How To Make $1M In One Year

and pay only 15% in taxes

Gene Linetsky

VP of R&D

Zone Labs

If I'm so smart, why am I still so poor?

FAILURE

WHEN YOUR BEST JUST ISN'T GOOD ENOUGH.

ABC

Acquisition-Bound Company

- **Rational, repeatable process**

- **It's not a real company, stupid!**

- **One step at a time**

- **Three case studies**

- **Q&A**

Rational, repeatable process

- Innovation is hard
- "I want it yesterday"
- The mythical man-month
- Politics
- Feature wars

Feature wars

It's not a real company, stupid!

- Product
- Customers
- Salespeople
- Support
- Lawyers
- VCs

One step at a time

- Find the market segment
- Design a differentiating feature
- Identify potential acquirers
- Talk to their customers and partners
- Position outside the box

Position outside the box

One step at a time

- Start development
- Get to potential acquirers
- Find champions
- Hire a bad cop
- Patent something

(12) **United States Patent**
Linetsky et al.

US006434549B1

(10) **Patent No.:**   **US 6,434,549 B1**
(45) **Date of Patent:**   **Aug. 13, 2002**

(54) **NETWORK-BASED, HUMAN-MEDIATED EXCHANGE OF INFORMATION**

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(73) Assignee: **Ultris, Inc.**, Menlo Park, CA (US)

(*) Notice: Subject to any disclaimer, the term of this patent is extended or adjusted under 35 U.S.C. 154(b) by 0 days.

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(52) U.S. Cl. 707/3; 707/5
(58) Field of Search 707/3, 4, 5, 6, 707/7

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(57) **ABSTRACT**

A system for machine- and human-mediated exchange of information, provided in response to receipt of an information query. The received query is first assigned to a category or classification, by a human classifier or through automatic parsing of the statement of the query by a computer. A search for a positive response to the query is performed automatically, using an information repository (including, but not limited to, one or more databases) that corresponds to the query classification. If the repository provides no positive response, the system allows a group of one or more human responders having relevant information to bid on providing a positive response to the query. A responder can also route the query to other responders. Optionally, a responder cost bid is compared with a user-supplied upper limit on cost. If a bid is accepted and the responder is selected, the responder provides a positive response to the query. Each positive response is provided for review by the source of the query, and the query source may modify the query in response to information received. Optionally, one or more time intervals may be specified for response to a query. Optionally, an information seeker can gain access to and use a query submitted by, and a preexisting query response received by, a preceding information seeker and may engage in a chat session with one or more responders and with other information seekers.

42 Claims, 9 Drawing Sheets

One step at a time

- Incorporate
- Limit the playing field
- Be patient
- Be pessimistic
- The pros don't rely on luck

One step at a time

- Letter of Intent
- Technical due diligence
- Legal and financial due diligence
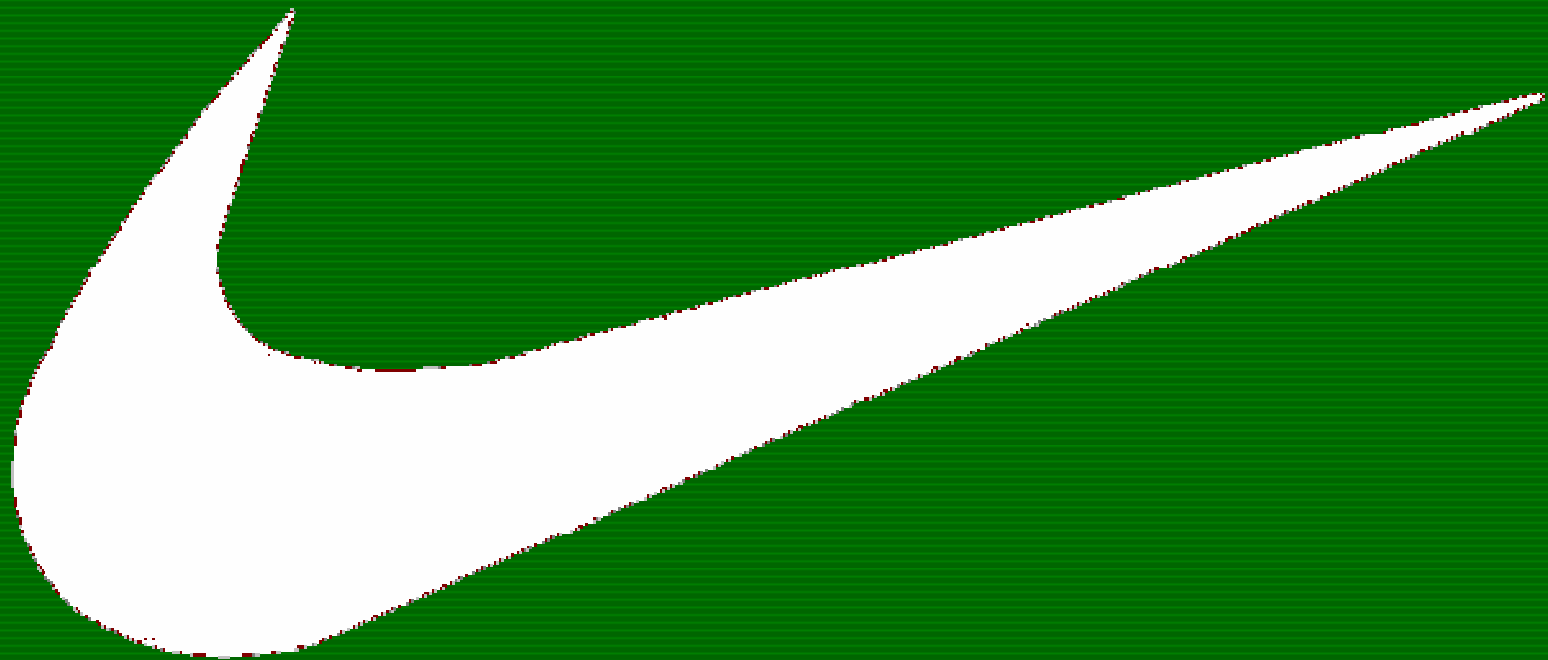- You are it
- The price

Three case studies: Ultris, Inc.

- Same as Google Answers
- Incorporated in October 1999
- Repositioned for enterprise eLearning
- LOI signed in April 2001
- Acquired by Saba in June 2001
- Selling as Saba Dialog

Three case studies: IMsecure Corp.

- Protocol-layer IM security
- Incorporated in September 2002
- LOI signed in March 2003
- Acquired by Zone Labs in May 2003
- Selling as Zone Labs IMsecure™

Three case studies: Twingo Systems

- Virtual Secure Desktop
- Incorporated in 2002
- Repositioned for SSL VPNs
- Acquired by Cisco in April 2004
- To become part of Cisco WebVPN

Questions and Answers

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