

Dropbox: "It Just Works"

By: Sindoor and Varun.

Case Synopsis

Dropbox, founded in April 2007 by Drew Houston, is a downloadable application that allows users to easily share, sync, and store files (photos, documents, videos, etc.) across most personal computers and smartphones. It has a user base of 7 million, two thirds of whom resided outside the U.S. The company reached this scale by offering a single product version to both consumers and business users. Customers relied on dropbox for specific tasks such as backing up photos, running a startup or collaborating on Office documents. Users were constantly requesting new features, many of which would violate the company's commitment to offering a simple easy-to-use product.

Houston graduated from MIT in January 2006 with a bachelor's degree in computer engineering. After setting up a couple of startups he was looking for something more challenging. Once he left his USB flash drive at home and went to Manhattan, where he was frustrated not to find it and this made him come up with a concept of developing a service to sync and share files between personal computers over the internet. He recruited Arash Ferdowsi who was an MIT drop out, to help him in this new project. Although Dropbox was a late entrant in the file sharing segment Houston was confident that it would succeed in the face of intense competition and also due to market researchers like IDC predicting that the worldwide market for online backup services would grow to \$715 million by 2011.

Houston and Ferdowsi created a prototype that allowed Windows PC users to access files of any size or type via an encrypted internet connection from other Drop-Box enabled PCs or from any web browser. With a working prototype in hand, Houston came up with an innovative approach for testing demand. He had produced recruiting videos for his college fraternity; with this know-how he created a three-minute screencast of a product demo and uploaded it to Hacker News, a popular online forum for developers.

Dropbox received funding from Y Combinator in April 2007 of \$15,000. Houston had understood that they can't make sales unless certified by IT and no certificate is obtained until you have a track record. So they started targeting single users and not businesses in the beginning. They adopted Guerilla marketing tactics. In 2008 the company launched its Windows and Mac clients and added a Linux version too.

There was a need for a product manager as the company was expanding and new products were being designed. Their marketing efforts included search engine optimization of their product using Adwords. Paid search advertising was proving very costly and hence they had

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