

From
Idea
to
Disruption



Tarjei Vassbotn © 2024

Chief Technical Officer



Founder



Global Head, Developer Relations

Google



Google Assistant



Android



Google Chrome



Google Cloud



YouTube



Google Maps



nest



Chief Product Officer

World's
Smallest
Wireless
Sensor

15 years
Battery Life

Industrial
Quality



Board Member & Angel Investor



From AI Copilots to AI Coworkers

AI-Native Knowledge OS

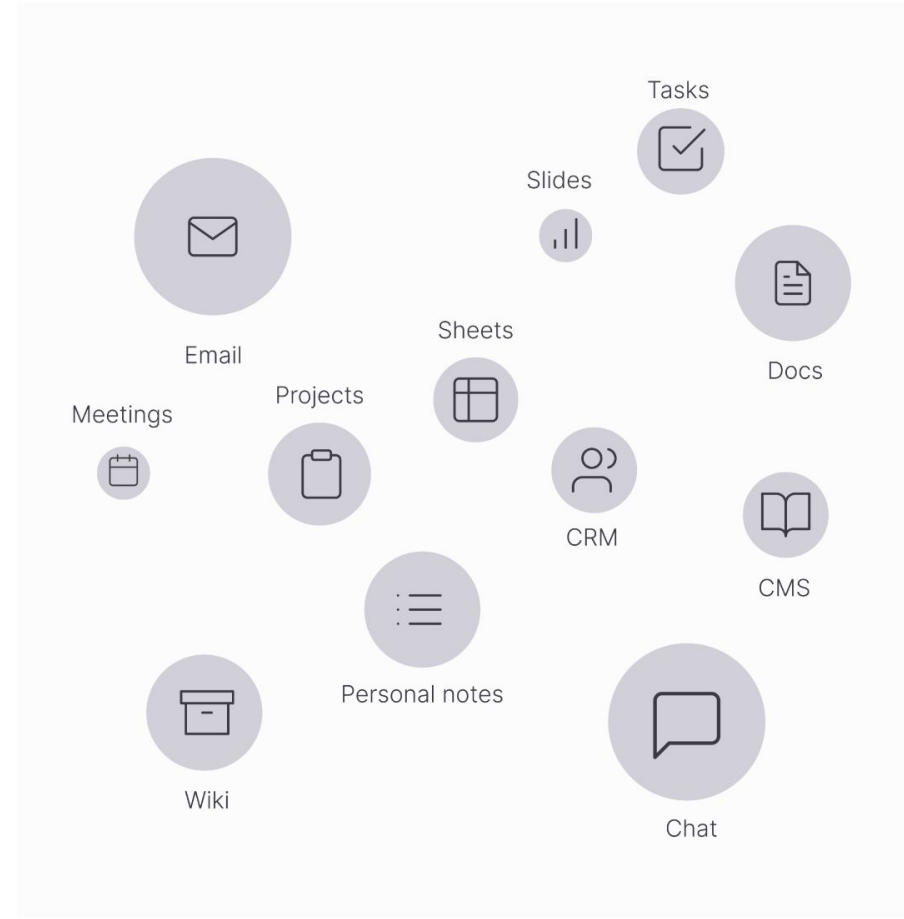


Our knowledge is stuck.
Scattered & siloed, ambiguous,
in different formats, lacking context.

This is an inconvenience for humans.

This is a **showstopper for AI.**

AI output is determined by its input, and constrained to its interface. Currently it's stuck in chat purgatory, with all the world's generic knowledge, but shitty proprietary data.

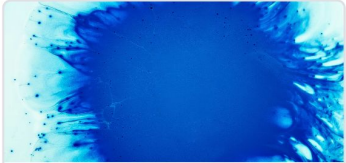


tana


KnowledgeWare™

Instantly add and apply knowledge & agents to your graph


Q University Tech Legal Medical




Stanford Gerontology
Introductory material to the field of Gerontology, universally tagged.
\$299




GDPR Certified Advisor
Certified GDPR advisor to review customer communications,
\$79 / month




Oxford Art History 101
The complete Oxford history of art course, with visuals & a tutor agent.
\$199



Stanford Neural Networks
Cutting edge research on neural networks with accompanying agent...
\$250



EU directives 2024
Complete overview of EU directives for 2024. Live updates made...
\$149 / \$299 with agent



CRISPR
Core knowledge of CRISPR tagged with methods, studies, researchers & biological...
\$199

KnowledgeWare™

Instantly acquire and apply new knowledge

The knowledge graph, with its unifying data layer, object classification and AI Infrastructure, unlock new ways to share and monetize expertise.

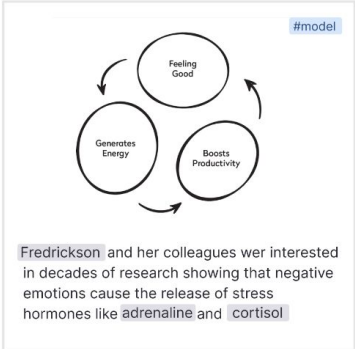
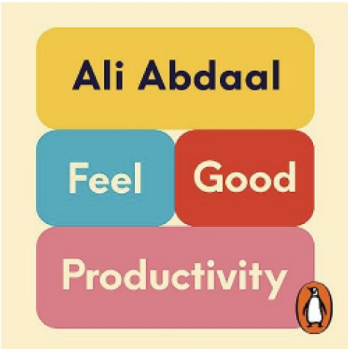
Ali Abdaal

Feel-Good Productivity: How to Do More of What Matters to You

4.6 ★★★★★ 1,335 ratings

AI agent included

The secret to productivity isn't discipline. It's joy.



KnowledgeWare preview

Kindle \$14.99 Available instantly	Audiobook \$13.00
Hardcover \$26.00	Paperback \$21.60
KnowledgeWare \$37.99 AI agent included	

KnowledgeWare price: **\$37.99**
Sold by: Tana Inc

Buy Now

Includes:

- Full transcript of book
- Summaries of book and chapters
- Universal tags added to people, sources, methods, ideas, questions, actions, & quotes.
- An AI agent trained on this material, that can be added to your Day page & Chat.



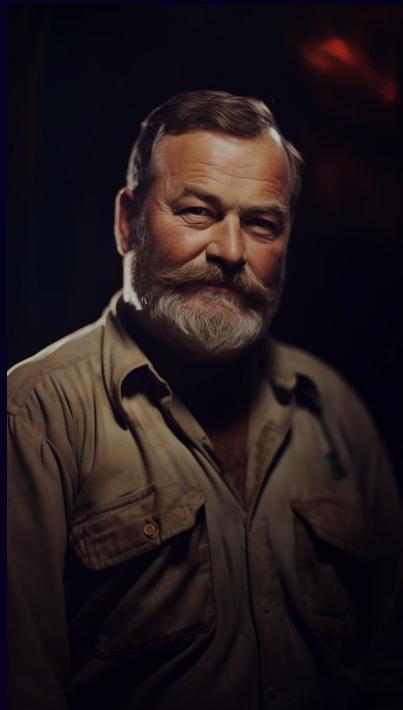
KnowledgeWare™

A new, higher value format for information that makes into instantly transferable & actionable.

Additional revenue stream from cut of transactions/subscriptions.

Like getting your own digital Ali Abdaal

What does **disruption** look like?

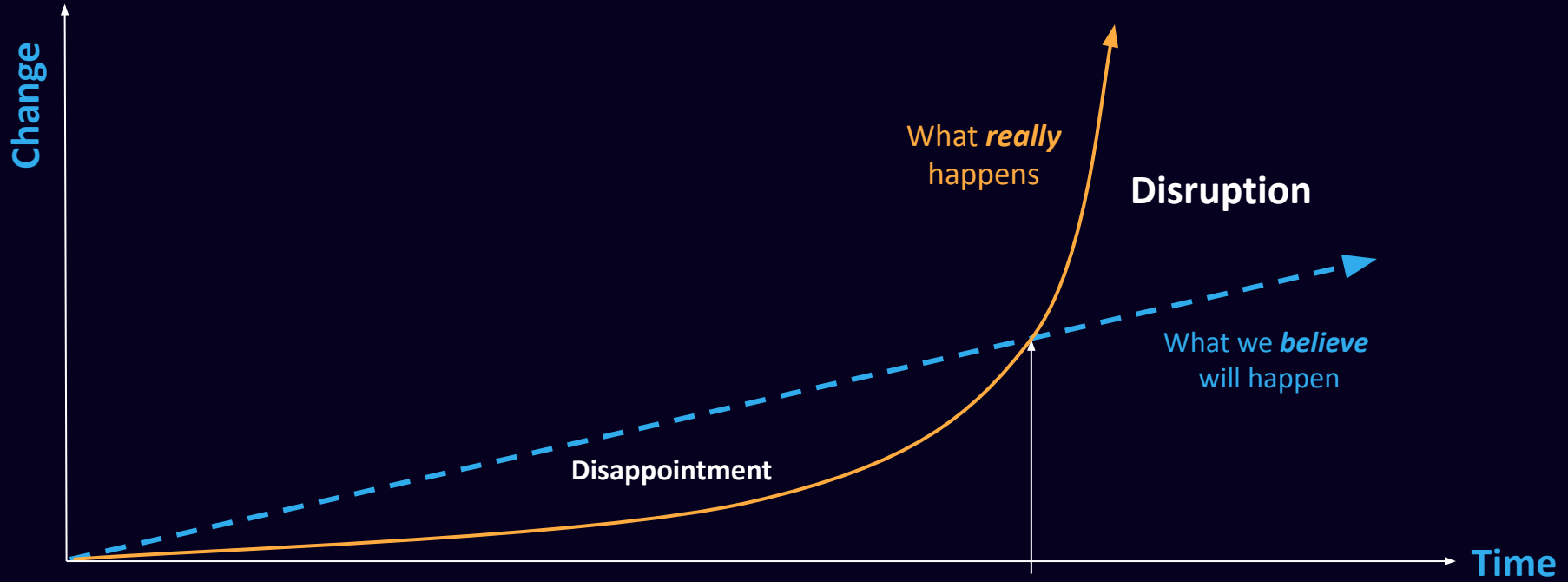


How did you go bankrupt?

“Gradually, then suddenly”

Ernest Hemingway

We terrible at predicting the future



We terrible at predicting the future

*20 years later and all
these things fit in your pocket*



Photo cameras
Video cameras
Radios
Walkmans / MP3 players
eBook Readers
Calculators
Voice Recorders
GPSs
Maps
Flash Lights
Levelers
Scanners
Compasses
Portable Gaming Devices
Barcode Scanners
USB Flashdrives
Landline Phones
Alarm Clocks
Wrist Watches
Timers
Books

Dictionaries
Encyclopedias
Calendars
Notepads
Newspapers
Photo Albums
Contact Lists
Board Games
DVD and VHS players
Land-line Internet
Computers
Laptops
Measuring Tapes
Guitar Tuners
Light Meters
ATM / Debit / Credit Cards
Airline Tickets
Business Cards
Remote Controllers
Car Keys
Paper Money / Coins

STEVEN SPIELBERG PRESENTS

BACK TO THE FUTURE™

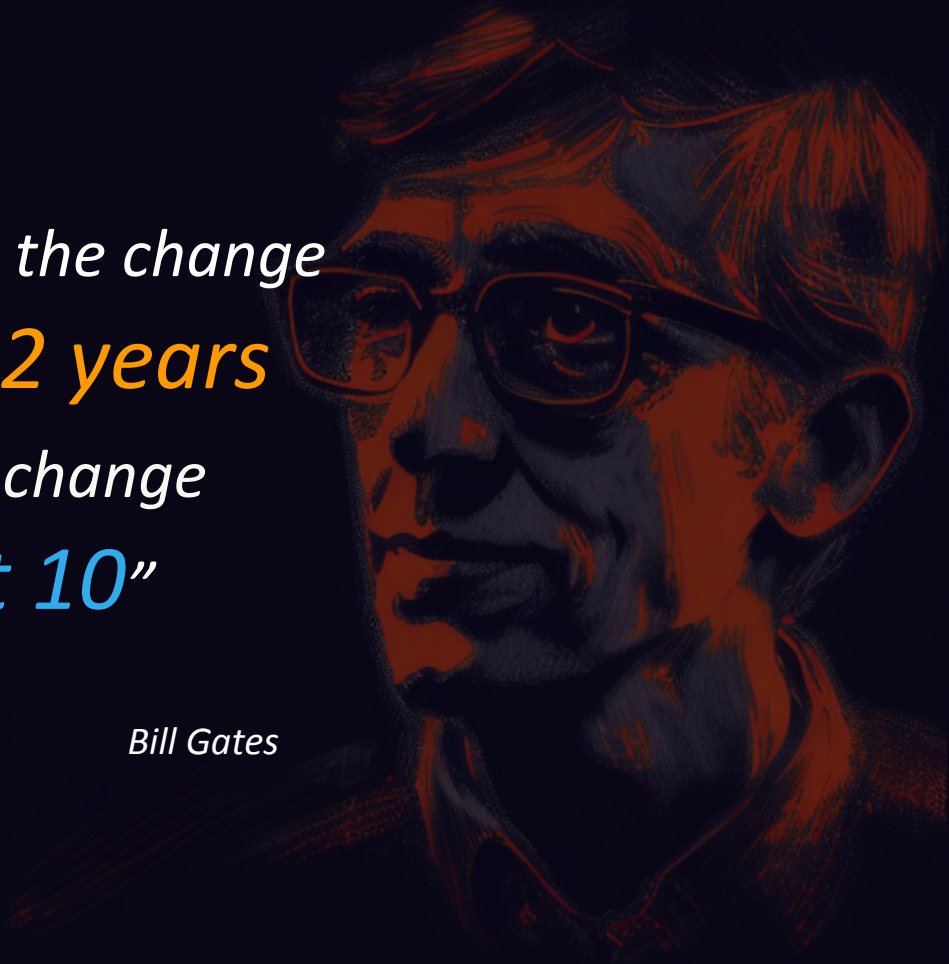
A ROBERT ZEMECKIS FILM





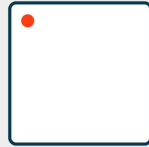
*“We always **overestimate** the change
that will occur in the **next 2 years**
and **underestimate** the change
that will occur in the **next 10**”*

Bill Gates



Ideas are cheap
Execution is everything ?

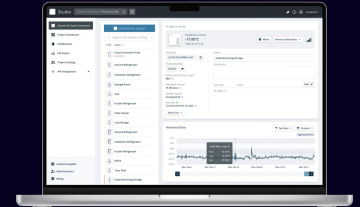
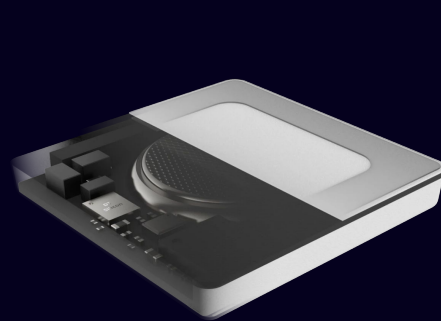
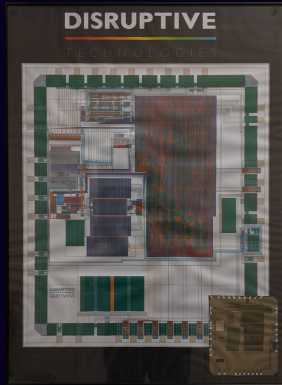
**3 stories about
Ideas & Execution**



DISRUPTIVE
TECHNOLOGIES

Great **Idea** + Great **Execution** = ?

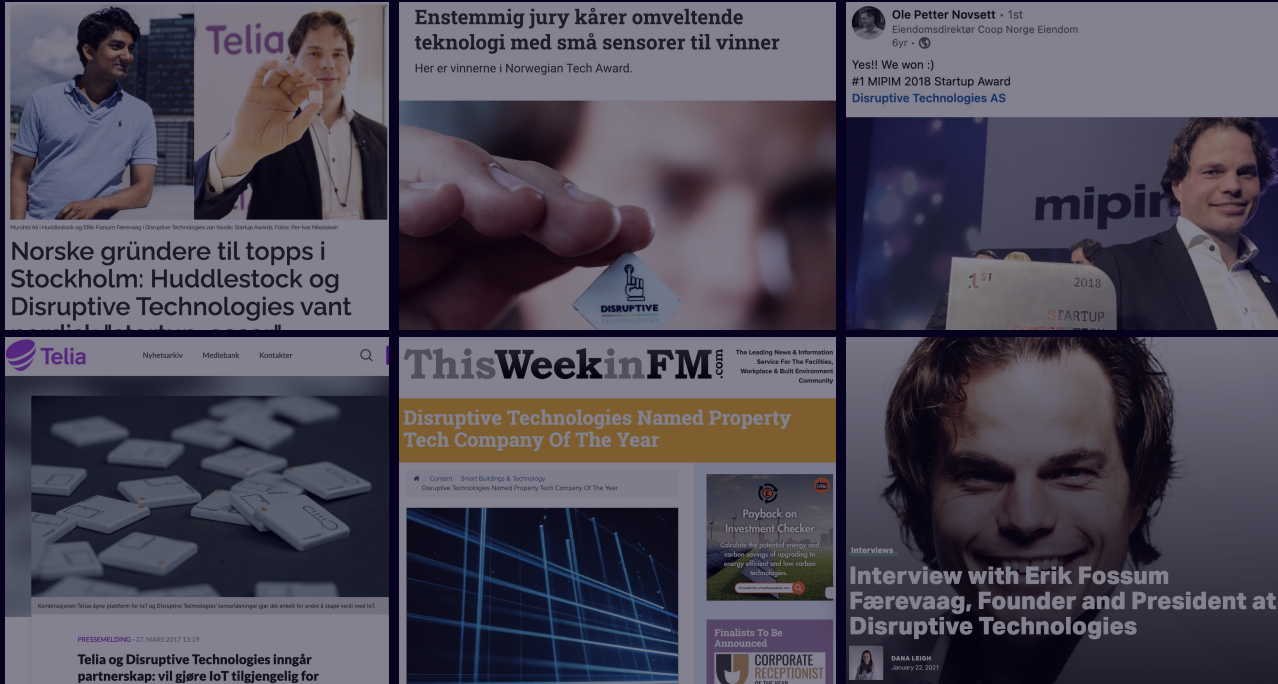
Unbelievable, **robust** technology



Built by the world class **experienced experts**



Huge **press coverage**, lots of awards 5 volume contracts of 300 000 sensors **before launch**



Massive traction, press, awards and investor attention:
Only one challenge: **Scaling**

Everything world class **scalable**:

- Manufacturing
- Logistics
- Support



We thought:

- Amazing product, everyone want to work **with** us
- We should build a **platform**, not a solution to a problem
- It's easier to launch in **Norway**, then **EU** then **US**

2020 Reality check:

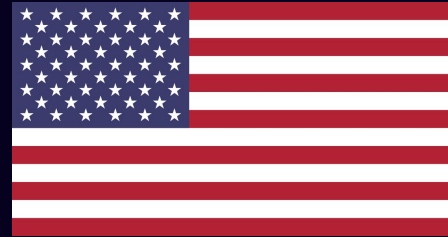
Way lower sales than projected
If a problem is **valuable enough**
it **already** has a solution

DT has **pivoted** to solving *problems*



Steady traction, but not near anticipated velocity

US is the fastest growing market



What if?

What if DT **Launched early**, when the pilot was ready
and we still had lots of cash and positive attention?

What if we *started* by solving
a **valuable problem** for a set of real customers?

What if launching in the **US was first priority?**



Crazy Idea + 'First timers' Execution = ?

A boy with a desire to not have to **mow his lawn**



Started 2011 in Batnfjord, a **small village** in Norway



Shipped a “prototype” to paying customers



Several, expensive recalls



Nofence-sjef Erik Harstad på Oslo-besøk fra Batnfjordsøra på Nordmøre. Foto: Vilde Mebust Erichsen

**Nofence tilbakekalte 2500
halsbånd etter debutsesongen.**

Higher demand from customers than delivery **capacity**

The image displays a grid of social media posts, likely from a Norwegian farm market, illustrating high customer demand. Each post includes a profile picture, a text message, and interaction metrics like likes and comments. The posts are as follows:

- Post 1 (Top Left):** "Ønsker å kjøpe 10-20 klaver. Ta kontakt på tlf [redacted]" (Want to buy 10-20 calves. Contact on phone [redacted]). 1 like, 1 comment.
- Post 2 (Top Middle):** "Ønsker å kjøpe Nofence til 6-8 kuer og 3-5 kalver 🐄" (Want to buy Nofence for 6-8 cows and 3-5 calves). 2 likes.
- Post 3 (Top Right):** "Ønsker å kjøpe mange klaver. Tlf. [redacted]" (Want to buy many calves. Phone [redacted]). 3 likes, 3 comments.
- Post 4 (Middle Left):** "Hei! Ønsker å kjøpe klaver for storfe. Trenger 8 stk." (Hi! Want to buy calves for cattle. Need 8 pieces). 1 like, 10 comments.
- Post 5 (Middle Middle):** "Ønsker å kjøpe eller leige 2-4 klaver for storfe. Snarast mulig" (Want to buy or rent 2-4 calves for cattle. As soon as possible). 1 like, 1 comment.
- Post 6 (Middle Right):** "Ønsker å kjøpe 2 stk. storfeklaver." (Want to buy 2 pieces of cattle calves). 1 comment.
- Post 7 (Bottom Left):** "Vil gjedne kjøpe to klava, Valdres 🤔👍" (I would like to buy two calves, Valdres). 1 like.
- Post 8 (Bottom Right):** "Ønsker å kjøpe 4 c2.1/c2.2 klaver til ku." (Want to buy 4 c2.1/c2.2 calves for a cow). 1 like.

Each post also features a "Write a public comment..." input field at the bottom, along with icons for Like, Comment, and Share.

Goats (and sheep) **not very profitable**



Hard to find investors



7 CEOs in 7 years



New **investors** secured and many rounds of funding



New CEO with HW, SW and Sales background



Joachim Kähler inntar sjefsstolen i Nofence ved årsskiftet. Foto: Magnus Peter Harnes

Han var med på å ta Remarkable fra 35 til 400 ansatte, og ser minst like stort potensial i sitt nye selskap

Joachim Kähler har ridd enhjørningen Remarkable siden selskapet var en ungføle. Nå bytter han beite etter fem år, for å gjøre Nofence minst like fet.

Ever higher demand Scaling to UK & Spain leading the way US very attractive market

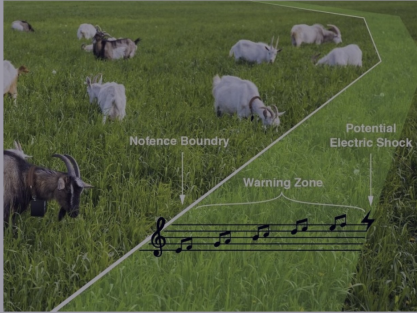
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Achieving net zero with Nofence


Added by Administrator on Apr 2, 2022.
Saved under Livestock
Tags: Nature, livestock, netzero, nofence



'Once the animals are trained, you can pop them out anywhere' - Virtual fence technology could make meat and dairy more sustainable


By Augustus Bambridge-Sutton
23-May-2023 - Last updated on 23-May-2023 at 13:37 GMT

SHARE    



Nofence's virtual fence technology removes the need for physical barriers for cattle. Image source: picturegarden/Getty Images

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RETAIL & HOSPITALITY ECONOMIC OUTLOOK FOOD SAFETY HEALTH & NUTRITION INGREDIENTS MANUFACTURE

An invisible solution to livestock fencing challenges

John Smout reveals how Nofence's virtual fencing technology empowers farmers with GPS collars, improving livestock management, soil health, and animal welfare.



What if?

What if Nofence **waited** until all risks were eliminated?

What if they hired **experienced people** earlier?

What if they didn't start with goats?

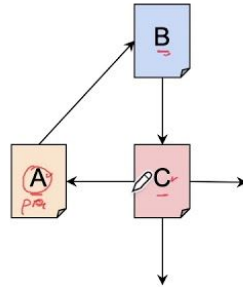
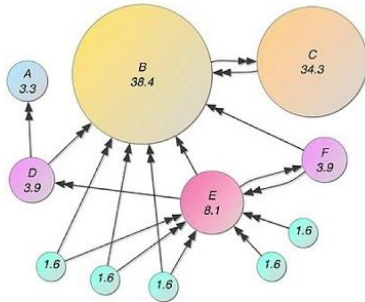


Simple **Idea** + World class **Execution** = ?

Started with a **simple idea** for a library problem

PageRank algorithm (example)

Given the number of web pages $N = 3$, and the damping parameter $d = 0.7$. Calculate the PageRank of the pages A, B, and C. Links between the pages are shown in the graph below.



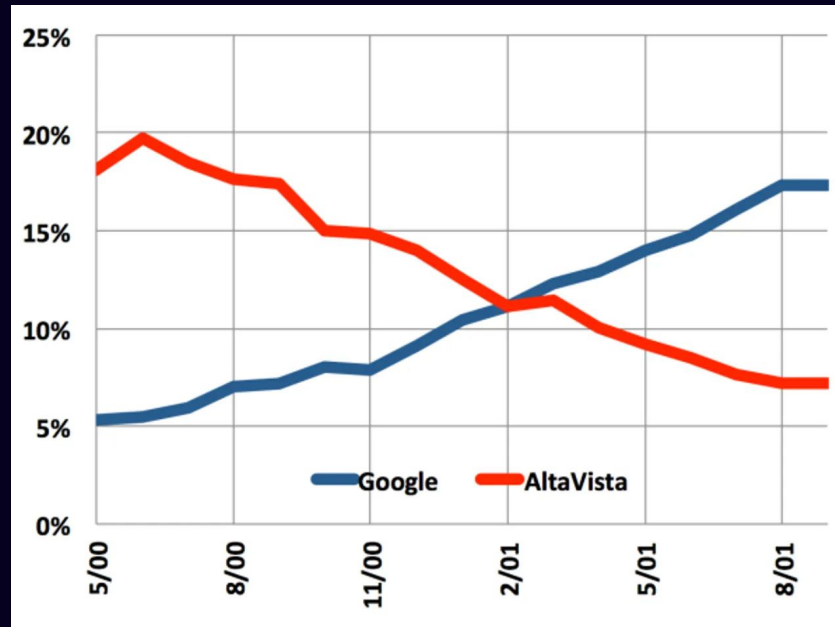
$$PR(p) = \frac{1-d}{N} + d \sum_i \frac{PR(in_i)}{C(in_i)}$$

Handwritten annotations: '0.2' above the fraction, 'A, B, C' above the sum, '3' below the denominator N, and 'i' in a circle below the sum index.

- $PR(p)$ is the PageRank of page p
 - N is the total number of pages in the corpus
 - in_i are the pages that link in to p
 - $C(in_i)$ is the count of the total number of out-links on page in_i
 - d is a damping factor constant
- Handwritten note: 'a page that links to p' with an arrow pointing to the sum term.

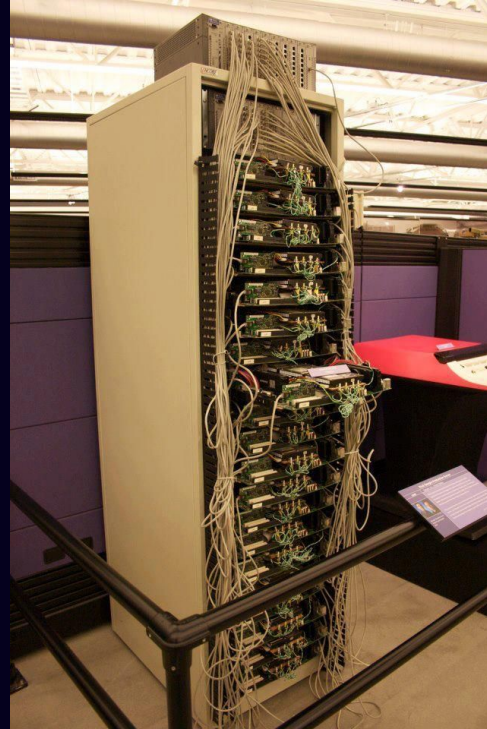
Timing:

Competitors were thinking **linear** (better Yellow Page) or was acquired by computing companies (Alta Vista)



Scrappy attitude to *everything* (literally)

- Hardware
- Management
- Monetization
- Culture (10x)



Had to find a way to monetize

ALTA VISTA
Technology
View Multimedia From Our Vantage Point

AUTOBEST
USA CANADA
Buy and insure new cars & trucks online

*Car Buying & Car Insurance
Pain Relief*

LOW-COST

[Click here for advertising information - reach millions every month!](#)

Search and Display the Results

Search with Digital's Alta Vista [[Advanced Search](#)] [[Add URL](#)]

Contests
Make Me Laugh...

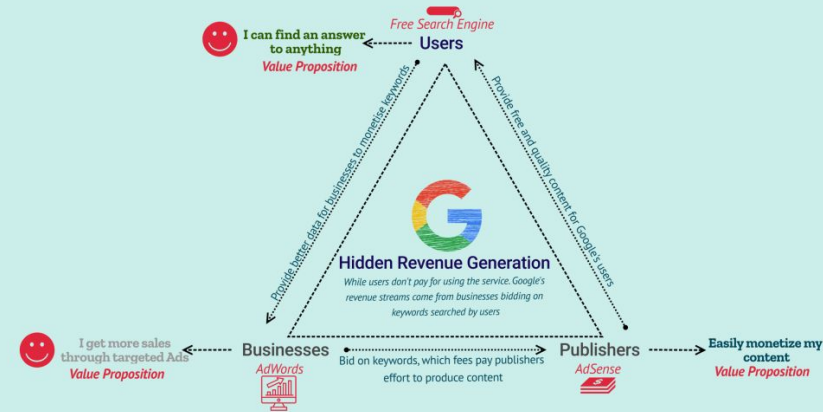
Creative Web
Create a Site...

[Download free demo versions of AltaVista Technology software](#)

Monetization is self serve & performance based

The Google Business Model In A Nutshell

Google is an attention merchant that – in 2023 – generated over \$237.85 billion (over 77% of revenues) from ads (Google Search, YouTube Ads, and Network sites), followed by Google Play, Pixel phones, YouTube Premium (a \$31.5 billion segment), and Google Cloud (\$33 billion).



Became the **leading AI company** in the world



Struggling to **productize** their AI

NEWSLETTERS · EYE ON AI

What Google's 'woke' AI image controversy says about AI—and about Google

BY **JEREMY KAHN**

February 27, 2024 at 7:24 PM GMT+1



Sundar Pichai, the CEO of Alphabet, Google's parent company. Some critics called for his resignation after Google had to disable an image generation feature of Google's Gemini AI following a controversy over the model producing "woke" images.

TOBIAS HASE—PICTURE ALLIANCE VIA GETTY IMAGES

Heads might roll because of the **AI explosion**

FORBES > INNOVATION > ENTERPRISE TECH

Is Google's Reign Over? ChatGPT Emerges As A Serious Competitor

Bernard Marr Contributor 

Since the launch of ChatGPT on Nov. 30, Google's shares have declined **11%** as of Feb. 28 – wiping out around \$140 billion in market value.



0

[Is ChatGPT Actually Hurting Google Search? - AI Business](#)

 aibusiness.com/google/is-chatgpt-actually-hurting-google-search-

What if?

What if the lucky library idea came at a **different time**?

What if Google didn't **oppose** to normal ways of doing things?
What if they **monetized in the normal fashion**?

What if Google doesn't get their **AI act together**?

The moral of these stories?

There is no single **recipe** for success

But I think we can agree on ...

Great Ideas + No Execution = day dreaming

Good Idea + Excellent Execution = High probability of Success

Either way: **Hard work** is required!