

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.



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.

COLUMN/ OUR MODEL

Constitutional *Principles*

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.

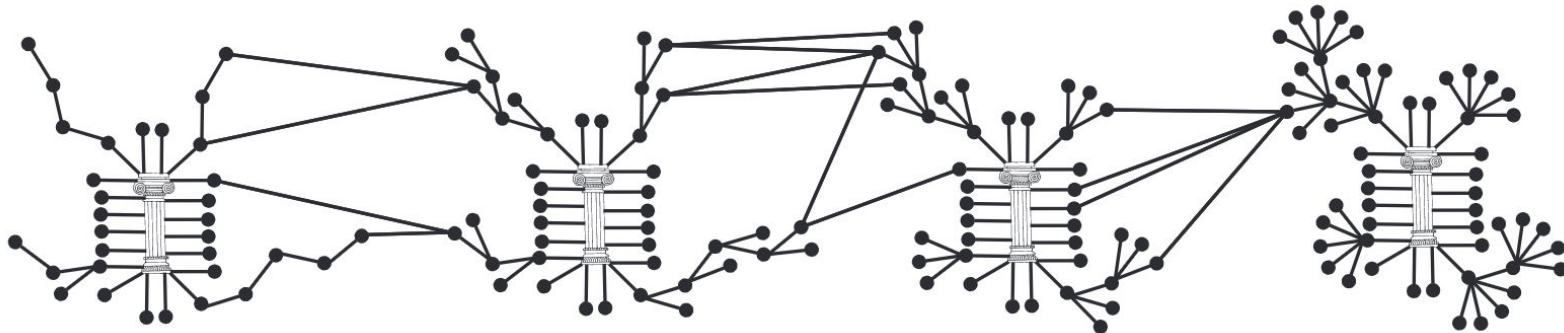
Use in fractured time

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*



17 PARTNERSHIPS
FOR THE GOALS



“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.

COLUMN/ OUR MODEL

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.



MILKEN INSTITUTE

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT

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

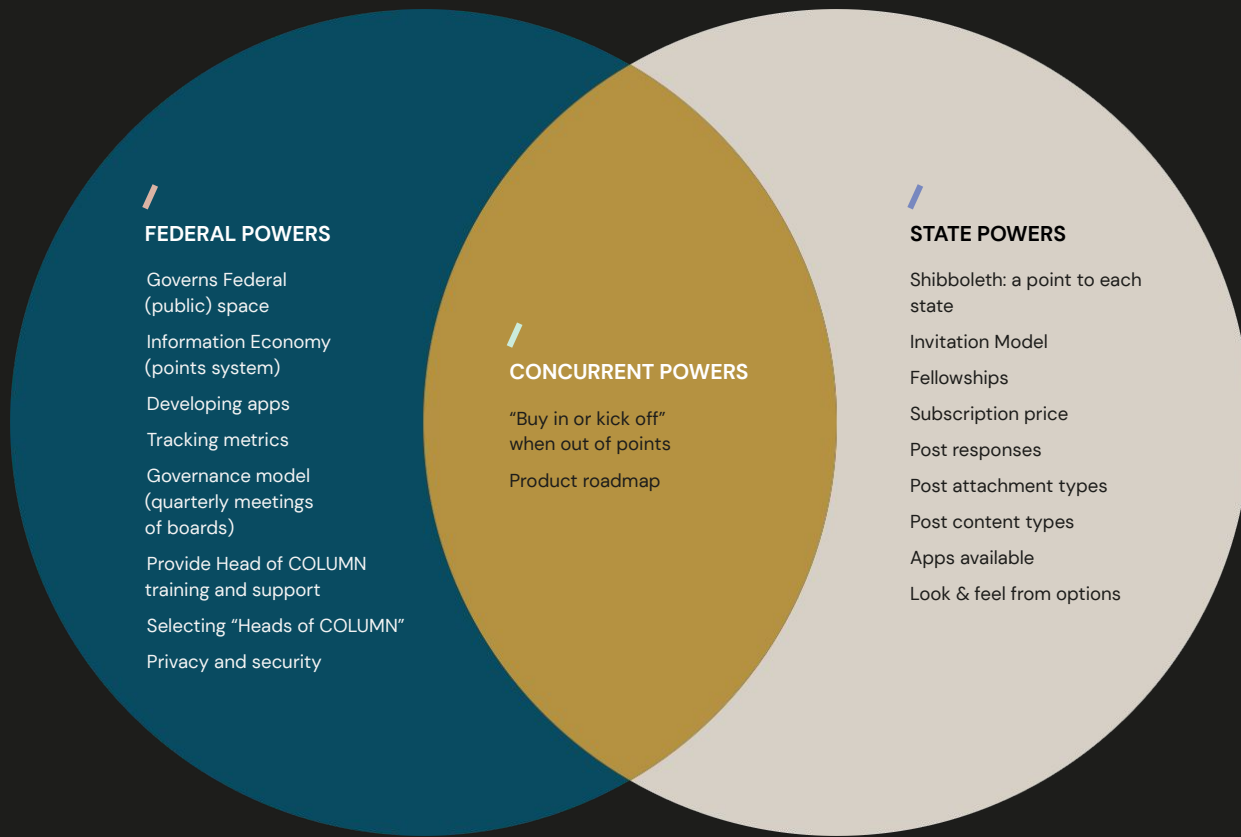
Raises \$800k in ARR for DCVC, Lux, and SIC, divided by invite acceptance branch; all donated to basic science research.

Raises \$600k in ARR for COLUMN.



COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT

Federal government creates the *structure*



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



Index

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



Infrastructure

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



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.



Luminary Columns

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



Group Columns

Groups like Milken, TED, Santa Fe Institute, alumni groups.



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.



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.

/ CEO

Dr Aron Ping *D'Souza*

Chairman, Neuro / Founder, Nexus Australia / Founder, Chief of Staff Association,
a Column Launch Partner / Former Diplomat / Oxford, Law / Melb., Ph.D. (IP Law)

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.

COLUMN/ FOUNDING TEAM



/ CTO

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.

COLUMN/ FOUNDING TEAM



/ CREATIVE DIRECTOR & BOARD CHAIR

Sarah Cone

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.*”



COLUMN / FOUNDING TEAM

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 Myrsvold
William Gibson
Larry Gagosian
Charles Meyers
Brian Koppleman
Jamie Dimon

Ken Fulk

Need Intro

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

Lauren Santo Domingo
Stewart Brand
Andrew Ng
David Simon
Jeremy Clarkson

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

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

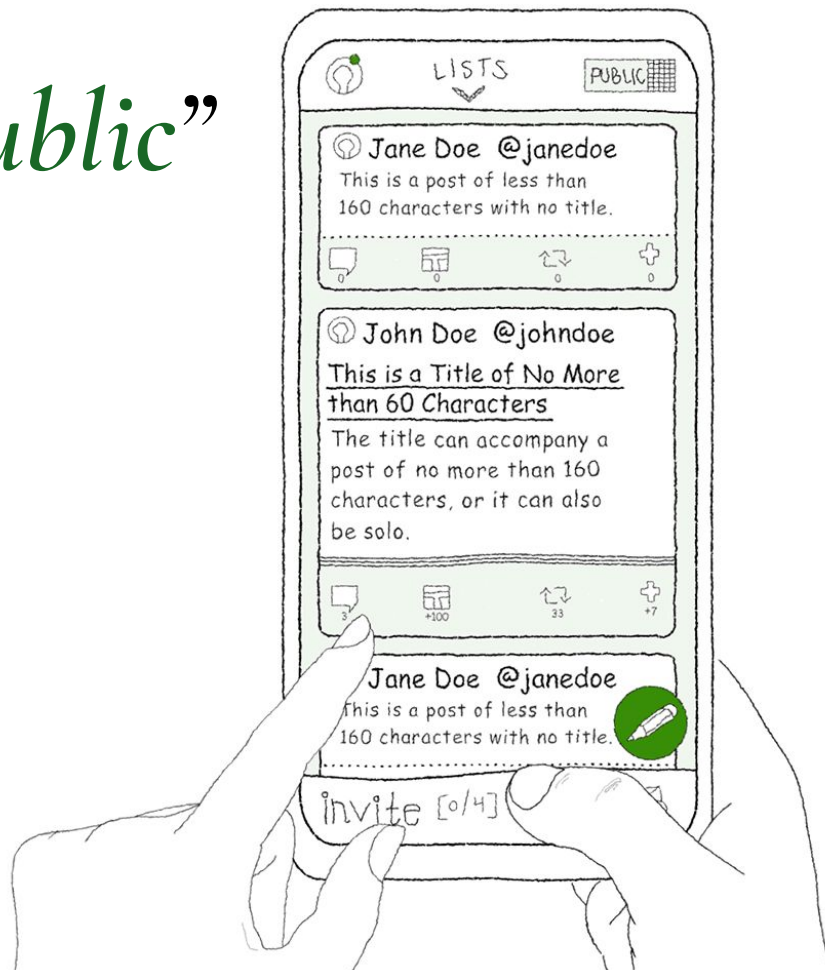
SYSTEM CURATED BY CONTENT TYPE OR TAG

COLUMN/ PRODUCT MOCK-UPS



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.



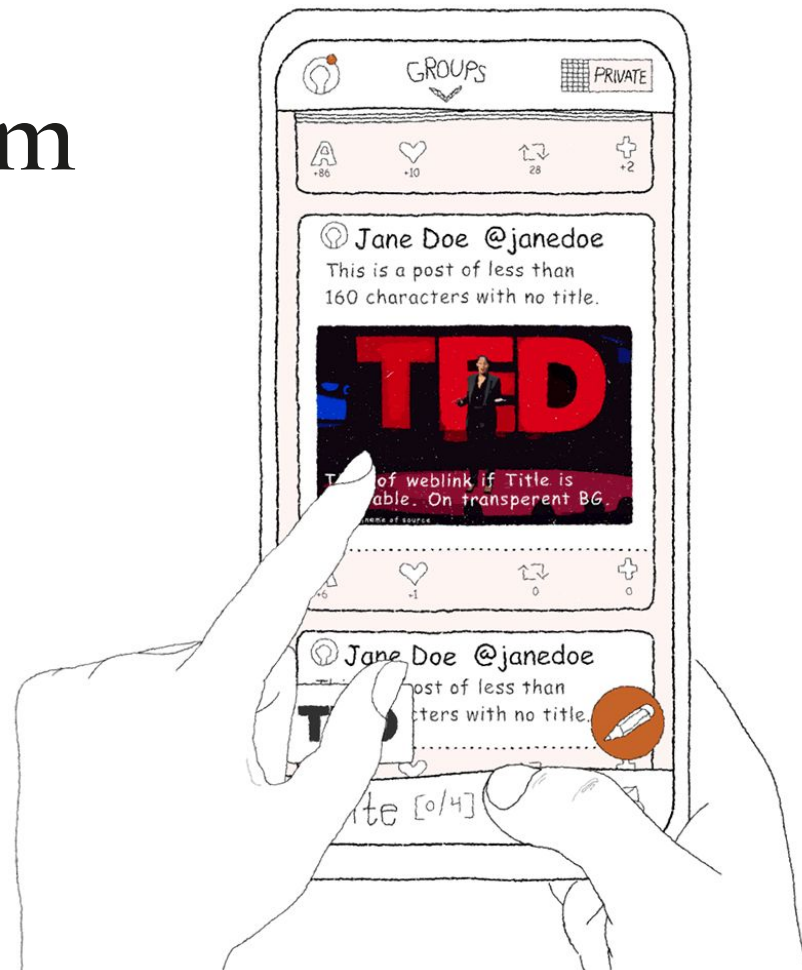
Group drop-down “*Private*” areas

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.



/ ANIMATION #5

Writing a “*Post*”

You can post content, chose content types, and add tags.

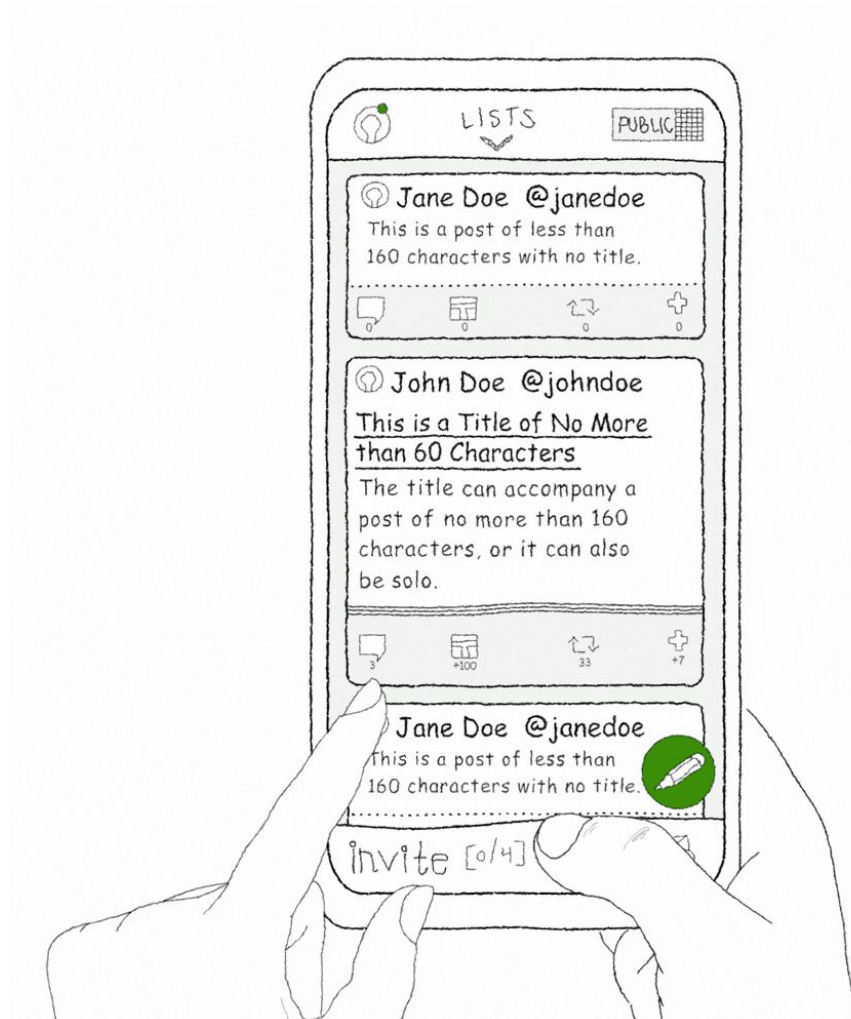
COLUMN/ PRODUCT MOCK-UPS



“*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 choses their own response buttons for their individual COLUMN, but the truth button is one of the response buttons in the Federal column.



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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



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.

VIOLET GREY

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT

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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



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.



COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT

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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



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.

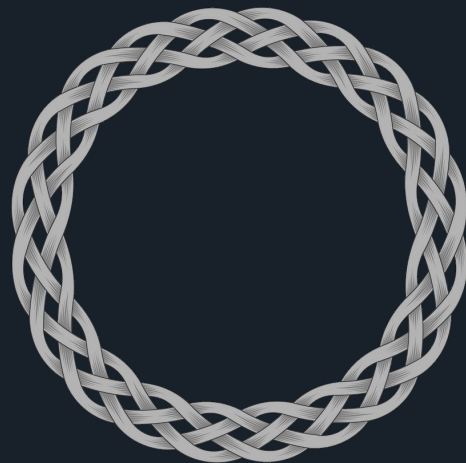
Viral Adoption

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.



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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



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 scientist 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.



SANTA FE INSTITUTE

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT

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.

COLUMN/ 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 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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



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.

COLUMN/ EXAMPLE OF A POTENTIAL STATE EXPERIMENT



COLUMN/

Appendix

Boards that *Govern* the Network

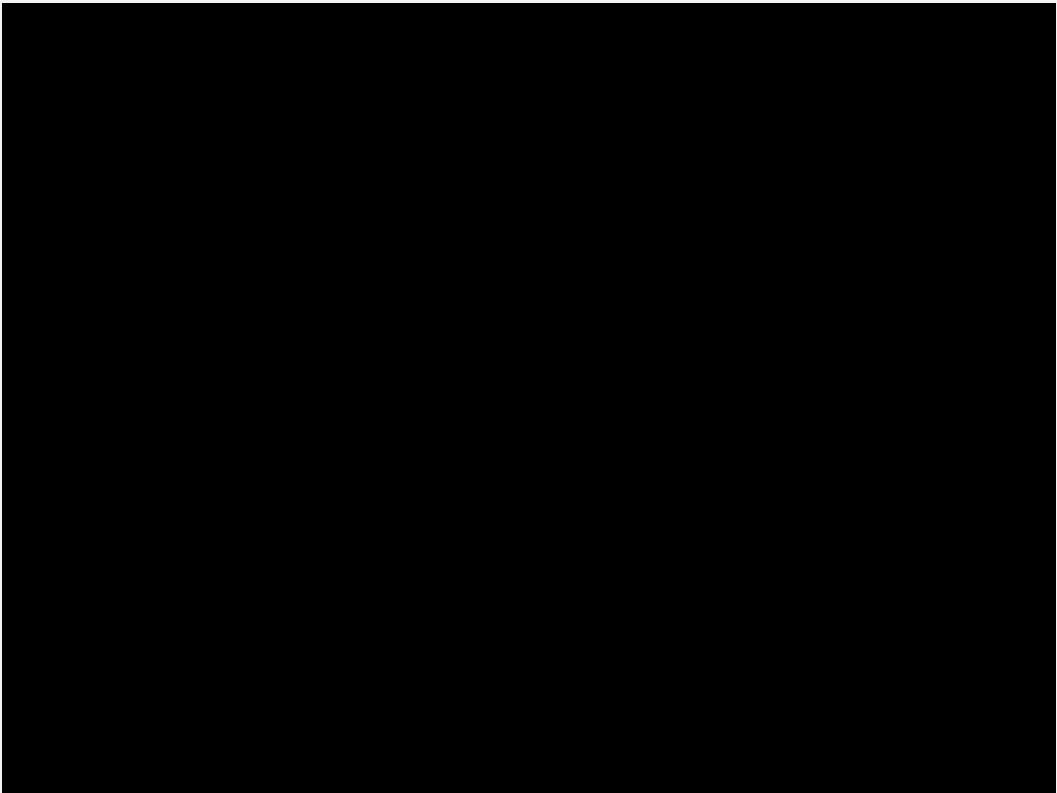
CONFIRMED / Targeting

Information Economy & Incentives Board	CHAIR Paul Romer	Niall Ferguson Kate Raworth	Richard Thaler Parag Khanna	[recruiting] [recruiting]
Audience Development & Diversity Board	CHAIR Arianna Huffington	Ronan Farrow Sandra Navidi	JASON PONTIN Brooke Hammerling	[recruiting] [recruiting]
Technical Architecture & Expertise Indexing Board	CHAIR Stephen Wolfram	Balaji Srinivasan Barney Pell	[recruiting] [recruiting]	[recruiting] [recruiting]
User Advocacy & Privacy	CHAIR [recruiting]	Zeynep Ton Roger Mcnamee	Mike Godwin Moxie Marlinspike	[recruiting] [recruiting]

/' The *Rise & Fall* of Social Networks

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.



/ GRAPH

The Social Network for the *Busy*

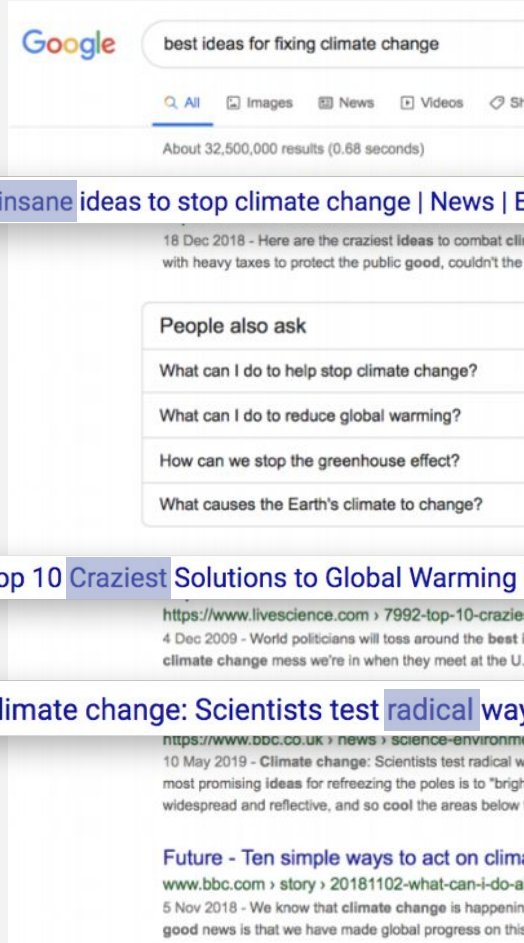
We aim to be the social network for productive people, and enable people to use fractured time slices productively as even the busy have lots of unused times slices in their day. For example, this usage equals four and a half hours in a single day!



COLUMN/ USAGE

Search Engine

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



C/ Best ideas for fixing climate change

Global warming solutions, facts and information

<https://www.nationalgeographic.com> > environment

Jan 24, 2019 - Humans have the solutions to avert the worst of the fanciful ideas for cooling the planet—so-called “geoengineering”

Top 10 Solutions to Fight Climate Change

<https://www.greenamerica.org> > climate change

Reversing climate change can seem like an impossible task. Get ideas from our “Tackling Food Waste” issue on reducing capital investment, and mounting consumer interest in

Solutions | Union of Concerned Scientists

<https://www.ucsusa.org> > climate > solutions

While climate change cannot be stopped, it can be managed. The world aren't worth much if we don't have activists who are willing to

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