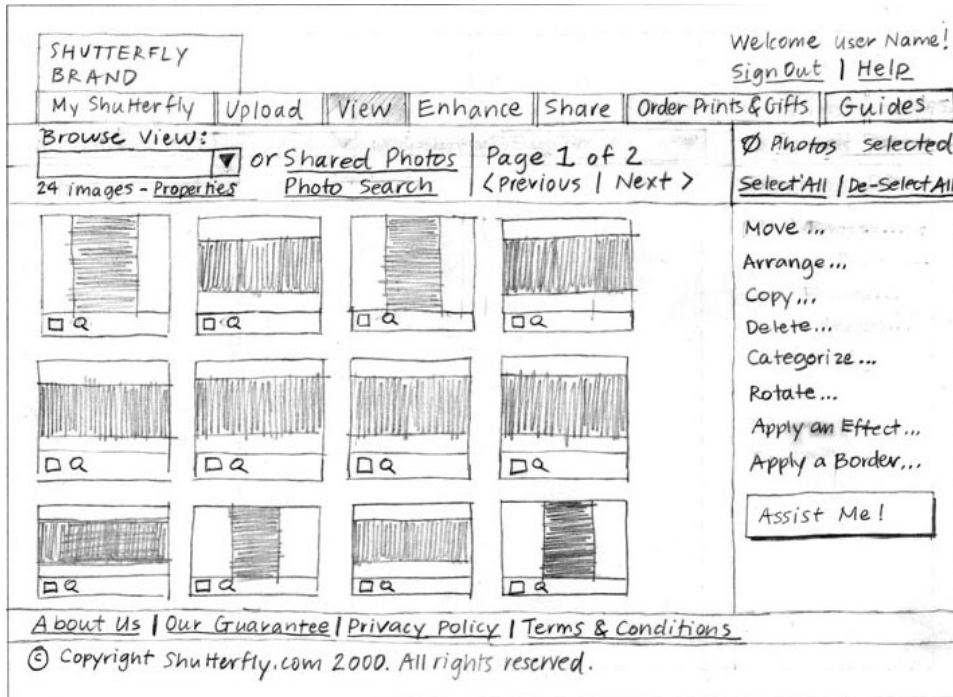
# Customer Profiles

Customer profiles gave the entire company– including executives, engineering, marketing, customer support and product management– a picture of our customers and how they were changing over time.

<b>NAME</b>	<b>Mike (Seattle)</b>	<b>Stephanie (Los Angeles)</b>	<b>Grandma Sue (Nevada)</b>	<b>Betty (Cleveland)</b>
<b>GOAL</b>	Try new digital gadgets and services.	Share baby photos with AOL grandparents.	View and order prints of granddaughter.	Curious about digital prints; uses lots of film.
<b>PROFILE</b>	Early Adopter. Gadget buyer. Unlikely to share or order.	Family Scribe. Social interests and needs drive technology adoption.	Novice computer user on AOL. May never upload, but want baby photos.	Film shutterbug. Curious about digital, but tech adverse.
<b>PRODUCT QUESTIONS</b>	How to keep power users satisfied?  What will increase their purchases?	What products appeal to young parents?  What purchase models promote loyalty?	How can we simplify receiving and ordering photos for AOL Users?  Does the share page encourage purchases?	What can we offer film customers?  How can we make the transition to digital easier?
<b>% OF TOTAL MARKET IN 2004 (EST)</b>	<b>5%</b>	<b>15%</b>	<b>20%</b>	<b>60%</b>



# From sketch to wire frame...



Guided by customer goals, Shutterfly's interaction design was created with multiple rounds of prototyping and usability testing.

3 rounds of hand drawn, 3 rounds of wireframe, and 2 rounds of a HTML clickable prototype.



# ... and “spec” to final site

### View Pictures

**Overview**

The *View Pictures* screen is where members view, arrange, organize and search for pictures. The *View Albums* screen is accessible from this screen as well as the *Slide Show* screen.

**Schematic**

**Elements**

**Title** – The title is “View Pictures: (album name - x of pictures).”

**View Albums & Shares link** – Loads the *View Albums & Shares* screen.

**Search link** – Loads the *Search* screen.

**Current Album pull down menu** – Options are the member’s personal and shared albums. The number of pictures in the currently viewed album is listed after the album name. All album names are truncated after 24 characters. Selecting an album loads the album. The list is sorted by the pull down on the *View Albums* screen. Albums that originate from partners such as Wolf Camera are prefixed by a Wolf; Film scans are prefixed by a Film; and include the date they were added to the member’s account. If more than one film scanning mailer was processed, they are suffixed with a pound sign and a number.

**Picture navigation** – Members navigate through an album by clicking this pull down. Each option in the pull down corresponds to a range of pictures. The default range is 12 but there are also

View User Experience v8.0  
August 16, 2000. Shutterfly Proprietary & Confidential 47



Welcome John | My Shutterfly | Sign out | Help | Cart

Add pictures | View | Enhance | Share online | Order prints | Create cards & more

shutterfly

View pictures | View my albums

Select pictures, then choose an action on the right.

Halloween (10) | Pictures 1-8

0 picture(s) selected

Select all | Deselect all | Sort/Arrange all

Select one or more pictures to:

View as a slideshow | Enlarge picture | Edit title & more | Move or copy pictures | Delete pictures

or

Rename album & more

Rotate selected pictures: 90° 180° 90°

April 20/20 Sale! Save 20%

To change the number of pictures displayed, change My account preferences.

The wireframes formed the basis of a 150 page functional specification that included each site page, explained states, behaviors, and actions.

The spec was reviewed and accepted by multiple groups, delivered to the ad agency, and guided site development. It has kept the site consistent for close to two years.

# Communication improvements



The original homepage design features a prominent sign-in form at the top left, a large image of a baby's face on the left, and a green banner with the Shutterfly logo and tagline. Below the banner is a welcome message and three buttons: 'Learn more', 'Try it out', and 'Sign-up'. The bottom section contains four promotional tiles: 'FREE film scanning', 'Halloween borders are here', 'New! Photo greeting cards', and '50 Free Prints'. A footer includes navigation links, a Truste privacy statement, and copyright information.

Member sign-in  enter e-mail  enter password    
Secure sign-in  Remember my e-mail address

**shutterfly**  
where your pictures live

Welcome to a new way of using your digital pictures. It's more than just a great way of getting 35mm-quality prints. It's a place where you can get creative and share your pictures in ways you've never imagined. Welcome to Shutterfly.

[Learn more](#) [Try it out](#) [Sign-up](#)

**FREE film scanning**  
Send us your film or upload your pictures.

**Halloween borders are here**  
Add a [spooky border](#) to your prints

**New! Photo greeting cards**  
Introducing a [new way](#) to send someone a picture

**50 Free Prints**  
[Sign up](#) today and receive 50 free prints.

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TRUSTe  
site privacy statement



The revised homepage design features a 'Member sign in' link at the top right, a large image of a smiling woman holding a photo print, and the Shutterfly logo and tagline. Below the image is a promotional message and two buttons: 'Learn more' and 'Sign up'. The bottom section contains four promotional tiles: 'Get 15 free prints', 'Using a film camera?', 'Invitations made easy', and 'Save up to 25%!' with a 'Sale' badge. A footer includes navigation links, a Truste privacy statement, and copyright information.

Member sign in

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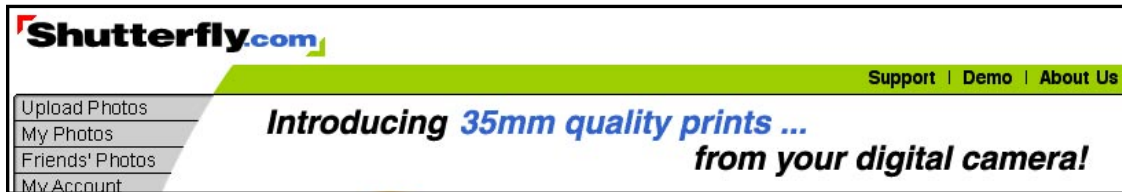
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site privacy statement

With just weeks before launch, we tested and rejected the ad agency's home page. Customers told us they thought they were on a baby site, and few understood that we sold prints.

The revised home page has a visual focus on the tangible feel of prints.

# Feature improvements



The new navigation reflects customer's tasks.

Communicates Shutterfly's service and product offerings.

Uses friendly nomenclature, not technical or system based.

# Success Metrics

## Customer Satisfaction

At the end of multiple rounds of customer testing, prototypes elicited positive responses.

Qualitative research demonstrated usability and delight. Measures included ability to complete common tasks and story drawings by participants.

## Industry Awards

PC Magazine

AIGA

Yahoo!  
Internet Life

Fortune

Family PC  
Magazine

Forbes

## Revenue

- New design increased print orders by 200% (from April to October 2000).
- Introduced high margin photo products.
- Photo cards created a second revenue stream after prints.
- Snapbooks exceeded sales projections by 85%.
- Both products were quickly imitated by competitors.

# Final Thoughts

## Why it worked...

Hundreds of customer visits and prototype evaluations.

Close collaboration between research and design. Designer involved in all research activities, researcher proposed design solutions.

Process that involved multiple groups in customer research and design spec. Input and sign off.

Willingness to use customer insight to reject in-house assumptions and to inform strategic decisions.

Focus on intersection between customer goals, technical feasibility, and business success.