

How we talk to each other

Radically intentional

Without constant and intentional communication, we cannot stay aligned with our goals.

This is especially true for a remote company.

If we have questions, we should ask them. **If something isn't clear, we should ask** for clarification. If something doesn't seem to be headed toward our goals or values, we should challenge it.

Ideally, this is done async on Slack, so the whole team can stay in the loop and collaborate, but there are times that we need to talk it out face to face. A Slack Huddle or Google Meet is a great solution (make sure to ask before calling).

It is better to break async and **take a moment to synchronize** than continue with misalignment.

In the open

When companies grow, there's a natural tendency for people to start having conversations in DMs instead of group channels. This typically happens because they don't want to bother others or be too noisy. The problem is that it leads to silos and missed opportunities for collaboration.

We have to try extra hard to capture the benefits traditionally taken for granted in a physical office like spontaneous knowledge sharing over lunch or coffee breaks.

By having conversations in the open, we can **make information searchable** and future posts can be linked to old posts. We create space for serendipitous discussions and teamwork. This is especially important when thinking about folks who just joined the team.

There are obviously exceptions - when talking about compensation, performance, or other sensitive HR matters it's important to do this in private, but other than that we should **default to talking in the open**.

Active listening

Conversations are typically bi-directional, but that doesn't mean you should speak all the time just for the sake of speaking.

One misconception many people have is that we need to **listen to reply**, whereas in reality, we need to **listen to understand**. Understanding someone is far more important than replying to someone. Anyone can reply, few can understand.

Regardless of the conversation that we're having, we must practice the habit of active listening. Not just listening in order to reply, but truly trying to understand what point the other person is trying to convey.

Surgically clear

As humans, we all have a need to be liked. Sometimes we put the need to be liked in front of our honest opinions in order to please others.

We care about creating a **safe space where anyone can speak up** and share their personal opinions about a product, a feature, or an executive decision.

We prefer to be **intellectually honest instead of sugarcoating** the truth to avoid potential conflict.

Note: this doesn't mean you can be rude to others.

Be kind

Helping others is part of the job.

It's okay to admit you don't know something and ask for help - it's a **sign of strength, not weakness**.

Remember the words of one of the greatest comedians of all time:

"Everyone you meet is fighting a battle you know nothing about."

Be kind. Always."

— Robin Williams

We always **assume positive intent** and we're kind to each other.

What are our rituals

Our team defaults to async forms of communication.

Although we avoid having meetings to prevent interruptions and keep the flow, we believe it's essential to have some face time with the team.

These are the current company-wide rituals:

Offsite

Every six months we travel to a different city for a week to talk about our progress, think about the future, and reflect on how we can improve.

Most importantly, this is a time to have fun, eat good food, play board games, and get to know each other. Our past offsites have been in:

- Cancun, Mexico (May, 2024)
- Rio de Janeiro, Brazil (December, 2023)
- Lisbon, Portugal (April, 2023)



Offsite in Cancun, Mexico (May, 2024)

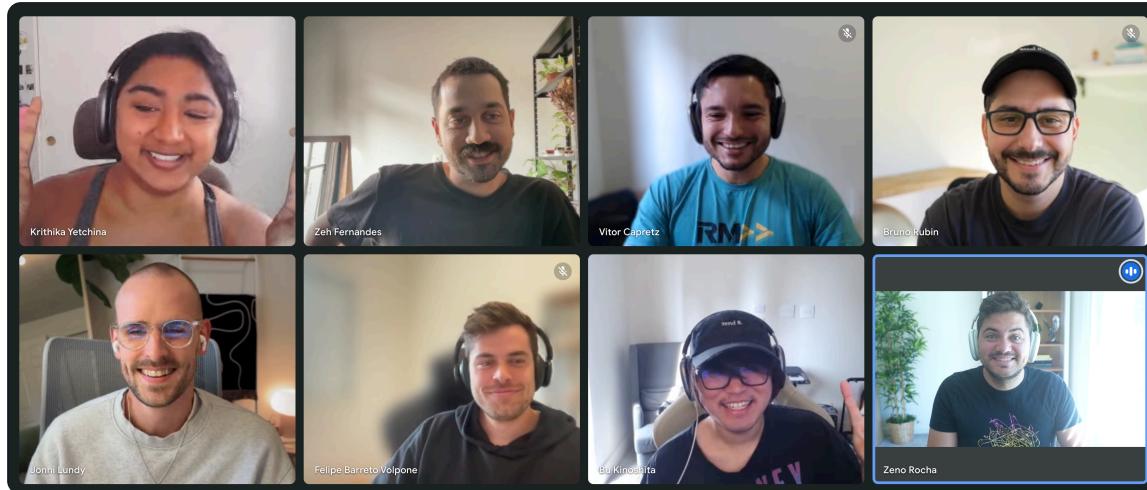
All-Hands

Every Monday morning the whole team gets together to share key metrics from each area, how we spent our time last week, and what we plan to tackle this week.

Daily Syncs

From Tuesday to Friday, we reserve 30 minutes to see each other's faces and talk about what we're working on.

It's a relaxed format, and we have a safe space to voice any blockers and share how we're feeling energy-wise.



Daily Sync (June, 2024)

Demo Day

Every Thursday, someone on the team shares their screen and talks about something interesting they're exploring or working on.

This is an excellent opportunity to showcase a new tool or process that can affect others.

How we make money

By giving first

As developers ourselves, we started our careers by using products that were either open source or had a free tier.

We believe it's important to **let people try the product** before they make a purchase decision, and that's why we have a generous free tier.

This is not only a way to capture new leads with a low customer acquisition cost, but also **a way for us to give back**.

Of course, we still need to pay our bills, so once a user likes our product and gains value from it, we should not be afraid to charge for it.

By providing value

Resend is a multi-product company, and we believe in providing individual subscriptions that reflect what people are getting value out of it, **instead of a one-size-fits-all** pricing strategy.

Some users only need transactional emails, others only need marketing emails, and there are many that need both.

Our pricing reflects that reality, and we structure it so that you can add new subscriptions or **cancel anytime** in case you no longer have a need for it.

By growing together

If a solo developer is sending a few emails for their side project, they shouldn't be charged a ton of money for it.

If a company is growing and dealing with very complex use cases, they should be **charged in a scalable way based on their usage**.

We believe in having progressive pricing tiers in which the **cost per unit gets cheaper** as the volume grows.

That way, solo developers and scaling companies can benefit the same way.

What inspires us

We are inspired by a variety of things, they represent the quality that surrounds us and that we want to bring to our work. Here is a non-exhaustive list of places, people, documentaries, objects, and games that inspire us.

Places

- Aoraki for its landscapes, provoking awe and a profound connection with nature
- Brasilia for the visionary architecture with profound urbanism lessons
- Gärdet for being a calm and peaceful place to go on long walks
- Griffith Observatory for the breathtaking views and iconic architecture
- Zereno for the amazing craftsmanship applied to the art of making coffee

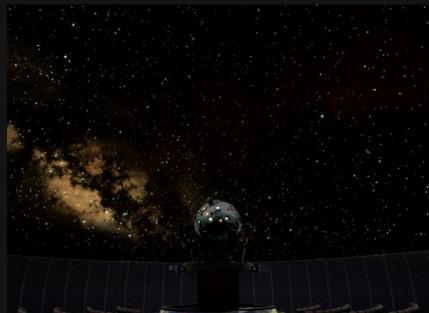


Photo collection of places that inspires us

People

- Ayrton Senna for unparalleled work ethic and pursuit of the truth
- Clarice Lispector for the craft of translating the questions of the soul in words
- Dave Grohl for being a resilient musician and a model of perseverance and creativity
- Lex Fridman for his love of humanity and curiosity in exploring new topics
- Steve Jobs for the relentless pursuit of perfection and intuitive design that combined functionality with elegance



Photo collection of people that inspires us

Documentaries

- [F for Fake](#) for the storytelling masterpiece, that blurs reality and illusion
- [Jiro Dreams of Sushi](#) for striving to elevate his craft even after decades of experience
- [The Last Dance](#) for showing what a team can achieve when motivations are aligned
- [The Startup Kids](#) for shaping and sharing the stories of young entrepreneurs



Photo collection of documentaries that inspires us

Objects

- Herman Miller for ensuring longevity without sacrificing design and comfort
- iPhone for being the tool that changed how we interact with the world
- Le Creuset for their timeless craft that meets culinary inspiration
- Mouse for the bridge between human and the virtual world
- Polaroid for its blend of tech and art, and its ability to instantly capture moments

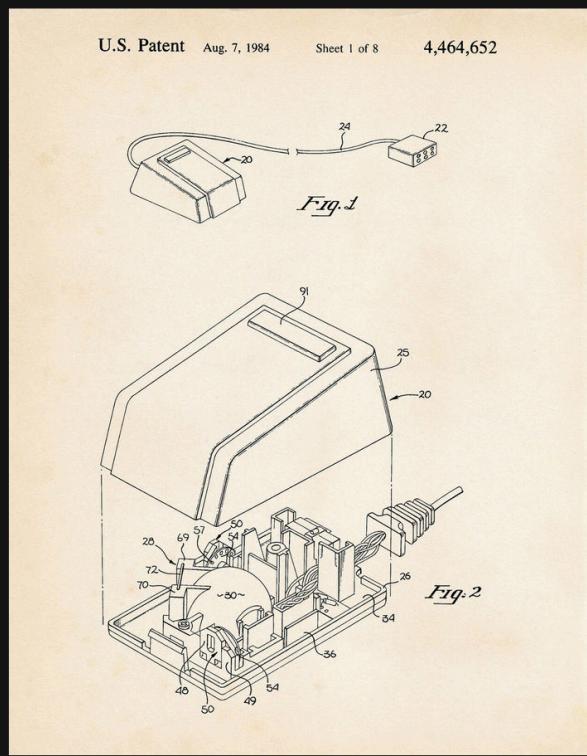


Photo collection of objects that inspires us

Games

- Ghost of Tsushima for the incredible attention to detail
- Horizon for the stunning visuals, rich storytelling and the immersive experience
- Metal Gear Solid for being one of the best stealth games of our generation
- The Legend of Zelda: A Link to the Past for teaching how to design around a feeling: the childhood exploration



Photo collection of games that inspires us

How we got here

Aug 2022: Reimagining email

Bu and I were using multiple email tools, but they all felt outdated, slow, and built for marketers, not developers.

We also had to deal with emails landing in the spam folder and felt the pain of building a beautiful email template that would work everywhere.

So, we started playing with the idea of building the "Stripe of Email" as a side project.



Zeno Rocha (left) and Bu Kinoshita (right) writing the first lines of code for Resend

Sep 2022: First customer

Once we had a working MVP, we shared it with a friend who was working at another startup. He liked it and started using it in production. We sent him a \$10 payment link as a way to validate if the product was really good or not.

To our surprise, he paid (!), which gave us the confidence to apply to Y Combinator.

Nov 2022: Getting into YC

After pitching the idea to Gustaf, Harj, and Diana, they finally accepted our application!

We immediately quit our jobs and moved to San Francisco to join the YC Winter 2023 batch.

Dec 2022: Open source launch

We launched [react.email](#) because we were frustrated by how difficult it was to build modern email templates that worked well across all email clients.

This project [caught the attention](#) of a lot of people, and it became clear that this was just the tip of the iceberg.

Jan 2023: Hello world

Resend was incorporated in January 2023, and we shared the news online.

The response was overwhelmingly positive, and the [announcement tweet](#) alone had more than 1M views.

This was also the month Jonni Lundy joined our founding team as Operations Manager.



Introducing Resend

Why are we doing this? What problem are we solving? Wh...

resend.com/blog/introducing-resend

Mar 2023: First launch week

We organized the first Resend launch week and shipped seven new features in seven days.



Launch Week 1: Wrap Up

All about the seven new features we launched in the last s...

resend.com/blog/launch-week-1-wrap-up

Apr 2023: \$3m seed round

After finishing Y Combinator, we raised a \$3m seed round ([see full list of investors](#)).

We also had our [first team gathering](#) in Lisbon, Portugal.



Resend raises \$3M

Who invested on us. Where we're going. Why are we doin...

resend.com/blog/resend-raises-3m-seed-round

May 2023: Welcoming Zeh

We announced that Zeh Fernandes joined our founding team as Product Designer.



Welcoming Zeh Fernandes, our new Product Design...

We're thrilled to share the news that Zeh Fernandes is join...

resend.com/blog/welcoming-zeh-fernandes

Jun 2023: Public launch

After operating behind a waitlist, we finally opened the product to everyone.

Sep 2023: Welcoming Vitor

We announced that Vitor Capretz joined the team as a Software Engineer.



Vitor Capretz
Software Engineer

Welcoming Vitor Capretz, our new Software Engin...

We're thrilled to share the news that Vitor Capretz is joinin...

resend.com/blog/welcoming-vitor-capretz

Nov 2023: Welcoming Krithika

We shared the news that Krithika Yetchina joined the team as Customer Support Engineer.

React Email also reached 10,000 GitHub stars that month.



Krithika Yetchina
Customer Support Engineer

Welcoming Krithika Yetchina, our new Customer S...

We're thrilled to share the news that Krithika Yetchina is jo...

resend.com/blog/welcoming-kirthika-yetchina

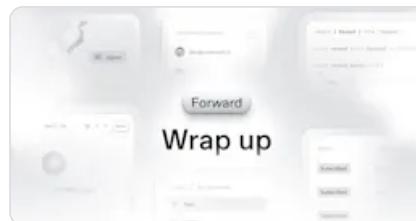
Dec 2023: 1,000 paying customers

We celebrated 1,000 paying customers as we closed the first year of Resend as a company.

Jan 2024: Looking "Forward"

We organized our second launch week, and this time, we called it Forward.

This marked the launch of marketing emails and turned Resend into a multi-product company.



Wrap up

Resend Forward: Wrap Up

All about the new features we launched last week.

resend.com/blog/resend-forward-wrap-up

Mar 2024: Investing more in security

After months of work, Resend became SOC 2 Type II compliant.

A dark rectangular badge with a white padlock icon in the center. Below the icon, the text "SOC 2 Type II compliant" is written in a small, sans-serif font.

Resend is SOC 2 Type II compliant
Our journey to becoming compliant and what it means for ...
resend.com/blog/soc-2

Apr 2024: First 100,000 users

After 15 months since officially starting Resend, we reached 100,000 users.

A dark rectangular badge with the number "100,000" in large, metallic-looking digits. Below the number, the text "Resend users" is written in a smaller font.

What's next after 100,000 users
How we got here and where we're going next.
resend.com/blog/what-is-next-after-100-000-users

Jun 2024: Opening our strategy to the world

After months of work, we launched our handbook and shared 35 articles on how we approach engineering, design, support, and marketing.

We also announced that Felipe Volpone joined the team as a Software Engineer.

A dark rectangular badge with the word "Handbook" in large, white, serif capital letters. Above the word, there is a small "R" logo and the text "THE PROCESS BEHIND RESEND".

Handbook
The process behind Resend.
resend.com/handbook

Jul 2024: Improving data privacy

Resend became GDPR compliant and we wrote about the journey to get there.

We also shared that Brian Kerr joined the team as a Customer Success Engineer.

A dark rectangular badge with the words "GDPR Compliance" in white. Above the text, there is a small "R" logo and the text "THE PROCESS BEHIND RESEND".

Resend's journey to GDPR compliance
Our path to complying with GDPR and continuing our com...
resend.com/blog/gdpr

What we believe

Do work that inspires others

You can't inspire people by doing an "okay" job.

To inspire, you need to do **phenomenal work**.

Quality is not a plus; it's a **must-have**. We know nothing will ever be perfect, but that doesn't stop us from pushing the limits.

We don't want to just meet the bar of our peers. We want to **raise the bar**. The sum of all the **small details** is what makes something special.

No ego

Helping others is part of the job.

It's okay to admit you don't know something and **ask for help** - it's a sign of strength, not weakness. We work together as an async team and **assume positive intent**.

We communicate in a kind, direct, and **transparent way**.

Keep shipping

Speed is key.

We prioritize ruthlessly, have a strong **sense of urgency**, and **make decisions fast**.

We constantly review the scope of a project and work toward a v0, not a v1.

We **ship early**, and we **ship often**.

Default to action

Regardless of what you do, we are all makers, and **makers don't wait**.

When we see a problem, we don't expect someone to fix it or tell us what to do. Instead, **we take initiative**, find creative ways around it, and send a pull request to solve it.

Remember - **no problem is too small**.

Why we exist

To help humans communicate

Humans are great at many things, especially communication.

If it weren't for **our ability to tell stories**, share knowledge, and collaborate with each other, we wouldn't have made it this far as a species.

Communication is not only the key to our survival, but also the **key to our progress** and growth. It's through communicating ideas that we've been able to build societies, technologies, and achieve things that were previously unimaginable.

Resend exists to **make human communication easier**. We do that through the internet and the protocols that surround it, like email.

To help developers build better products

Developers are at the **center of every product**. And you don't need to have "engineer" in your job title to be one.

Without them, there would be no product to speak of. They are the builders, the problem solvers, the creators of our digital world. They are all makers, and **makers don't wait**.

When they see a problem, they **don't expect someone to fix it**. Instead, they take initiative, and send a pull request to solve it. By creating a platform tailored to these people, we can scale the quality of communication across the entire industry.

Resend exists to **help developers build better products**. We want to provide the modern tools they need to navigate complex use cases.

To inspire others to design beautiful software

The world is full of crappy products.

Products that do not work as expected. Products that are difficult to understand and slow to use. Products that are **simply not good**. We want to change that.

When we say "design beautiful software", we do not mean only building products that are aesthetically pleasing. For us, a software that is **easy to use is beautiful**. A product that is **fast is beautiful**. A product that does what it is meant to do is beautiful.

Resend exists to **design beautiful software that inspires** others. And you can't inspire people by doing an "okay" job. To inspire, you need to do phenomenal work.

