AI is my Copilot:
Why the next Salesforce.com will be built with Coaching Networks

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A Bit on Me
Emergence: A Track Record of Identifying Themes that Impact the Future of Work

2004
- Salesforce
  - Horizontal Cloud
  - SuccessFactors
    - Intacct
- Veeva
  - Industry Cloud
- Yammer
  - Enterprise Social > Collaboration
- ServiceMax
  - Deskless Workforce

Today
- Doximity
  - Top Hat
- Box
- Zoom
- Coaching Networks
- Textio
- Guru
People doing routine jobs were a key force behind electing Trump.
QUESTION:

How do we scalably address the massive retraining needs that will be created by AI-driven automation?
ANSWER:

AI-driven Coaching Networks
BONUS:

We believe Coaching Networks will drive the next massive wave of enterprise software.
Today’s Session

What are Coaching Networks?

How Can I Build a Coaching Networks-Based Company?

Why Should I Build a Coaching Networks-based Company?
What are Coaching Networks?

How Can I Build a Coaching Networks-Based Company?

Why Should I Build a Coaching Networks-based Company?
Coaching Networks use machine learning to coach workers on how to do their jobs better, as they do them.

Specifically they:

1. Track how a distributed network of workers perform a specific job
2. Identify which approach works best in which context
3. Recommend a tailored approach \textit{in real-time} to a given worker, then track worker behavior and outcome.
4. Data is then fed back into the network to improve outcomes for the next worker.
Coaching Networks Data Flywheel

Creativity
From the “Brilliant Outlier”

Networks
1000s of Peers

Gathering
Data/IoT Sensors

Comparing
Machine Learning & Algorithms

Coaching
Machine Learning & Guiding UI
Instead of being automated away, humans are put at the center of the Coaching Networks mutation engine.
With Coaching Networks, remote workers can be trained more easily. **Where you work will become less important than how quickly you learn new skills and contribute to the network.**
Coaching Networks will be most useful in high value, human-to-human jobs
Augmented Writing
General Market Media Buyer
Job post for a Marketing role in San Francisco
By Mabel Sabina, Ben Simons, and Termfront Studios

Our agency needs a killer media buyer. Fun, fast paced... blah blah. Look, no kidding here. We tend to work hard and we hope you will too. We're smart and passionate; you will need to be as well. We're rapidly expanding and need an experienced media buyer and a visionary leader. While we're passionate about television, experience in other mediums is a huge plus. You understand when you need to book and when to go the general market route. You know how to manage video assets.

Do you have a great sense of humor? Do you want to work somewhere your unique voice will be heard? Are you driven by the ability to set and exceed ambitious goals? When you see something that's a problem, do you make a change or just complain?

A couple of things that you must do in this role:

- Work with vendors to nurture exciting partnerships for our clients
Contextual Coaching for Customer-Facing Teams
Our site is down!

Sep 22, 2016 02:12 pm  JJ Ferroni <ferroni@getguru.com> via Steve Kamori (change)

Public reply  Internal note  Attach file

Conversations  All 1

Issue vs. Bug
Communicating with a customer while escalating an issue
What are Coaching Networks?

How Can I Build a Coaching Networks-Based Company?

Why Should I Build a Coaching Networks-based Company?
Data Hack Strategies

- **Proprietary**
  - Coaching Networks
  - Data Cooperatives
  - Sensors
  - Workflow First

- **Non-Proprietary**
  - Crowdsourcing
  - Scraping
  - Partnering

**Data Hack Type**
- Hacking Territory
- Compounding Territory

**Aggregation**

**Creation**
Tips to Building Great Coaching Networks

1. Start Narrow
2. It’s the data, stupid
3. Obsess over your UI to drive usage
What are Coaching Networks?

How Can I Build a Coaching Networks-Based Company?

Why Should I Build a Coaching Networks-based Company?
Where will you focus to build a Coaching Network?
Appendix
Next Era of Software
Forms out. Coaching in.

1.0  
Horizontal Cloud

2.0  
Industry Cloud

3.0  
Coaching Networks
First Wave Harvested Us, Set Stage for Coaching Networks

Core ad model NOT in your best interest.

New model ALIGNS with the user to increase effectiveness. Employer pays for increased value.
Coaching Networks Gains Momentum

1. Forbes
   How To Cut Through The AI Nonsense And Find The Gold

2. Recode
   AI can take over our mundane tasks. Here’s how human workers can learn new, more stimulating skills.

3. Diginomica
   5 digital enterprise trends in the future of coaching networks (2/2)
   By Phil Wainewright  February 22, 2018
   Frictionless enterprise, digital collaboration, conversational/headless, APIs, AI – 5 digital enterprise trends converge in the future of coaching networks.

4. VCJ
   Emergence’s Jason Green on artificial intelligence and Coaching Networks
   January 24, 2018 By Mark Basset
   Emergence Capital late last year unveiled a major new investment theme it dubbed “Coaching Networks” and which it believes will fundamentally change software investing. Given the firm’s recent record, it is worth paying attention. In much the way that software-as-a-service and...
From Harvest to Help
Post-Ad Model: Software pay-for-value meets Consumer network-effects

Business Models
Advertising

Software > SaaS

Forms
Web Forms
Web Clicks
Social Network Behaviors

Predictive Workflows
Location Monitoring
Video Scanning

Coaching Networks

Examples
Enterprise: Textio, Chorus, Guru
Consumer: FitBit, Strava

User Engagement

Today
Sourcing Strategy: Chase the Data

How does a startup build a proprietary data set?

Aggregation

- Scraping Publicly Available Data Sets
  - CoreLogic
  - Textio (at the beginning)

- Getting Orgs To Give Proprietary Data In Exchange for Service/Fee
  - Branch Metrics
  - OneSignal
  - SafeGraph
  - Textio

- Enhancing Data via Joins
  - SafeGraph

- Creating New Data via Trainers and/or workflow
  - X.ai
  - Guru

Creation

- Creating New Data via Customer Behavior Network
  - Textio
  - Chorus
  - Siri/Alexa
  - FB
  - Google

Focus vs breadth
Coaching Networks will Bring us the Next Salesforce.com

Massive addressable market size: Applicable in almost every work context

Focused on high value: Most valuable in the high value tasks which are unlikely to be automated

Grow the Pie: Unlike automation-focused software, not a race to zero

Significant Moat: Networks create formidable barrier to entry
Path to Defensible, Scalable Proprietary Data

1. Aggregating not to sell data but to sell insights from it
   1. Scraping like Textio
   2. Going straight to end users to understand how they use a product (Chris Keene’s idea)
2. Co-opted a cause (diversity) to get data given to her
3. Got users together
4. Collected user insights across companies
These jobs aren’t going to China or Mexico; They’re being automated away, increasingly by AI