COLUMN/ A new social network to make us all smarter.
Lack of experiments
Social networks have all functioned similarly.

Lack of diversity
Male 22-year olds in hoodies have designed all the networks.

Lack of incentives
Attention is the only incentive.

Read our literature review on the externalities, positive and negative, of existing social networks.
Social networks quickly become more powerful than nation states, so they should be governed like nation states.

We are convening a Constitutional Convention to form a Federal / State model.
In the information age, good information is harder than ever to get. Goal: make users smarter and produce high quality information. Be the social network for the productive: we don’t aim to take up people’s lives where they are doing important things, but everyone has surprisingly large amounts of fractured time (e.g., waiting for the subway) that they can use more productively.

Subscription-only and invite-only with fellowships

No need for ad revenue; high-price means high-value; elite but accessible — fellowships mean half the people don’t pay (e.g., Harvard at scale). Heads of COLUMN choose their own subscription prices.

Track positive and negative social impacts

Have robust governance structure to maximize positive impact.

Goal: make users smarter and produce high quality information

In the information age, good information is harder than ever to get.

Use in fractured time

Be the social network for the productive: we don’t aim to take up people’s lives where they are doing important things, but everyone has surprisingly large amounts of fractured time (e.g., waiting for the subway) that they can use more productively.
A federal model enables state experiments

“Heads of COLUMNS” create private States (labs of democracy) with their own Shibboleth, rules, and incentive structures.

Anyone invited to a private COLUMN can also post in the public “Federal” area.
Anatomy of a COLUMN

// SHIBBOLETH
A point of the community; a reason to come together.

// HEAD(S) OF COLUMN
A public intellectual or organization that has an existing community to launch into.

// STATE-LEVEL CHOICES
Configures the core COLUMN product to fit the needs of their State.

// INVITATION MODEL
Controls invite model and fellowships.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT
Expand Milken’s membership and enables online discussion for members between events.

Milken’s members “run one-third of the world economy” and through an exclusive invitation model their COLUMN facilitates connection and conversation with the other two-thirds.

The Numbers

**Founding Movement**
By sending an email to their 4,000 members, 25% subscribe for $100 a month.

**Viral Adoption**
Their subscribers each invite between 0 and 7 subscribers (chosen randomly from a Monte Carlo simulation) for 6 invite cycles, with 7% annual churn.

**The Business**
Raises $1.3B in ARR for Milken.

Raises $823M in ARR for COLUMN.
Support and Encourage Deep Tech Entrepreneurs

DCVC, Lux, and Social Impact Capital's COLUMN brings together experienced deep tech entrepreneurs and anyone who wants to become a deep tech entrepreneur to share learnings and relevant news.

The Numbers

Founding Movement
By sending an email to their networks totaling 10,000 entrepreneurs, 10% subscribe for $10 a month.

Viral Adoption
Their subscribers each invite between 0 and 4 subscribers (chosen randomly from a Monte Carlo simulation) for 4 invite cycles, with 7% annual churn.

The Business
Raises $800k in ARR for DCVC, Lux, and SIC, divided by invite acceptance branch; all donated to basic science research.

 Raises $600k in ARR for COLUMN.

EXAMPLE OF A POTENTIAL STATE EXPERIMENT
Federal government creates the structure

**FEDERAL POWERS**
- Governs Federal (public) space
- Information Economy (points system)
- Developing apps
- Tracking metrics
- Governance model (quarterly meetings of boards)
- Provide Head of COLUMN training and support
- Selecting “Heads of COLUMN”
- Privacy and security

**STATE POWERS**
- Shibboleth: a point to each state
- Invitation Model
- Fellowships
- Subscription price
- Post responses
- Post attachment types
- Apps available
- Look & feel from options

**CONCURRENT POWERS**
- “Buy in or kick off” when out of points
- Product roadmap

COLUMN/ THE PRODUCT
How we make **money**

/  **Taxation**
We take a percentage of the subscription revenue from each COLUMN.
  / Launch Partners get 60% of ARR
  / Year One Partners get 50% of ARR
  / Year Two and Beyond get 40% of ARR

/  **Infrastructure**
We are paid 2x cost for building apps, and can take a variable percentage of revenue from the app.

/  **Index**
We keep a Federal Index of the weblinks for search purposes.

/  **Economy**
Our points economy can be expanded like a frequent flyer program, which are often worth more than the airlines themselves.
Types of Columns

### Founding Columns
500 equity holders that are public intellectuals and have each written a $100k check and have helped us create the settings and test the system.

### Group Columns
Groups like Milken, TED, Santa Fe Institute, alumni groups.

### Subject Columns
Subject matter experts that we pay $10,000 to found Columns, for example, Heston Blumenthal on Cooking, or Scott Aaronson on Quantum Information Theory.

### Luminary Columns
People we pay $50,000 to start a Column, luminaries such as Nobel Prize winners.

### Brand Columns
Select companies pay us between $1,000 and $500,000 (depending on whether it’s a startup or a multinational corporation) to found their own Columns.
Back when it was widely recognized that the powerful blog Gawker had significant negative effects on society and everyone thought no one could do anything about it, Dr D’Souza did – as a hobby while building the world’s first impact investing pension fund, which he grew to a A$52 Billion in AUM and sold last year.

About Aron

Founder and Managing Director of financial infrastructure company Sargon: a A$52 billion AUM, 50% EBITDA margin, 200 Employees, 9 offices across AU, NZ & HK.

Subject of Conspiracy by best-selling author Ryan Holiday, which is currently being made into a major motion picture.

Led Peter Thiel’s litigation against Gawker Media involving the wrestler Hulk Hogan, resulting the largest invasion of privacy judgement in history.
Jake Lodwick

Founder of Vimeo and coded the entire product himself /

Recognized as the inventor of the “Like Button,”
which Vimeo was the first to use /

Develops apps with Kanye West and played music
on two of his songs on his last album /

Co-founder of College Humor (sold to IAC when Jake was 23) where
they launched an early version of Facebook in 2002 (two years prior
to Facebook) and Jake has wanted to conquer social networks since then.
Founder and Managing Partner of Social Impact Capital, a top decile impact investing firm that incubated COLUMN. / 

Worked at Omidyar Network in the frontier technology investing group. / 

Jason Pontin, WIRED columnist, said this about Sarah: “[Her] superpower is plunging obsessively into the data on the most difficult social impact problems and coming up with novel and creative ways to solve them using the medium of markets and venture-backable, billion-dollar companies.”
Founding Columns

Committed
Peter Thiel
Rob Hayes

In Discussions
Marc Benioff
Stephen Wolfram

Meeting Scheduled
Niall Ferguson

Have Intro
Leo DiCaprio
Arianna Huffington
Mike Ovitz
Kanye West
Nicolas Berggruen
Laurene Jobs
Chance the Rapper

Ray Dalio
Mike Bloomberg
James Murdoch
Elon Musk
Naval Ravikant
Stephen Fry
Nassim Taleb
Mike Anders
Joe Tsai
Tim Ferris
Ann Coulter
Ryan Holiday
Balaji Srinivasan
George Church
Nathan Myrvold
William Gibson
Larry Gagosian
Charles Meyers
Brian Koppleman
Jamie Dimon

Ken Fulk

Lauren Santo Domingo
Stewart Brand
Andrew Ng
David Simon
Jeremy Clarkson

Michael Dell
Bill Gates
John Arnold
Obama
Jeffrey Deitch
Sam Esmail
Aaron Sorkin
DVF
Neal Stephenson
Jeff Bezos
Ronan Farrow
Steve Wozniack
Matt Levine
Malcom Gladwell
Barry Diller
Condoleezza Rice
David Rubenstein

COLUMN / PARTIAL LIST OF FOUNDING COLUMNS WE’RE ASKING & STATUS
Founding *Launch Partners*

**COMMITTED**
- Social Impact Capital (impact VC)
- Chief of Staff Association (industry association)

**IN DISCUSSIONS**
- Quintessentially (travel tips)
- Milken Institute (important ideas)
- Soros Open Society (creating Open Society)
- Village Global (their network)
- Schmidt Futures
- Goodnation

**MEETING SCHEDULED**
- The Portal (intelligent dialogue)

**HAVE INTRO**
- MIT Technology Review
- UN Foundation
- MIT Solve
- NABE
- WEF/Davos
- Obama Foundation

- NationSwell
- Santa Fe Institute
- TED
- Modernist Cuisine & Heston Blumenthal
- Oxford Alumni
- Google AI
- Andreessen Horowitz
- Nexus
- SoHo House
- Real Vision
- The Whitney
- Council on Foreign Relations
- Stanford Alumni
- Bloomberg NEF
- Bloomberg (dedicated to breaking news)
- 192 Books (reading clubs)
- Harvard Alumni
- MIT Alumni
- Renaissance Weekend
- Violet Grey

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**COLUMN**

PARTIAL LIST OF GROUP COLUMNS WE’RE ASKING & STATUS
COLUMN /

Product Mockups
Public “Federal” area with list dropdown

Lists can be personally curated and be private or shared, but most are system-generated by the algorithms of the Federal. They help to slice and dice the masses of information on the system in interesting ways.

PERSONALLY CURATED & PRIVATE OR SHARED

SYSTEM CURATED BY PROFESSION OR INDUSTRY

SYSTEM CURATED BY GROUP ASSOCIATION

SYSTEM CURATED BY TOPIC

SYSTEM CURATED BY CONTENT TYPE OR TAG
Switch between “Public” and “Private” areas

In the public or federal area, any subscriber can see the posts of any other subscriber they follow. In the private area, you can only see the posts of groups you have been invited to.
Group drop-down “Private” areas

In the private area, you can see posts from all the groups that you belong to or go into individual groups.
Go into a group from the “Private” home

From the private home screen, you can access all the groups that you belong to: most people will belong to multiple groups.
Writing a “Post”

You can post content, choose content types, and add tags.
“Truth” button

The “Truth button” is an example of one of our custom response buttons; as opposed to a “Like” it allows users to make a simple statement about whether the statement is true or untrue.

Each Head of COLUMN chooses their own response buttons for their individual COLUMN, but the truth button is one of the response buttons in the Federal column.
Case Studies

Use our calculator at https://calc.columnhq.com to estimate your ARR using your own numbers.
Rap Battle *showcases* the best emerging young lyricists.

Lin Manuel Miranda’s community is for young talented lyricists and rappers to write snippets of lyrics, and he sponsored the “Rap Battle App” engaging the community to vote on Rap Battles between emerging and already-famous artists. The community aims to become the primary discovery grounds for minority talent in the arts and has generated $50M a year for scholarship programs.

The Numbers

**Founding Movement**
By sending a single Tweet to his 3M followers, 4% subscribe for $10 a month.

**Viral Adoption**
Each subscriber invites between 0–3 others (randomly chosen via a Monte Carlo simulation) for 3 invite cycles, with 7% churn.

**The Business**
Raises $50M in ARR Lin Manuel Miranda, which he uses to fund scholarships for talented minorities in the arts.

Raises $33M in ARR for COLUMN.
Violet Grey’s community is women sharing makeup tips, products, and tutorials.

Violet Grey’s community is much larger and more active than they are able to monetize only by commerce, so COLUMN helps them monetize through subscription while also causing them to sell more products.

The Numbers

**Founding Movement**
By posting on Instagram and sending an email to their 400,000 followers, 4% subscribe for $5 a month.

**Viral Adoption**
Their subscribers each invite between 0 and 10 subscribers (chosen randomly from a Monte Carlo simulation) for 3 invite cycles, with 7% annual churn.

**The Business**
Raises $1.6B in ARR for Violet Grey.
Raises $1.3B in ARR for COLUMN.
Enables speaking truth to power by connecting marginalized communities to those in power.

Marc Benioff uses his large network of the most powerful people in the world to subsidize fellowships for the most articulate people in marginalized communities to interact together. They explore solutions and make the details of their lives known to people in the position to fix the problem.

The Numbers

**Founding Movement**
With one Tweet to his 1M followers, Marc gets 2% to subscribe at $50 a month.

**Viral Adoption**
Each subscriber invites between 0 and 3 new members (chosen randomly by a Monte Carlo simulation) for 6 invite cycles with 7% annual churn.

**The Business**
Raises $146M in ARR for Marc, who uses half to fund 80,000 annual fellowships to his channel and donates $100M annually to the homeless of SF.

Raises $97M in ARR for COLUMN.
Connecting Oxford’s powerful global alumni to fund the university’s 21st century mission.

Oxford’s endowment is miniscule compared to the Ivy League. They need a solid source of recurring revenue to support their mission in a post-Brexit Britain. Alumni also want a platform to coordinate and build alliances.

The Numbers

**Founding Movement**
By sending an email to their 300,000 members, 4% subscribe for $25 a month

**Viral Adoption**
Subscribers each invite between 1 and 5 (chosen randomly from a Monte Carlo simulation) of their best friends at Oxford for 5 generations, with 7% annual churn.

**The Business**
Raises $545M for Oxford, increasing their annual operating budget by 25% (annual budget is £2.2B.)

Raises $363M for COLUMN.
Highlights *emerging artists* and gets new collectors *buying art.*

Jeffrey Deitch’s Column features social media content of various gallerists and curators doing studio visits into the studios of emerging artists and discovering new artists.

The Numbers

**Founding Movement**
By sending an email to his network of 500 curators, gallerists, and art collectors, 25% subscribe for $100 a month

**Viral Adoption**
Their subscribers each invite between 0–3 subscribers (chosen randomly from a Monte Carlo simulation) for 10 generations, with 7% annual churn.

**The Business**
Raises $7M in ARR for Jeffrey Deitch. Raises $4.6M in ARR for COLUMN.
The Chiefs of Staffs Association connects the world’s Chief of Staffs to learn from each other.

The Chief of Staff Association (COSA) invites all current, former, and prospective Chiefs of Staff, who meet to understand how to excel at the profession and share tips on how to become more effective Chiefs of Staff and to enlarge their network by meeting other Chiefs of Staff.

The Numbers

**Founding Movement**
By sending an email to their network of 4,000 Chiefs of Staff, 20% subscribe for $20 a month.

**Viral Adoption**
Subscribers each invite between 0–5 subscribers (chosen randomly by a Monte Carlo simulation) for 5 generations, with 10% churn.

**The Business**
Raises $10.8M in ARR for the COSA.
Raises $7.2M in ARR for COLUMN.

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/ SHIBBOLETH

CONFIRMED LAUNCH PARTNER

COLUMN

EXAMPLE OF A POTENTIAL STATE EXPERIMENT
Schmidt Futures enables unprecedented collaboration among the world’s philanthropists and science funders.

Schmidt Futures uses COLUMN as a location for philanthropists to share news and information on a day-to-day basis which enables them to stay in closer touch and collaborate more effectively with everyone in their network.

The Numbers

**Founding Movement**
By sending an email to Eric Schmidt’s large personal network, 30% of 1,000 philanthropists subscribe for $100 a month.

**Viral Adoption**
Each subscriber invites between 1-5 others (randomly selected from a Monte Carlo simulation) others for 5 invite cycles, with 7% churn.

**The Business**
Raises $55M in ARR for which they use half of to give fellowships to all Entrepreneurs in Residence and the other half to fund more Schmidt Futures programs.

 Raises $37M in ARR for COLUMN.
Enables **cross-disciplinary collaboration** between scientists while keeping science philanthropists engaged.

Many science philanthropists enjoy science and want to keep up on the day to day chatter between scientists; Santa Fe Institute’s COLUMN enables this, and funds fellowships for scientists of different disciplines, while proving an operating budget for the institute that doubles its budget.

**The Numbers**

**Founding Movement**
By sending an email to their network of 1,000 scientists and science philanthropists 10% subscribe for $50 a month.

**Viral Adoption**
Subscribers each invite between 1–5 more subscribers (chosen randomly by a Monte Carlo simulation) for 5 invite cycles, with 7% churn.

**The Business**
Raises $10M in ARR for the Santa Fe Institute, doubling their annual operating budget of $10M.

Raises $6.6M for COLUMN.
Moda Operandi connects the most fashionable women in the world.

Moda Operandi has been able to monetize their passionate users who share photos of their #modaoutfits and street style around the world and has become the primary place for women to share images of fashion and beauty.

The Numbers

**Founding Movement**
By sending an email to Lauren Santo Domingo’s large personal network and the Moda Operandi mailing list, 5% of 300,000 subscribe for $100 a month.

**Viral Adoption**
Each subscriber invites between 1-5 others (randomly chosen from a Monte Carlo simulation) for 5 invite cycles, with 7% churn.

**The Business**
Raises $338M in ARR for Moda Operandi.

Raises $225M in ARR for COLUMN.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT
TED enables their community to stay in contact between events and expand the TED community.

TED built an app for this, but as a stand-alone app, it wasn’t used daily. By moving to COLUMN, TED is able to offer a year-round value-add to its attendees, grow its community, and raising $60 million a year for its Audacious Project.

The Numbers

**Founding Movement**
By sending an email to their network of 20,000 4% subscribe for $100 a month.

**Viral Adoption**
Subscribers each invite between 0–5 other subscribers (chosen randomly through a Monte Carlo simulation) for 5 invite cycles, with 7% churn.

**The Business**
Raises $66M in ARR for TED, which is used to give fellowships to TED speakers and to fund the Audacious Project.

Raises $44M in ARR for COLUMN.

SHIBBOLETH

EXAMPLE OF A POTENTIAL STATE EXPERIMENT
Journalists can access expert, diverse sources more easily & quickly on timely issues.

Mike Bloomberg allows all the journalists in his organization to expense a COLUMN subscription, and uses this to subsidize fellowships for smart experts that discuss breaking news. This allows his organization much better access to a diversity of sources willing to go on the record quickly with breaking quotes.

The Numbers

**Founding Movement**
By sending an email to the 20,000 Bloomberg employees and 300,000 Bloomberg subscribers, 3% subscribe for $100 a month.

**Viral Adoption**
Each subscriber invites between 1-5 others (chosen randomly by a Monte Carlo simulation) for 3 invite cycles, with 7% churn.

**The Business**
Raises $215M in ARR for Bloomberg, where half is used to fund fellowships and half is used to create another revenue stream for Bloomberg.

 Raises $143M in ARR for COLUMN.
Real Vision creates a community for its viewers while creating a significant income stream.

Real Vision creates high-quality financial content on the Internet, and by better monetizing its viewership through COLUMN, it can add $6M to its annual profits.

The Numbers

**Founding Movement**
By sending an email to their network of 100,000 viewers, 4% subscribe for $25 a month.

**Viral Adoption**
Subscribers each invite between 0-2 subscribers (chosen by a random Monte Carlo simulator) for 3 invite cycles, with 7% churn.

**The Business**
Raises $6.7M in ARR for Real Vision.

Raises $4.4M in ARR for COLUMN.
Enables Peter Thiel’s large network to *collaborate* more effectively

Peter Thiel has a large, diverse network of like-minded people, but currently he acts as a router between them, constantly making intros. Peter invites everyone in his network onto the platform, and they are able to invite as many other people as they wish, as if it’s a party of his friends.

**The Numbers**

**Founding Movement**
By sending an email to his network of 3,000 people 10% subscribe at $100 a month.

**Viral Adoption**
Each subscriber invites between 0-5 subscribers (chosen randomly via Monte Carlo simulation) for 6 invite cycles, with 7% churn.

**The Business**
Raises $62M in ARR for Peter Thiel, who uses half to fund fellowships for Thiel Fellows and donates the rest to fund basic science research.

Raises $42M in ARR for Column.
## Boards that Govern the Network

### Information Economy & Incentives Board
- **CHAIR**: Paul Romer
- **Members**: Niall Ferguson, Kate Raworth, Richard Thaler, Parag Khanna, Ronan Farrow, Sandra Navidi, JASON PONTIN, Brooke Hammerling, Balaji Srinivasan, Barney Pell, [recruiting], [recruiting], [recruiting], [recruiting]

### Audience Development & Diversity Board
- **CHAIR**: Arianna Huffington
- **Members**: Ronan Farrow, Sandra Navidi, JASON PONTIN, Brooke Hammerling, [recruiting], [recruiting]

### Technical Architecture & Expertise Indexing Board
- **CHAIR**: Stephen Wolfram
- **Members**: Balaji Srinivasan, Barney Pell, [recruiting], [recruiting], [recruiting]

### User Advocacy & Privacy
- **CHAIR**: [recruiting]
- **Members**: Zeynep Ton, Roger McNamee, Mike Godwin, Moxie Marlinspike, [recruiting], [recruiting], [recruiting]
Social networks have risen and fallen even in recent times, and usually last a decade. The cold start problem is hard but not insurmountable.

It’s also important to note that because of our subscription model, we need substantially less users than these networks, and believe we can obtain $100M in ARR with approximately 400,000 subscribers.
The Social Network for the Busy

We aim to be the social network for productive people, and enable people to use fractured time slices productively as even the busy have lots of unused time slices in their day. For example, this usage equals four and a half hours in a single day!
Search Engine

League tables for expertise is another way to index the web.