Powering Managed DNS and Email Delivery for over Four Million Enterprise Clients, Small Businesses and Home Users as a worldwide Internet Infrastructure as a Service (IaaS) Leader, Dyn is Behind the Scenes Making the Internet Work

**Business Services
Email Delivery**

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**Jeremy Hitchcock
CEO**

BIO:
As Chief Executive Officer, Jeremy brings his garage-tech enthusiasm and Worcester Polytechnic Institute degree to set and communicate the strategic direction of the company, hire and retain the best talent and make sure there is money in the bank.

In over 10 years at Dyn, Jeremy has done it all from shipping to customer service to talking tech with some of the biggest brands on the Internet. Under his leadership, Dyn has become the fastest-growing DNS and Email Delivery provider in the world, helping nurture a free open-source project into a vibrant technology company that currently boasts more than four million customers and growing.

Jeremy lives in Manchester, NH, with wife Liz, son, Matthew and daughter, Catherine.

Company Profile:
Dyn (pronounced "dine") is the worldwide Internet Infrastructure as a Service (IaaS) leader, powering **Managed DNS** and Email Delivery for over four million enterprise clients, small businesses and home users. Simply put, Dyn helps websites run faster and be more reliable, while also ensuring that transactional emails that consumers want and need reach their inboxes. We make the Internet a better place.

**Interview conducted by:
Lynn Fosse, Senior Editor
CEOCFO Magazine**

CEOCFO: Mr. Hitchcock, What is Dyn?
Mr. Hitchcock: Dyn is an internet infrastructure company. We run part of the plumbing that makes the internet work. We do traffic management, you type in a domain name and it goes to your computer address, and we run part of the plumbing that gets the "eyeball" to the content that you are trying to get after. We also send a lot of emails. If you are on a website and you buy something and get an email, we are the ones working behind the scenes to ensure that email arrives in your inbox.

CEOCFO: Would you tell us a bit in general about infrastructure as a service. How common is that today? How is the market growing?
Mr. Hitchcock: It is a really interesting segment because you have the software as a service, platform as a service and infrastructure as a service. I think that they are all shades as far as where the line is, but I think it changes. The general model has changed from going to the store and buying a piece of software, installing it and it works and I think that a lot of value is in how quickly or how efficiently that service is updated. That has led to an increase in the as a service industry. Many people are relying on systems written on top of systems in order to work.

CEOCFO: Who is using your services?
Mr. Hitchcock: It varies from two person start-ups to Fortune 500's to some of the biggest brands on the Internet. We have people like Twitter, Etsy, Zappos, Subway, Anderson Windows; anyone who really cares about their online identity.

CEOCFO: Does your history as a company speak well for you? Do people care that you have been around awhile? Or is it just "what can you do for me now"?
Mr. Hitchcock: I think that we still pay homage to our original idea, which was founded about eleven years ago. There was a team of four of us. It started off basically being technology that was used for remote access. I found great use from getting dorm room papers off of my computer without having to go through a cold winters trek to a lab to print out something for a homework assignment. Even today, we have four million ac-

tive users. Four hundred thousand of those are paying customers.

CEOCFO: What is it that you are doing behind the scenes that makes a difference in email delivery?
Mr. Hitchcock: There are two parts. There is a lot of business process that we look at. There is the actual technical construction of messaging. We will set up a website and interact with the website. We look at the business tools that people use when they are interacting with a website to make sure that they are not getting too many emails. If you sign up on Amazon and you buy something you should not get seventy six emails; and you do not if use the correct practices. Therefore, we look at the business practices that people use and help educate people on how to best increase their engagement. Then, on the other side it is an always available service that has great monitoring, great understanding of email going to Gmail, or Yahoo getting blocked. Why is it now? It is because there is a phraseology that you are using that they do not really like and it gets caught by spam filters. There is a lot of nuance to it. People will start out using a web application or they will use generic off the shelf stuff that does not scale. When they start getting more than fifty to one hundred thousand customers we come in and provide a platform and service that the people can rely on and use regardless of how big they get.

CEOCFO: Do you find that most potential customers understand what should be done and what is available to them? Do people still need to be lead to the right direction?
Mr. Hitchcock: I would say that people know what they are looking for. They might know from a technology perspective that there is a sort of "black box" that they are looking for. They know that they want to use this black box and it is just magical and it looks great. There are other people who are of the same mindset, but they say "I do not want to spend time on this. I could run this service. I'm

very technical. I understand everything that they are doing". They love to cooperate with us when we are talking about our network architecture and they are really deep in the weeds. We love having those conversations. However, at the end, they say "you guys are doing all really smart things and I want to leverage that fact that you think about this one hundred percent of the time, and this way I do not have to think about it as much as I am thinking about it now. I can focus on the things that are important to business." Therefore, it is still something that people are looking for and we are working on changing that to increase the awareness of the things that we are doing and let people focus on their jobs.

CEOCFO: How do you reach potential customers?

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Mr. Hitchcock: Lots of different ways. We go to a variety of different trade shows. We have conversations, "meet ups" and white papers. Our user base has a lot of technical people at home. They have been great advocates. There is a lot of word of mouth. It is just the continuing education of different ways to build applications, technology, websites and things online. We just try to be part of that dialogue.

CEOCFO: On your website, it shows that Dyn is obsessed with speed. How do get faster?
Mr. Hitchcock: Unfortunately, the speed of light is constant speed, about one hundred and eighty six thousand miles per second, so the only way you can make things faster is to be intelligent and get things to users as fast as possible. Therefore,

we obsess over the little details of not only speed, but also reliability. There is a famous story that we always tell about when we were looking at adding some points of presence in Asia, there are two routes that go around the Philippines and Singapore; one of them goes inland towards continental Asia and one of them goes outside. When we were looking at where we were going to put things and who we were going to buy from, we said that we want both. That is because, if you go outside the island you loose about six milliseconds, so it starts to add up. You also want the outside because the inside routes do not have as great reliability. Therefore, we are constantly thinking of the speed and reliability. We are doing this in hundreds of places; probably thousands of places. With our networks, we are thinking of how applications degrade gracefully and basically provide a service that just can not fail, because other people are relying on us to always be up.

CEOCFO: What are some of the additional services or the more "specialty" services that people can receive from Dyn?
Mr. Hitchcock: Other than just typing in a website name and translating it to a computer address we do a lot of traffic management. If companies have multiple data centers and they have multiple locations where they serve content, we provide some really rich deep traffic management or we can say "hey, it looks like you are in New York typing in this domain name so we are going to send you to a computer that is sitting in New York." We always try to get you geographically to the closest place". There are some monitoring services that work in conjunction with that, and they can say, "the New York data centers seems to be down" or "our customer's data center seems to be down". Therefore we are going to send them to the next closest one. It might say Virginia or Chicago or maybe we should actually send them over to London, they have a really giant server over there. It is many different flavors of trying to make this

translation happen as fast as possible, really reliably and trying to make the best of decision about internet routing in a real time per second basis. In our email, it is providing real time analytics, going deeper past the top twenty ISP's of where most email boxes are. We're trying to get a deeper understanding of how mail has been sent.

CEOCFO: Are there services that you would like to add or are planning to add?

Mr. Hitchcock: I think we have a lot of mileage on the two services that we have. We are a performance infrastructure type of service. I think that we have the potential of adding additional functions now and then. There are many of the analytics and there is a lot of the data that we process that we could expose. I do not think that we are going to necessarily go too far out. We are not in a rush to go out with the third leg or the fourth leg of our service portfolio. I think there is some room that we still have in our services, today.

CEOCFO: There are lots of changing trends and technologies in your industry. However, when you look at what you need to pay attention to, is it intuition? Is it the science behind it? How do you know what is going to stick and where you really need to focus as things change?

Mr. Hitchcock: It is just constant vigilance in seeing how our customers are services and technology, thinking about what they are saying and trying things out in the lab and us trying new things. I think that us being in a similar business where we are writing software and running it for distributed global population, it gives us a little bit of an advantage because we really understand what our customers are doing. We read all of the analyst's reports and everything else that is going on in the world and I think everyone else has the same disadvantage of the world changing really fast. You just have to keep up, be nimble and try to adapt.

CEOCFO: How is business today?

Mr. Hitchcock: Business is great! We are listed in the Inc. 5000, as one of the fastest growing companies in the US, and 2012 is looking just like it will be even better every year. We are pretty bullish about the future.

CEOCFO: What surprised you most as you developed the whole concept and the growth of the business?

Mr. Hitchcock: There were many things. However, fundamentally, we work on a protocol that is twenty five to thirty years old and we are still finding new ways to innovate with it and make online communication easier and better. Everyone around the world, whether it is North America or Europe or South America or Asia; they are all doing it in slightly different ways. I think there is just no one way to run an online presence. We are just seeing more and more flavors and really enjoying that.

CEOCFO: Why should investors and people in the business community pay attention to Dyn?

Mr. Hitchcock: Because we are in the software service and infrastructure space and I think that what we are working on is going to become a category in the next few years. It will be a check box item that people will say, "Yes, this is how I start an online business. Just like the software and the appliances of yesterday, I think that this whole software as a service is basically, anything that you used to buy, either hardware or appliance, or anything that you used to buy "shrink wrapped software" is becoming a service and you pay for realtime usage.

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