SOURCES

Aligning Forces for Quality

Robert Wood Johnson Foundation

May 2014

Joshua Rosenthal, PhD

Healthcare Entrepreneurs' BootCamp

Basics Industry Sources

(you probably already know)

and Examples of How to Use them

(that You're Probably too Smart for)

without Showing You How to Put It together

(just a call to DIY it)

PLAN

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What follows is not an overview of how to start up – that's a bigger topic

This is merely some basic tools and examples of how to use them with an end in mind

The idea is to explore on your own, build your own knowledge base – you've probably seen these resources before, but the idea is to use them as tools critically for a specific purpose

You can do this by yourself or with a group - whether you have a start up idea in mind or are looking for one

Goal is to 1) build a basic knowledge base to be able to carry an informed conversation, 2) identify an network of folks to have that conversation with, 3) put together the basic collateral to structure that conversation and take it from talk to a funded start up

Could put together some samples showing how to put this together, but that's an exercise for another time – for now use your imagination, be creative yet specific, weird even

Even if you end up taking the desk job, do this as an exercise – you'll learn more than you think and it will be good for your soul

BASIC INDUSTRY SOURCES

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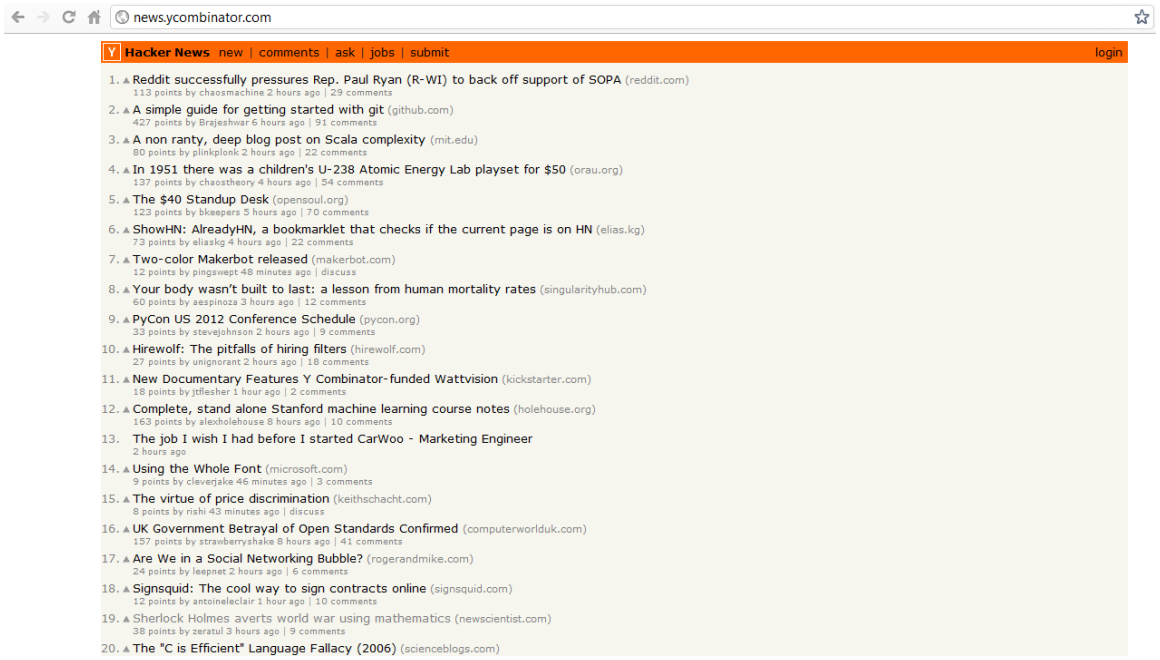
HACKER NEWS



This is the Y Combinator feed essentially

Think of it as a crowd sourced Wall Street Journal for start ups (good people will have read and digested this – it will be part of the star-up discourse)

Read this every day for 3 months – seriously –
the whole is greater than the sum of the part and the effect cumulative

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11. ▲ New Documentary Features Y Combinator-funded Wattvision (kickstarter.com)
18 points by jtflesher 1 hour ago | 2 comments
12. ▲ Complete, stand alone Stanford machine learning course notes (holehouse.org)
163 points by alexholehouse 8 hours ago | 10 comments
13. The job I wish I had before I started CarWoo - Marketing Engineer
2 hours ago
14. ▲ Using the Whole Font (microsoft.com)
9 points by cleverjake 46 minutes ago | 3 comments
15. ▲ The virtue of price discrimination (keithschacht.com)
8 points by rishi 43 minutes ago | discuss
16. ▲ UK Government Betrayal of Open Standards Confirmed (computerworlduk.com)
157 points by strawberryshake 8 hours ago | 41 comments
17. ▲ Are We in a Social Networking Bubble? (rogerandmike.com)
24 points by leepnet 2 hours ago | 6 comments
18. ▲ Signsquid: The cool way to sign contracts online (signsquid.com)
12 points by antoineleclair 1 hour ago | 10 comments
19. ▲ Sherlock Holmes averts world war using mathematics (newscientist.com)

What's this Y Combinator thing?

Who is Wattvision?

Why would they be funded by Y Combinator?

What is Kickstarter?

Why is this featured in Hacker News?

What does is means that this was voted up by readers of Hacker news?

Why is Kicker starter posting this in the first place?

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18 points by jtflesher 1 hour ago | 2 comments
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What is price discrimination?

Why is the topic featured / popular for start ups?

Who is Clay Shirky? (Hmm… 3rd time I've seen his name -- click link, repeat process, subscribe to him)

Who is this guy?

Hmm… similar or analogous biz to my idea – find him on LinkedIn, Facebook, Twitter – ask him a question

Keith Schacht

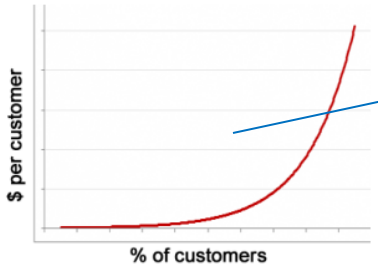
I'm a product guy, entrepreneur, programmer living in SF. I've started, built, and sold three technology companies, the last was a social apps company, Crafted Fun, acquired in May 2010. I currently work at Facebook.
LinkedIn
Facebook
Twitter

Home – View all posts

The virtue of price discrimination

KEITH SCHACHT | JANUARY 8TH, 2012

Tweet This! Like 5



I was reading **Clay Shirky's latest post** about the new pricing model that will supposedly save newspapers, and it struck me how little talk there is about the real fundamental issue at work here: price discrimination.

The same product or service is worth different amounts to different customers. You maximize revenue by figuring out how to charge the right amount to each customer *without* complicating (and therefore adding friction to) the buying experience.

My previous business was building social games on the Facebook platform that monetized with virtual currency. One of the reasons this has been one of the fastest growing sectors in history is because of this brilliant pricing model that allows for very efficient price discrimination (I didn't develop it, I just recognized and emulated it). You let people play your game for free but something about the game play is restricted: limited number of turns per day, a certain class of accessories that cannot be purchased, levels or regions of gameplay that are off limits, etc. Then you allow people to purchase units which get them access to the restricted game play. The more they purchase, the more they get the restricted game play.

90–95% of your players will never pay, but then a good chunk of customers will spend a little and a very small

Does this point ring true?

Is it for DTC or B2B or both?

How would it apply to a start up based on my idea?

BASIC INDUSTRY SOURCES

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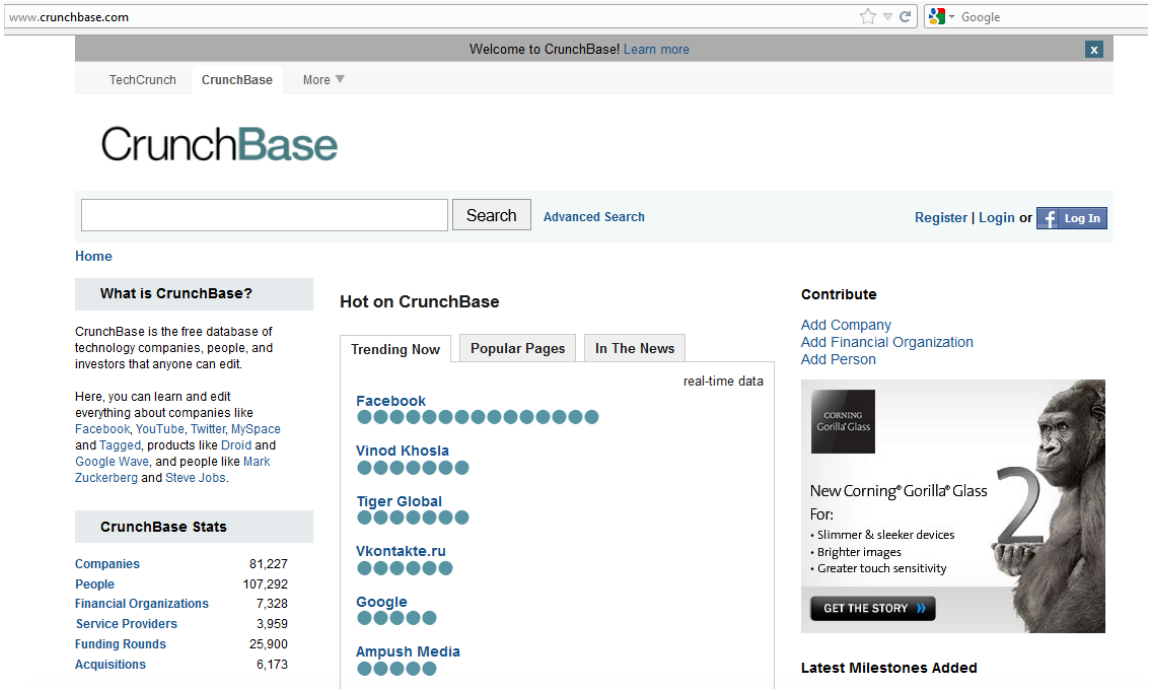
CRUNCHBASE



Again, Y Combinator network

This is a database of companies vital stats including funding & personnel. Think of this as case history of successful and unsuccessful companies

Use this as a historical research tool and find what makes success for companies like yours – also use this to find current trends

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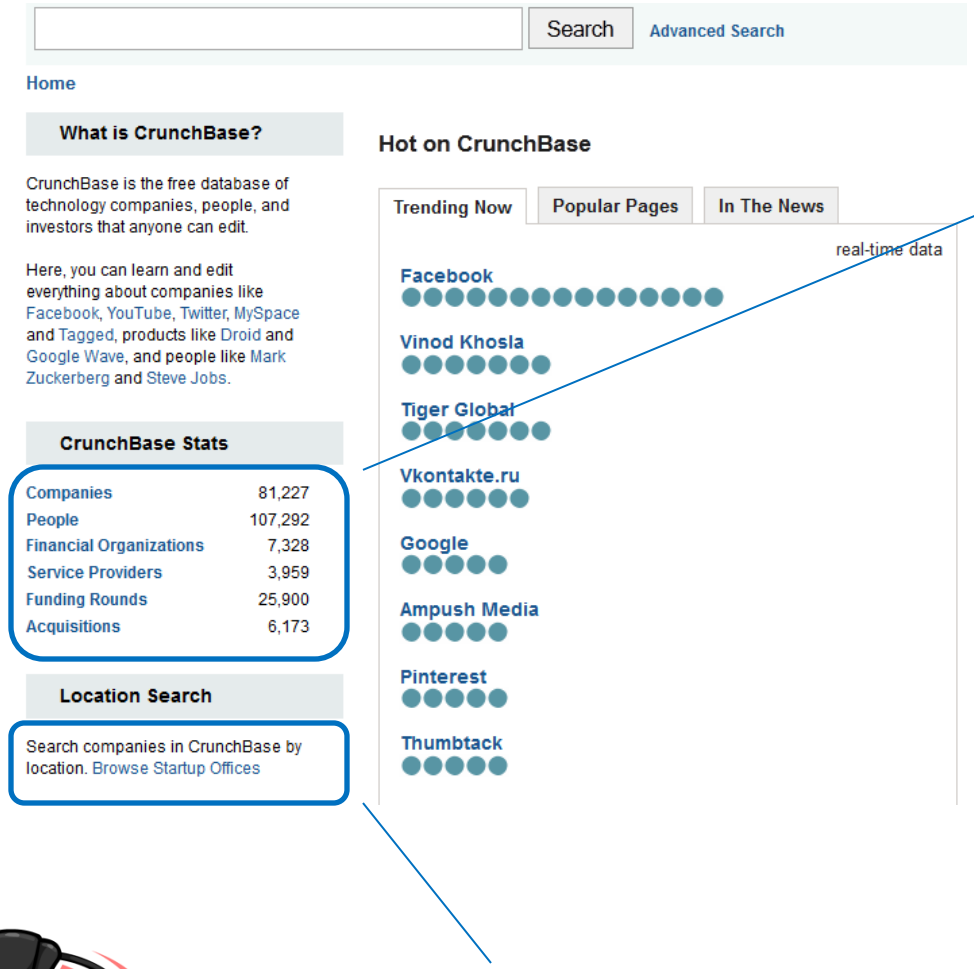

Build up your basic knowledge base using these categories (each important in their own way)

Companies – who are the companies (in your space or similar) that are successful? Success defined as exit. Cf. "Acquisitions"

People – who are the people (in your space or similar) that are successful? Success defined as exit. Cf. "Acquisitions"

Financial Organizations – who is funding similar companies, at the stages you are looking for (seed, VC, etc.)? Cf. Funding Rounds.

Funding Rounds – who is funding early stage vs. more developed, etc.

Acquisitions – this, not media coverage etc., defines success.

Local search might also make easy to meet – or if you're looking for something in a smaller region (companies, people and funding emphasis by geography)

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Acquisition Stats	
Total Acquisitions	6,173
Total Acquisition Amount	$3.35B
Total Exit Price	$1.77B

Top Acquirers	
Cisco	145
Microsoft	119
Google	109
IBM	101
Hewlett-Packard	86
Yahoo!	67
Oracle Corporation	61
AOL	55
EMC	48
Intel	46

Acquisitions

TechCrunch Research Q3 2009 report - $295 »

Date	Target	Acquirer	Price
11/11	Carimo	Luxury Retreats	N/A
11/11	SOLE RHYTHM	Shoe York	N/A
11/11	Magma Design Automation	Synopsys	N/A
11/11	Efficient Frontier	Adobe Systems	$400M
11/11	HyperCube	West Corporation	N/A
11/11	HealthCentral	Remedy Health Media	N/A
11/11	Soocial	Viadeo	N/A
11/11	Marijuana.com	WeedMaps Media	$4.2M
11/11	Whisper Systems	Twitter	N/A
11/11	WhoGlue	Facebook	N/A
11/11	SPB Software	Yandex	$38M
11/11	Cotendo	Akamai	$268M
11/11	Keynoir	Time Out Group	N/A
11/11	Simena	NetScout Systems	N/A
11/11	VideoSurf	Microsoft	$100M
11/11	Prenova	Ecova	N/A
11/11	Nanda Technologies	Nanometrics	N/A
11/11	Z Corporation	3D Systems	N/A
11/11	BARRX Medical	Covidien	$325M
11/11	Hunch	eBay	$80M
11/11	Valpey Fisher	CTS Corporation	N/A
11/11	Avenda Systems	Aruba Networks	N/A
11/11	VKernel Corporation	Quest Software	N/A

These are recently active acquirers. But who are they acquiring? Are they small or large? Early stage or late stage? In which verticals? Why?

Click / drill down to find out.

Research the acquirers' trends (cash-laden health plan with mandate to spend for market differentiating technology product?) For large public acquirers cf. their public updates (dial into the calls, read the reports) – for smaller acquirers google to cf. interviews, etc.

Once you have your buyer profile, make the list then find the individuals there doing the deals or setting the strategic direction (alumni network, linked in, twitter, etc.)

Very small $4MM exit – likely 'boutique' – media space in 'personal interest'

This is Chris Dixon's thing. Ultra successful person with cult of personality trying to reinvent search. Brought in the Flickr woman to social-ize it. Bunch of MIT folks too. They had a huge article in Wired and were darlings. Ebay purchase is a sexy acquirer but after years and massive investment (click to drill down) they only sell for $80MM? **QUESTION**: How do you determine Hype vs. Value?

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Search for a vertical: Health Care

Show me companies founded in the last 2 years, that are small (50 or less) that have been funded

Keywords
health care

Location
Within [ ] miles of [ ]

Category

Founding Date
After [ ] 2010
Before [ ] [ ]

Employees
Min
Max 50

Acquisition
Acquired ☐
$ Min
$ Max
After [ ] [ ]
Before [ ] [ ]

Funding
Funded ☑
Round(s) All
$ Min
$ Max
After [ ] 2010

FoundHealth.com
FoundHealth.com is changing the face of health information online. For each health challenge, whether it is depression or melanoma cancer, FoundHealth.com's platform encourages patients and professionals to share their experiences with various...
- Founded on 1/10
- 4 employees
- Raised $100k in Seed round

Simplee
Simplee is the free, simple way to track and pay medical bills and all your healthcare-related expenses.
- Founded on 9/10
- 8 employees
- Raised $1.8M in Seed round

Personal Medicine
Personal Medicine transitions physicians into high tech high touch house call practice. We utilize a cloud based technology platform to enable physicians to add a service line strategy of house calls to their existing office practice. Our...
- Founded on 2/10
- 4 employees
- Raised Unattributed round

- healthcare
- emr
- phr
- wellness
- health-2-0
- twins
- concierge-medicine
- patient-portal
- health-reform
- healthcare-it
- procedures
- parenting
- baby
- personal-health-records
- practice-management
- integrated-health
- patient
- health2-0
- healthcare-expenses

Sponsors
DocuSign Documents

Build your taxonomy. For competitive landscape, existing business needs and acquisition categories, etc.

What kind of 'health care' company are you? How do you need to position yourself?

Quicken for healthcare - $2MM Seed – DTC?

Web-site - $100k seed – DTC?

Doctor house call service – B2B?

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edit

General Information edit

Website	personalmedicine.com
Blog	personalmedicine....
Twitter	@nataliehodge
Category	Other
Phone	415 871 0741
Email	nhodge@personalme...
Employees	4
Founded	2/10
Description	Health Service Organization

Offices edit

San Francisco Address
548 Market St. #23788
San Francisco , CA, 94104
USA

Co- Founder Chief Health Officer
Bob Kramer MD FAAP
Advisory Board

Funding edit

Unattributed, 12/10 [1]

Competitors edit

Qliance Medical Management, MDVIP

We weren't able to find any matching results. Please remove or broaden the search criteria.

Personal Medicine edit

Personal Medicine transitions physicians into high tech high touch house call practice. We utilize a cloud based technology platform to enable physicians to add a service line strategy of house calls to their existing office practice. Our technology utilizes e commerce, social media, 3G networks, and the i pad to create drastic cost reductions for physicians and easy access convenient health care for patients. We help physicians and patients ride the third great wave of innovation to create better health of the world.

Milestones edit

- Personal Medicine added Bob Kramer MD FAAP as Advisory Board. (7/1/10)
  Posted 12/17/10 at 8:56am
- Personal Medicine added Luis Maury as Co- Founder COO. (2/1/10)
  Posted 12/17/10 at 8:56am
- Personal Medicine added Natalie Hodge MD FAAP as Co-Founder Chief Health Officer . (2/1/10)
  Posted 12/17/10 at 8:56am
- Personal Medicine added Gordon Garrett as CEO . (12/1/10)
  Posted 12/17/10 at 8:56am
- Personal Medicine received in Unattributed funding. (12/16/10)
  Posted 12/17/10 at 8:56am

How are they describing themselves? Why?
What trend are they capitalizing on? What are they trying to communicate to their buyer?

What has their path looked like?
When did they bring specific roles on?
When did they take funding?

Hmm… Wonder what the "Advisory Board " is?

What are they sharing? Why?
Subscribe, follow

Given they are new, what features are included in their Minimum Viable Product?

Who is their competition?
How are they different (funding, biz model, etc.)
How far along is the market?

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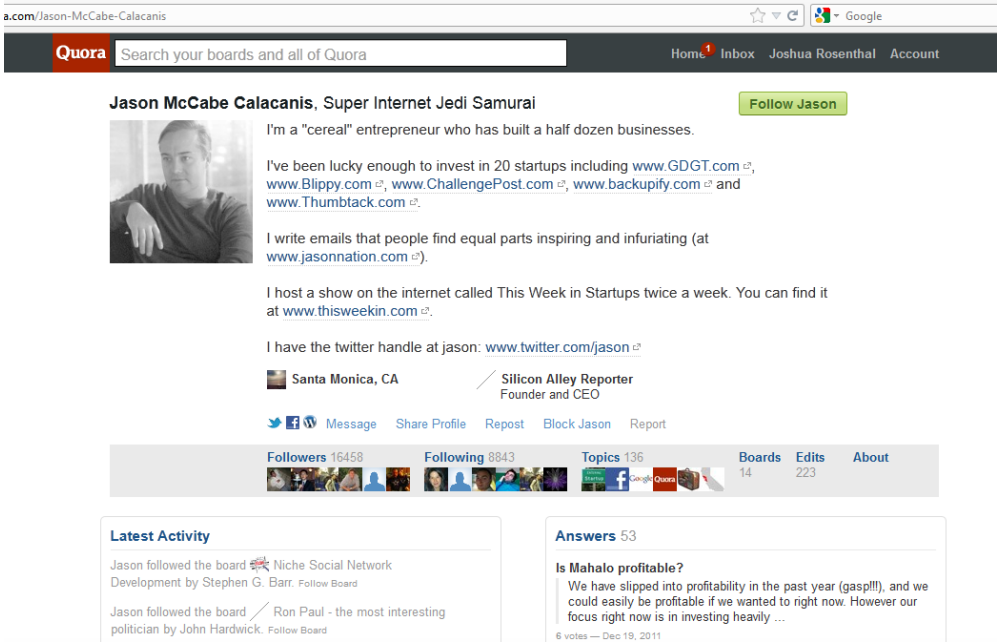
QUORA



This is a question board

Popular with very high powered and experienced start up founders and investors

Includes detailed specific topics

Things disclosed here you can't find anywhere else

Follow specific topics and people relevant for general strategy and specific tactics – ask something meaningful and get a real answer

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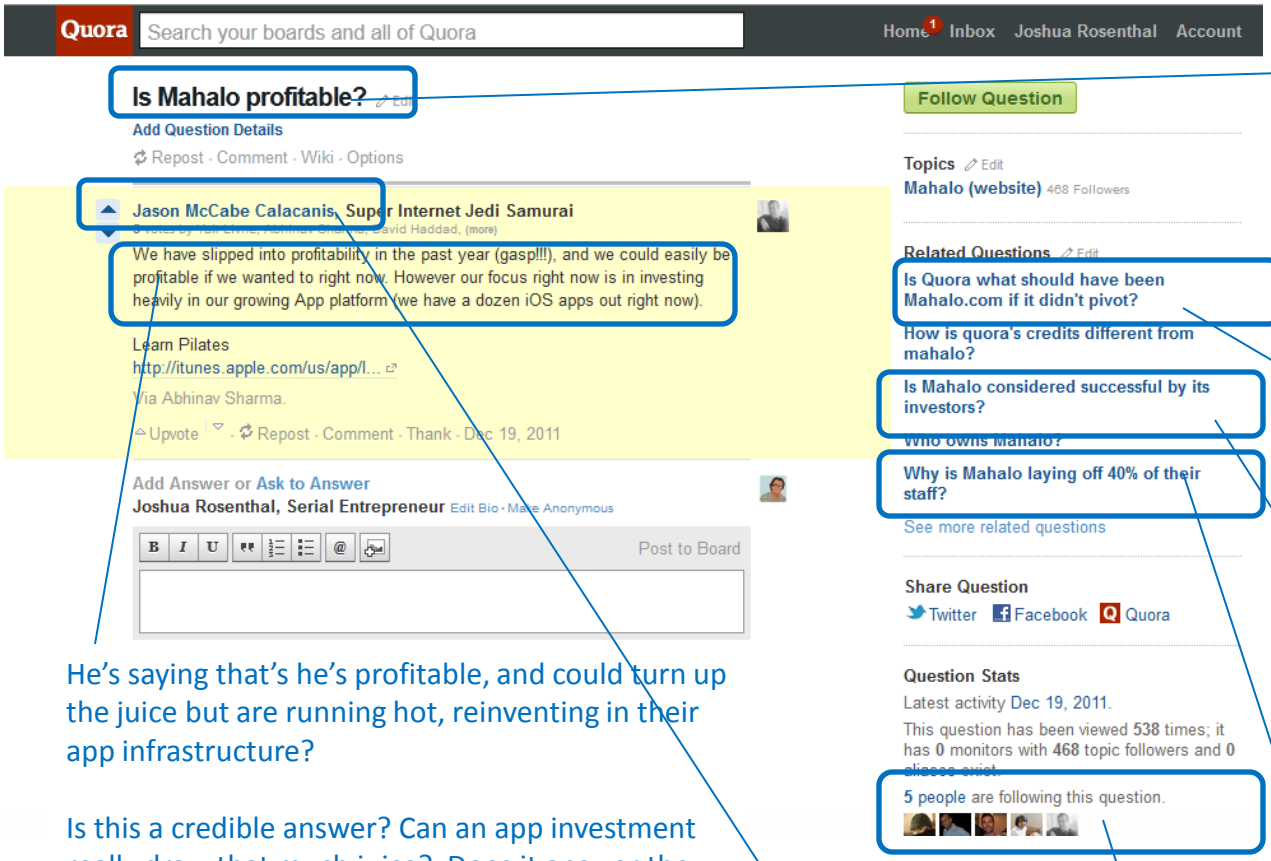

Calacanis is a heavyweight fonder (and investor), but his latest (Mahalo) isn't meeting expectations. Ask him directly: "Are you profitable?"

Is Quora itself the competition and has it bested you? (hint: you're answering this on Quora)

Okay, so you're 'profitable' – let me restate: Are you considered a 'success' by your investors?

Okay, then why are you laying of 40% of your staff?

Who else is following this & why?

He's saying that's he's profitable, and could turn up the juice but are running hot, reinventing in their app infrastructure?

Is this a credible answer? Can an app investment really draw that much juice? Does it answer the fundamental question of are you sort of profitable vs. red hot profitable as expected?

The founder is actually answering this directly, himself – as well as the follow ups. Ask a question or follow him directly

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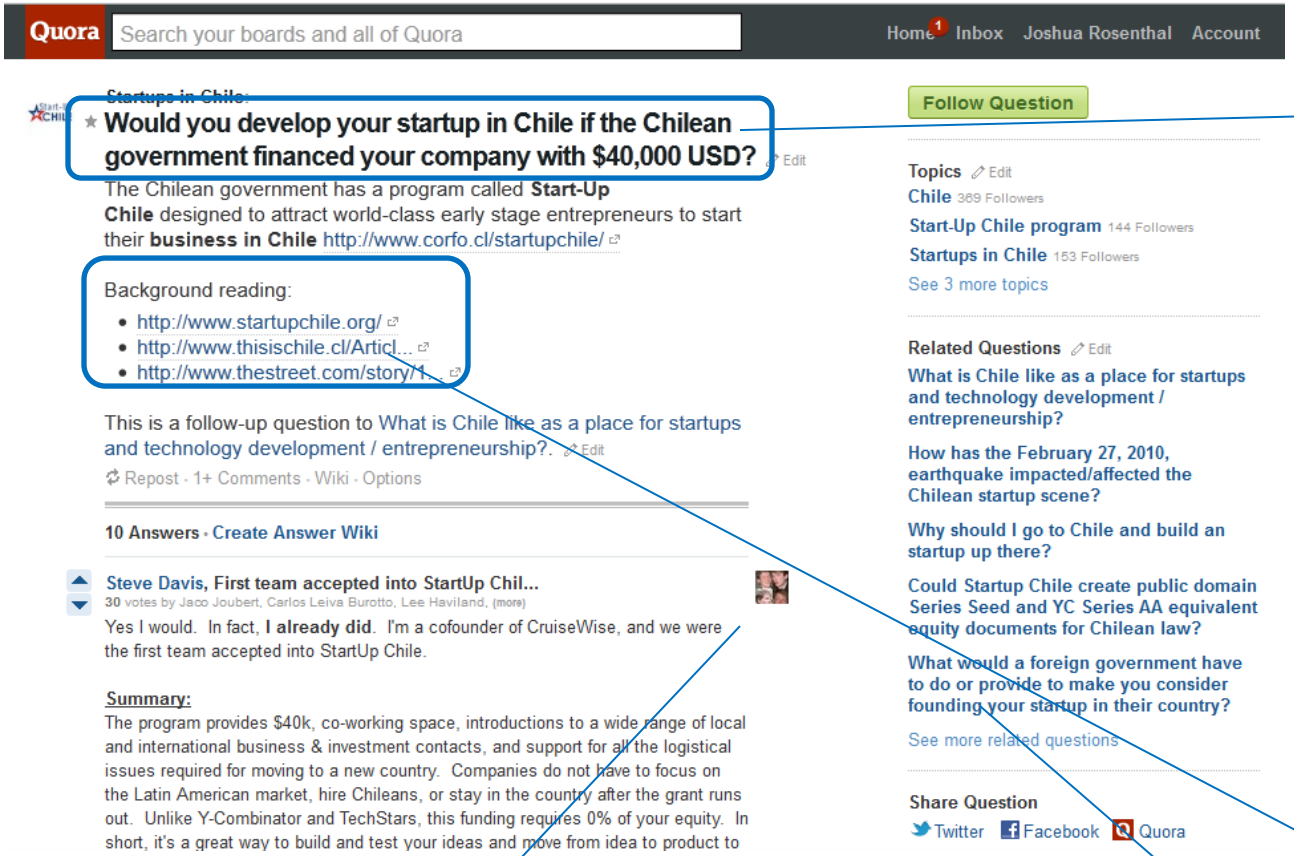

Searching for start up funding, foreign accelerators are a popular topic

Would you do a start up with seed money in Chile? (note $40k goes a long way there)

If you do it and fail, is this better on a resume for an office job than a cookie cutter internship?

Do your official reading

Ask the guy for a contact

Do your unofficial reading

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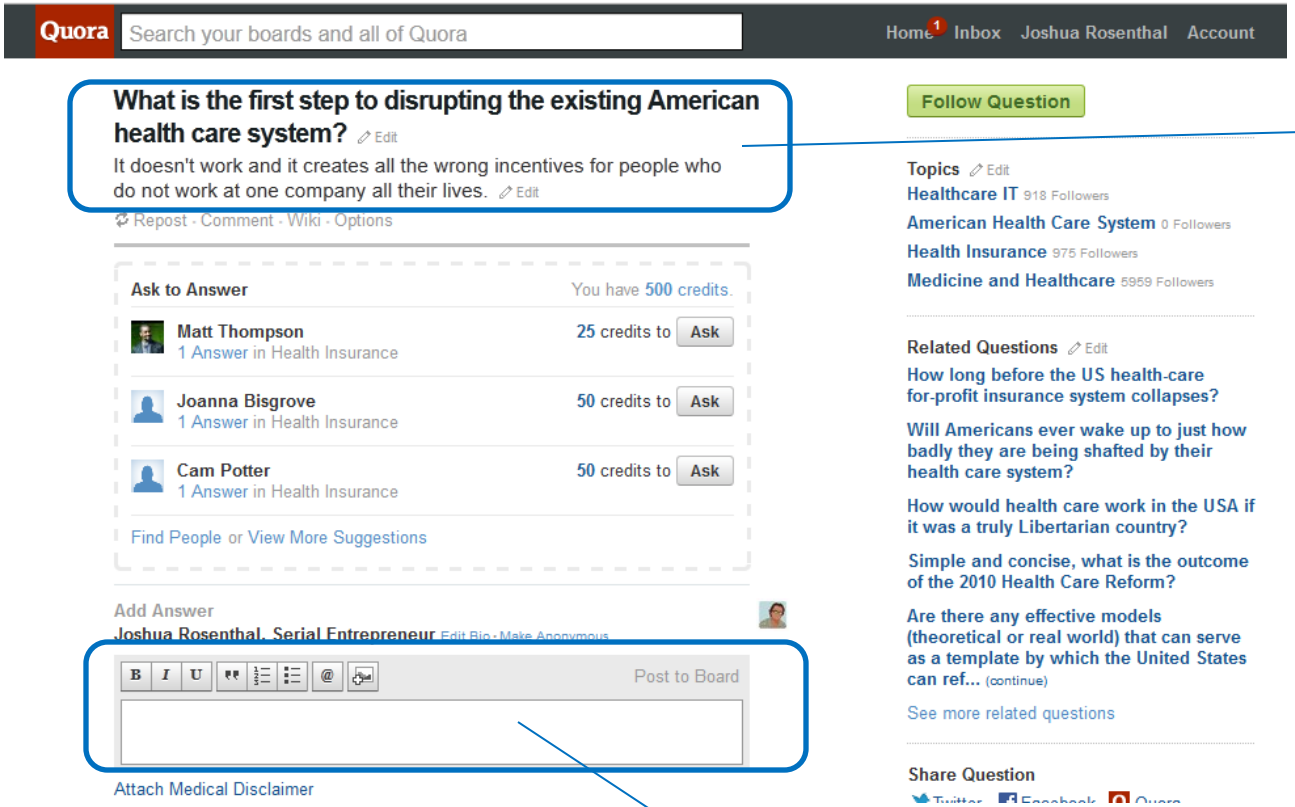

Big question on a specific domain

People want to know about it

Think you have the chops?

Give an answer, start a conversation, establish yourself (and start up) as an expert to investors & clients

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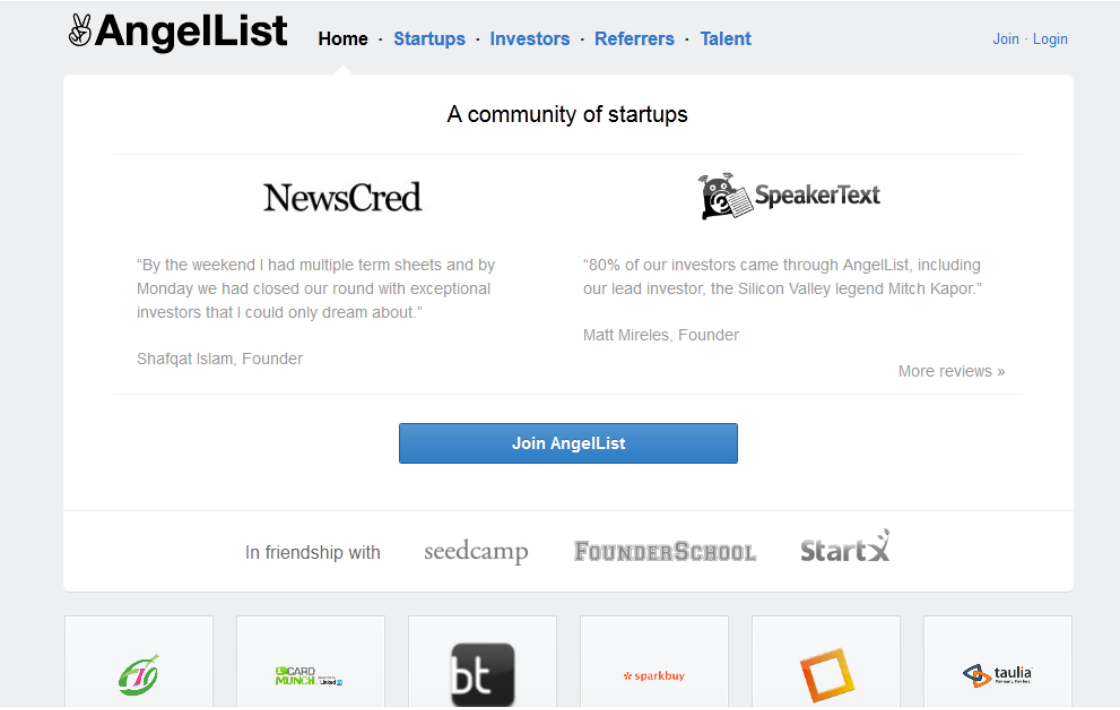
ANGEL LIST



This is an online community of active angel investors, founders and their case histories

Join, use as a resource for what works (which verticals, what positioning, who is investing) and your potential competition

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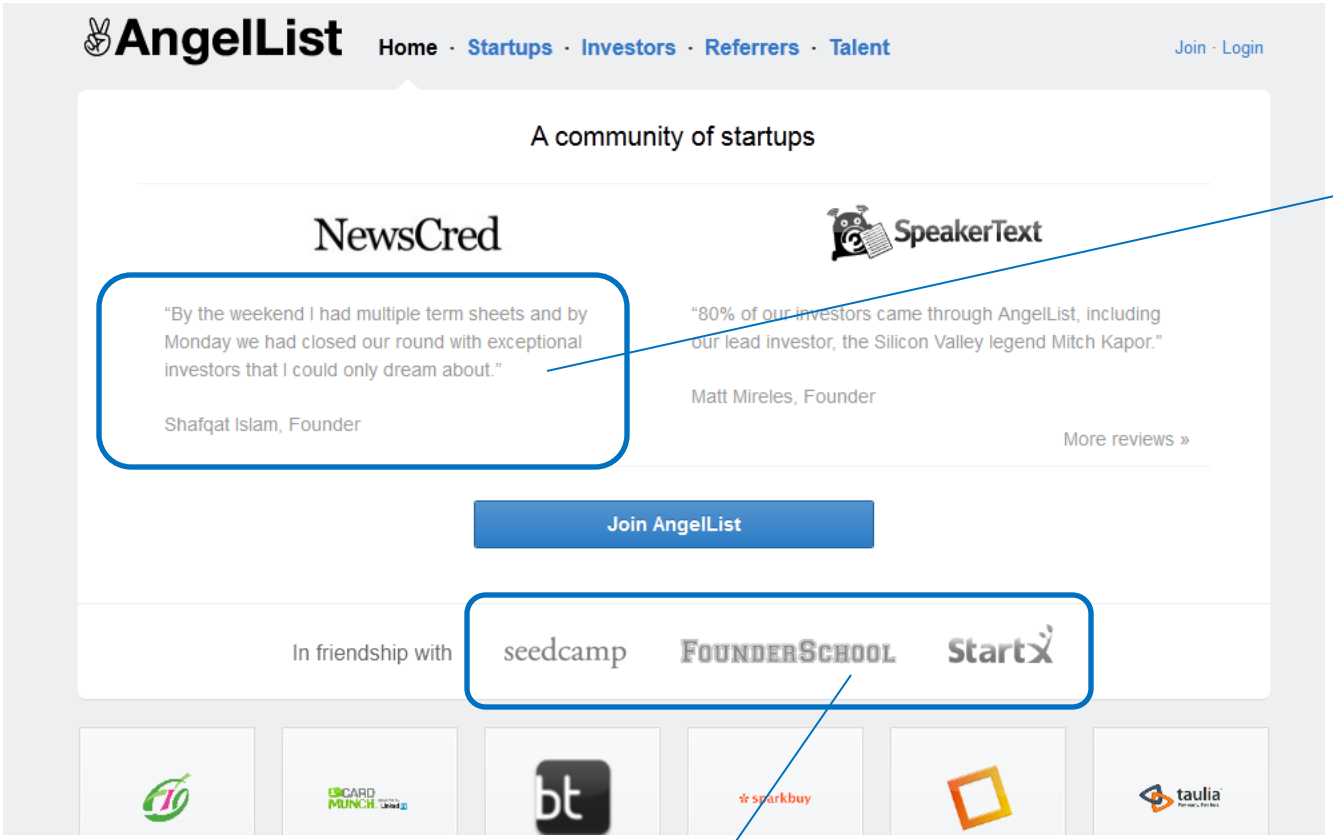


Hmm… someone had multiple term sheets over the course of a week end?

What is the company?

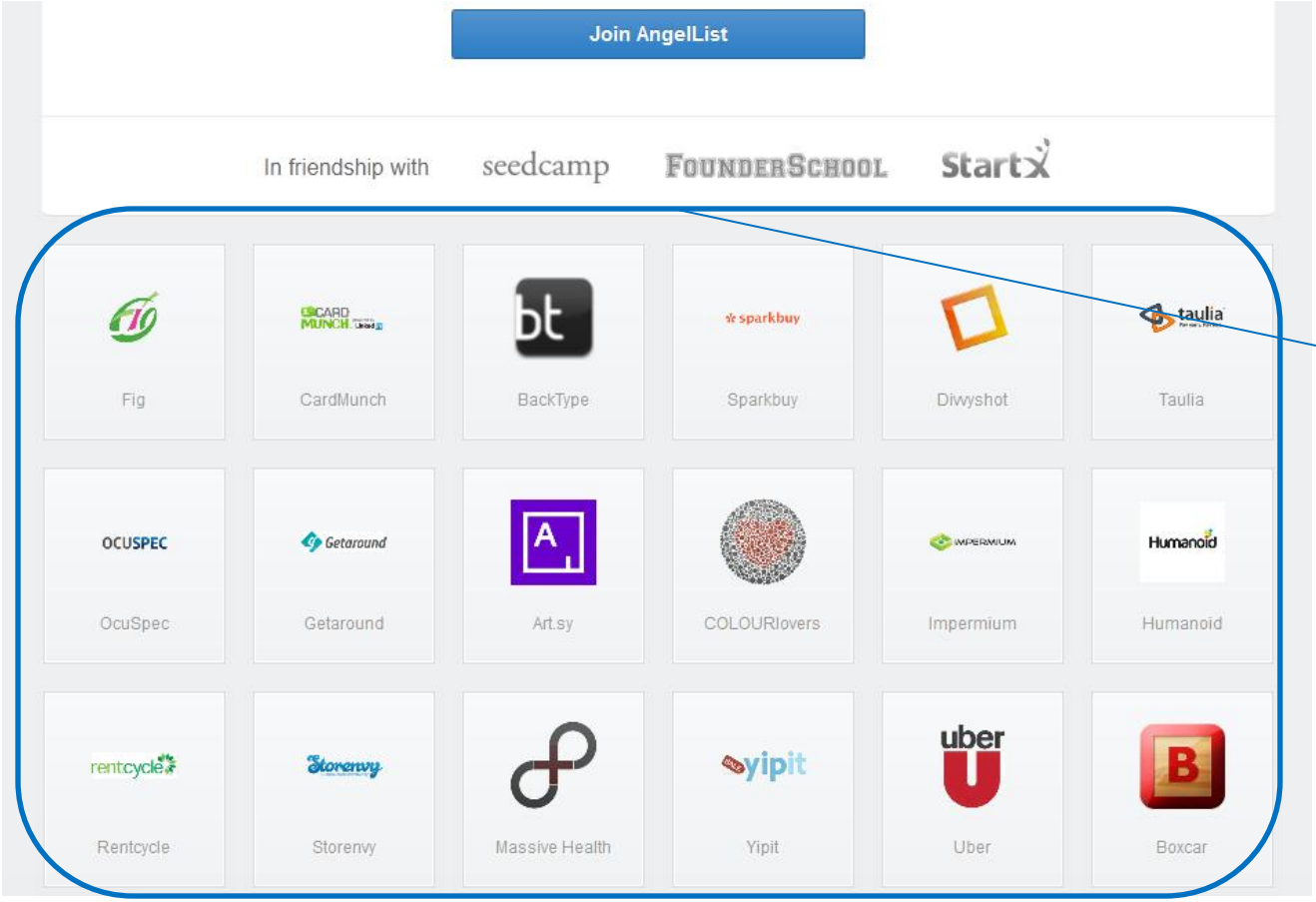
What was the positioning?

What is the team?

What are these things?

Seedcamp?
Founder School?
Start X?

How do they fit into this ecosystem?



What are the characteristics of the companies that they feature on their front page?

Team, idea, plan, problem/solution, positioning, technology?

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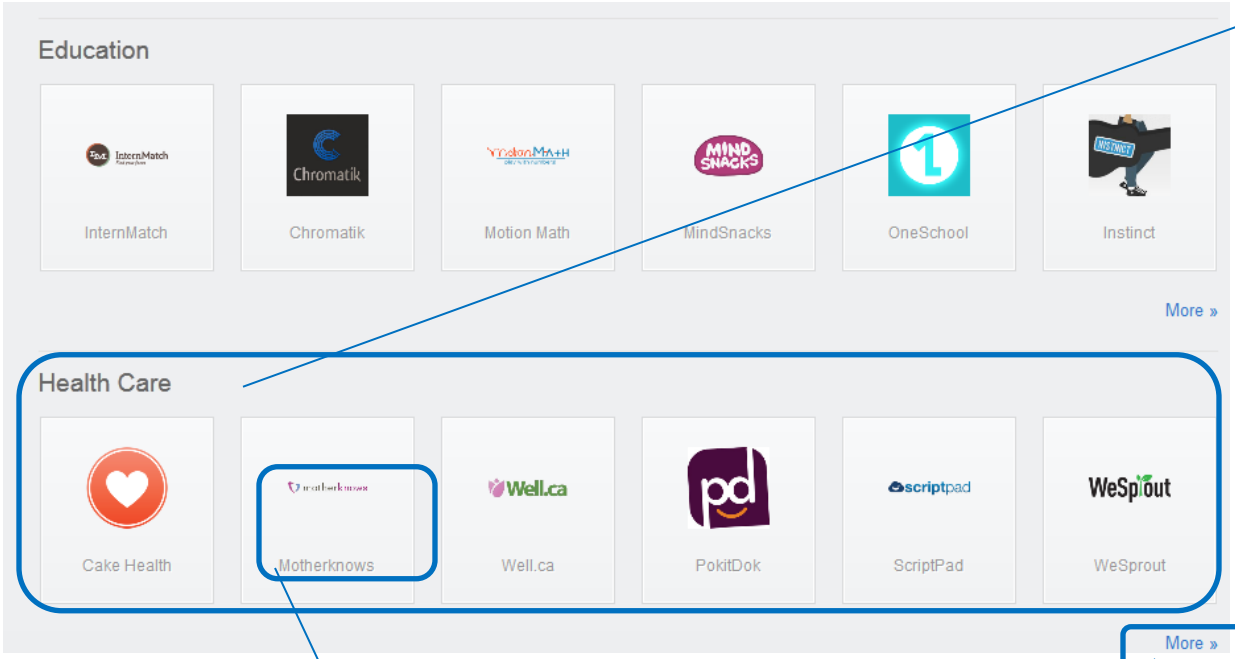


Hmm… what are the characteristics of the companies they feature not in the main front page, but broken up by vertical below?

Are these all DTC, B2B?

Are they experienced teams?

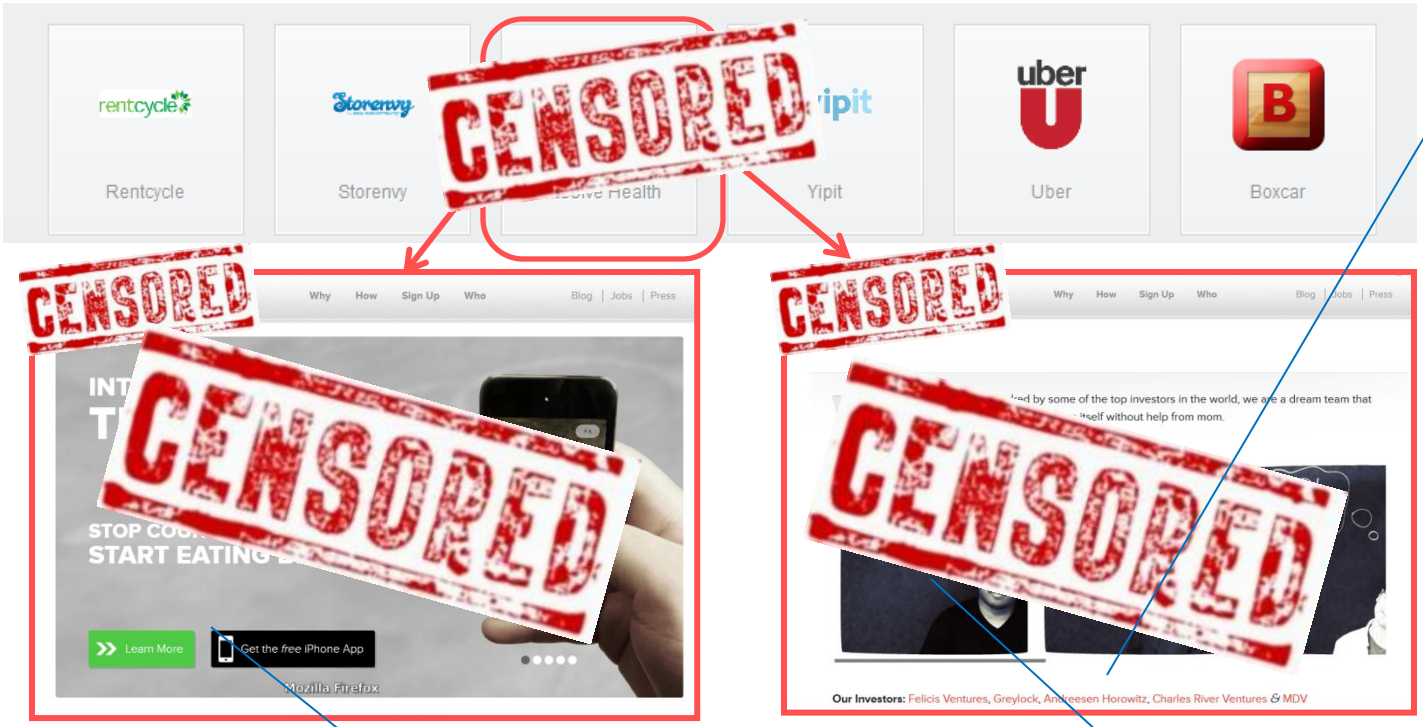
Are they solving real problems?

What is their secret sauce?

Do they seem to value PR over profit?

Hmm… I saw these guys back on Crunch Base – cf.

How are these companies different than those buried under the "more" button?



They're funded, but none of their backers really specialize in health care.

Hmm. I remember that article from A VC Fred Wilson on how health care has such different dynamics (cf. below)? Wonder if that means anything related to this? (Hint, it does and it's very important – but not widely understood . Can you figure it out?)

These guys are front page, but it seems like they are just making more mobile apps – and there's a boatload of those out there already. So what gives?

Oh, I read abut these guys in Wired. I think one of the founders is the son of an Apple guy or something, right?

They want to solve health care through 'better design' like Apple or the Arts & Crafts architectural movement

They seem very confident.

Are they DTC? If so, no one has made any real money doing that.

Are they B2B? If so you need to show real outcomes – and will 'better design' really do that?

Didn't Adam Bosworth set out to solve health care through better tech pipes? How did that work out? Cf. Google Health & Keas.

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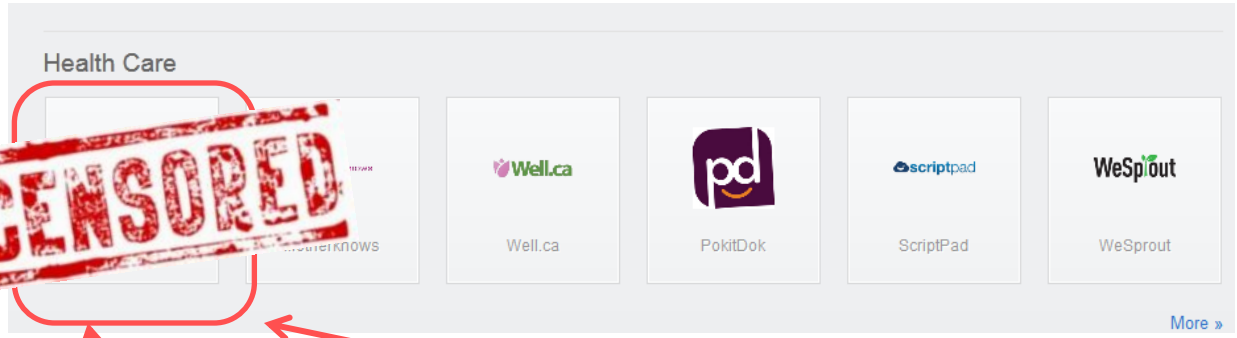

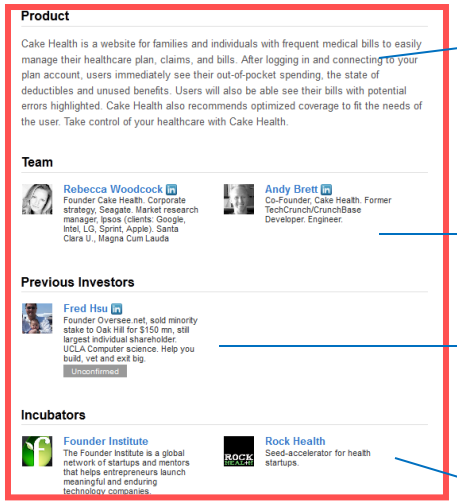

Okay, more tracking apps. But this does bills, and even to spot "errors." Is it B2B, designed to be acquired by a plan or provider network?

What sort of team do they have? What skill sets? What roles?

Who was their original angel? What else are they investing in?

Hmm… they got their start with some accelerators? Which ones? How does this funding timeline intersect with the team timeline?

Okay, more tracking apps. What's in their product's feature set and why?

Who are the folks following them? Why?

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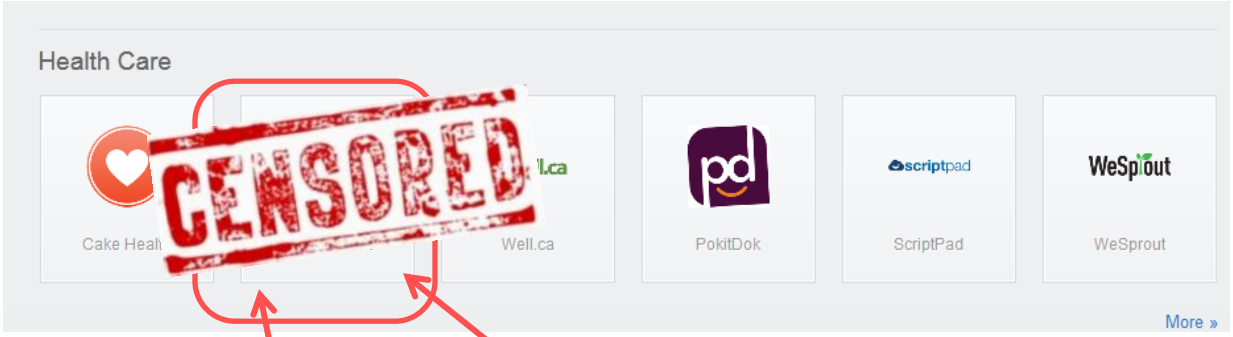

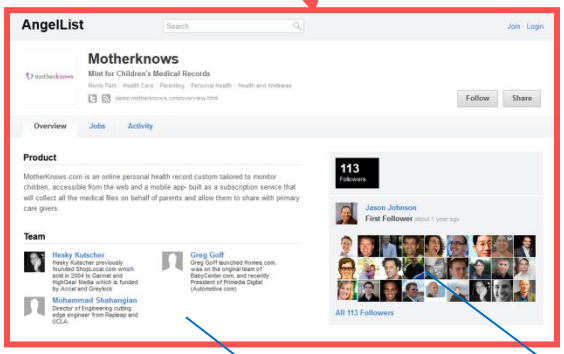

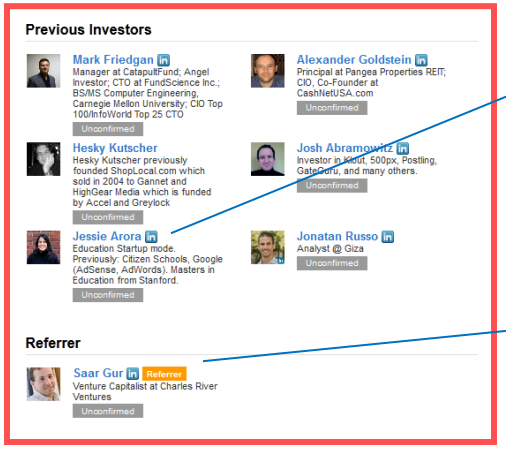

Previous investors are tech heavy too. No health care experience really.

Looks like one of the investors is from Google, ad sense, palo alto. Hmm, what does background have to do with DTC optimism?

Hmm. The referrer is the same company behind the 'solving health care through better design' company above. Likewise a non-health care expert biased to DTC and thus heavily weighting Apple / Google credentials.

QUESTION: So folks are funding, but do they have an investment thesis in the space that will get you an exit (cf. A VC / Fred Wilson article below). Will their bias help or hurt you if you want more than funding but a successful exit. Is this "smart money"?

Okay, a Personal Health Record for parents?

Team is all male? And tech heavy. Hmm.

Is this DTC?

If so has any DTC PHR ever worked?

Does the founding team need a perspective of the buyer (a mom – the company is Mother Knows Best)

BASIC INDUSTRY SOURCES

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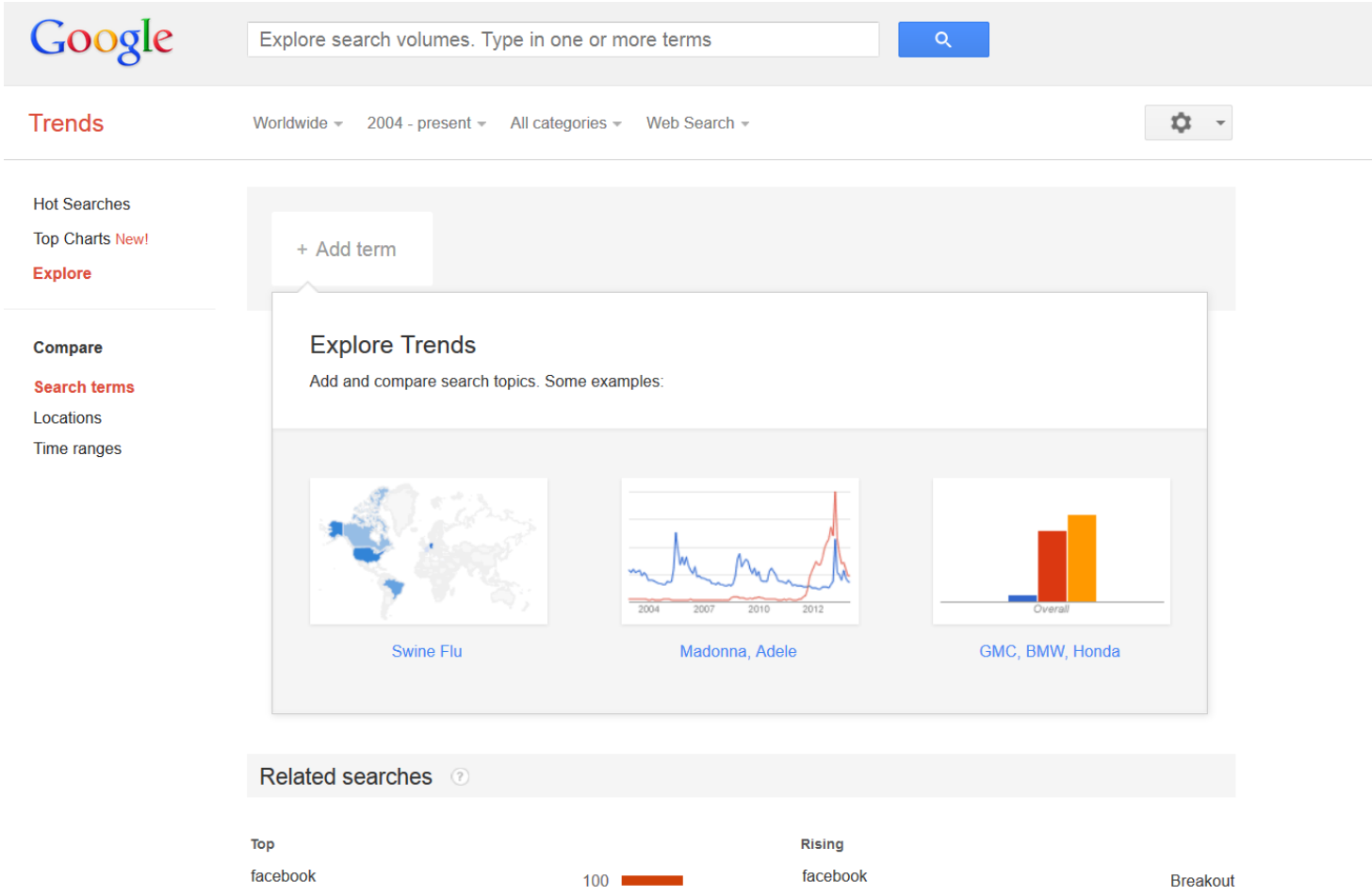
CHECK YOUR DATA

Pro Tip: Google this and find it yourself



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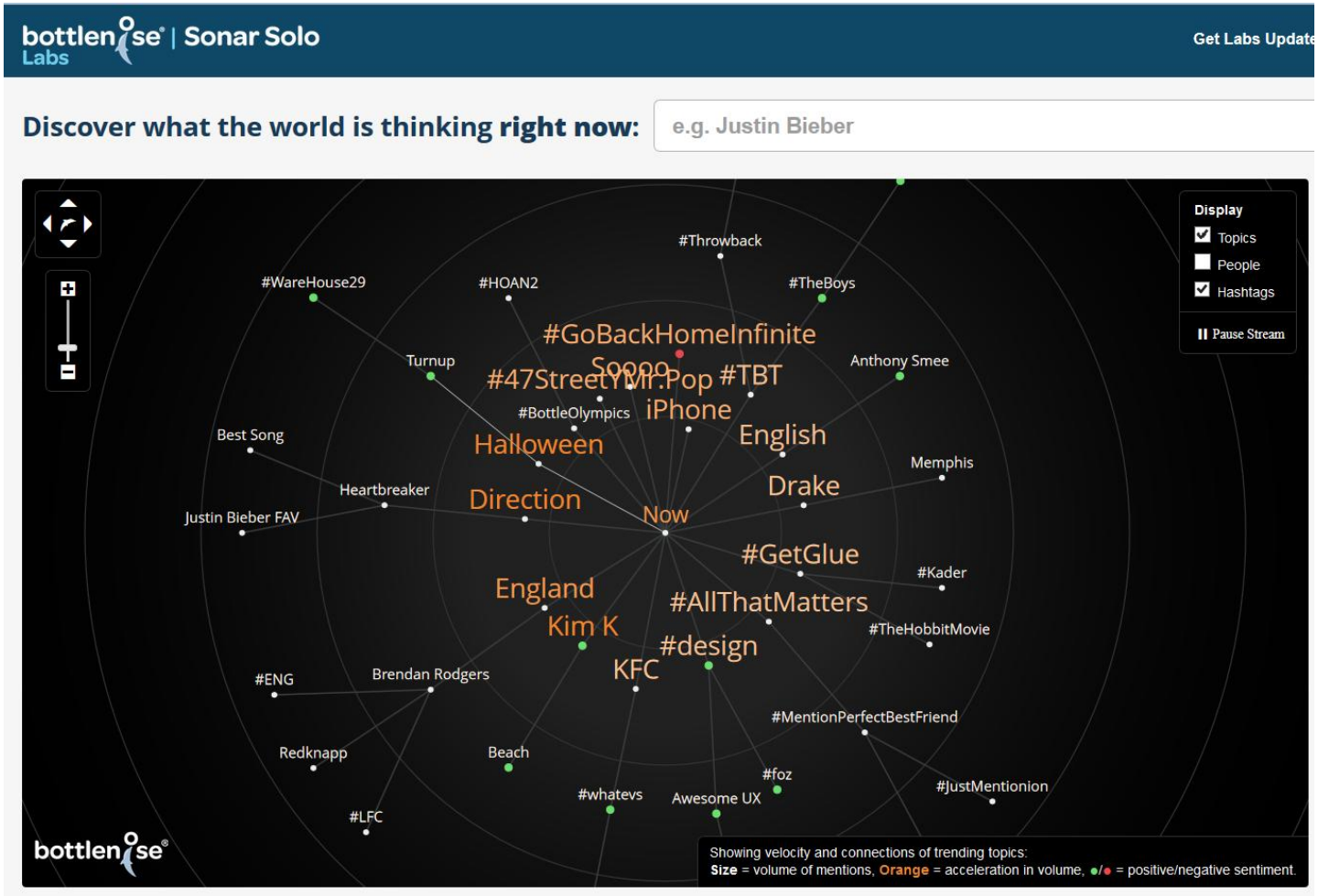
CHECK YOUR TRENDS

Pro Tip: Google this and find it yourself



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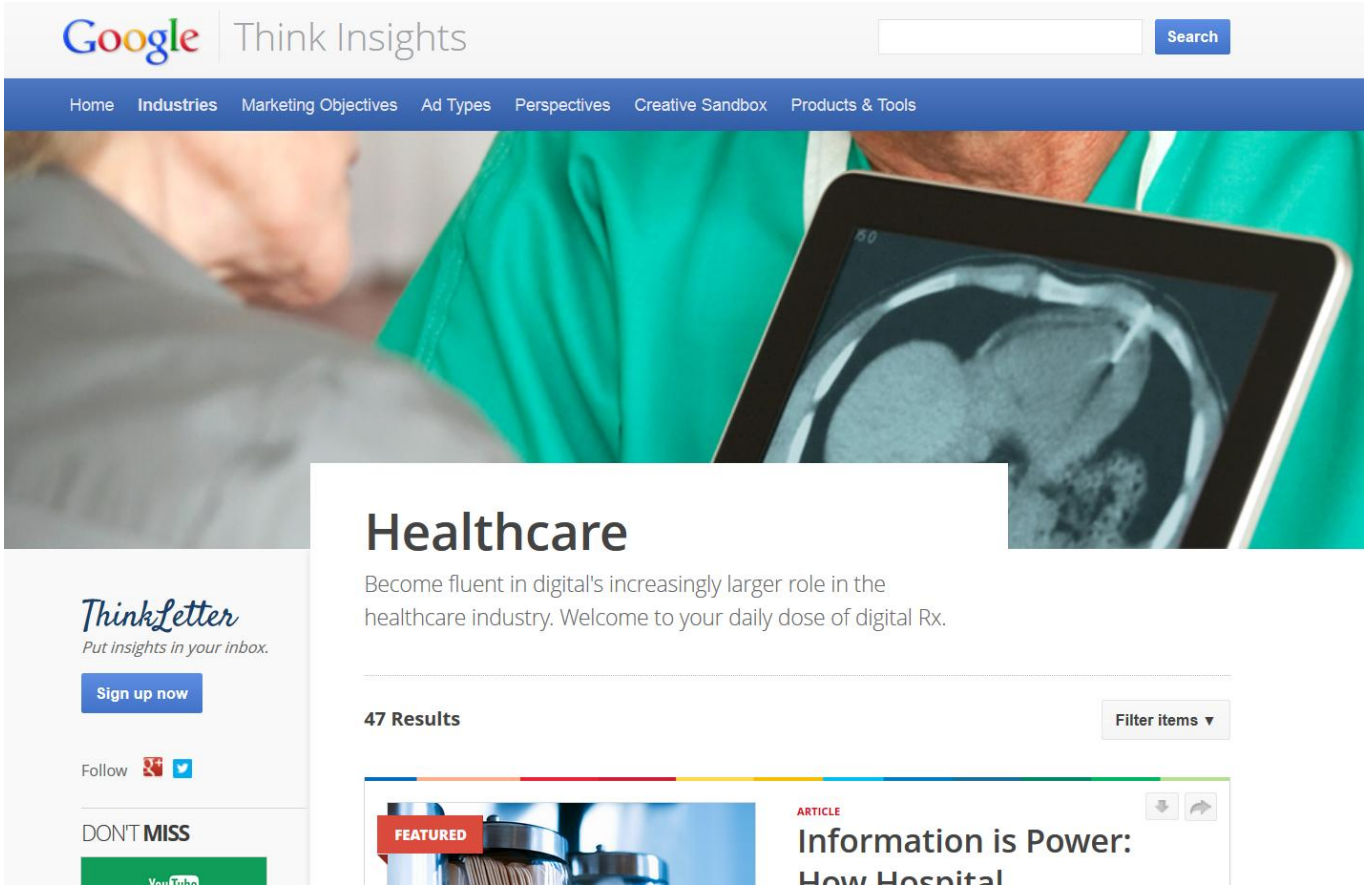
CHECK GOOGLE'S LATEST

Pro Tip: Google this and find it yourself



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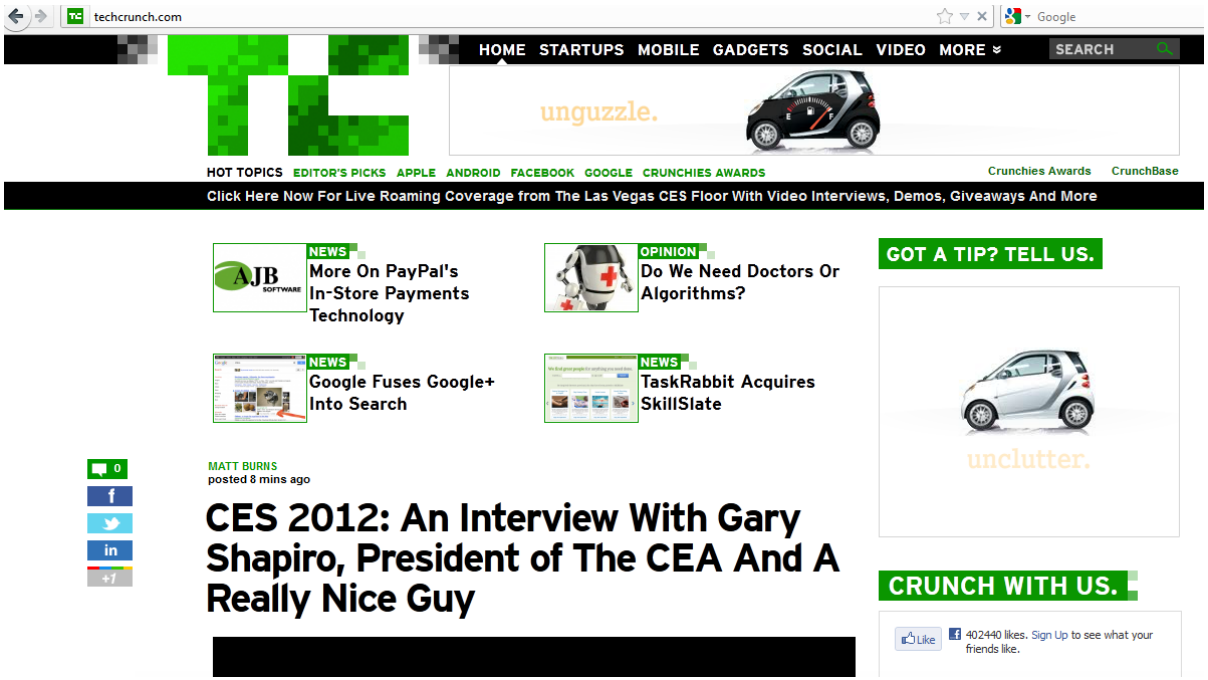
TECHCRUNCH



This is the Y Combinator network again

This is much broader, more popular level stuff than Hacker News. Consider this the USA Today of start ups. If it's hit here, it's gone mainstream and you need to be aware

Skim the headlines – make sure you know anything in your space and use the meta trends as an investor or client's awareness horizon

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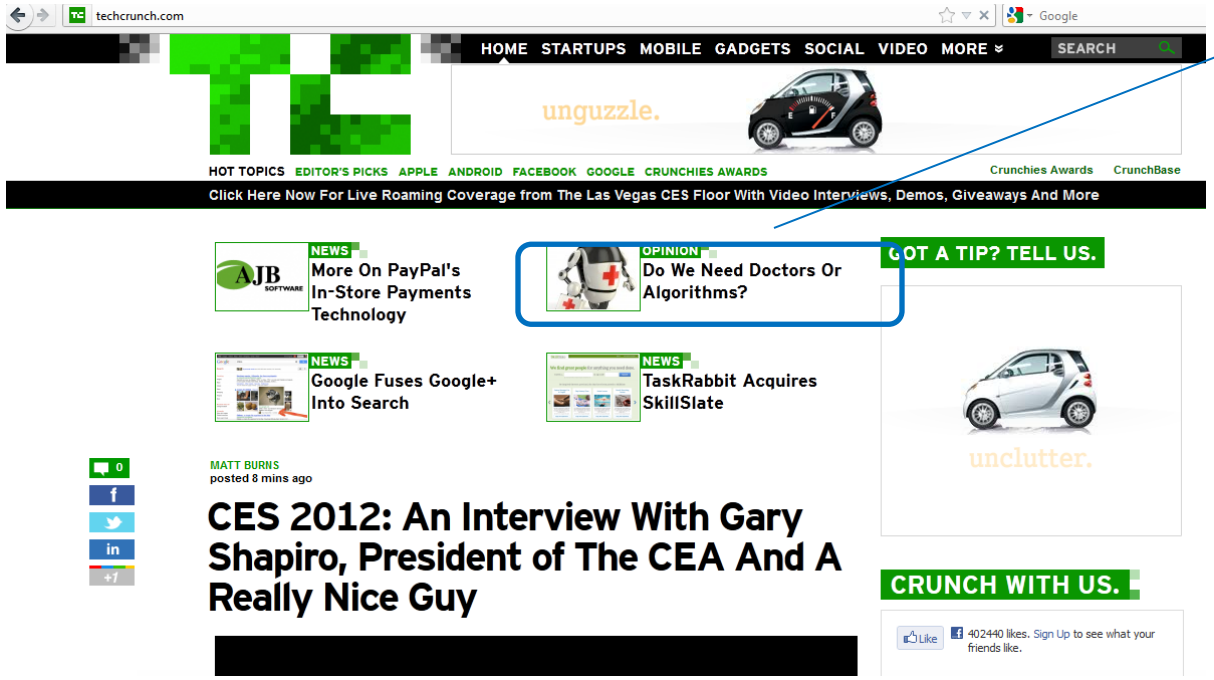

"Doctor's or Algorithms" is now a category for discourse.

If you are using a Recommendation/ automation/learning tech in your biz, you'll need to have some language in your materials recognizing this.

Even if this isn't 'real' or doesn't 'apply', you'll be asked and can actively address it in materials - perhaps explaining how your product navigates this, etc.

BASIC INDUSTRY SOURCES

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INDUSTRY REPORTS

www.forrester.com/rb/Research/trends_in_healthcare_consumer_technology_adoption/q/id/35032/t/2

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Print Text Size: A A A

FOR HEALTHCARE & LIFE SCIENCES PROFESSIONALS

July 15, 2004

Trends In Healthcare Consumer Technology Adoption

by Bradford J. Holmes
with Eric G. Brown, Elizabeth Boehm, Lynne "Sam" Bishop

Average: 7 (1 rating)

THIS IS AN EXCERPT

EXECUTIVE SUMMARY

Healthcare consumers and professionals alike have embraced the Internet. Doctors rely on a variety of high-tech gadgets at work and at home, nurses and pharmacists frequently turn to the Web for reference and training, and consumers have learned that the Web is a rich source of healthcare information.

Despite a high comfort level with the Internet, most consumers have shied away from provider group Web sites. Only a few early adopters — less than 10% of online US consumers — use group sites to find information, collaborate, and serve themselves. To increase usage, physician sites must focus on patients¿ top needs, including prescription renewals and personalized content. Pharmaceutical sites fare well among those seeking drug information, although consumers distrust the promotional tone of these sites and are less inclined to trust disease information found there. To raise credibility, pharma sites should link to more credible information sources and promote Phase IV trial results through side-by-side drug comparison tools.

Baby boomers are better educated and more affluent than previous generations, and they are considerably more comfortable with technology. These emerging seniors are using the Internet en masse for health and leisure activities. Europeans consumers are likewise likely to seek health information online.

A growing wave of healthcare consumerism among young, health-conscious individuals is setting the stage for consumer-directed health plans (CDHP). Plans that are late in developing a CDHP risk losing healthier, engaged consumers to rival plans like Definity Health or UnitedHealthcare.

Accustomed to serving themselves on retail and media sites, consumers hunger for useful online content and comparative evaluation tools from their healthcare providers. The current offerings fall considerably short of the mark. Health plan Web sites fall short in providing adequate information, are difficult to navigate, and are missing key transactional capabilities. These pitfalls drive plan members right to the call center. Plans must take their cues from the retail

For example, Forrester on tech adoption in healthcare.

This is mainstream for investors and strategic clients.

If it raises challenges (i.e. tech adoption), you'll need to speak to it in your pitch and even sales process

Find and read the basic industry reports on both your vertical and horizontal and ideally where they intersect

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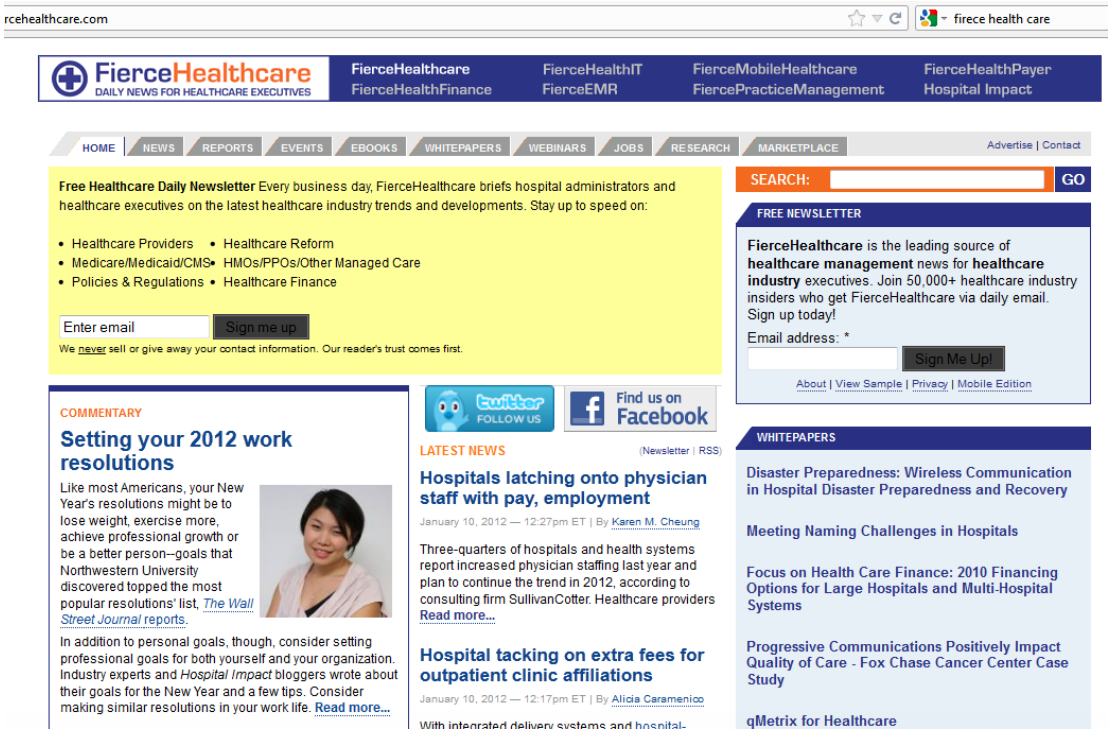
INDUSTRY SITES



For example, fierce health care

These raise the biz problems that a good start up could solve – and get you inside the mind of your client - as in what they are concerned about as well as what they are getting pitched

Find 2 or more industry insider sites and read them regularly

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INVESTOR BLOG

For example, Fred Wilson – look at the thought process and market reads.

Here Fred Wilson says that he can't figure out health care and doesn't yet have a market thesis on it - a year or two away (e.g. Why is this important?)

Find a blog of a 2 savvy VCs – one who specializes in your vertical and one who is more general but still has a presence

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MAINSTREAM MEDIA

For example, Marc Andreessen (netscape, et al) in the WSJ.

Here he's explaining how software is the only business to invest in regardless of vertical (& he's investing).

This is an investor's bible. Consider addressing / positioning with your pitch.

Note: this is in the Life / Culture section – use an RSS alert

Set up a google reader RSS auto alert for key people/topics in your vertical from traditional media – skim the titles and read the applicable

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PLAYBOOKS

thefunded.com/funds/item/8811

Here is a summary of funding trends (rise of angels & incubators; fall/shift of VCs to seed-based or multi-stage agnostic deals; mega-rounds replacing IPO; etc.)

Pay particular attention to 'Playbook' or 'Landscape' trend summary articles – even if you disagree know the narrative

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SOMETHING CRAZY

Microsoft

buys Skype

and

Facebook

integrates it.

Microsoft inside Facebook? I see dark times ahead.

From The Oatmeal (parody of Microsoft-Skype-Facebook deal).

Know at least a handful of alternative perspectives – about general trends and about your vertical form sources your investors / clients / competition won't

Read something silly / crazy not about your vertical but keep an eye out for 'alternative' take on trends

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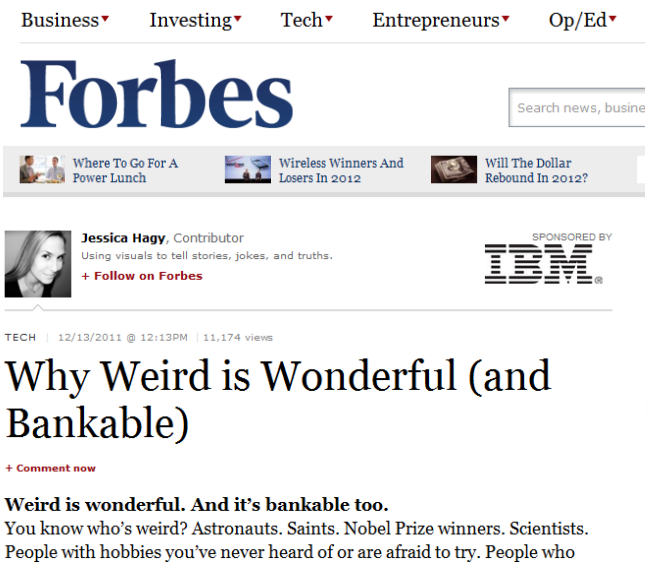
SOMETHING WIERD



Business Investing Tech Entrepreneurs Op/Ed

Forbes

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Jessica Hagy, Contributor
Using visuals to tell stories, jokes, and truths.
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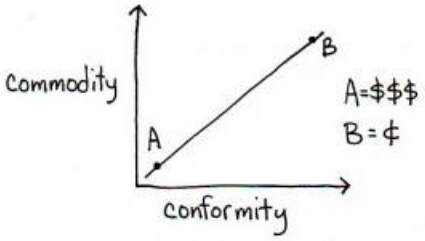
Why Weird is Wonderful (and Bankable)

+ Comment now

Weird is wonderful. And it's bankable too.
You know who's weird? Astronauts. Saints. Nobel Prize winners. Scientists. People with hobbies you've never heard of or are afraid to try. People who



Seriously, if you're going to do a start up, you're likely insane – as in clinically diagnosable

Embrace it – create value from it

Not just different, weird – not just notorious, but un-commoditizable

BASIC INDUSTRY SOURCES

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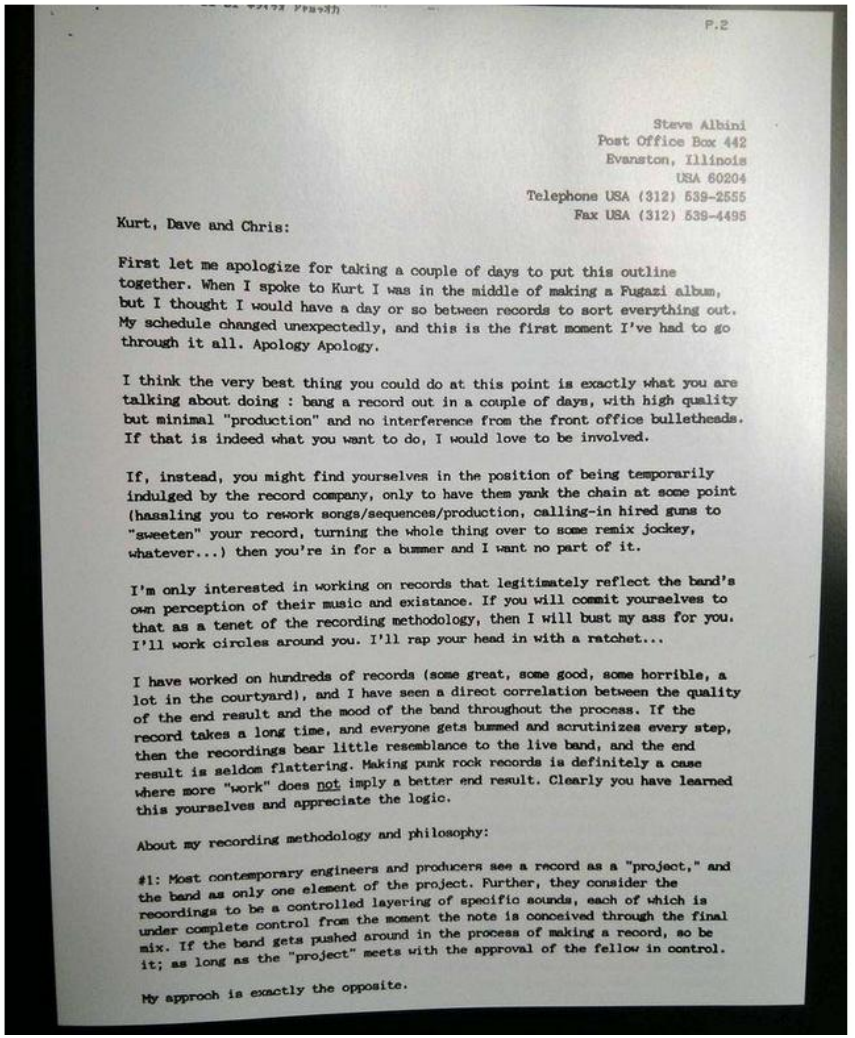
READ THIS LETTER

- How to run a business
- Two instincts
- Know what to be patient for and what not
- Know what's important and what's not (to the biz strategically and tactically)
- http://www.buzzfeed.com/danmartin/this-letter-steve-albini-wrote-to-nirvana-is-just-incredible

Before Steve Albini produced Nirvana's *In Utero*, he wrote them a letter outlining his vision.



P.2

Steve Albini
Post Office Box 442
Evanston, Illinois
USA 60204
Telephone USA (312) 539-2555
Fax USA (312) 539-4495

Kurt, Dave and Chris:

First let me apologize for taking a couple of days to put this outline together. When I spoke to Kurt I was in the middle of making a Fugazi album, but I thought I would have a day or so between records to sort everything out. My schedule changed unexpectedly, and this is the first moment I've had to go through it all. Apology Apology.

I think the very best thing you could do at this point is exactly what you are talking about doing : bang a record out in a couple of days, with high quality but minimal "production" and no interference from the front office bulletheads. If that is indeed what you want to do, I would love to be involved.

If, instead, you might find yourselves in the position of being temporarily indulged by the record company, only to have them yank the chain at some point (hassling you to rework songs/sequences/production, calling-in hired guns to "sweeten" your record, turning the whole thing over to some remix jockey, whatever...) then you're in for a bummer and I want no part of it.

I'm only interested in working on records that legitimately reflect the band's own perception of their music and existance. If you will commit yourselves to that as a tenet of the recording methodology, then I will bust my ass for you. I'll work circles around you. I'll rap your head in with a ratchet...

I have worked on hundreds of records (some great, some good, some horrible, a lot in the courtyard), and I have seen a direct correlation between the quality of the end result and the mood of the band throughout the process. If the record takes a long time, and everyone gets bummed and scrutinizes every step, then the recordings bear little resemblance to the live band, and the end result is seldom flattering. Making punk rock records is definitely a case where more "work" does not imply a better end result. Clearly you have learned this yourselves and appreciate the logic.

About my recording methodology and philosophy:

#1: Most contemporary engineers and producers see a record as a "project," and the band as only one element of the project. Further, they consider the recordings to be a controlled layering of specific sounds, each of which is under complete control from the moment the note is conceived through the final mix. If the band gets pushed around in the process of making a record, so be it; as long as the "project" meets with the approval of the fellow in control.

My approch is exactly the opposite.

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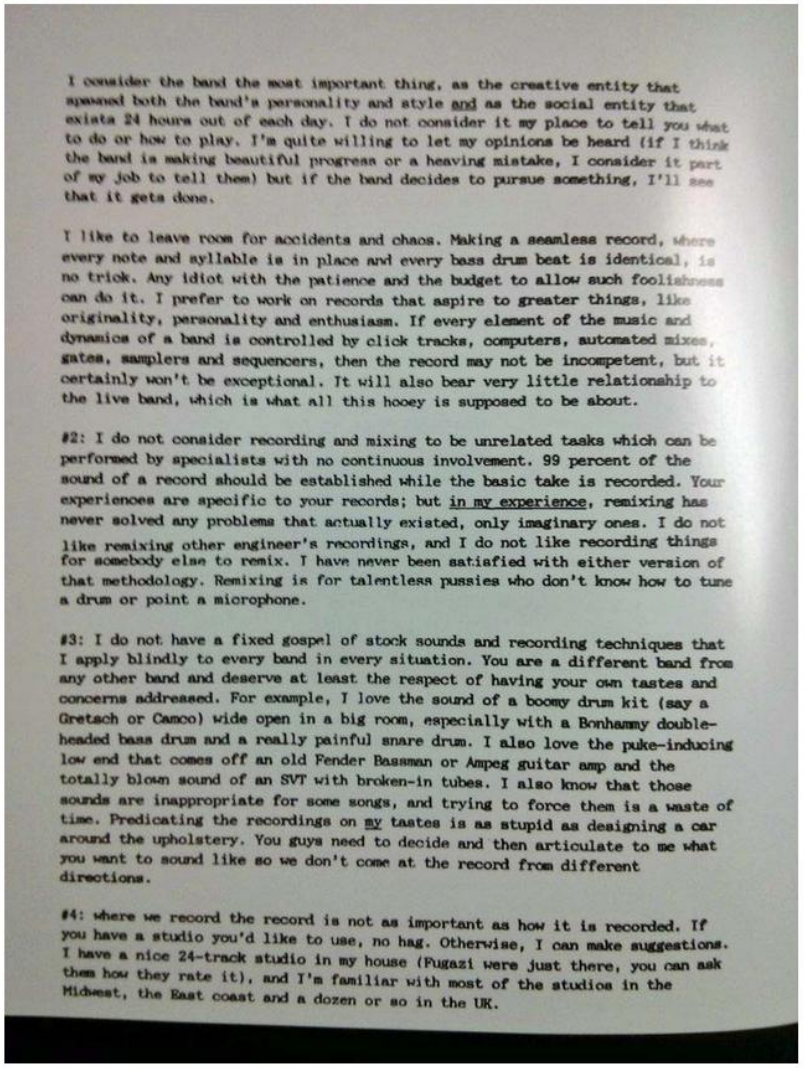
http://www.buzzfeed.com/danmartin/this-letter-steve-albini-wrote-to-nirvana-is-just-incredible

Albini is renowned for his lo-fi approach to recording. He pretty much just puts microphones in front of speakers.



I consider the band the most important thing, as the creative entity that spanned both the band's personality and style and as the social entity that exists 24 hours out of each day. I do not consider it my place to tell you what to do or how to play. I'm quite willing to let my opinions be heard (if I think the band is making beautiful progress or a heaving mistake, I consider it part of my job to tell them) but if the band decides to pursue something, I'll see that it gets done.

I like to leave room for accidents and chaos. Making a seamless record, where every note and syllable is in place and every bass drum beat is identical, is no trick. Any idiot with the patience and the budget to allow such foolishness can do it. I prefer to work on records that aspire to greater things, like originality, personality and enthusiasm. If every element of the music and dynamics of a band is controlled by click tracks, computers, automated mixes, gates, samplers and sequencers, then the record may not be incompetent, but it certainly won't be exceptional. It will also bear very little relationship to the live band, which is what all this hooey is supposed to be about.

#2: I do not consider recording and mixing to be unrelated tasks which can be performed by specialists with no continuous involvement. 99 percent of the sound of a record should be established while the basic take is recorded. Your experiences are specific to your records; but in my experience, remixing has never solved any problems that actually existed, only imaginary ones. I do not like remixing other engineer's recordings, and I do not like recording things for somebody else to remix. I have never been satisfied with either version of that methodology. Remixing is for talentless pussies who don't know how to tune a drum or point a microphone.

#3: I do not have a fixed gospel of stock sounds and recording techniques that I apply blindly to every band in every situation. You are a different band from any other band and deserve at least the respect of having your own tastes and concerns addressed. For example, I love the sound of a boomy drum kit (say a Gretsch or Camco) wide open in a big room, especially with a Bonhammy double-headed bass drum and a really painful snare drum. I also love the puke-inducing low end that comes off an old Fender Bassman or Ampeg guitar amp and the totally blown sound of an SVT with broken-in tubes. I also know that those sounds are inappropriate for some songs, and trying to force them is a waste of time. Predicating the recordings on my tastes is as stupid as designing a car around the upholstery. You guys need to decide and then articulate to me what you want to sound like so we don't come at the record from different directions.

#4: Where we record the record is not as important as how it is recorded. If you have a studio you'd like to use, no hag. Otherwise, I can make suggestions. I have a nice 24-track studio in my house (Fugazi were just there, you can ask them how they rate it), and I'm familiar with most of the studios in the Midwest, the East coast and a dozen or so in the UK.

m.imgur.com

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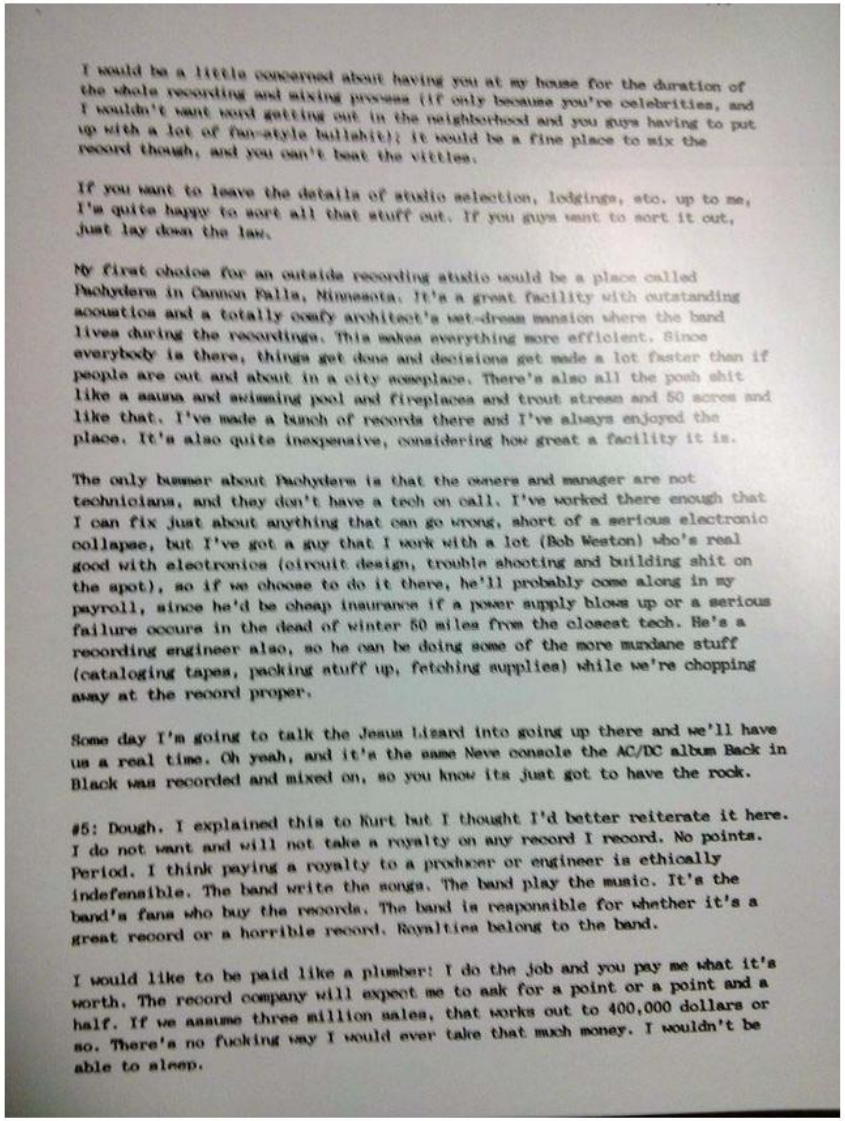
http://www.buzzfeed.com/danmartin/this-letter-steve-albini-wrote-to-nirvana-is-just-incredible

He is also famed for his integrity.



I would be a little concerned about having you at my house for the duration of the whole recording and mixing process (if only because you're celebrities, and I wouldn't want word getting out in the neighborhood and you guys having to put up with a lot of fan-style bullshit); it would be a fine place to mix the record though, and you can't beat the vittles.

If you want to leave the details of studio selection, lodgings, etc. up to me, I'm quite happy to sort all that stuff out. If you guys want to sort it out, just lay down the law.

My first choice for an outside recording studio would be a place called Pachyderm in Cannon Falls, Minnesota. It's a great facility with outstanding acoustics and a totally comfy architect's wet-dream mansion where the band lives during the recordings. This makes everything more efficient. Since everybody is there, things get done and decisions get made a lot faster than if people are out and about in a city someplace. There's also all the posh shit like a sauna and swimming pool and fireplaces and trout stream and 50 acres and like that. I've made a bunch of records there and I've always enjoyed the place. It's also quite inexpensive, considering how great a facility it is.

The only bummer about Pachyderm is that the owners and manager are not technicians, and they don't have a tech on call. I've worked there enough that I can fix just about anything that can go wrong, short of a serious electronic collapse, but I've got a guy that I work with a lot (Bob Weston) who's real good with electronics (circuit design, trouble shooting and building shit on the spot), so if we choose to do it there, he'll probably come along in my payroll, since he'd be cheap insurance if a power supply blows up or a serious failure occurs in the dead of winter 50 miles from the closest tech. He's a recording engineer also, so he can be doing some of the more mundane stuff (cataloging tapes, packing stuff up, fetching supplies) while we're chopping away at the record proper.

Some day I'm going to talk the Jesus Lizard into going up there and we'll have us a real time. Oh yeah, and it's the same Neve console the AC/DC album Back in Black was recorded and mixed on, so you know its just got to have the rock.

#5: Dough. I explained this to Kurt but I thought I'd better reiterate it here. I do not want and will not take a royalty on any record I record. No points. Period. I think paying a royalty to a producer or engineer is ethically indefensible. The band write the songs. The band play the music. It's the band's fans who buy the records. The band is responsible for whether it's a great record or a horrible record. Royalties belong to the band.

I would like to be paid like a plumber: I do the job and you pay me what it's worth. The record company will expect me to ask for a point or a point and a half. If we assume three million sales, that works out to 400,000 dollars or so. There's no fucking way I would ever take that much money. I wouldn't be able to sleep.

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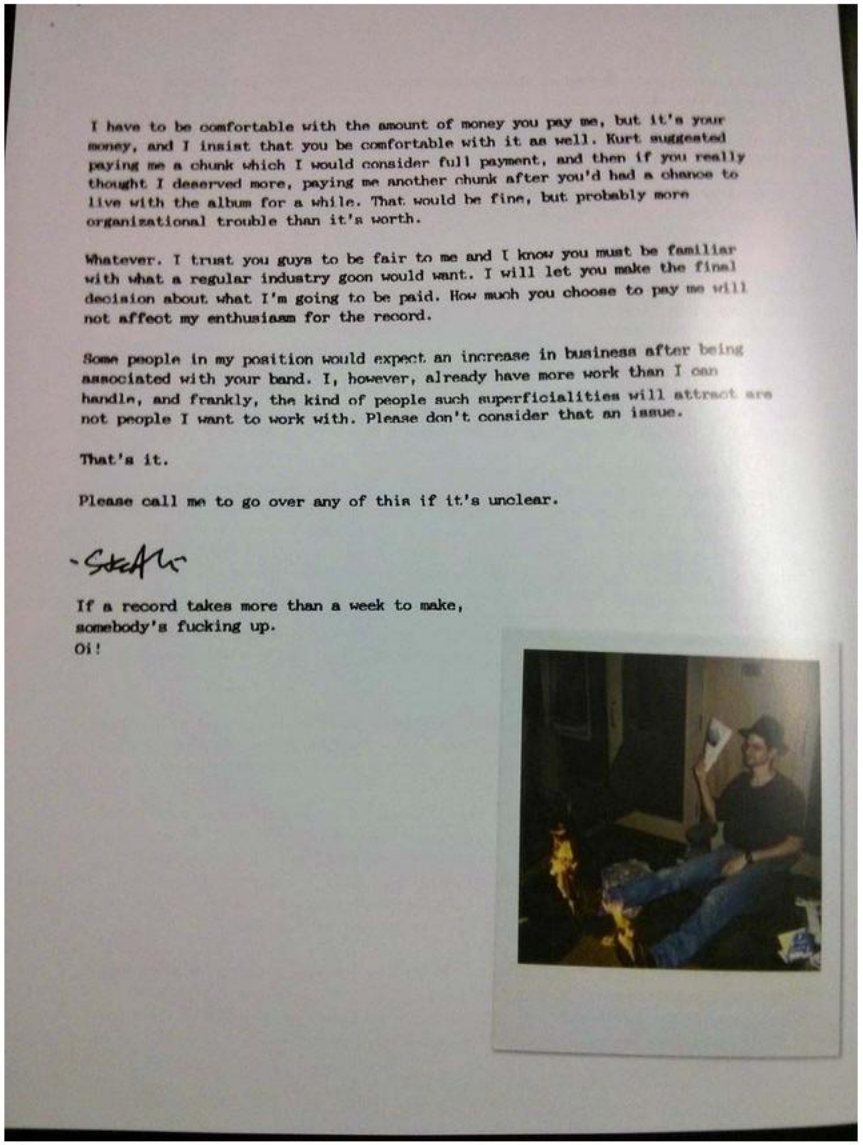
http://www.buzzfeed.com/danmartin/this-letter-steve-albini-wrote-to-nirvana-is-just-incredible

Seriously, it's like he's actively trying to get them to pay him less.



I have to be comfortable with the amount of money you pay me, but it's your money, and I insist that you be comfortable with it as well. Kurt suggested paying me a chunk which I would consider full payment, and then if you really thought I deserved more, paying me another chunk after you'd had a chance to live with the album for a while. That would be fine, but probably more organizational trouble than it's worth.

Whatever. I trust you guys to be fair to me and I know you must be familiar with what a regular industry goon would want. I will let you make the final decision about what I'm going to be paid. How much you choose to pay me will not affect my enthusiasm for the record.

Some people in my position would expect an increase in business after being associated with your band. I, however, already have more work than I can handle, and frankly, the kind of people such superficialities will attract are not people I want to work with. Please don't consider that an issue.

That's it.

Please call me to go over any of this if it's unclear.

-Steve

If a record takes more than a week to make, somebody's fucking up.
Oi!

BASIC DATA SOURCES

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What about the DATA ?!?

You think he's finally going to get to the data?

It's about darn time!

BASIC DATA SOURCES

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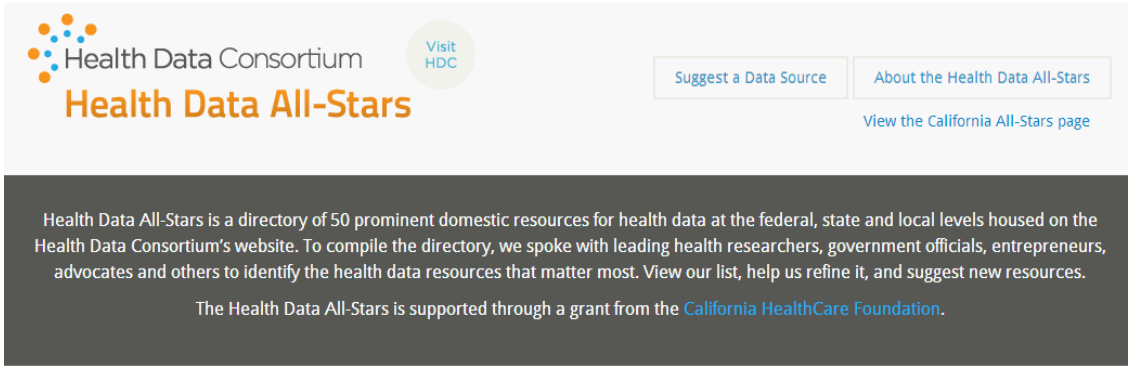
REAL SOURCES

Hit the main sources.

These drive the ACA market but they are geared towards unit of payment (contract, etc.) not like the APCD.

Also see new sources, like payment on physicians using CMS FFS data and making mainstream headlines (NYT, WSJ, USA Today…)



BASIC DATA SOURCES

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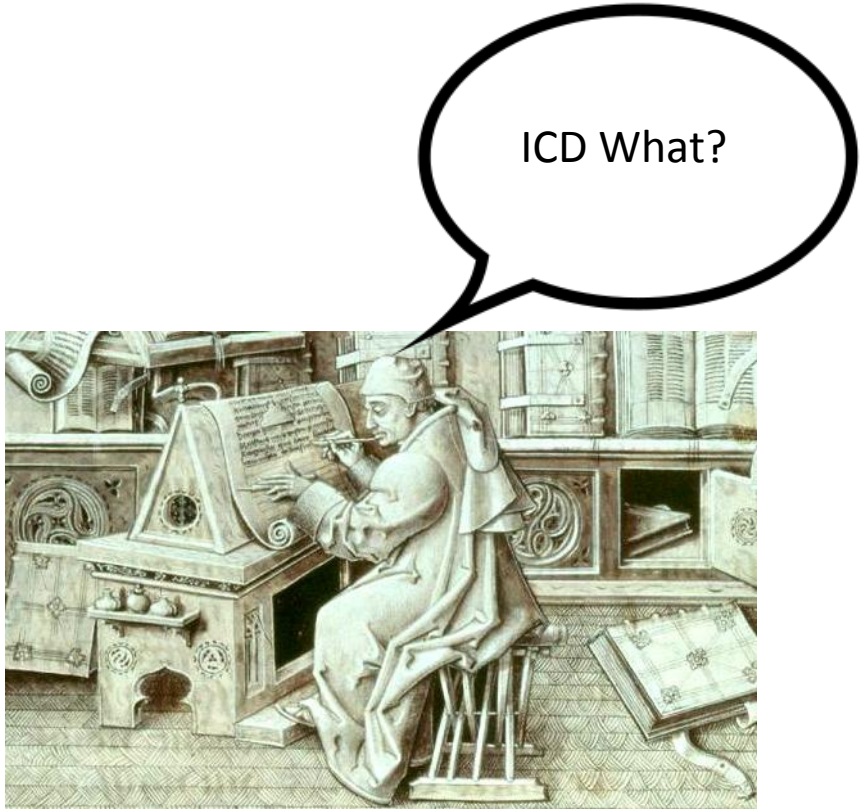
CREATIVE SOURCES

Strategically, if your sole source is claims data, it's probably a flaw in your business model.

But it also means you have an extra challenge

Use something besides claims



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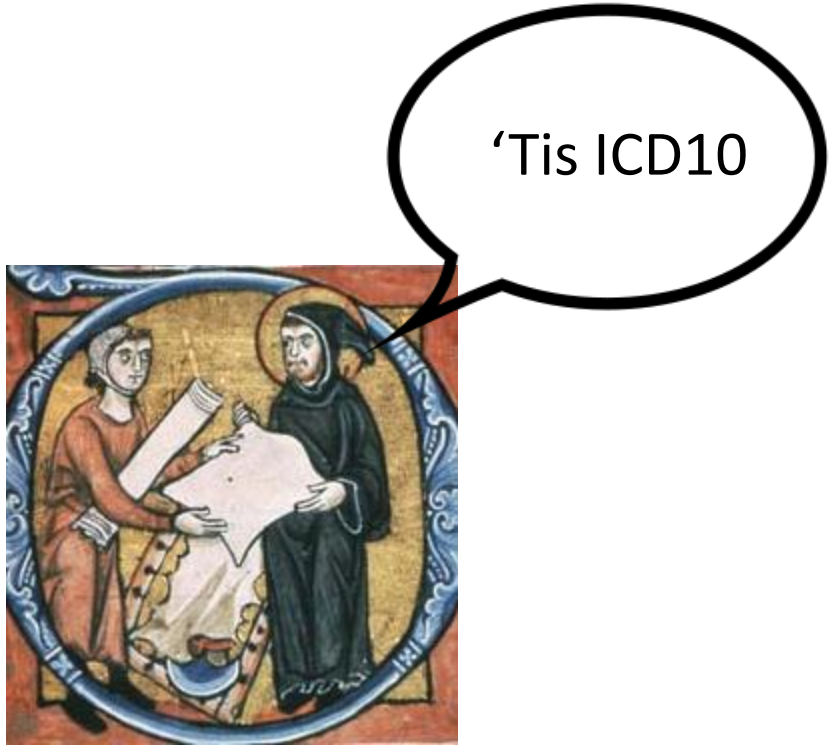

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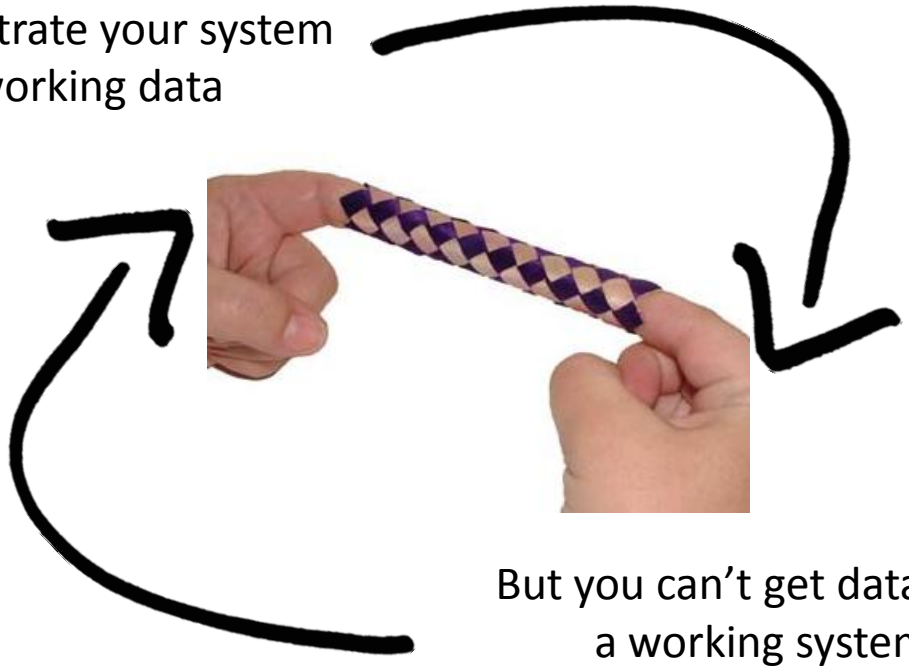
CREATIVE SOURCES

Classic Start Up Trap*

You can't demonstrate your system unless you have working data



But you can't get data unless you have a working system to demonstrate (either restricted access or real world pilot to get real data)

*Perhaps the most frequent fail point for an analytic start up in the real world

BASIC DATA SOURCES

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CREATIVE SOURCES

The Power of Puff!

Use the DE-SynPUF for your demo!

Use it for your build,
your first iteration,
to showcase a real working system.

Then get your pilot,
restricted use access,
funding...

... and...

BASIC DATA SOURCES

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CREATIVE SOURCES

Get through the funnel…

Idea

1 %*

Prototype

1 %*

Funded

1 %*

Exit

1 %*

Exit w/
Good Multiple

WIN

*Health Care Start Ups fail at astounding, disproportionate rates

BASIC DATA SOURCES

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CREATIVE SOURCES

… and avoid getting stuck!

BASIC INDUSTRY SOURCES

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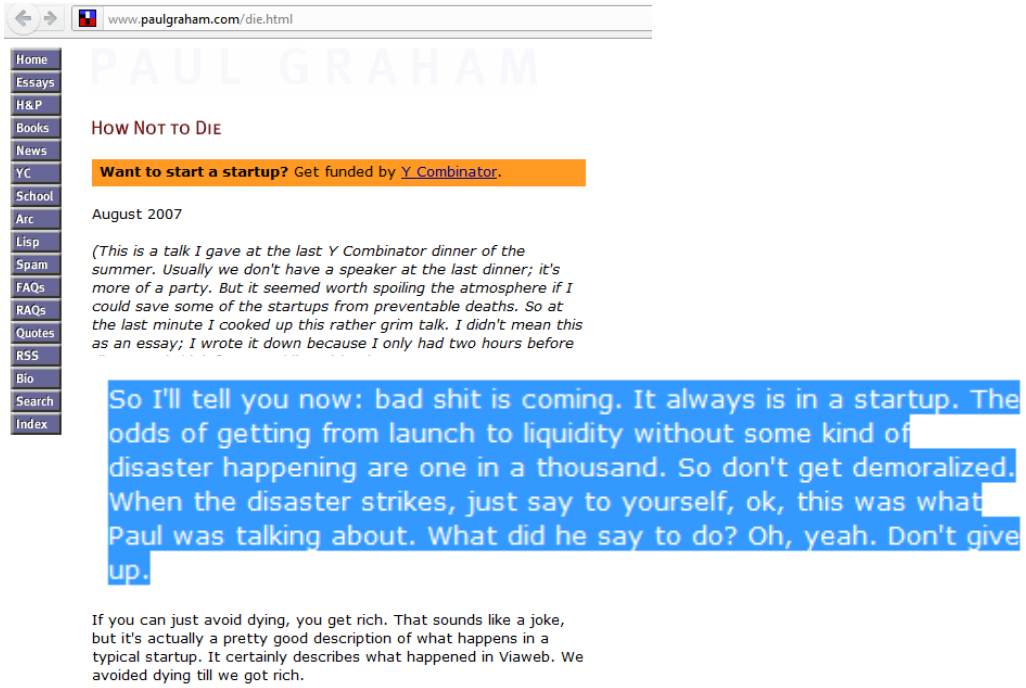
REMEMBER: "INTESTINAL FORTITUDE"


www.paulgraham.com/die.html

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PAUL GRAHAM

HOW NOT TO DIE

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

August 2007

(This is a talk I gave at the last Y Combinator dinner of the summer. Usually we don't have a speaker at the last dinner; it's more of a party. But it seemed worth spoiling the atmosphere if I could save some of the startups from preventable deaths. So at the last minute I cooked up this rather grim talk. I didn't mean this as an essay; I wrote it down because I only had two hours before

So I'll tell you now: bad shit is coming. It always is in a startup. The odds of getting from launch to liquidity without some kind of disaster happening are one in a thousand. So don't get demoralized. When the disaster strikes, just say to yourself, ok, this was what Paul was talking about. What did he say to do? Oh, yeah. Don't give up.

If you can just avoid dying, you get rich. That sounds like a joke, but it's actually a pretty good description of what happens in a typical startup. It certainly describes what happened in Viaweb. We avoided dying till we got rich.

The highest highs and the lowest lows – greater joy and deeper despair than you'll find during a life time of office jobs – and all before noon each day.

And a 1 in 1000 'success' rate, when counting conservatively. (note: exit/liquidity is success, not funding, he's writing this to those already funded).

Do you really want to do this?

There's an office job around the corner, why not take it?

PUT IT TOGETHER

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Do It Yourself (after all that's the nature of a start up)

Build your collateral, start the conversation & revise

Build your market map

Trends (financial, technical & vertical)

Business problem/solution & your place vs. competition

Build your demo (w/ data) – what is your minimum viable product, differentiation

Sketch out your team – contact them if needed via tools above

Identify your funder – contact them via tools above

Where is your exit – start w/ the end and contact them first via tools above