



rackspace®
HOSTING

Jonathan Siegel

Stanford EE Computer Systems Colloquium
Jan 22, 2013

Embracing

Failure

Failure



1999

14

December



Failure

Failure





Failing

Faux Pas

Flunking

Floundering

Failure

Fiasco

Falling flat

Folding

Flopping

Fizzling

Flaccid

ANSWERS

1.

90

2.

15

3.

3

“

If we don't
succeed we
run the risk
of failure



A photograph of a large, empty stadium. The foreground is filled with lush green grass. In the background, the stadium's seating is visible, consisting of multiple tiers of light-colored seats. The sky is bright and clear. The text "FAILURE is not an option" is overlaid on the grass in the foreground.

FAILURE
is not an option

ANDREW ROSS SORKIN

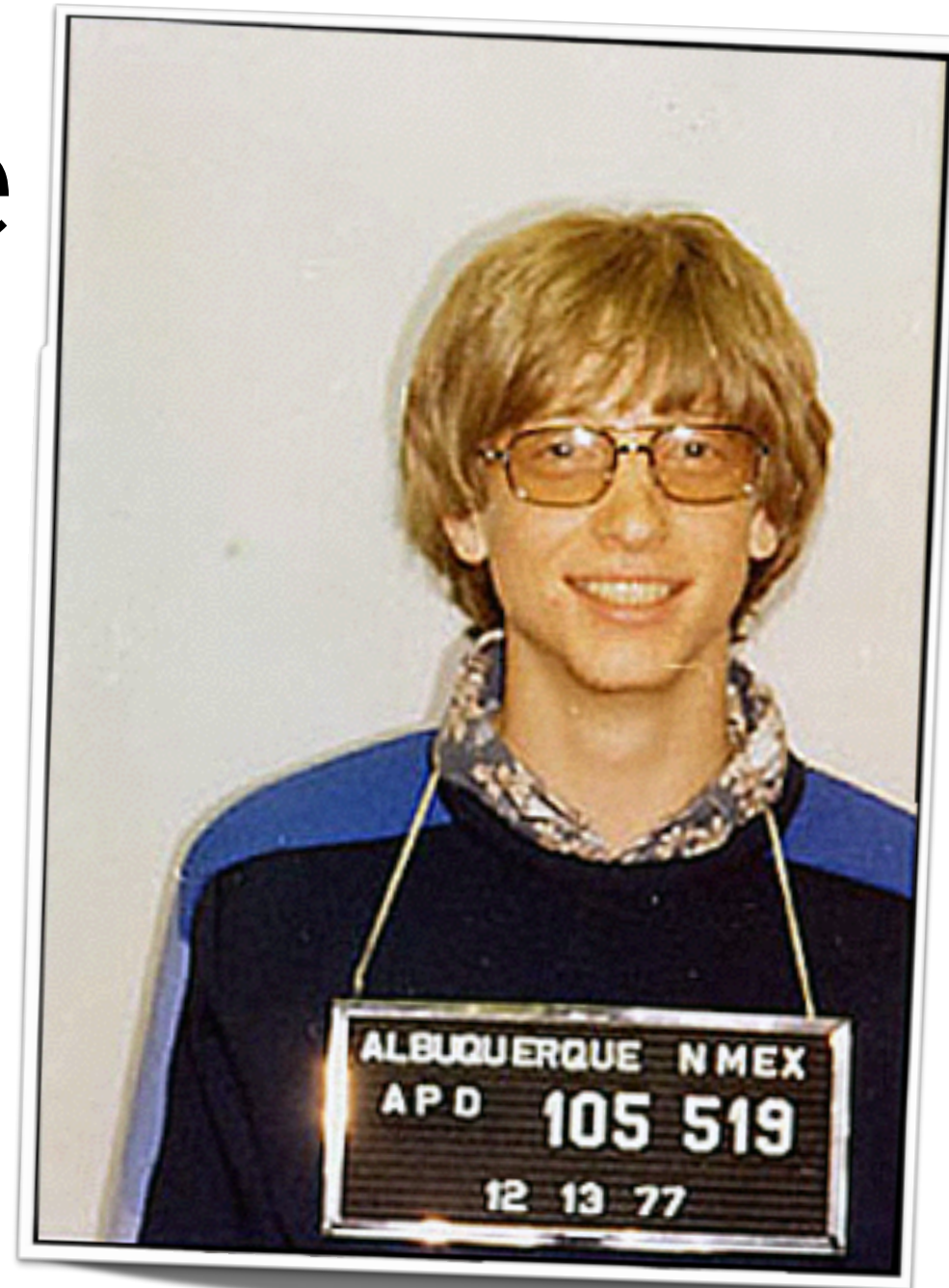


The inside story
of how Wall Street
and Washington fought
to save the
financial system—
and themselves

TOO BIG TO FAIL



It's fine to celebrate
success but it is
more important
to heed the lessons
of failure



“I want to fail
as quickly as
possible



“

Success
is 99%
failure



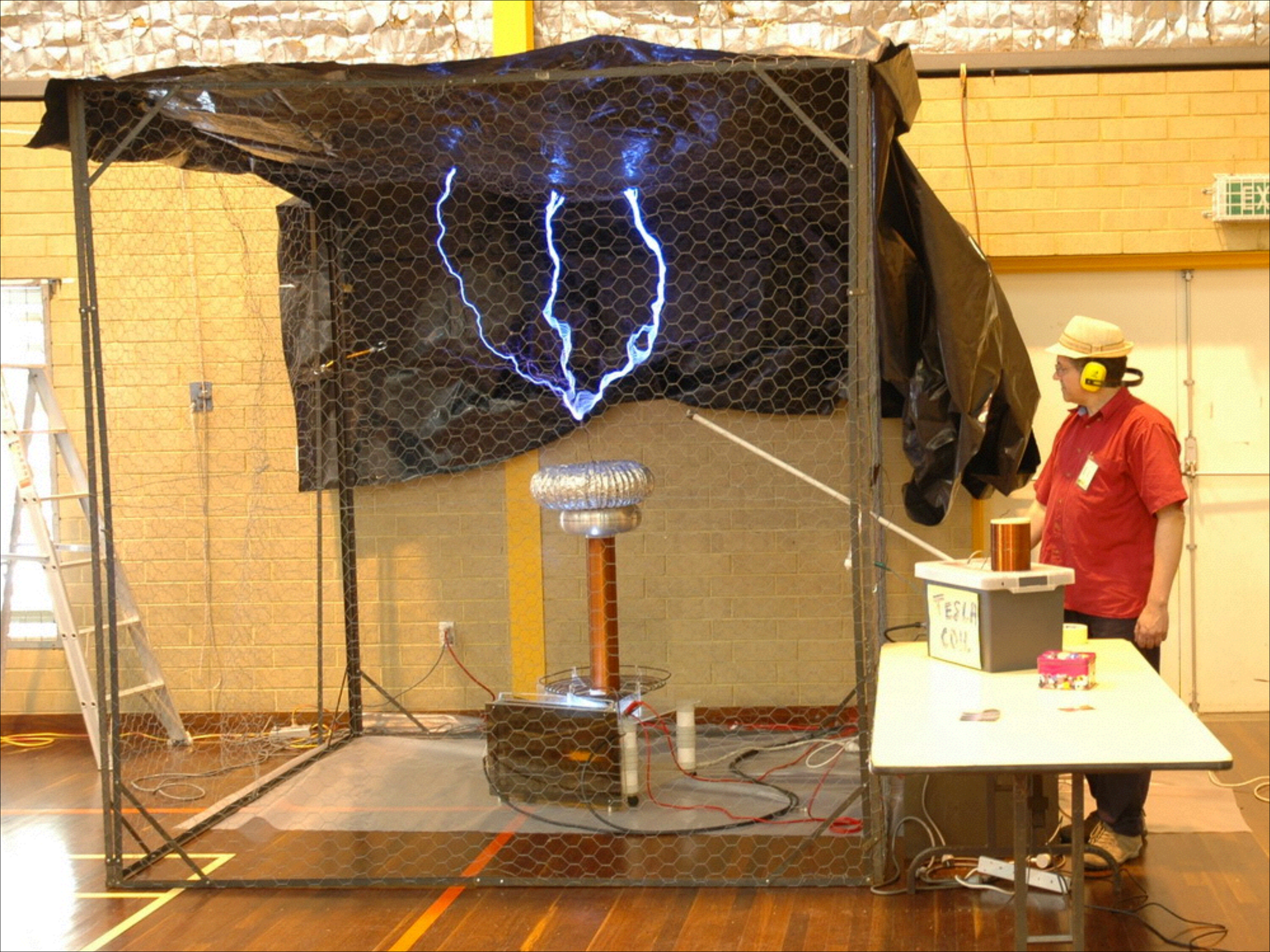
Failure

Failure

Jonathan Siegel











B.Sc.

B.A.

Ph.D



2007

17

June







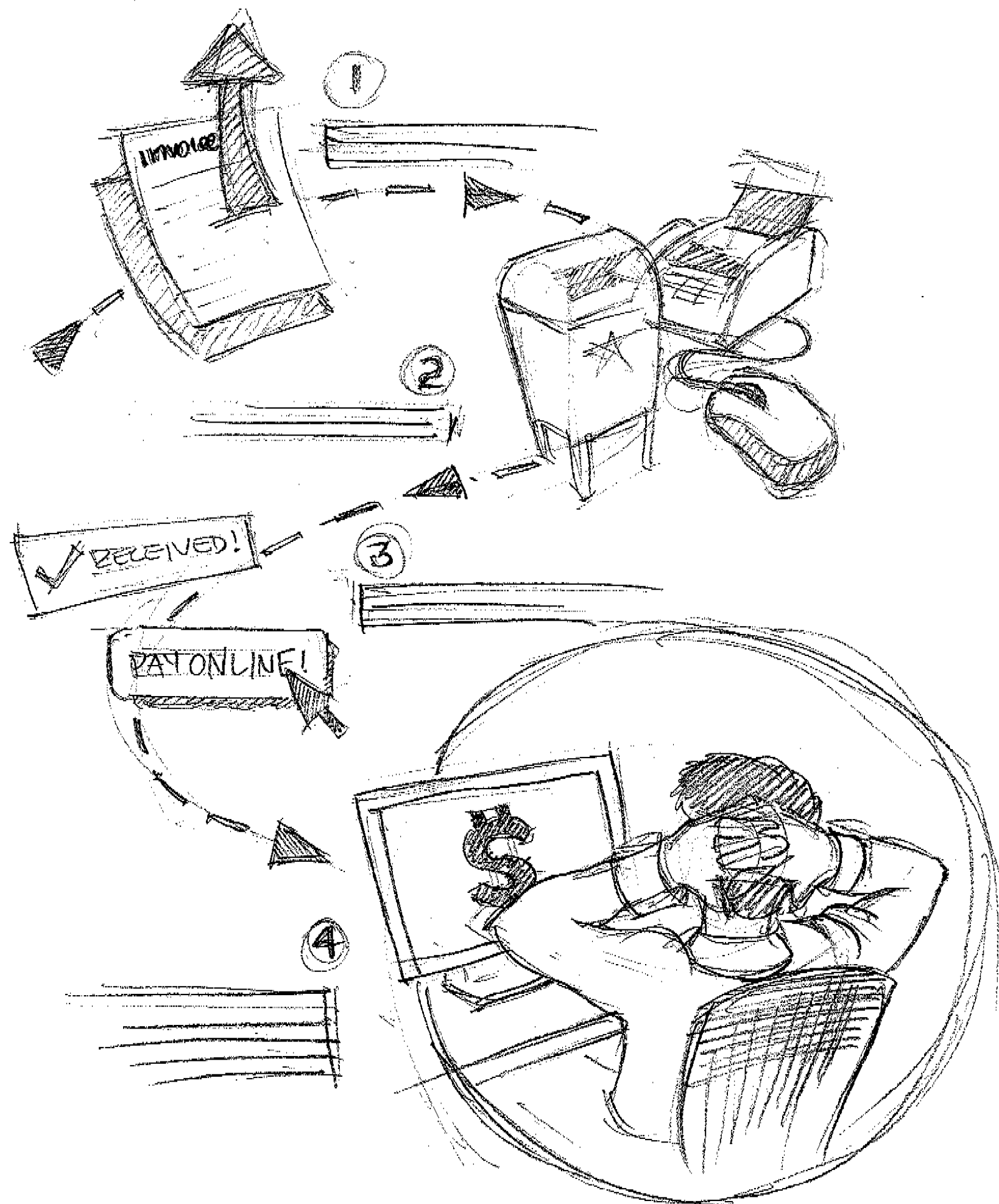


Hobby



[\[1 \]](#)
[\[2 \]](#)
[\[3 \]](#)
[\[4 \]](#)
[\[5 \]](#)
[\[6 \]](#)
[\[7 \]](#)
[\[8 \]](#)
[\[9 \]](#)
[\[10 \]](#)
[\[11 \]](#)
[\[12 \]](#)
[\[13 \]](#)
[\[14 \]](#)
[\[15 \]](#)
[\[16 \]](#)
[\[17 \]](#)
[\[18 \]](#)
[\[19 \]](#)
[\[20 \]](#)
[\[21 \]](#)
[\[22 \]](#)
[\[23 \]](#)
[\[24 \]](#)
[\[25 \]](#)
[\[26 \]](#)
[\[27 \]](#)
[\[28 \]](#)
[\[29 \]](#)
[\[30 \]](#)
[\[31 \]](#)
[\[32 \]](#)
[\[33 \]](#)
[\[34 \]](#)
[\[35 \]](#)
[\[36 \]](#)
[\[37 \]](#)
[\[38 \]](#)
[\[39 \]](#)
[\[40 \]](#)
[\[41 \]](#)
[\[42 \]](#)
[\[43 \]](#)
[\[44 \]](#)
[\[45 \]](#)
[\[46 \]](#)
[\[47 \]](#)
[\[48 \]](#)
[\[49 \]](#)
[\[50 \]](#)
[\[51 \]](#)
[\[52 \]](#)
[\[53 \]](#)
[\[54 \]](#)
[\[55 \]](#)
[\[56 \]](#)
[\[57 \]](#)
[\[58 \]](#)
[\[59 \]](#)
[\[60 \]](#)
[\[61 \]](#)
[\[62 \]](#)
[\[63 \]](#)
[\[64 \]](#)
[\[65 \]](#)
[\[66 \]](#)
[\[67 \]](#)
[\[68 \]](#)
[\[69 \]](#)
[\[70 \]](#)
[\[71 \]](#)
[\[72 \]](#)
[\[73 \]](#)
[\[74 \]](#)
[\[75 \]](#)
[\[76 \]](#)
[\[77 \]](#)
[\[78 \]](#)
[\[79 \]](#)
[\[80 \]](#)
[\[81 \]](#)
[\[82 \]](#)
[\[83 \]](#)
[\[84 \]](#)
[\[85 \]](#)
[\[86 \]](#)
[\[87 \]](#)
[\[88 \]](#)
[\[89 \]](#)
[\[90 \]](#)
[\[91 \]](#)
[\[92 \]](#)
[\[93 \]](#)
[\[94 \]](#)
[\[95 \]](#)
[\[96 \]](#)
[\[97 \]](#)
[\[98 \]](#)
[\[99 \]](#)
[\[100 \]](#)





Summary **Invoices** Customers Projects

New Invoice List Invoices Tax Rates

Edit an Invoice

Sent

08.11.2005, 01:23:34 pst

Void

Send

Copy & Edit

Tip:

Lorpero odolore min velit lobore eumsan hent ero dolore enibh ex ercipsu cidunt iriliscil dipit aliquat ing euguerc duisciliqui orpero odolore min velit.

Number

Date

Customer

+/- [Edit Customer](#)

Edward Blackwell
431 Hampshire Blvd
Bayshore, CA 94326

Project

[Hide Project](#)

+/- [Edit Project](#)

Wild Garden Restaurant

Terms

Start:

Select a customer and project and insert the date. The invoice number will be automatically generated based on the previous invoice. Add invoice items and save. Click **Preview** to view the invoice, **Print** to send it to your printer, or **Send** to have the invoice sent by USPS First Class Mail via [PostASAP](#).

Notes [Hide Notes](#)

☐ Taxable

Item	Description	Qty	Amount	Tax	Total
Gardening	Weekly Service	2	120.00		240.00
Maintenance	New Sprinkler System	1	1600.00	Y	1600.00
Gardening	Weekly Service	2	120.00		240.00



Safari can't connect to the server.

Safari can't open the page "http://billasap.com/" because Safari can't connect to the server "billasap.com".





Success is the ability
to move from one
failure to another
with no loss of
enthusiasm



I



FAILURE



1









CONSPIRE



REPLAY INTRO

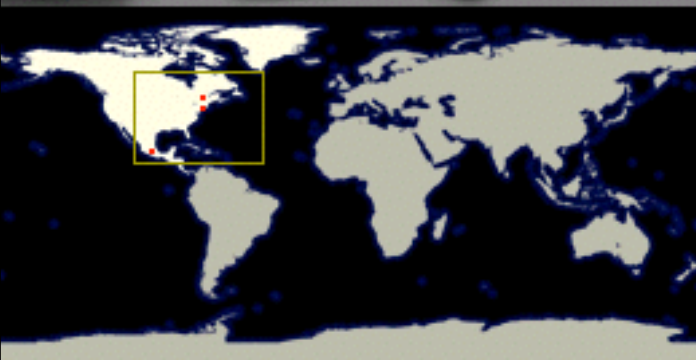
PLAY GAME

ABOUT
PT. CONCEPTION STUDIOS

EXIT DEMO



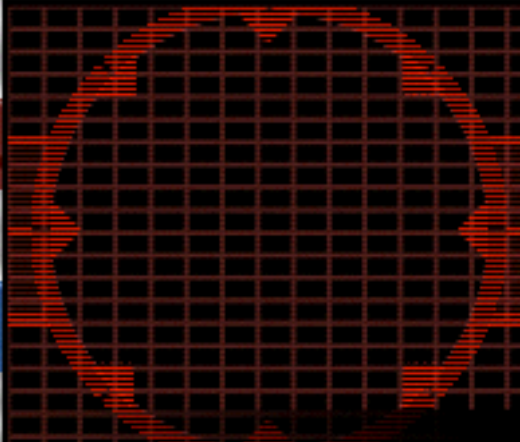
APR. 5TH, 2010
1:39:03 PM
1 SEC



SYNDICATE

DAILY REVENUE		TOTAL
\$	0	\$ 800
UNASSIGNED		TOTAL
	0	0
CONTROLLED	OCCUPIED	TOTAL
0%	0%	0%

SORT OPERATIVES BY: ▼

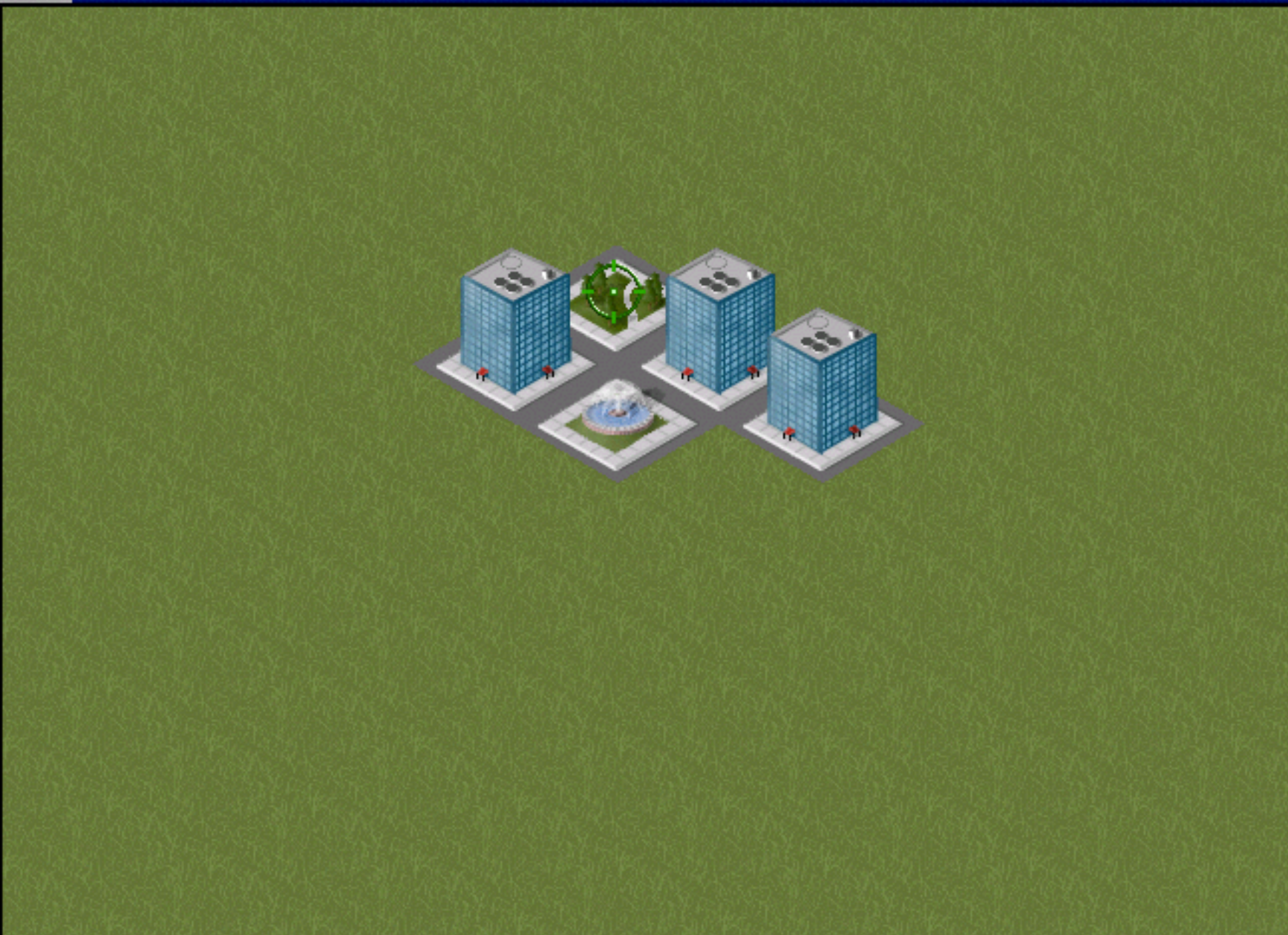


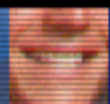
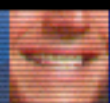


☒ MONTREAL



O
P
S



- NEW YORK
- NEW YORK





Big Red Button







R.I.P.



2000



elc technologies

1

2

***Post*ASAP**





one color



black / white



color palette



tagline



CSM 12345**
MR JOHN DOE
JOHN DOE COMPANY
12345 N MAIN STREET SUITE 1234
ANYTOWN USA 12345-6789



Relax—it's in the mail.

Welcome

Sign Up

How it Works

[member sign in](#)

ONLINE ARCHIVE

Addressee	Date Sent	Delivery Method	Status	Attachment
Jonathan Siegel	Today	USPS	Draft	
Jeff Young	Today	USPS	Delivered	
Seth	Yesterday	FedEX	Posted	
Carom	Yesterday	DHL	Posted	1 item
Garth Humbert	Yesterday	UPS	Posted	2 items
Jonathan Siegel	Yesterday	DHL	Delivered	
Jeff Young	March 29, 2005	USPS	Draft	
Seth	March 29, 2005	USPS	Draft	
Carom	March 29, 2005	FedEX	Delivered	1 item
Garth Humbert	March 28, 2005	DHL	Posted	
Jonathan Siegel	March 28, 2005	UPS	Posted	3 items
Jeff Young	March 25, 2005	DHL	Posted	2 items
Seth	March 25, 2005	USPS	Delivered	
Carom	March 25, 2005	USPS	Draft	
Garth Humbert	March 25, 2005	FedEX	Draft	
Jonathan Siegel	March 25, 2005	DHL	Posted	1 item



[advanced search](#)



page 1 of 24



[About Us](#) | [Contact Us](#) | [Investor Relations](#) | [Employment](#)

© 2005 PostASAP. Patent Pending. All rights reserved. Use of the PostASAP service and this website constitutes acceptance of our [Terms of Use](#) and [Privacy Policy](#). UPS and the UPS brandmark are trademarks that are used with permission by the owner, United Parcel Service of America, Inc. All rights reserved.



Welcome

[Sign Up](#)

[How it Works](#)



COMPOSE.



CLICK.



RELAX.

PostASAP

The easiest
way to send
correspondence.

SIGN UP →

TRACK CORRESPONDANCE

track

ie. 132-890093-0



*I can't believe how easy
PostASAP is to use. I will never
waste another minute in line at
the Post Office again!*

—Anna Jensen, New York

Welcome

[Sign Up](#)

[How it Works](#)



COMPOSE.



CLICK.



RELAX.

PostASAP

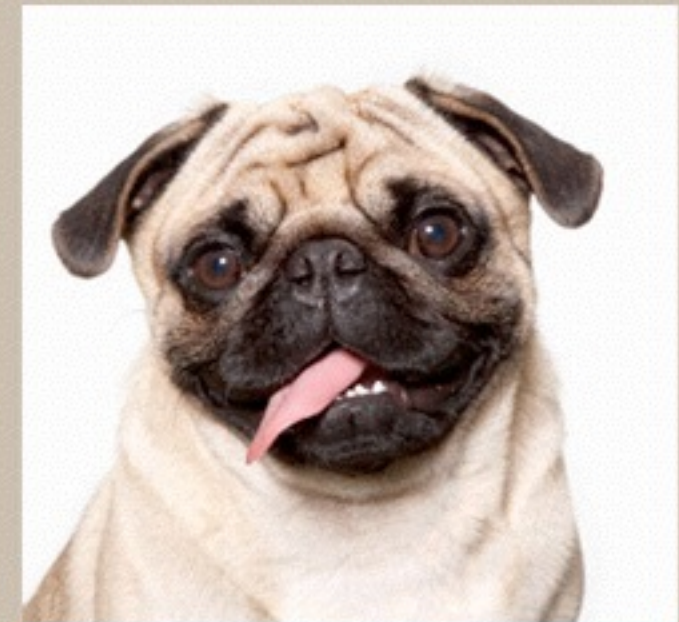
The easiest
way to send
correspondence.

SIGN UP →

TRACK CORRESPONDANCE

track

ie. 132-890093-0



No more licking!!!

—Isaac, California

$$\frac{\text{CLV}}{\text{— CPA}}$$

X

$$\begin{array}{r} 15 \\ - 400 \\ \hline \end{array}$$

-385

The Test – Web-based

- Target market segments (small biz, legal, etc)
- Design the pieces – faces of the offer:
 - 3 emails, 3 landing pages, 3 checkouts
 - » Subscription, packages (banked), per transaction
- Small trial in the 10s / 100s
- Select partners' lists (pros/cons, risk)
- Email to 3 for 5K each, CPA-based

The Test – Goals

- J2 emailing: 1% response rate
- PPC: 10-20% CVR
- Business model:
 - Subscriptions
 - Pay as you go
 - » Pre-paid
 - » Per transaction
- Create financial model
 - Acquisition cost, COGs, etc.





R.I.P.

***Post*ASAP**

A thick, green, curved line that starts under the 'P' of 'Post' and sweeps upwards and to the right, ending under the 'P' of 'ASAP'.

2005

2

3

BILL*ASAP*

[HOME](#)

[SIGN UP](#)

[HOW IT WORKS](#)

Received an Invoice?



PAID

That's more like it.

**SIGN UP TODAY
AND GET**

\$100
CASHFORWARD

[▶ GET STARTED](#)

Take the hassle out of billing—and get paid quicker!

- ▶ Lortinibh esequi blaor alis dipsum ing ex et nos nostionsed
- ▶ Molobore tet ver secte modolendipit augiat dolorer iurer illute exer
- ▶ Senim el utpatis nonsecte veliquat lam erat wis nonsed magnim
- ▶ In ut at venis ate do odo conse conse magna consequam aliquis iliqui
- ▶ Num vullutpat, velesenibh et, susto commy nibh exero
- ▶ Odip ea ad digna ad dignim velis endiam velent ea conseniat utat

[Learn more about how BillASAP can work for you](#)

▶ What people are saying...

"I'm blown away at how just absolutely simple and affective BillASAP is. My clients almost like getting invoices!"

— Garth Humbert, Founder
Carom Visual Communication

FULL QuickBooks® Integration

[▶ LEARN MORE](#)

BILLASAP

[About Us](#) | [Contact Us](#) | [Investor Relations](#) | [Employment](#)

Use of the BillASAP service and this web site constitutes acceptance of our [Terms of Use](#) and [Privacy Policy](#).

© 2005 ASAP Brands, Inc. All rights reserved. U.S. Patent Pending.

[Summary](#) **Invoices** [Customers](#) [Projects](#)[New Invoice](#) [List Invoices](#) [Tax Rates](#)

Now editing a copy of Invoice No. 123456789-0

Edit an Invoice

[Receive Payment](#)[Save Invoice](#)[Send Invoice](#)[Void Invoice](#)[Copy & Edit Invoice](#)[Print Preview](#)

INVOICE



INVOICE DATE 01/01/2005

INVOICE # 123456789-0

REMIT TO

Maxim H, Inc.
Attn: Accounting
12345 South Main Street, Suite 1234
Anytown, USA 12345

BILL TO

ACME Client
Attn: Accounting
12345 South Main Street, Suite 1234
Anytown, USA 12345

SHIP TO

ACME Client
Attn: Accounting
12345 South Main Street, Suite 1234
Anytown, USA 12345

PO NUMBER	TERMS	REP	SHIP	VIA	FOB	PROJECT
123456789-0	NET 60	-	yes	FedEx	-	xxxx
QUANTITY	ITEM CODE	DESCRIPTION			PRICE EACH	AMOUNT
100	000-1	Blue			10.00	1000.00
9	000-2	Orange			1000.00	9000.00

[Summary](#) **[Invoices](#)** [Customers](#) [Projects](#)

Welcome, Garth Humbert of Carom | **not Garth?**

[New Invoice](#) [List Invoices](#) [Tax Rates](#)

Successful message.

Informational message.

Warning message.

Error message.

[Options](#)

Invoice List

New Invoice

Tip:
elit lobore eumsan hent dolore
enibh ex ercipsu cidunt iriliscil
dipit aliquat ing euguerc non
volore velit alisissi ting ea faci te
moluptatet la feum dolessi.

Invoice No.	Customer	Due Date	Amount	Action	Status
001	Blackwell, Edward	Jan 01, 2005	1234.56	Copy Delete Void	Sent
002	Tumacder, Jacint	Feb 02, 2006	489.10	Copy Delete Void	Void
003	Philco's Cleaning	Mar 03, 2007	123.45	Copy Delete Void	Sent
004	Cheknis, Benjamin	Apr 04, 2008	6789.10	Copy Delete Void	Sent
005	Blackwell, Edward	May 05, 2009	12.34	Copy Delete Void	Void
006	Tumacder, Jacint	Jun 06, 2010	56.78	Copy Delete Void	Void
007	Philco's Cleaning	Jul 07, 2011	9012.34	Copy Delete Void	Sent
008	Cheknis, Benjamin	Aug 08, 2012	5678.91	Copy Delete Void	Sent
009	Blackwell, Edward	Sep 09, 2013	12,345.67	Copy Delete Void	Sent
010	Tumacder, Jacint	Oct 10, 2014	89.10	Copy Delete Void	Sent
011	Philco's Cleaning	Jan 01, 2005	1234.56	Copy Delete Void	Sent
012	Cheknis, Benjamin	Feb 02, 2006	489.10	Copy Delete Void	Void
013	Blackwell, Edward	Mar 03, 2007	123.45	Copy Delete Void	Sent
014	Tumacder, Jacint	Apr 04, 2008	6789.10	Copy Delete Void	Void
015	Philco's Cleaning	May 05, 2009	12.34	Copy Delete Void	Void
016	Cheknis, Benjamin	Jun 06, 2010	56.78	Copy Delete Void	Void
017	Blackwell, Edward	Jul 07, 2011	9012.34	Copy Delete Void	Sent
018	Tumacder, Jacint	Aug 08, 2012	5678.91	Copy Delete Void	Sent
019	Philco's Cleaning	Sep 09, 2013	12345.67	Copy Delete Void	Sent
020	Cheknis, Benjamin	Oct 10, 2014	89.10	Copy Delete Void	Sent

INVOICE

INVOICE DATE	01/01/2005
INVOICE #	123456789-0



REMIT TO	BILL TO	SHIP TO
Maxim H, Inc. Attn: Accounting 12345 South Main Street, Suite 1234 Anytown, USA 12345	ACME Client Attn: Accounting 12345 South Main Street, Suite 1234 Anytown, USA 12345	ACME Client Attn: Accounting 12345 South Main Street, Suite 1234 Anytown, USA 12345

PO NUMBER	TERMS	REP	SHIP	VIA	FOB	PROJECT
123456789-0	NET 60	-	yes	FedEx	-	xxxx
QUANTITY	ITEM CODE	DESCRIPTION			PRICE EACH	AMOUNT
100	000-1	Blue			10.00	1000.00
9	000-2	Orange			1000.00	9000.00

THANK YOU	TOTAL	\$10,000.00
	DUE DATE	01/01/2005

BILLASAP
Invoicing—plain and simple

Use sign up code X1234 and get **\$100 CASH**FORWARD
▶ **LEARN MORE** at www.BillIASAP.com

PLEASE RETURN BOTTOM PORTION WITH YOUR PAYMENT



REMIT TO	ADDRESS CHANGE	INVOICE CODE	AB123456-C
Maxim H, Inc. Attn: Accounting 12345 South Main Street, Suite 1234 Anytown, USA 12345		INVOICE DATE	01/01/2005
		INVOICE #	123456789-0
		DUE DATE	01/01/2005
		AMOUNT DUE	\$10,000.00
		AMNT ENCLOSED	

Pay this invoice quickly and easily online at www.BillIASAP.com with the invoice code below.

ADDRESS

CITYSTATEZIP

PHONE

EMAIL



BILLASAP *The painless way to get paid*

- **Save money** Eliminate printing and postage expenses
- **Save time** Never visit the Post Office
- **Accept online payments** PayPal, eChecks, & Credit Cards

[Learn more about how BillASAP works](#)

Try BillASAP now! Sign up in 3 simple steps.

1

2

3

User Information

First Name

Last Name

Email Address

Example: John@SmithCo.com

Create a Password

Confirm Password

6-10 characters (case sensitive)



Secure Server

▶ GO TO STEP 2



ACCOUNTANT FRIENDLY



WORKS WITH QUICKBOOKS®



INVOICE IN MINUTES



Facilla corem nonsecte eu feugait lor in exer am sisl ullam

INTRODUCTORY
OFFER

- Vel ulluptat ipis nisse feu facil duipit prat, venim eu facipit inciniam
- Conseniat quam diamet vel ulputatisl ulput ut utpate dolestrud te
- Dolorem atetum delit laore velenim adigna feuisi ting eu feui tem
- Ercidunt ad te feugiatue commy nit, velenibh erostrud dio endre faccum
- Secte consequip euguercillum iustrud et ad min et vel
- Ut ad dolesequi te mincin ver sequis adigna faccummod ex et exero

▶ **GET STARTED**

BILLASAP *The painless way to get paid*

► SIGNUP NOW!

PAID

That's more like it.



Start sending invoices today—RISK FREE

You've done the work—let us get you paid. Send invoices via postal mail, email and fax from your PC. Know when your clients get your invoice. Get paid faster with online payment options.

With BillASAP you...

- **Save money** Eliminate printing and postage expenses
- **Save time** Never visit the Post Office
- **Accept online payments** PayPal, eChecks, & Credit Cards

Learn more about how BillASAP works—even send a sample invoice!

► SIGNUP NOW!

INTRODUCTORY
OFFER

**SIGN UP
TODAY AND GET
\$100
CASHFORWARD**

*I'm blown away at how just
absolutely simple and effective
BillASAP is. I signed up and sent
my first invoice in minutes!*

— Garth Humbert, Founder
Carom Visual Communication



Spend time
making money,
not collecting it.

First 10 invoices FREE

- \$9.95 value
- No commitments
- No hidden costs
- 30 day trial

[Sign Up Now!](#)

"I used to go through three envelopes to print one right. With BillASAP, I can spend my time serving clients rather than invoicing them."

—Amanda North,
Managing Partner, Sequence

Create and send invoices at the click of a button.

Save Time. No printing, stuffing envelopes, buying stamps or visiting the post office

Save Money. Stop paying a bookkeeper to do your billing

Prevent Mistakes. Eliminate misprinted envelopes and invoices

Get Paid Promptly. Automatic invoicing for recurring payments

Track Invoices. Automatic notification when invoices are received and viewed

Start Your Free 30 Day Trial Today

Tired of manually creating invoices?

Annoyed by wasted, misfed envelopes?

Fed up with running out of stamps and supplies?

Sick of never knowing whether your client has even looked at your invoice?

Say hello to BillASAP—your online bookkeeper and kiss your invoice headaches goodbye.

[Sign Up Now!](#)

Copyright ©2008 BillASAP, Inc.
All rights reserved. BillASAP is a trademark of BillASAP, Inc.
All other marks are held by their respective owners.

BillASAP, Inc.
600 San Ysidro Road
Santa Barbara, CA 93108

[Unsubscribe from future BillASAP mailings](#)



Spend time making money, not collecting it.

Fast, easy and problem-free online invoicing.

Start Your Free Trial Today



- ▶ Tired of manually creating invoices?
- ▶ Annoyed by wasted, misfed envelopes?
- ▶ Fed up with running out of stamps and supplies?
- ▶ Sick of never knowing whether your client has even looked at your invoice?

Say hello to BILLASAP & kiss your invoice headaches goodbye!

Fast, easy and problem-free online invoicing

Save Time: No printing, stuffing envelopes, buying stamps and no post office!

Save Money: Stop paying a bookkeeper to do your billing

Prevent Mistakes: Eliminate misprinted envelopes and invoices

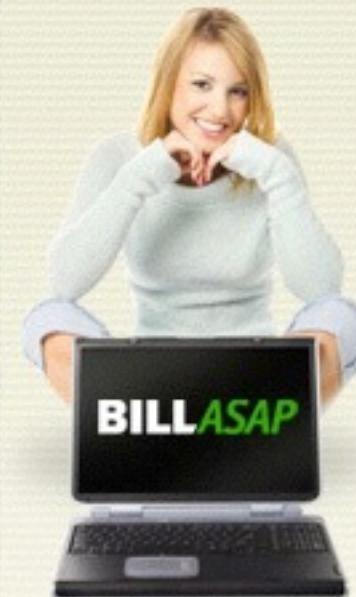
Get Paid Promptly: Automatic invoicing for recurring payments

Track Invoices: Automatic notification when invoices are received and viewed

Sign up now and your first 10 invoices are free

- ▶ \$9.95 value
- ▶ No commitments
- ▶ No hidden costs
- ▶ 30 day trial

Start Your Free 30 Day Trial Today



"I used to go through 3 envelopes to print one right. With BILLASAP, I can spend my time serving clients rather than invoicing them."

Amanda North, Managing Partner, Sequence

Fresh! Our new **Bronze plan** gets you six invoices for just six bucks a month.

Blinksale

Still the easiest way to send invoices online.

Start sending and tracking invoices in five minutes.

Since 2005, we've been making sending invoices and tracking payments simple. You stay focused on what you do.

- ✓ Send elegantly formatted invoices
- ✓ Customize invoices with your own CSS
- ✓ Automate billing with recurring templates
- ✓ Import your clients from Basecamp

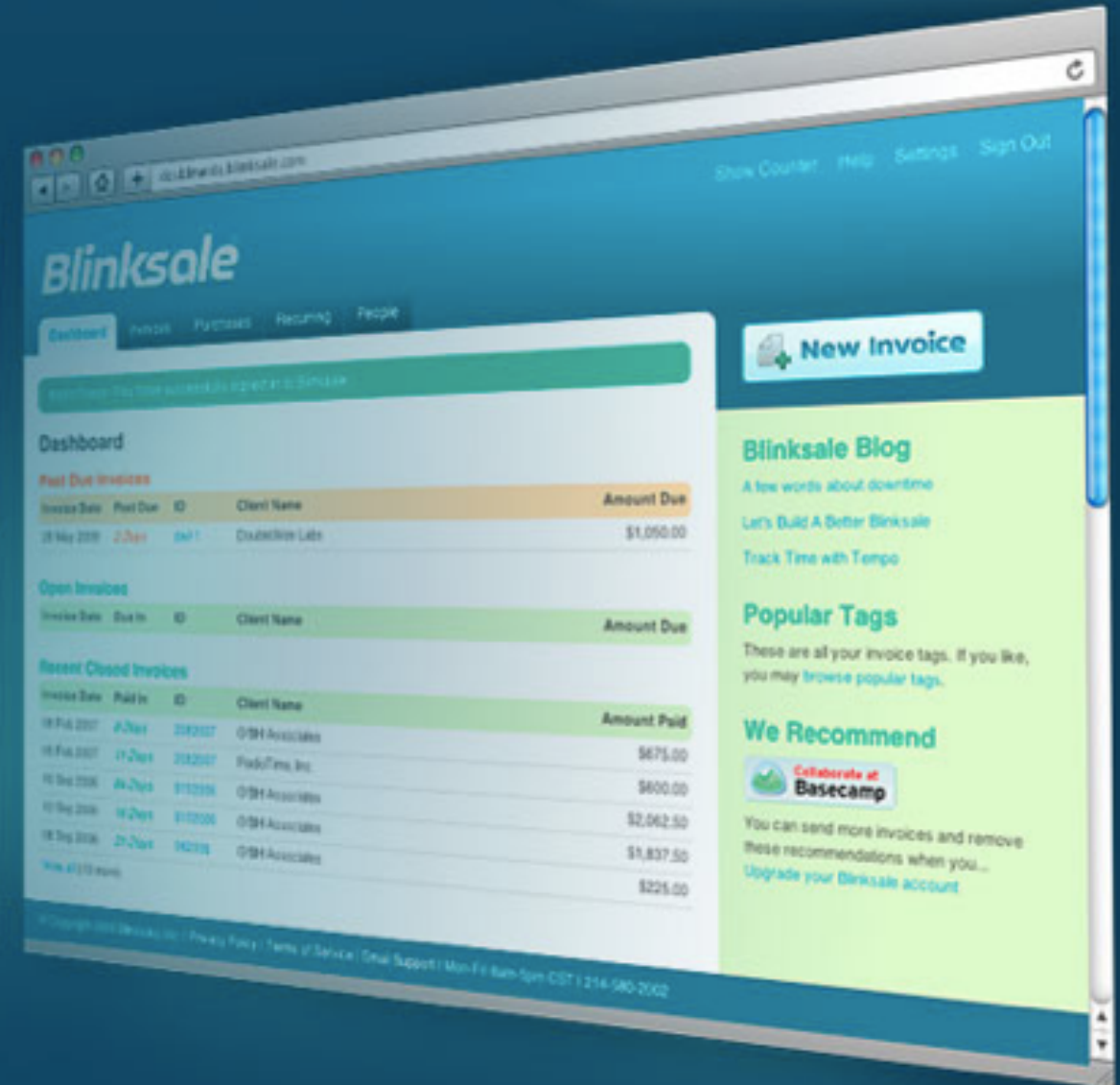
FREE TRIAL, SIGN UP →

FREE TRIAL – NO CREDIT CARD NEEDED

Have a look around

[Home](#) [Blog](#) [Contact Us](#)

[Start Now](#) or [Log In](#)



Your dashboard



Create Invoice



Browse Invoices



Payments & follow-up



Elegant Invoices



Follow-up emails

[FAQ's](#)

[Testimonials](#)

[News & Updates](#)

R.I.P.

BILL*ASAP*

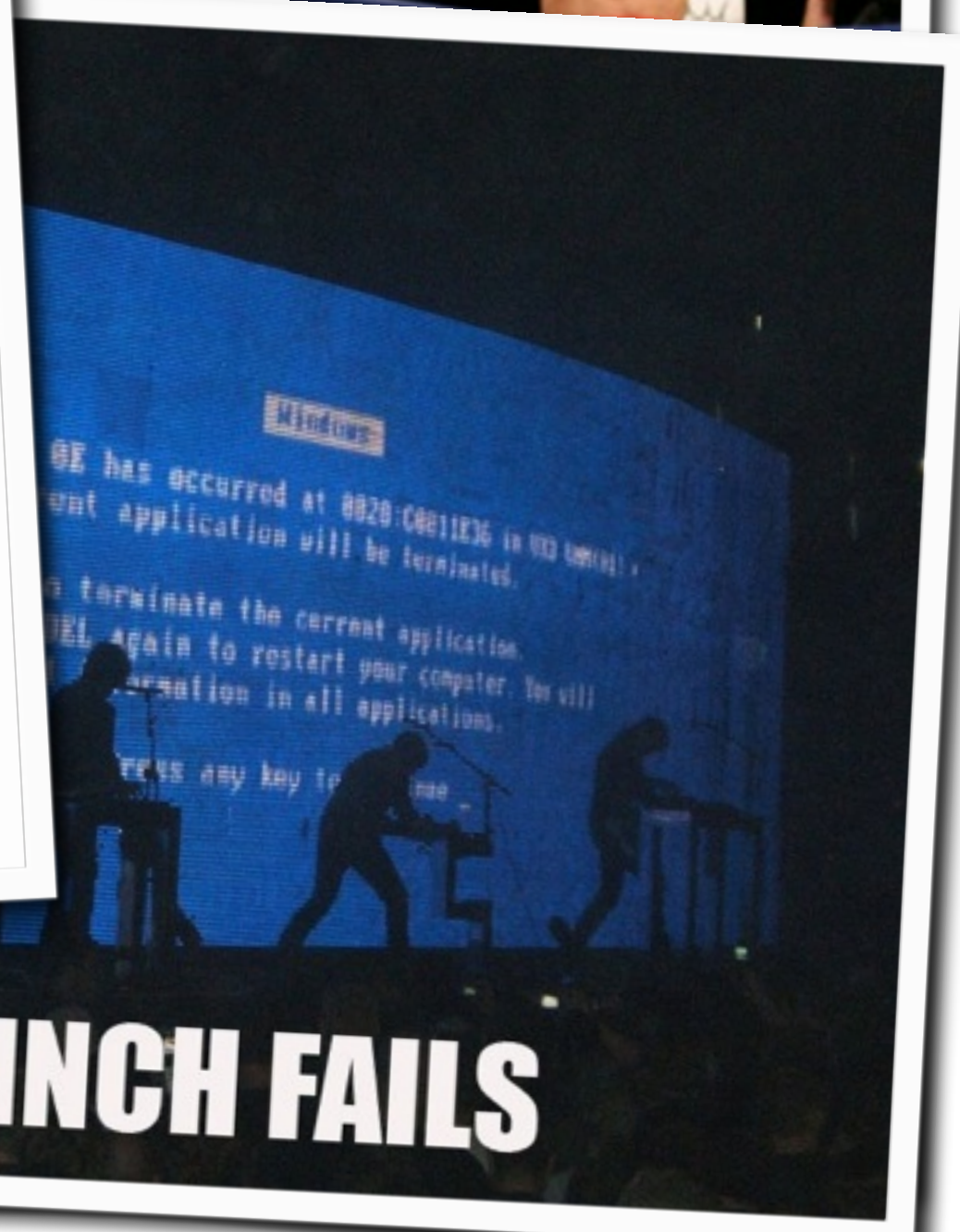
2005

RightCart

3

TAKE-AWAYS

TAKE-AWAYS



NINE INCH FAILS









1 2 3



This thing we call
failure is not the
falling down –



“

This thing we call failure is not the falling down – **it's the staying down**



Q&A



Coworking designed for developer-focused startups

Our shared workspace provides easy access to: industry connections, mentorship, and events.

Work next to startups and entrepreneurs from Y-Combinator, TechStars, StartX



@GeekdomSF



jonathan.siegel@Rackspace.com

Stanford EE Computer Systems Colloquium
Jan 22, 2013