



Performance Needs Assessment

Prepared by Jeremy Tanguay

Introduction

Summary

Sales of Adobe Systems Inc. software have been increasing steadily over the past years, reaching an unprecedented high in the last quarter of the 2016 fiscal year. Adobe credits consumer trends as fueling this growth (Adobe Systems, 2017), referring to the increase in popularity of digital media. More than ever, media has taken an important place in individuals' lives. Research has shown that young adults are increasingly interested in photography. The rise of social media platforms where the primary function is to share pictures such as Instagram and Pinterest, has enabled anyone with access to a camera to become a photographer. These platforms have become so important that 59% of Instagram users engage with the platform on a daily basis (Kim, Seely, & Jung, 2017). Some individuals report going so far as to take down pictures if they do not receive the desired number of likes or comments (Madden et al., 2013), highlighting the importance placed on sharing the best photo they can. This indicates a burgeoning customer base of people who enjoy taking and sharing the best possible photographs they can. Adobe Systems Inc. sees this new customer base as the key to increasing the sales of its photo editing software, Lightroom.

Data Collection

Research

I have examined the academic literature regarding young adults' use of photography. Investigating Adobe's quarterly investors presentation to examine the company's business plan. Examining the increasing popularity of photography among young adults detailed by research regarding photo sharing based social media platforms. Furthermore, examining the literature regarding software development and marketing to analyse the performance problems.

Interviews

As I do not have access to individuals working for Adobe, I have opted to conduct interviews with potential users of the software. I have conducted interviews with not only individuals who fall within the target demographic of hobby photographers who are interested in editing their photos but also youth who fall outside the specific demographics. These youth provide a good representation of the general perception of the software by outsiders.

About The Problem

Request

Over the past year Adobe Systems Inc. has attempted to market its photo editing software Lightroom to a new demographic. After having introduced a training program as a marketing tactic, sales of the software have not increased as much as was anticipated. As a result, Adobe Systems Inc. has requested my services to increase the sales of the software.

Business need underlying the request

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Job 1

Use Adobe Inc.'s photo editing software Lightroom.

Performance Gap

Current Performance

Sarah is an amateur photographer who enjoys documenting her life on her Instagram profile. Photography is a rather new interest for her, but she has quickly been gaining knowledge about the craft. Her limited experience editing photos consists of using Instagram's pre-set filters. However, she has increasingly had the desire to learn more about photo editing. She is interested in editing photos and creating a similar aesthetic look for all the pictures she posts on her Instagram. Inspired to create photos that will stand out from the pre-set filters, she decides she wants to begin using a photo-editing software. Unsure about which software would best suit her needs she began searching on the internet for her possible options, reading various review websites and watching YouTube videos to educate herself on the best possible options. Upon concluding her inquiry, she opts to download the leading competitor's software.

Ideal Performance

Sarah is an amateur photographer who enjoys documenting her life on her Instagram profile. Photography is a rather new interest for her, but she has quickly been gaining knowledge about the craft. Her limited experience editing photos consists of using Instagram's pre-set filters. However, she has increasingly had the desire to learn more about photo editing. She is interested in editing photos and creating a similar aesthetic look for all the pictures she posts on her Instagram. Inspired to create photos that will stand out from the pre-set filters, she decides she wants to begin using a photo-editing software. Unsure about which software would best suit her needs she began searching on the internet for her possible options. Reading various review websites and watching YouTube videos to educate herself on the best possible options. Through her research she becomes aware of Lightroom. She downloads the software's 30-day free trial. Pleased with her experience with the Lightroom software, Sarah purchases the software once the 30-day trial is over.

Ideal Task

Main Performer

Potential users of the software

- Recognize the Lightroom name.
- Purchase software.
- Use Software to edit photos.

The System

Marketing Team

- Market software to the new audience.

Development Team

- Develop engaging software.
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Performers

General Demographic of Main Performers

- Young adults aged between 18 and 25.
- Amateur photographers.
- Young adults who enjoy photography as a hobby.
- Young adults who are new to photography.
- Young adults interested in editing photos but believe they lack the required knowledge to do so on their own.
- Young adults who are active on photo sharing social media platforms.
- Young adults who are interested in displaying their photos.

Performer Personas

Under Performer

Tom is a 20-year-old university student who enjoys taking photos as a hobby. He enjoys documenting his life by taking pictures throughout his day and posting them on his various social media platforms to share his day with his friends. Tom places a considerable importance on the pictures he takes, he considers himself an avid photographer. The thought of editing his photos has crossed his mind but has never taken steps to begin. Unaware a photo editing software such as Lightroom exists, he believes all photo editing software are geared for professional use and believes he does not have the time to invest in learning all the knowledge and develop the skills he assumes are needed to use the software

Average Performer

Sarah is an amateur photographer who enjoys documenting her life on her Instagram profile. Photography is a rather new interest for her, but she has quickly been gaining knowledge about the craft. Her limited experience editing photos consists of using Instagram's pre-set filters. However, she has increasingly had the desire to learn more about photo editing. She is interested in editing photos and creating a similar aesthetic look for all the pictures she posts on her Instagram. Inspired to create photos that will stand out from the pre-set filters, she decides she wants to begin using a Photo-editing software. Unsure about which software would best suit her needs she began searching on the internet for her possible options. Upon reading various review websites and watching YouTube videos to educate herself on the best possible options. Through her research she becomes aware of Lightroom. She downloads the software's 30-day free trial. She attempts to use it but feels overwhelmed by the software and deletes the software before the trial has elapsed.

Superior Performer

Robert is a 23-year-old university student who recently discovered his passion for photography. He regularly spends his days with his friends walking around new areas of town with the sole purpose of taking photos. Driven by the growing desire to produce photos with a professional aesthetic, he recently began being interested in editing his photos before publishing them on his various social media platforms. Having heard of Adobe Systems Inc.'s Lightroom software as being the industry standard by fellow amateur photographers, he did not feel the need to look anywhere else. After going on Lightroom's website he immediately downloaded the 30-day free trial and began attempting to use the software. Robert felt he knew how to use the software but was unaware of how to make use of the software. Once the 30-day trial had elapsed, he deleted the software.

Context

Using Chevalier’s behavior engineering model, I have analyzed the environmental and individual aspects leading to the gap in performance.

Environment (Adobe Systems Inc.)	Information	Resources	Incentives / consequences
	The environment provides some of the information through the training program but there are gaps.	The performers are not provided with all the resources they need once they move beyond the software’s basic functions	The performers are not provided with strong incentives to use the software The performers are not provided with incentives to use Lightroom over the competition’s software
Individuals (Potential users of software)	Knowledge	Capacity	Motivation
	The performers do not know enough to perform the various operations made possible by the software	Not all users can afford to pay for the software Not all users have access to a computer fitting the technical requirements of the software	Not all potential users are motivated to invest time in learning to use the software

Project Constraints

- The Budget has not been specified
 - The client wants the interventions to be implemented as soon as possible
 - The client wants the interventions to have an emphasis on social media
 - Any intervention needs to be approved by the respective department before it is implemented
 - The view of Lightroom as a professional software must be conserved
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Objectives

Business Objective

Given the increased usage, the performers will have increased sales of the software, generating a 15% increase in revenue when compared to the same quarter in the previous year.

Business Objective

Main Performer

- When presented with the Lightroom name, the performers will recognize the software's name with 90% accuracy.
- Given the online tools, the performers use Lightroom to edit a photo to desired aesthetic.

Environmental issues to address

- Software must be made more appealing for new users
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Cause Analysis

Environment	Individuals
Information	Knowledge
<ul style="list-style-type: none"> • The performers are not provided with enough guidance to fully utilize the software. • The performers are not guided beyond the basic usage of the software. • The performers are unaware of the possibilities afforded by the software. • The performers are not provided with the tools needed to assess their skills. 	<ul style="list-style-type: none"> • The performers are unable to assess their skills. • The performers are unaware the software exists • The performers are unaware a free mobile version of the software is available. • The performers are intimidated by the software given its professional applications
Resources	Capacity
<ul style="list-style-type: none"> • The performers are not provided guidance beyond the software's basic functions. 	<ul style="list-style-type: none"> • The software is cost prohibitive for many of the performers. • The performers prefer to use their phones over a computer. • The performers have difficulty assessing their skills.
Incentives / consequences	Motivation
<ul style="list-style-type: none"> • The performers are not provided with incentives to use the software. 	<ul style="list-style-type: none"> • The performers are not motivated to invest a large amount of time to learn how to use the software.

Summative Evaluations

Engagement

To evaluate the performers' engagement, we will monitor internet chatter regarding Lightroom. Using specialized search analysis, we can determine the frequency the term "Lightroom" appears on search engines. Given internet search engines are the first place many turn to gain more information about a specific topic, this analysis will enable us to quantify and examine the trends over time. Providing us with a good indication of the level of interaction the performers are having with the software before using it.

Performance

To evaluate the performers performance, we will examine the number of users who purchase the software. Given the performers main objective is to use the software, measuring the number of users will allow us to determine whether the performance objectives are met. Furthermore, this allows us to quantify the desired performance and examine it over time are it increases or decrease.

Organization

To evaluate the organizational objectives, we will examine whether the company's revenue from the software's sales has increased when compared to the previous year's quarterly report. Given the business objective is to generate revenue by increasing the number of individuals using the software, measuring the sales will provide a good indicator. Furthermore, this allows us to quantify the increased revenue over a specific timeline, allowing us to determine the trends leading to the increased sales.

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