The Best Way to Scale

Kevin Hale
Partner, Y Combinator
In 2005, Y Combinator developed a new model of startup funding. Twice a year we invest a small amount of money ($14-20k + an $80k note) in a large number of startups (most recently 52). The startups move to Silicon Valley for 3 months, during which we work intensively with them to get the company into the best possible shape and refine their pitch to investors. Each cycle culminates in Demo Day, when the startups present to a large audience of investors. But YC doesn't end on Demo Day. We and the YC alumni
53 Startups
617 Total Startups
511 Startups Raised $1.7B
287 valued at $11.7B
10 startups = $8.6B
Before Launch

100% Creation
After Launch
Do Things that Don’t Scale

Want to start a startup? Get funded by Y Combinator.

July 2013

One of the most common types of advice we give at Y Combinator is to do things that don’t scale. A lot of would-be founders believe that startups either take off or don’t. You build something, make it available, and if you’ve made a better mousetrap, people beat a path to your door as promised. Or they don’t, in which case the market must not exist. [1]

Actually startups take off because the founders make them take off. There may be a handful that just grew by themselves, but usually it takes some sort of push to get them going. A good metaphor would be the cranks that car engines had before they got electric starters. Once the engine was going, it would keep going, but there was a separate and laborious process to get it going.

Recruit

The most common unscaleable thing founders have to do at the start is to recruit users manually. Nearly all startups have to. You can’t wait for users to come to you. You have to go out and get them.

Stripe is one of the most successful startups we’ve funded, and the problem they solved was an urgent one. If anyone could have sat back and waited for users, it was Stripe. But in fact they’re famous within YC for aggressive early user acquisition.

Startups building things for other startups have a big pool of potential users in the other companies we’ve funded, and none took better advantage of it than Stripe. At YC we use the term “Collison installation” for the technique they invented. More diffident founders ask “Will you try our beta?” and if the answer is yes, they say “Great, we’ll send you a link.” But the Collison brothers weren’t going to wait. When anyone agreed to try Stripe they’d say “Right then, give me your laptop” and set them up on the spot.

There are two ways founders resist going out and recruiting users.
The Introduction

Wufoo is a web application that helps anybody build amazing online forms. When you design a form with Wufoo, it automatically builds the database, backend and scripts needed to make collecting and understanding your data easy, fast and fun.

Because we host everything, all
Workshop Registration
Register now while seats are available!

Name
Title  First  Last  Suffix

Address
Street Address
Address Line 2
City  State / Province / Region
Postal / Zip Code  Country

Email

Phone Number

Badge Upgrade

Lunch

Save Form  Add Field
User Management
Uneasy lies the head that wears a crown.

This User Can Do the Following:
Create new forms, reports and themes.

This User Can Access:
Forms  Reports  Themes

This user has access to all forms.

You have 2 users left. (Upgrade)
<table>
<thead>
<tr>
<th>Category</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Students</td>
</tr>
<tr>
<td>Research</td>
<td>Designers</td>
</tr>
<tr>
<td>Real Estate</td>
<td>Engineers</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Startups</td>
</tr>
<tr>
<td>Marketing</td>
<td>Non-Profits</td>
</tr>
<tr>
<td>Sales</td>
<td>Small Businesses</td>
</tr>
<tr>
<td>Banking</td>
<td>IT</td>
</tr>
</tbody>
</table>
THE WUFOO + SURVEYMONKEY FAQ

WUFOO HAS BEEN ACQUIRED BY SURVEYMONKEY. WE THINK IT’S GOING TO BE AWESOME AND WE WANT TO MAKE SURE YOU UNDERSTAND WHAT’S GOING ON AND WHAT IT MEANS FOR YOU.

WHAT IS GOING ON?

Our company, Infinity Box, signed a definitive agreement to be acquired by SurveyMonkey. Wufoo's form builder will join their family of products and our company will become a wholly owned subsidiary of SurveyMonkey.
SurveyMonkey acquired Infinity Box for $35.0M
Infinity Box raised $18.0K Profit: 29561%
Average Startup
$25.3 M

Wufoo
$118K

676%

29,561%
New Users :: Dating
Existing Users :: Marriage
First Email
Account Creation
Blank / Starting Interface
Login Link
Ad Link
First Support
当たり前前品質
atarimae hinshitsu

魅力的品質
miroyokuteki hinshitsu
Jake was just pissed because his mom like, i dunno, died that day. no she didn’t. well why would you call me that then?

More at JakeAndAmir.com !!!
Create a Cork’d Account

Just fill out this form and we’ll create your free account. Once you’re done, you’ll be able to start building wine lists, reviewing and rating wines, and finding drinking buddies.

Screen name: 
Your nickname here at Cork’d. One word. Letters and numbers only. No spaces or special characters.

Email address: 
It’s also your sign-in name, and has to be legit.

First name: 
What mom calls you.

Last name: 
What your army buddies call you.

Password: 
Something you’ll remember, but hard to guess.

Password confirmation: 
Type it again. Think of it as a test.

Security question: What is your favorite restaurant? 
Your answer:

Privacy: 
☑️ Show my real name
If unchecked, people will only see your screen name.
☑️ Send me stuff
If checked, we may periodically send you Cork’d news, events or...
Email address: 
It's also your sign-in name, and has to be legit.

First name: 
What mom calls you.

Last name: 
What your army buddies call you.

Password: 
Something you'll remember, but hard to guess.

Password confirmation: 
Type it again. Think of it as a test.
Sign in to Flickr

Email: sharmadillo@hotmail.co.uk

Password: 

- Remember me on this computer.

GET IN THERE

Or, return to the home page.

Have you forgotten your password?
How we treat customers
(before and after they buy our product)

Before

Brochure
- Glossy
- Slick
- Colorful
- Reader-friendly
- Sexy
- Compelling

Manual
- Plain
- Dull
- Black and white
- Confusing
- Dry
- Boring

After

Nikon

D200
DIGITAL CAMERA

The Nikon Guide to Digital Photography with the

D200
DIGITAL CAMERA
Making your first charge

In this tutorial you'll make your first charge on Stripe. If you need any help integrating, join other Stripe users and staff in our community chat.

You've got your user's credit card details, now what? Now you charge them money. This happens on your server, and the fastest way to do it is by using one of our client libraries. If you haven't already, install your favorite language now. In this tutorial, we'll show code for Ruby, PHP, and Python.

In your web server, grab the Stripe token (or raw credit card details if you aren't using Stripe.js) in the POST parameters submitted by your form. Once you do it, it's one simple call to charge the card with Stripe:

```ruby
# set your secret key: remember to change this to your live secret key in production
# see your keys here https://manage.stripe.com/account
Stripe.api_key = "3pOIFgMgRNWp5Db724CR7Da8h9y4ns ;"

# get the credit card details submitted by the form
token = params[:stripeToken]

# create the charge on Stripe's servers - this will charge the user's card
charge = Stripe::Charge.create(
  amount => 1000, # amount in cents, again
  currency => "usd",
  card => token,
  description => "payinguser@example.com"
)
```
Test Secret Key:
3p01p9mgxKwp5db724CR7da8y9ns

Test Publishable Key:

Live Secret Key:

Live Publishable Key:
In your web server, grab the Stripe token (or raw credit card details if you aren't using Stripe.js) in the POST parameters submitted by your form. Once you do, it's one simple call to charge the card with Stripe:

```ruby
# set your secret key: remember to change this to your live secret key in production
# see your keys here https://manage.stripe.com/account
Stripe.api_key = "3pOIPgMgNKWp5D724CR7Da8h9ynsuq8"

# get the credit card details submitted by the form
token = params["stripeToken"]

# create the charge on Stripe's servers - this will charge the user's card
charge = Stripe::Charge.create(
    :amount => 1000,  # amount in cents, again
    :currency => "usd",
    :description => "payinguser@example.com"
)
```
Wufoo Rest API V3

On this Page

1. Introduction
2. Finding Your Key
3. Wufoo REST Structure
4. URL Prefix
5. The Extension
6. Convenience Parameters
7. Authentication
8. Hashed URL Vs Friendly URL

FAQs

1. Are there any API restrictions?
2. Can sub-users use the API?
3. Where are the old APIs?

Other APIs

1. API Introduction
2. Forms GET
3. Fields GET
4. Entries GET / POST
5. Users GET
6. Reports GET
7. Widgets GET
8. Comments GET
9. Web Hooks PUT / DELETE
10. Login POST
11. Examples
12. The Wufoo REST Principles

API Wrappers

1. Learn about and get API Wrappers

Introduction

The Wufoo API is designed to unlock the potential of the data stored inside your Wufoo account. We provide all the tools required to build applications, advanced reports and visualizations not currently offered by the default Wufoo UI.

What's even better is that you don't need any programming experience to at least view the data, because if...
Win a friggin' Battle Axe

Just look at the rays of power that emanate from it.

Wufoo API Contest

1. Build something awesome with the API
2. Submit it by August 31
3. Win you some prizes!

Ideas
- Plugins for popular CMS's
- Stand-alone application
- Mobile Entry Manager
- Create PDFs from entry data or forms
- Calendar view of...
iPhone App
Android App
Wordpress Plugin
iPad Keyboard - There are phantom keys in the middle when you split the keyboard in half.

/via Reinier Ladan

Read more here.
John Gottman
15 Minutes = 85%
1 Hour = 94%
Everyone fights.
THE FIGHTING
Software engineers and designers are often divorced from the consequences of their actions.
After Launch

- Create Software
- Customer Support
- Fix Crap
- Business Crap
- Hiring Crap
- Crap

Diagram showing the distribution after launch.
Software Development

Responsibility
Accountability
Humility
Support Driven Development
You make everyone do customer support.
Creators = Supporters
+500,000 users
~5 million people
~400 issues
+800 emails
7-12 minutes
What is Wufoo?

Wufoo is an internet application that helps anybody build amazing online forms. When you design a form with Wufoo, it automatically builds the database, backend and scripts needed to make collecting and understanding your data easy, fast and fun. Because we host everything, all you need is a browser, an Internet connection and a few minutes to build a form and start using it right away.

What can I build with this?

Basically, the possibilities are endless. Here’s a short list of examples to give you an idea of Wufoo’s versatility:
<table>
<thead>
<tr>
<th>Options</th>
<th>Show Field to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required (?)</td>
<td>Everyone (?)</td>
</tr>
<tr>
<td>No Duplicates (?)</td>
<td>Admin Only (?)</td>
</tr>
<tr>
<td>Encrypted (?)</td>
<td></td>
</tr>
</tbody>
</table>

**Predefined Value (?)**

**Instructions for Users (?)**

**About Encryption**

An encrypted field is stored with additional security on our servers. You may have up to 5 encrypted fields. These fields are also NOT sent in email notifications. Ideal for collecting sensitive data.
Don't worry. We're here to help.

Try searching our **Docs** on the left, perusing our **Knowledge Base**, or asking some friends in the **The Forums**. If you can't find what you're looking for, submit a **Support Request**.

**General Questions**

1. What is Wufoo?
2. How secure is Wufoo?
3. Who are the people behind Wufoo?
4. Is Wufoo right for me?

**Billing & Accounts**

1. How do I cancel my account?
2. What if I exceed my entry limit?
3. What types of payment do you accept?
4. How do I view my invoices?
5. Can I change my account name/subdomain?

**Forms & Email**

1. How do I integrate my Wufoo form into my website?
2. How do I have an email sent to me each time a form is completed?
3. Why am I not receiving any email notifications?
4. Why can't I see the submit button?
5. How do I duplicate a form?

**Data & Reports**

1. How do I view and access my entries?
2. Can I print a report/graph?
3. How can I view my files?
4. Why is all of the data being exported even if it is not visible in the report?
5. How do I export my data?
6. How do I delete my entries?
Getting Started with Wufoo

On this Page

1. Creating a Form
2. Viewing and Managing Your Form
3. Viewing and Editing Entries
4. Email Notifications
5. Website Integration
6. Creating Themes

Wufoo HD Video Tour

1. Watch Part I in HD
2. Watch Part II in HD
3. Watch Part III in HD
4. Watch Part IV in HD
5. Watch Part V in HD
6. Watch Part VI in HD

Part I: Creating a Form

Hi, my name is Kevin Hale and I am one of the creators of Wufoo. In the following guide, I'm going to take you on a tour of our key features so that you can get up and running quickly with Wufoo.
Wufoo Support Request

Unfortunately, we can't always get it right. If something doesn't seem to be working right for you in Wufoo or you can't find an answer, let us know and we'll do everything we can to help you out.

Tell us what happened :
You made me smile.

Where did you encounter the problem?
http://wufoo.com
Include a link to the page where your issue occurred.

Operating System
Windows XP

Your Email Address *
kevin@wufoo.com
So we can get back in touch with you.

Browser
Internet Explorer 6

Upload a Screenshot
Choose File advancedCSS.png
This is optional, but helps us out a lot.

Submit
Emotional State: 75.8%
Browser Type: 78.1%
RELATIONSHIPS ATROPHY
Hey Likert. Welcome to the Party!

By Kevin Hale - November 18th, 2008

After weeks of planning, preparation and quite a bit of backend architecture adjustment magic, the Wufoo Team is proud to announce the addition of a new field now available to all users across all plans: The Likert Field.

I know we've announced a lot of new stuff today, but we're probably the most excited about this one. For those that don't know about Likert items, Wikipedia describes the field as "a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research." Since we strive to be the easiest way to collect information over the Internet, we thought it only appropriate to try and bring to our users the easiest way to create the most widely used scaling method for measuring bipolar responses from your users.

---

Short and Sweet Likert Survey

Let's see how you're doing.

Evaluate the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>You are a champion.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>You feel great in the morning.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Everybody likes you.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>
Good Morrow Friends!

With autumn going by quickly in our neck of the woods, Team Wufoo is here again for another show-and-tell of delightful new features for our favorite form builder. We’ve got some mighty sweet stuff in this update, so sit back, relax and soak up the goodness.

Hey, it’s Likert. Welcome to the Party!

After weeks of planning, preparation and a bit of backend architecture magic, we are proud to announce the addition of a new field now available to all users across all plans: The Likert Field, the most widely used scale in survey research. Now you can easily create better surveys for measuring bipolar responses from your users.

[ Learn More about the New Likert Field ]

Multiple Choice Field Upgrades

Ryan’s been staying up late rewriting our favorite piece of code for the umpteenth time. The Form Builder got a complete rewrite of the underlying engine for speed and the following upgrades to the multiple choice field. In addition to porting over the Bulk Add interface from the Dropdown field over to the Multiple Choice field, we’ve also added an “Allow Other” option in the field settings so you can provide your users a way to enter their own custom answer to a question if none of the choices you provide them in the field fits their fancy.
Since You've Been Gone.

Updates from the Wufoo Team

How to Arrange Form Fields to Sit Next to Each Other in Wufoo: We are also excited to announce that we've added a few new CSS keywords to allow you to arrange four and five fields to sit next to each other side by side. Learn More

How to Customize Checkbox and Radio Inputs with Custom CSS: Ever wish you could change the look of the checkbox and radio inputs on your Wufoo forms? Now you can with this easy to follow custom CSS tutorial! Learn More

Get Your Embed On With The Wufoo Form Embed Kit: The Wufoo Form Embed Kit is a tool that helps developers easily create integrations with your Wufoo forms. With just a few lines of JavaScript, your content manager or website builder can pop up a user-friendly box to easily embed forms into their app. Learn More

Überforms! How to Seamlessly Stitch Large Wufoo Forms Together: With a bit of work, you can use a combination of templating, URL modifications, form settings and custom themes to create forms that look to be bigger than 100 fields. Learn More

How to Use Custom CSS on Your Wufoo Forms: If you have some swagger and a little CSS knowledge under your belt, you can take your form's looks to the next level using the Advanced settings for your custom
We made everyone say thank you.
Hi Rolf, my name is Alice. I just wanted to say thank you for using our service. We are delighted to hear such words from people like you. So thank you again on behalf of the entire Wufoo team.

Sincerely yours,
Alice

Rolf Ingve Holten
Sildareperen 40 F
Trondheim, N-7048
Norway
Hi Brian,

My name is Andrew, one of the developers for Wufoo. I just wanted to say thank you for using our services. You've been with us for some time now and we're honored and delighted to have earned such trust.

People like you help us achieve our dreams and we won't ever forget that. So thank you again on behalf of the entire Wufoo Team.
Hi Robbie,

My name is Alex, one of the developers for Wofoo. I just wanted to say thank you for using our services. You've been with us for some time now and we're honored to have earned such trust. You help us achieve our dreams and we won't forget that. So thank you again on behalf of the Wofoo Team.

Sincerely yours,
This photo was taken on June 30, 2008 using a Canon Powershot SD200.

This photo belongs to
abrudkuhl's photostream (2,402)

Tags
wufoo - customer - service - get anew browser

License
© All Rights Reserved

Privacy
This photo is visible in everyplace
What happens when you make everyone responsible for giving remarkable support every single week?
Best Price
Best Product
Best Overall Solution
Resources vs Resourcefulness
Thanks!