

ACHIEVING SCALE – THE STORY OF DROPBOX

Akhil Gupta

VP of Engineering at Dropbox





500m
users



500m
users

200k
Business
customers



500m
users

200k
Business
customers



\$1,000,000,000

Revenue Run Rate



How did we grow
our user base?

Delight your users

Viral Growth



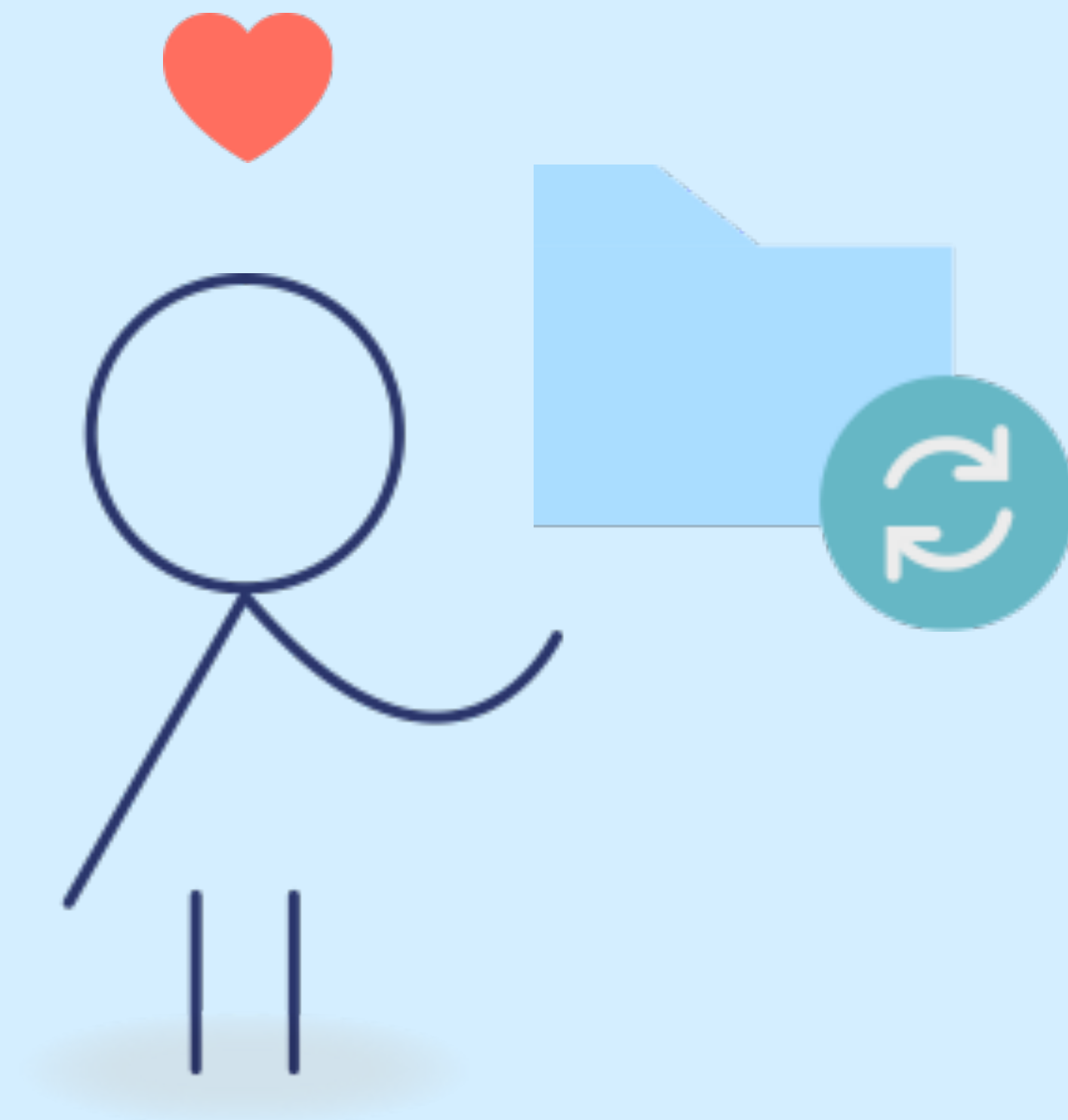
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It Just Works



Sweat the details

Group		Total	20m	1m	Users	20m	1m	Teams	20m	1m
client	MountLockFailureException: Failed to grab locks for 1447272867: lock held by connection 35	+3K	15	5	152	8	3	135	6	3
client	EdgestoreNoneUsedAsKeyException	+172K	68	5	+12K	22	2	+1K	1	0
client	ChangeTargetNsWithoutMountException: Tried to change mount outside mount call	+125K	171	13	287	53	6	28	8	0
client	Exception: p2p_key_generation_error	+56K	7	1	+4K	5	1	+1K	1	0
client	SystemExit: Traceback (most recent call last): File "/srv/yaps/mounts/metaserver/default/701	+306K	12	2	+1K	7	1	711	7	1
client	Error: Incorrect padding	+7K	11	2	14	5	1	1	0	0
client	MountLockFailureException: Failed to grab locks for 1463172919: lock held by connection 36	+1K	16	0	119	9	0	121	9	0
client	EdgestoreStaleRevisionException: Invalid add, attempting to update an outdated revision ou	+2K	2	0		N/A			N/A	
client	IntegrityError: (IntegrityError) (1062, "Duplicate entry '666825377' for key 'PRIMARY'") u'INSE	+3K	2	0	+3K	2	0	239	1	0
client	KeyError: 'file_mtile'	+7K	10	0	10	5	0		N/A	
client	ImportantXAttrsOnDirectoryException: Tried to put an important xattr on a dir	+6K	9	0	11	4	0	3	0	0
client	AssertionError: Request with non-Truthy use_64bit_ns_ids None 83148473 18894115008	+2K	4	0	7	2	0		N/A	
nashville	EdgestoreRpcException: HTTP status 500 (rpc status: 6 code: dropbox/rpc_error msg: Rp	+4M	7	0	+34K	0	0	+34K	0	0
client	OperationalError: (OperationalError) (1205, 'Lock wait timeout exceeded; try restarting trans	214	1	0	109	1	0	23	0	0
client	ExistFreeMemberException: (110847L, 243125885L)	+40K	2	0	20	1	0	4	1	0
client	OperationalError: (OperationalError) (1205, 'Lock wait timeout exceeded; try restarting trans	274	2	0	117	1	0	27	0	0
client	Error: Incorrect padding	702	2	0	1	1	0		N/A	
client	OperationalError: (OperationalError) (1205, 'Lock wait timeout exceeded; try restarting trans	159	2	0	71	1	0	19	0	0
client	OperationalError: (OperationalError) (1205, 'Lock wait timeout exceeded; try restarting trans	136	4	0	54	3	0	10	0	0
client	OperationalError: (OperationalError) (1205, 'Lock wait timeout exceeded; try restarting trans	920	4	0	226	3	0	33	0	0
client	EdgestoreStaleRevisionException: Invalid add, attempting to update an outdated revision ou	+2K	4	0		N/A			N/A	
omaha	SystemExit: Traceback (most recent call last): File "/srv/yaps/mounts/metaserver/default/70	+106K	1	0	962	0	0	356	0	0
client	KeyError: 'exmf_model'	+4K	4	0	10	2	0		N/A	
client	KeyError: 'exif_moden'	+2K	4	0	10	2	0		N/A	
client	Error: Incorrect padding	+1K	1	0	2	1	0		N/A	
client	InvalidXAttrsException: Invalid value type in dataless xattr	+2K	2	0	8	1	0		N/A	



Invest in your community

How can we help you today?

🔍 Search the community

657246
Members

2720
Solutions

414
Online



Dropbox Community Super User Program

Super Users are some of the most active, knowledgeable, and dedicated people in our Dropbox Community forums.

[Apply to join](#)



How did we grow
our user base?

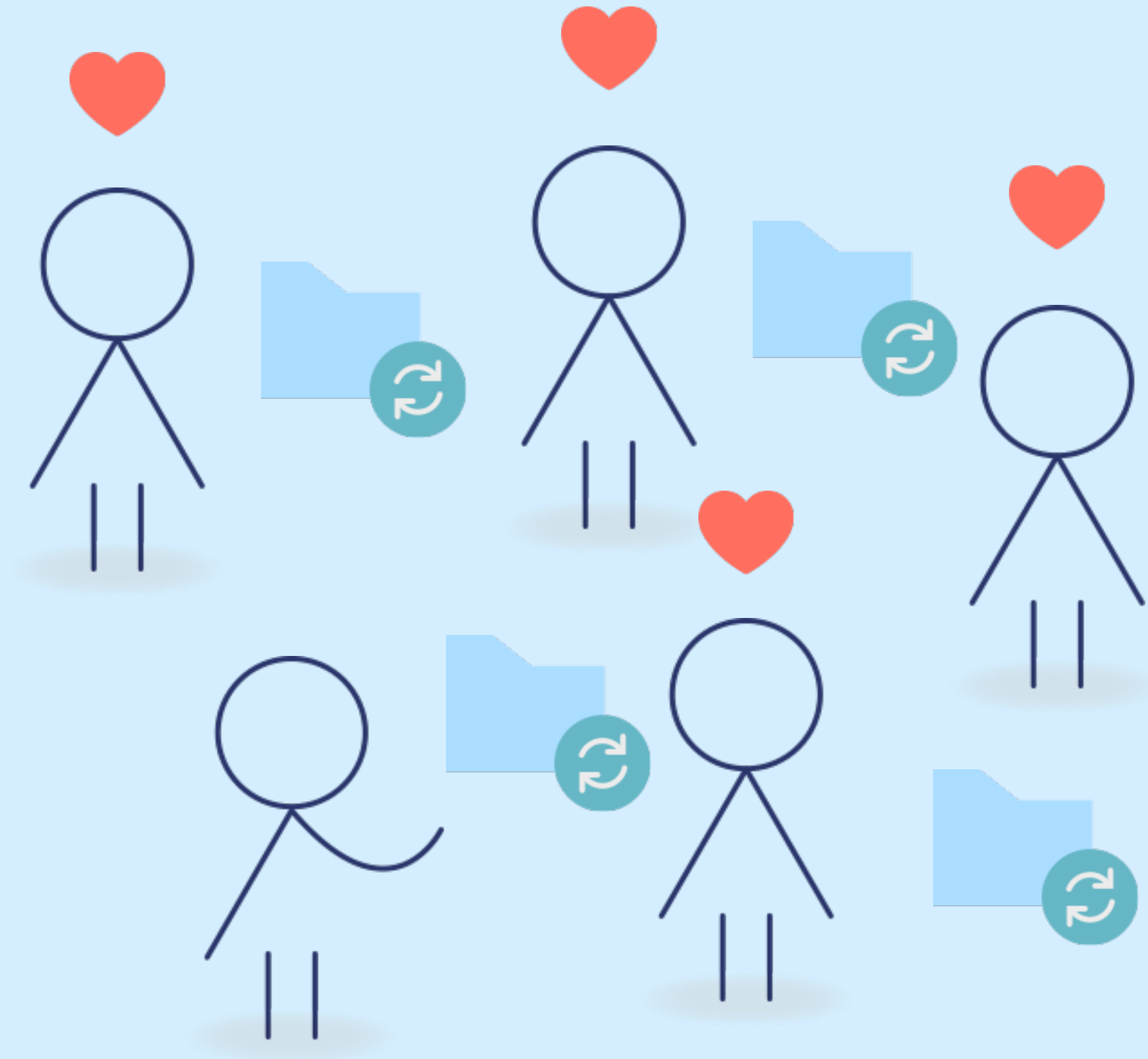
Delight your users

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Built a product users loved



They introduced their friends to it



Referral Program



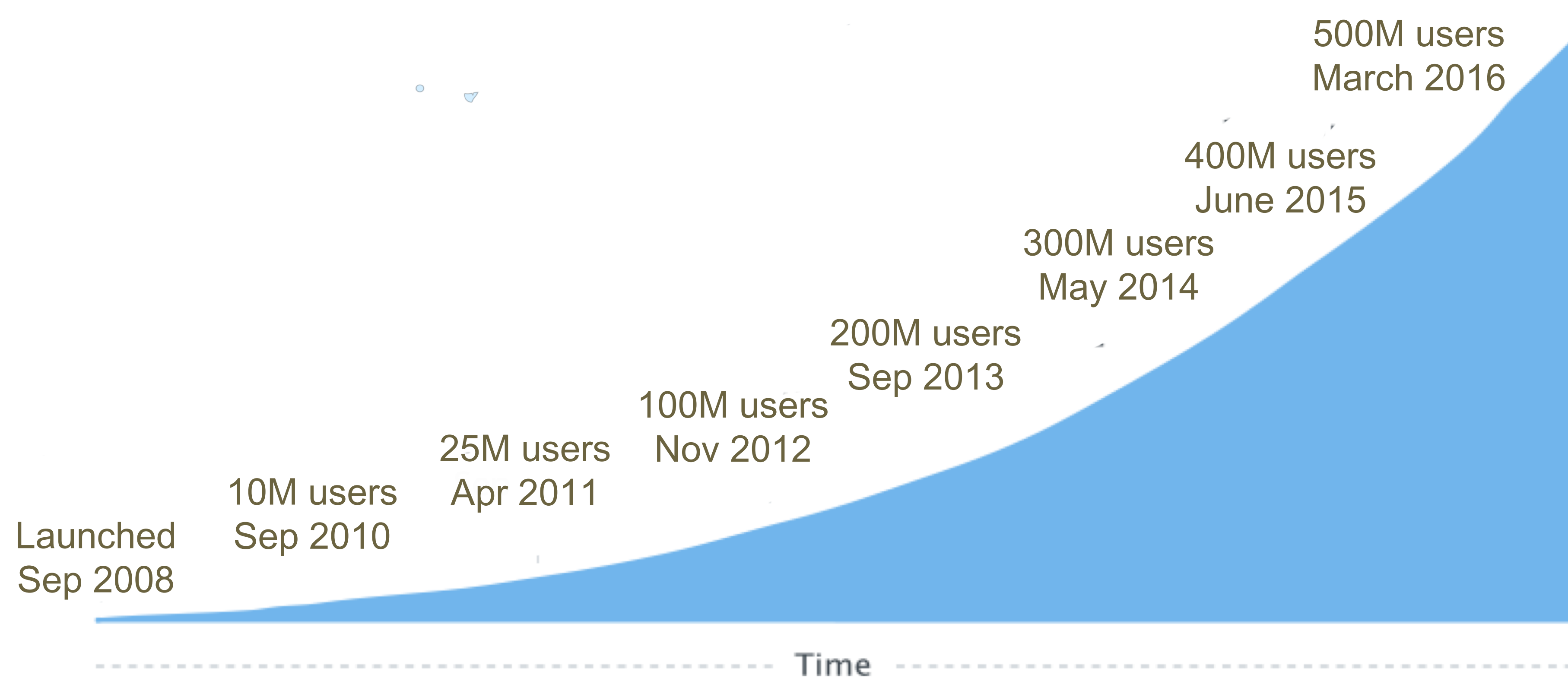
Get up to 16 GB of free Dropbox space!

Invite your friends to join Dropbox, and for each one who installs Dropbox we'll give you both 500 MB of bonus space. If you need even more space, [upgrade your account](#).

Send



Dropbox User Growth



How did we scale our business?

Solved internal culture clashes

Embraced our customers

Invested in growth infra



Solved internal culture clashes

Embraced our customers

Invested in growth infra

How did we scale
our business?



“Does this need to be called the Monetization team? That word makes me feel incredibly dirty. Like we're some kind of horrible company just trying to figure out how to monetize our users.”

—Anonymous engineer, 2013



- Change came from the founders
- Aligned EPD with our business functions




This operation will put you over your quota limit.

Download ▼


Share




Notifications Recent Files


 **Your Dropbox is full!** Upgrade or refer your friends to get more space.

[Upgrade](#) [Refer friends](#)

 Alexander Yen invited you to the shared folder **Dropbox Shenanigans.**
3 mins ago

 Alexander Yen invited you to the shared folder **Camera uploads.**
5 days ago

RECENTLY CHANGED

 2014-05-18 16.37.53.jpg
24 days ago

✓ Up to date Everything



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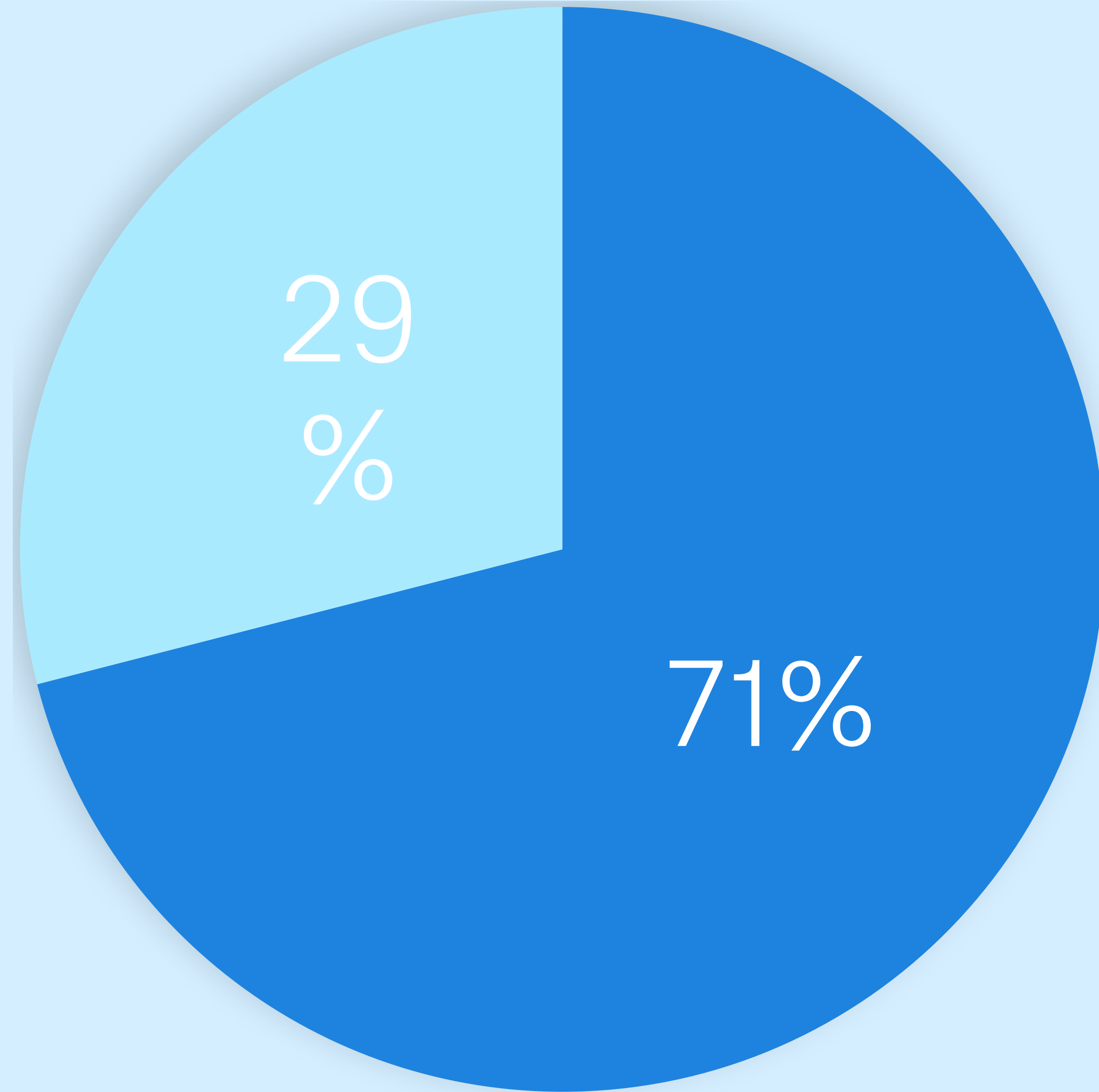
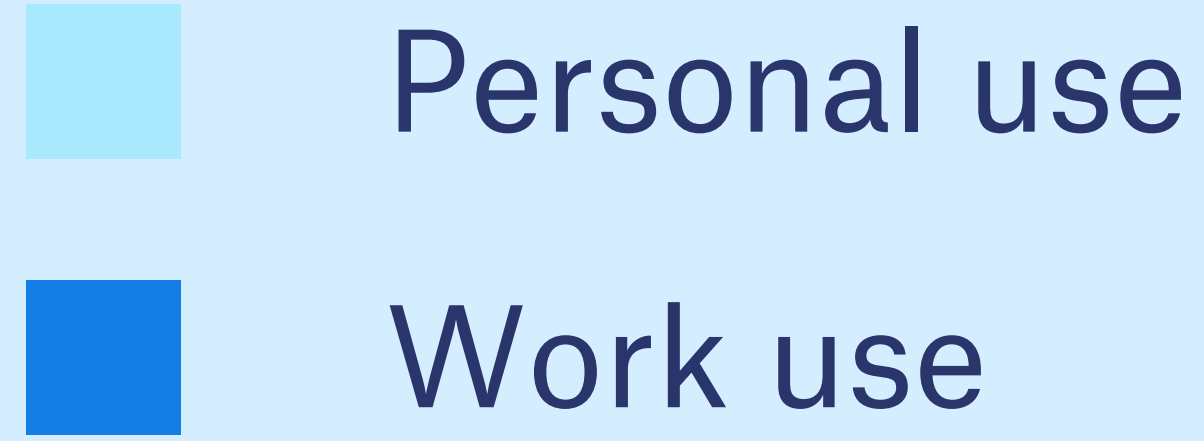
Invested in growth infra



■ Personal use

■ Work use





Standard

\$12.50

/ user / month, starting at 5 users

2 TB of space for secure storage with easy-to-use sharing and collaboration tools

[Try free for 30 days](#)

or [purchase now](#)

- ✓ 2 TB (2048 GB) of space
- ✓ 120 days of file recovery
- ✓ Smart Sync
- ✓ Dropbox Paper admin controls
- ✓ Granular permissions
- ✓ User management
- ✓ Active directory connector
- ✓ API access for data transport
- ✓ Require two-factor authentication (2FA)
- ✓ Unlimited API access to Partner Network

Advanced

\$20

/ user / month, starting at 5 users

As much space as you need with sophisticated admin, audit, and integration features

[Try free for 30 days](#)

or [purchase now](#)

- ✓ **Everything in Standard**
- ✓ As much space as needed
- ✓ Advanced admin controls
- ✓ Tiered admin roles
- ✓ Audit logs with file event tracking
- ✓ Invite enforcement
- ✓ Single sign on (SSO) integration
- ✓ Device approvals
- ✓ Enables HIPAA compliance
- ✓ Business hours phone support
- ✓ Enhanced monitoring and reporting tools

Enterprise

Contact us

Customizable solutions with individualized support to help admins manage at scale

[Contact us](#)

- ✓ **Everything in Advanced**
- ✓ Account Capture
- ✓ Network control
- ✓ Domain Insights
- ✓ Integration and development support
- ✓ Assigned account success manager
- ✓ 24/7 phone support
- ✓ Advanced training for end users and admins
- ✓ Enterprise mobility management (EMM)



How did we scale our business?

Solved internal culture clashes

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Invested in Growth Infra



Experiments

2-3/month

2012

80/month

Today



Internal Tooling

Editing campaign: dfb-suggest-a-member-feature-education (488)

[Web](#) [Mobile](#) [Archived Web](#) [Archived Mobile](#) [House ads](#) [Stats](#) [Debug](#)

New campaign

Clone this campaign

Step 1: Description (Owner: Allison Falk)

Campaign name

dfb-suggest-a-member-feature-education

Campaign description

targeting non-admins on non-trial SMB teams

Step 2: Target group

Campaign type

Onboarding

Location

Targeted Bubble

Stormcrow feature (show)

prompt_suggest_a_member_feature

Stormcrow variant

V1

[Stormcrow documentation](#)

Source Locale

English (United States)

New user grace period

0

Step 3: Content

Target CSS selector

.team-nav-item

Position to the left of target

Image URL (optional)

/static/images/dbupsells/suggest-a-member-suitca:

Image is localized (optional)

Header text

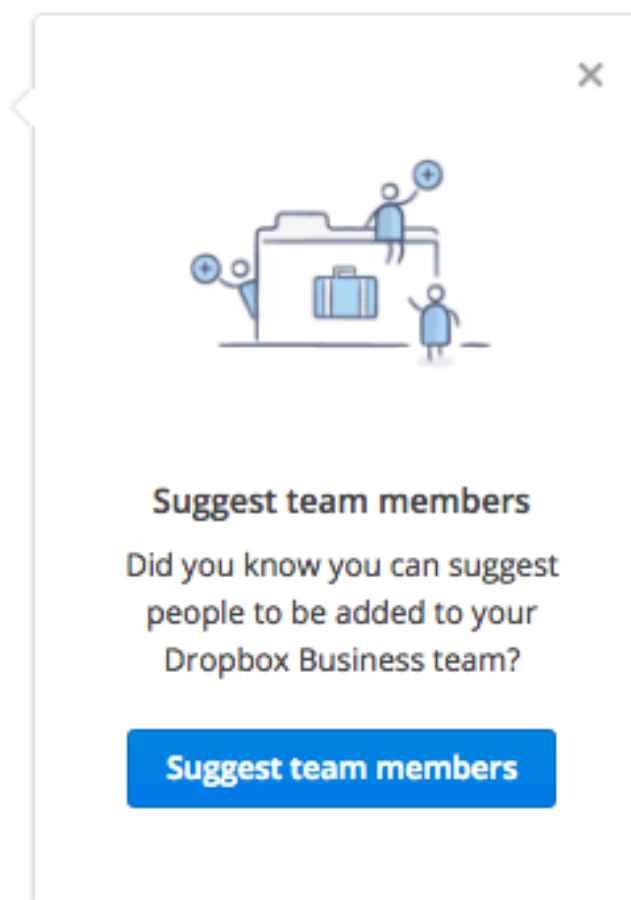
Suggest team members

Main text

Did you know you can suggest people to be added to your Dropbox Business team?

Preview locale

English (United States)



Confirm button text



700

campaigns running simultaneously

>\$100M

incremental revenue every year

~50%

of campaigns require zero EPD support



So what's next?



We aspire to be the biggest self-serve
SaaS company in the world



Love the way you work

