

Fotolia N.A Acting Like A Start-Up In A Mature Industry Harvard Case Solution & Analysis

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Introduction

This case is on Fotolia N.A which is a microstock photography organisation that allows its customers to purchase photos that they are then able to use for personal or public use. Founded originally in 2005, Fotolia found dominance in the European market and started Fotolia North America to focus on building larger market share.

SCQA

Situation:

- Expand North American presence and gain market share
- Tough competition by other organisations such as iStockphoto who has the largest market share of microstock photos
- Three main players in the industry are iStockphoto, Fotolia and Shutterstock
- Main users of the microstock service are professional designers, small to medium enterprises and the occasional users

Complication:

Question:

What approach/step is needed to be taken by Fotolia in order to increase their ROI as well as gaining more brand recognition and distribution?



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