



STORIES from a
PARALLEL
ENTRENEUR
Adam Cheyer



Not the usual path

- In my 40s, with no entrepreneurial experience...
- Helped create 3 startups...
- At about the same time...



- Siri: Conversational Assistant
- New interaction paradigm
- Apple: 100M's of devices



Not the usual path

- In my 40s, with no entrepreneurial experience...
- Helped create 3 startups...
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- World's largest petition platform
- Community of 70M users
- Victories every day



Not the usual path

- In my 40s, with no entrepreneurial experience...
- Helped create 3 startups...
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- Machine learning platform
- Running on 1.5M computers
- Hard problems: finance, health



Tools I Use

- Verbally Stated Goals (VSGs)
- “Do More Than You Think You Can”
- Timing the Future (trends + triggers)
- Do Something Hard
- Visualize It



Verbally Stated Goals (VSGs)

- Life is a book and you're the author
- Take the time to determine your core need(s) at each chapter: desires, frustrations, dreams
- Formulate a mission statement – each word is important...
- Tell everyone you know!
 - Commits you to the goal
 - People help



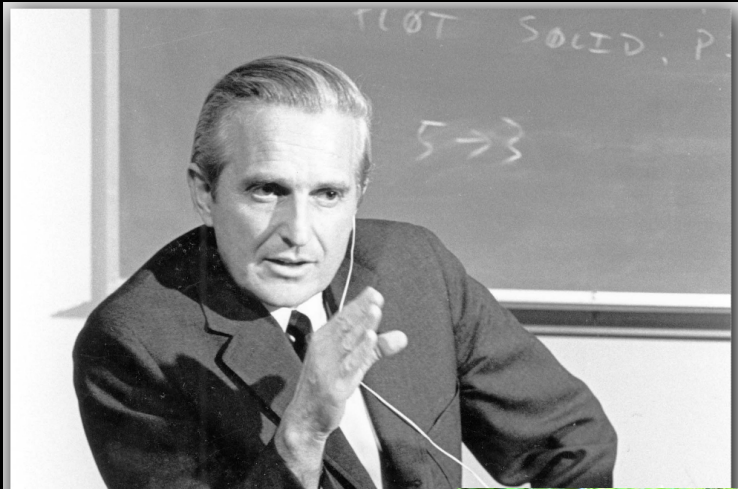
Chapters (VSGs)

- 1980-88: “Graduate!”
- 1988-92: “Foreign Perspective”
- 1992-93: “Learn again (in CA)”
- 1993-1999: “Where can I work for 10 years and not get bored?”

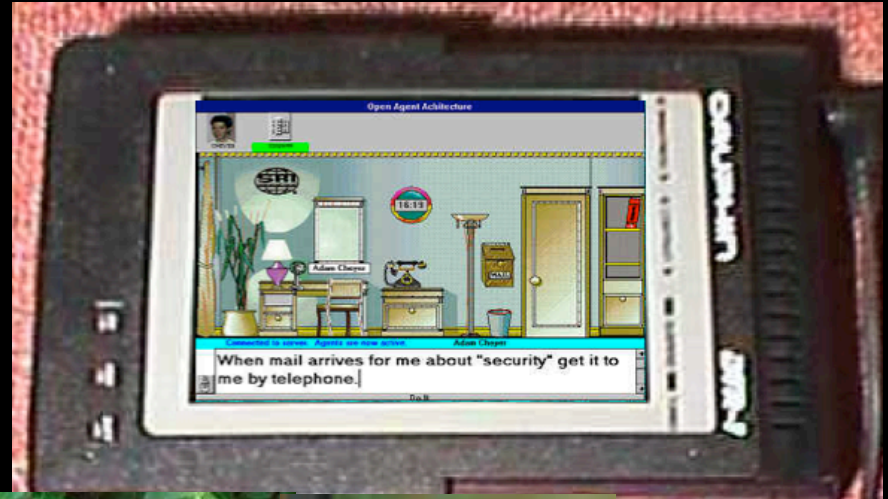


SRI International – Two Themes

Doug Engelbart



Open Agent Architecture

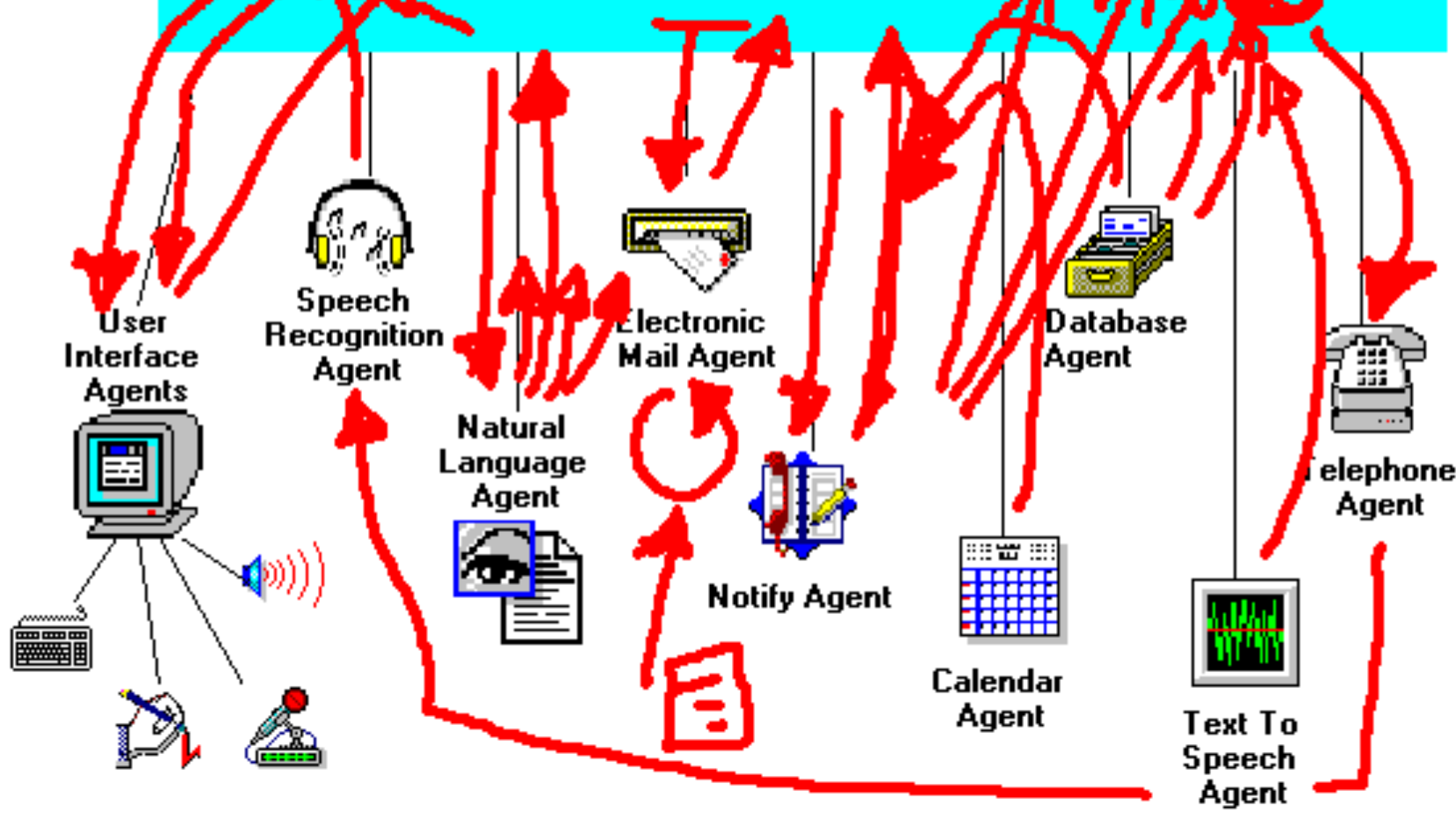


<http://dougengelbart.org>

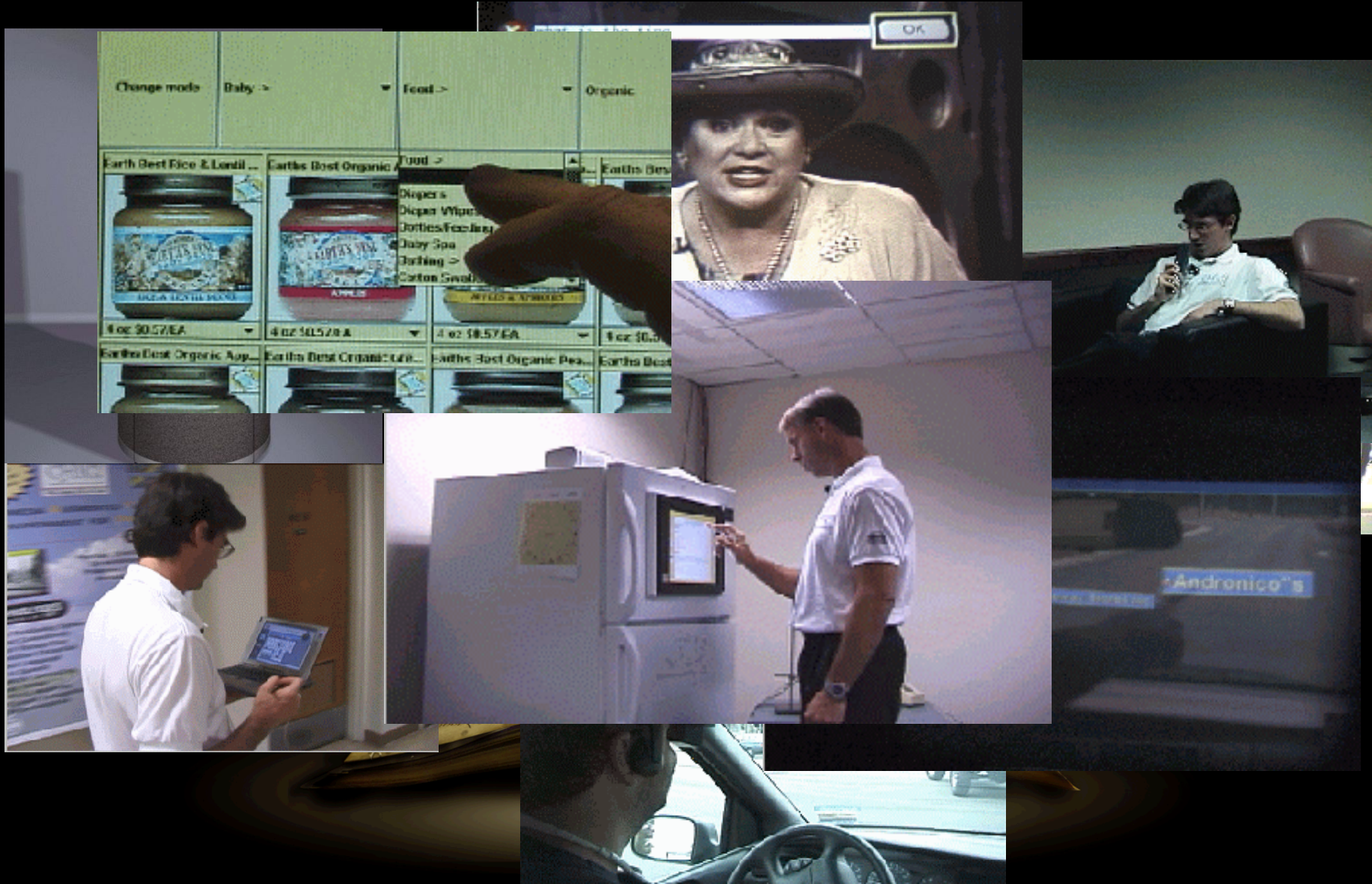
<http://ai.sri.com/~oaa>

When (Cond, Act)

FACILITATOR



50+ Versions of "Siri" ...



Chapters (VSGs)

- 1994-98: “Can I Truly Fall in Love?”
- 1999-2003: “How to earn money for a house and child?”



- 2003-2006: “How do breakthroughs happen?”



CALO: Cognitive Assistant that Learns and Organizes

Army Command Post of the Future

Transitioning to the Military

Navy Composable ForceNet

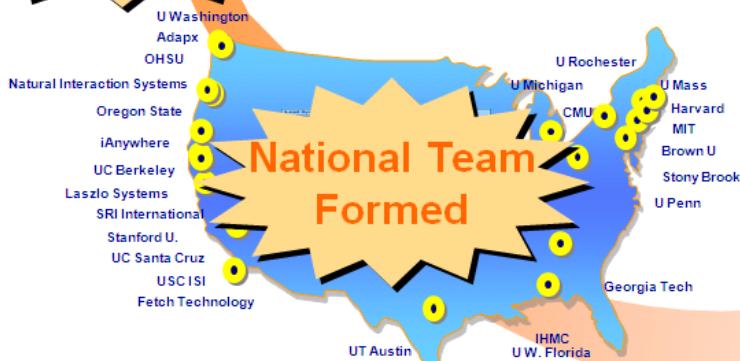
Army Platoon Leader

Air Force ATO Coordination

CALO Express

Need: Dynamic Decision-Making

CALO System Built and Evaluated



Chapters (VSGs)

Do More
than you
Think
You Can

- 2007: “5 Projects that can Impact Users”
- 2008: “One Major, One Minor” (and a minor-minor)



change.org

Portfolio
of
Goals

Choosing Your Idea(s)

- Timing the Future
 - Trends
 - Triggers
- Do Something Hard
- Platform + (App + Business Model)^N



Timing the Future

10 Prediction for the Next 10 Years of the Web

(Nov 2004)

1. All Media Becomes Digital
2. Structured: Disconnected
→ Semantically Organized
3. Unstructured: Editor
→ Collaborative
4. Unstructured & Structured
→ Merge
5. Social Networking Takes Off
6. Personalization becomes Ubiquitous
7. Public & Private Content
→ Merge (in the Cloud)
8. Usable access is Key
9. Applications Are Similarly Transformed
10. Intelligent learning provides new insights



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(Nov 2004)

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Timing the Future

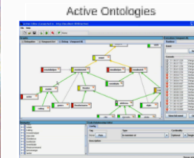
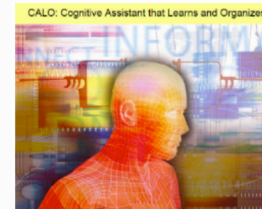
*Look for trends/triggers
to time commercial rollout*



2 yrs



2007



Siri
Summary
Forecast



5 years (research phase)

2.5 years

1993

2000

2010

17 Years from First Prototype to First Commercial Release

Do Something Hard

- 50M+ Users

OR

- \$50M+ Revenue

OR

- Differentiated Technology





Nick D'Alosio, age 15



Age 17, Summly
sold to Yahoo!

Chapters (VSGs)

- 2007: “5 Projects that can Impact Users”
- 2008: “One Major, One Minor” (and a minor-minor)



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Which 2 Didn't You Choose?



CALO SEARCH ASSISTANT

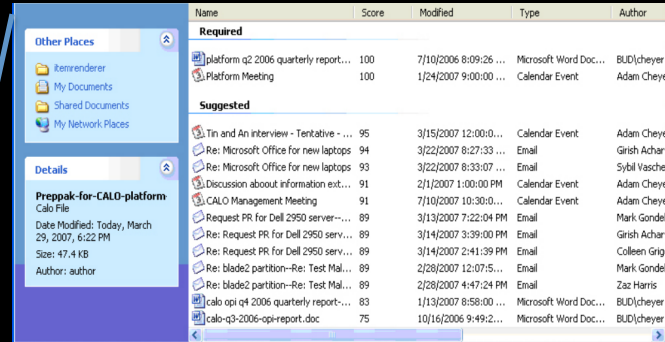
CALO PREP PAK

CALO DOCUMENT ASSISTANT

CALO NEWS ASSISTANT

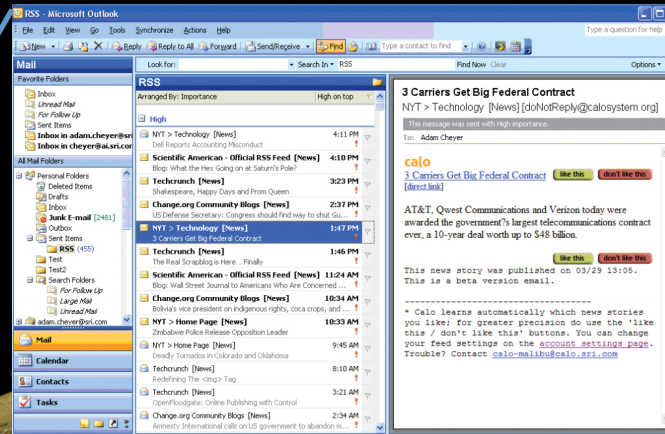
CALO TASK ASSISTANT

CALO MEETING ASSISTANT



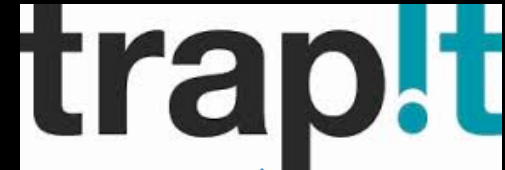
CALO PREP PAK

CALO learns what information you need to prepare for a meeting



CALO NEWS ASSISTANT

Discovers, organizes, and prioritizes your news articles and RSS feeds



Which 2 Didn't You Choose?

WubHub/SourceMix



[About](#) [Help](#) [Contact](#)
[Anonymous](#) [\[login\]](#)

[Source: home](#) [\[edit\]](#)

Welcome to WubHub!

WubHub is a collaborative, programmable Web tool with a simple command line interface. Read more [about WubHub](#) or look at the examples below, to get an idea what you can do with WubHub. Type any of these commands into the command line above (or just click the links):

| | |
|--|--|
| g(lewis carroll) | Google Lewis Carroll |
| gim(cypress tree) | Google Image search for cypress trees |
| azn(tufte) | Search for "tufte" on Amazon |
| distance(oakland ca,los angeles) | Get the distance between two addresses |
| mweb(forgetful) | Look up the word "forgetful" from the Merriam-Webster dictionary |
| acronym(ASAP) | Find definitions for an acronym using AcronymSearch |
| popular | List the most popular commands by WubHub users |
| | |
| ls | List all available commands. |
| create | Create a new WubHub command (must be logged in) |
| view(distance) | View source for an existing command |
| edit(distance) | Edit an existing command (must be logged in) |
| help | Get help |

More information is on the [help](#) page.

NEW! To maximize your efficiency using WubHub, check out these Tips and Tricks: [tips](#).

NEW! Check out the WubHub [blog](#).

Command: home

Generated by WubHub (v. 0.6m)



Change.org

- World's largest petition platform (70M members)
- Victories every day!



Darren Haas



Mark Dimas, CTO



Ben Rattray, CEO

- Some stories:
 - Iterate, iterate: Gvite, Politics, Ideas, Gifting, Petitions
 - Follow the data

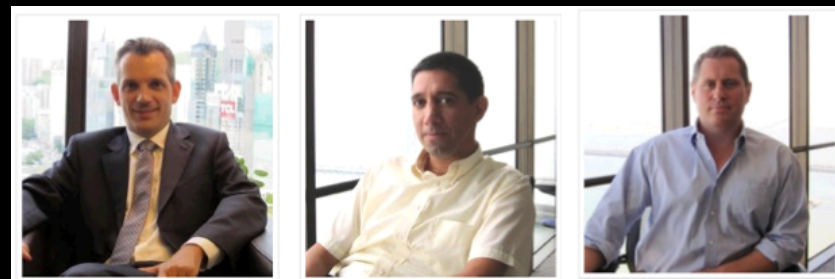




Genetic Finance

Platform +
(Apps +
Business
Model)^N

- Distributed grid computing infrastructure
- EA machine learning
- Apps:
 - Finance
 - Health (blood pressure)
 - Genomics (correlations to disease)



Antoine Blondeau
CEO

Babak Hodjat
Chief Scientist

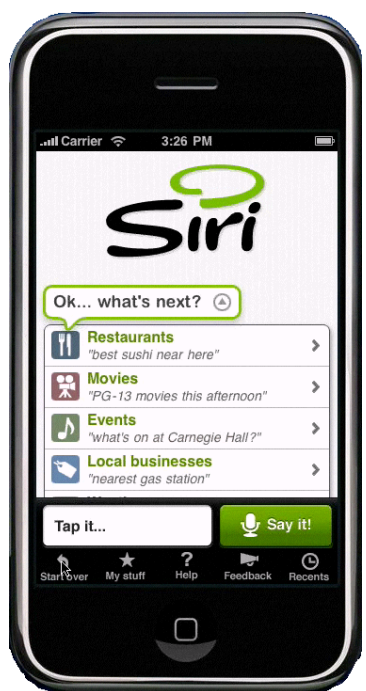
Peter Harrigan
Head of Trading



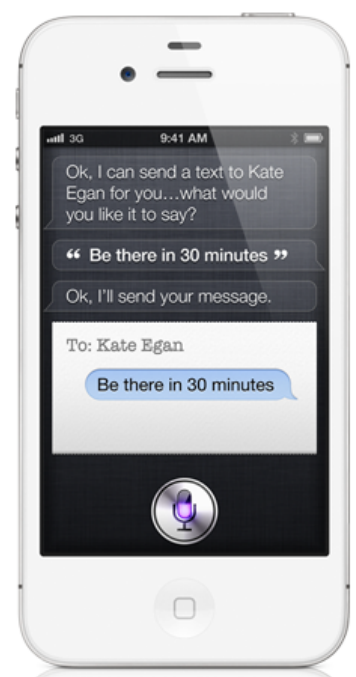


Siri

- Siri, the Startup
 - “Out and about Assistant”
 - “The Do Engine”
- Apple’s Siri
 - “iPhone Assistant”



Adam (VP Eng), Tom Gruber (VP Design), Dag Kittlaus (CEO)



Visualize It



Visualize It



Chapters (VSGs)

- 2008-9: “Commercialize”
- 2010-12: “User Growth”
- 2012-13: “Give Back to Family”
- 2013- : Next?

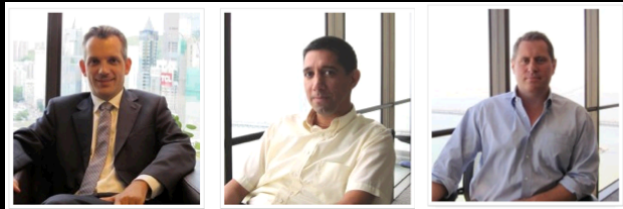


Entrepreneurship Tools + Tips

- Verbally Stated Goals (VSGs)
- “Do More Than You Think You Can”
- Timing the Future (Trends + Triggers)
- Do Something Hard
- Visualize It
- And One More Thing...



It's always about the people...



QUESTIONS?

adam@cheyer.com

