

Leeds and beyond

The Entrepreneurial Student

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My education

Leeds



Leeds: So good I did it twice

- Interned at IBM, 1985
- BSc in Computer Science 1986-1989
- PhD in Artificial Intelligence 1990-1995
- Sponsored by DEC 1988-1992

Why Leeds?

- Distance from London
- Quality of course
- Accepted me
- Near great countryside
- Friendly Yorkshire folk



What I learned at Leeds

A world class formal education:

- Principals of Computer Science
- Specific computer skills
- Research skills

The chance to learn on my own

Informal learning

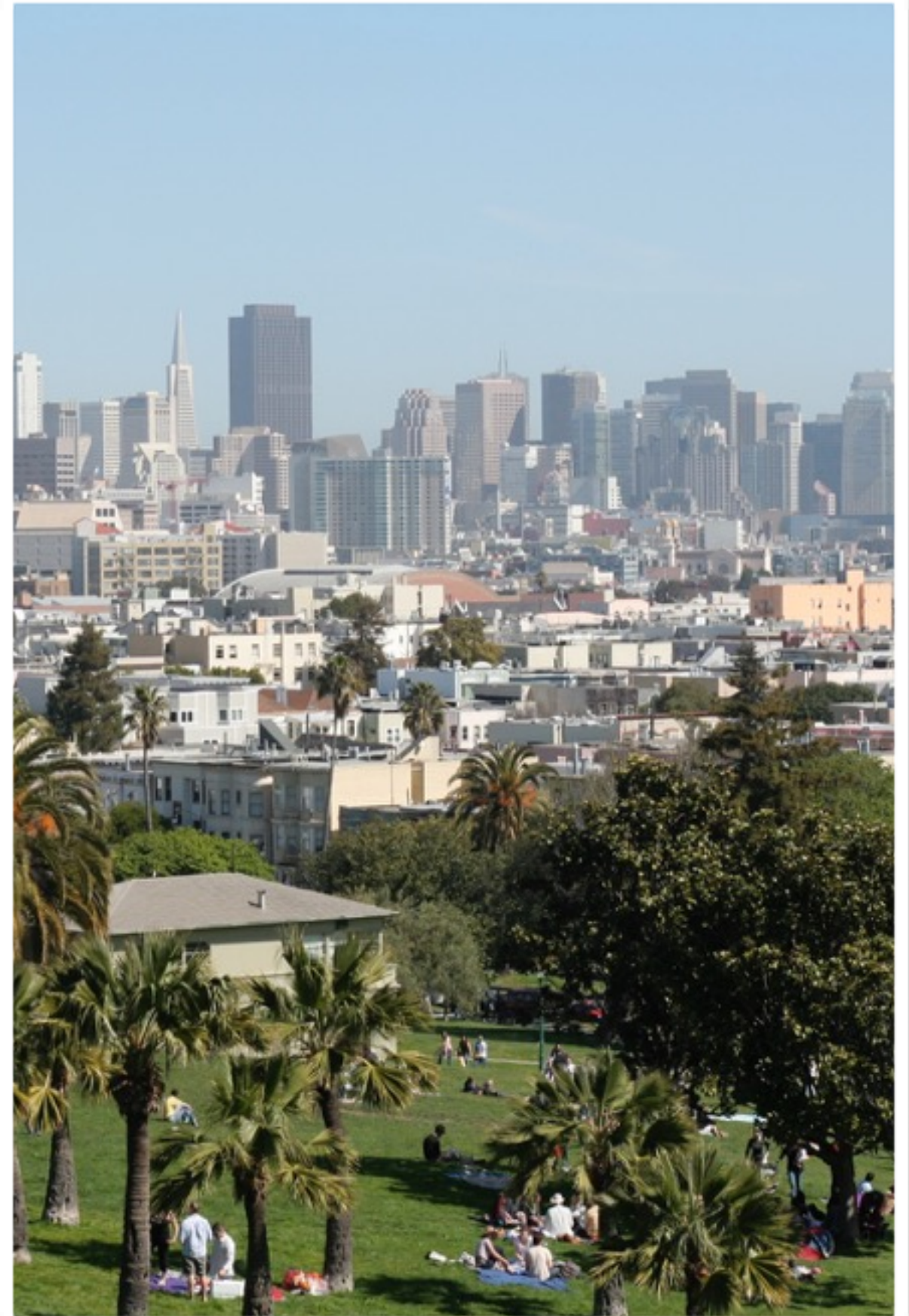
- Deep friendships, including my wife
- Theatre Group
- Helped run the student Computer Society
- Wrote and taught course on Human-Computer Interaction
- Helped equip a new computer lab
- Conversations around the subject

The big picture

- Independent thinking
- Working in teams
- Working with a wide variety of people
- Persistence
- Leadership

New challenges

Life after Leeds



Open University

- Researcher at the **Open University**
- Working on HCI and multimedia
- Partnership with Art of Memory

Startup I

Art of Memory

- Head of Software Development 1994-1996
- V&A, Corning Museum of Glass
- Apple Media Tool



To California

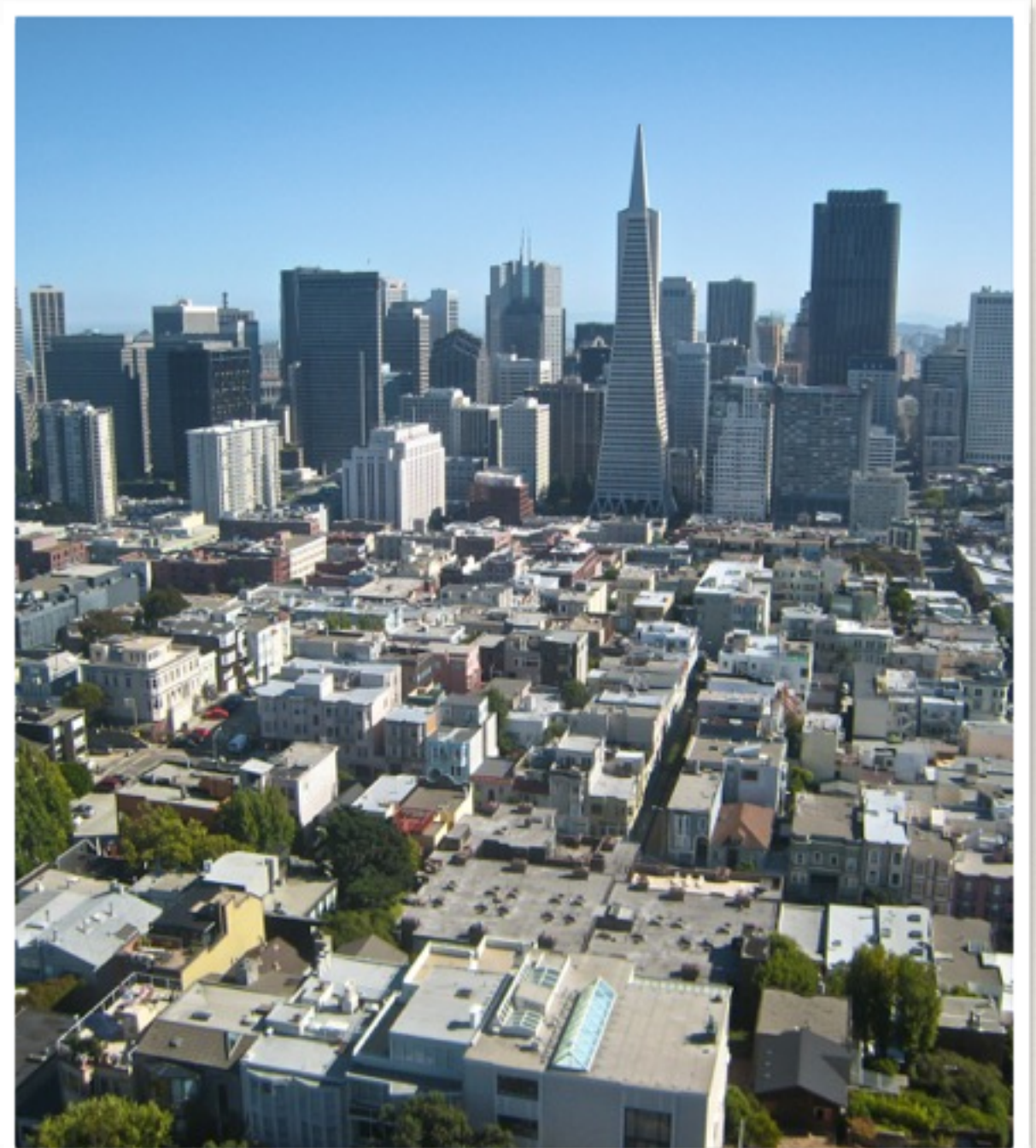
Apple

- Technical Writer (1995)
- Tech Lead (1996-1998)
- Engineering Manager (1998-1999)
- Senior Software Engineer (1999-2000)



Startups II-VI

- **Verb** VP Engineering 2000-2001
- **Qbiquity** CTO 2001
- **Guru** Director of Engineering 2002-2003
- **Unicru** Chief Scientist 2003-2005
- **Blurb** Co-founder, CTO 2006-2007



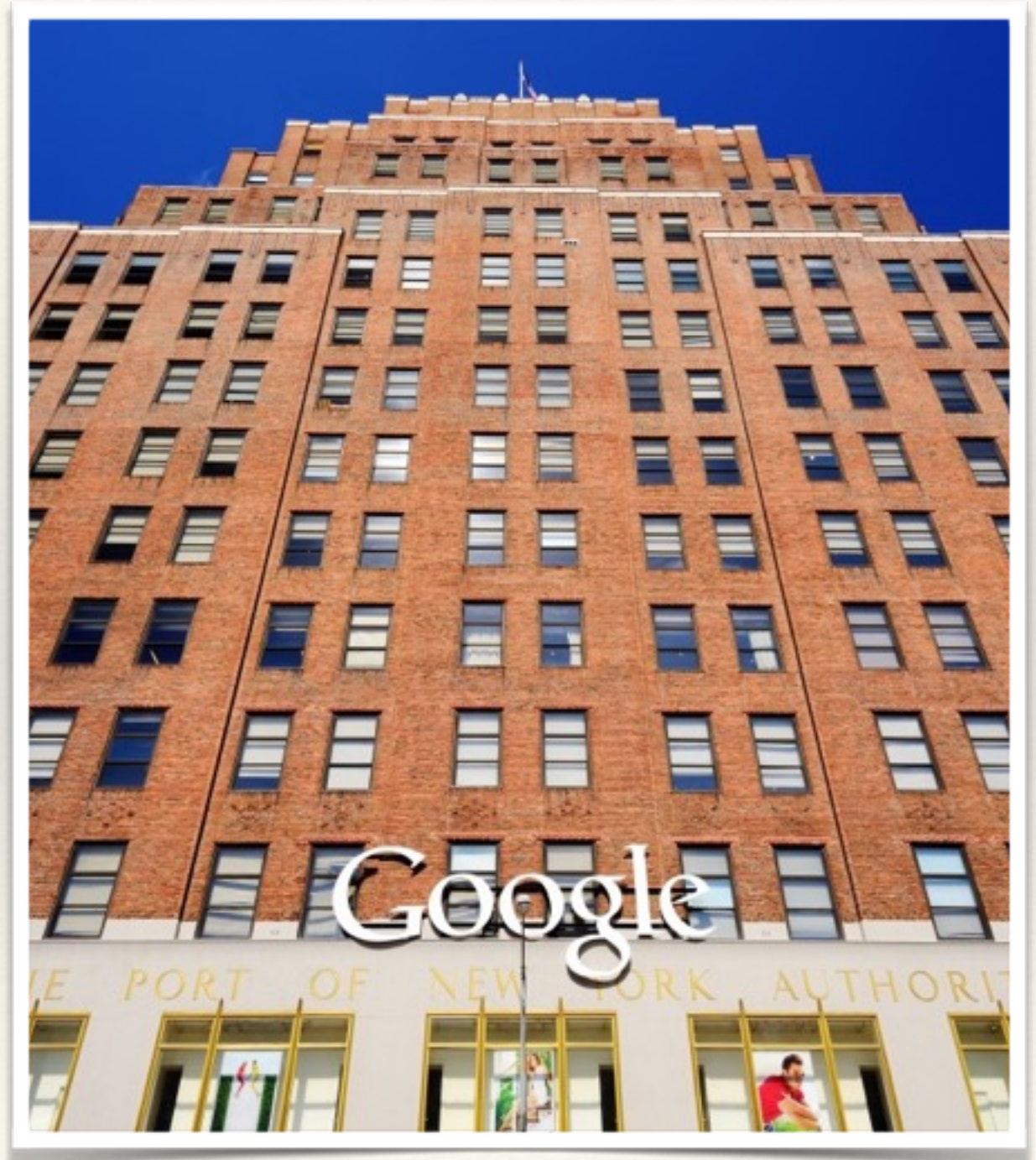
Google

Google New York 2006-2009

- PM Search Infrastructure
- TL Search Quality

Google London 2009-2010

- TL Advanced ads projects
- TL Android search apps



Songkick

- CTO 2010-present
- Live music startup
- Track your favourite bands and never miss them live
- 10M monthly users
- \$100M tickets sold
- 28 people in London
- 3 Leeds alumni



How we think and what we do

The startup perspective



What is a startup?

A startup is a company designed to grow

Ideally exponential growth

Tend to be technology companies

Most are VC funded

21% of US GDP growth came from Internet companies over last 5 years

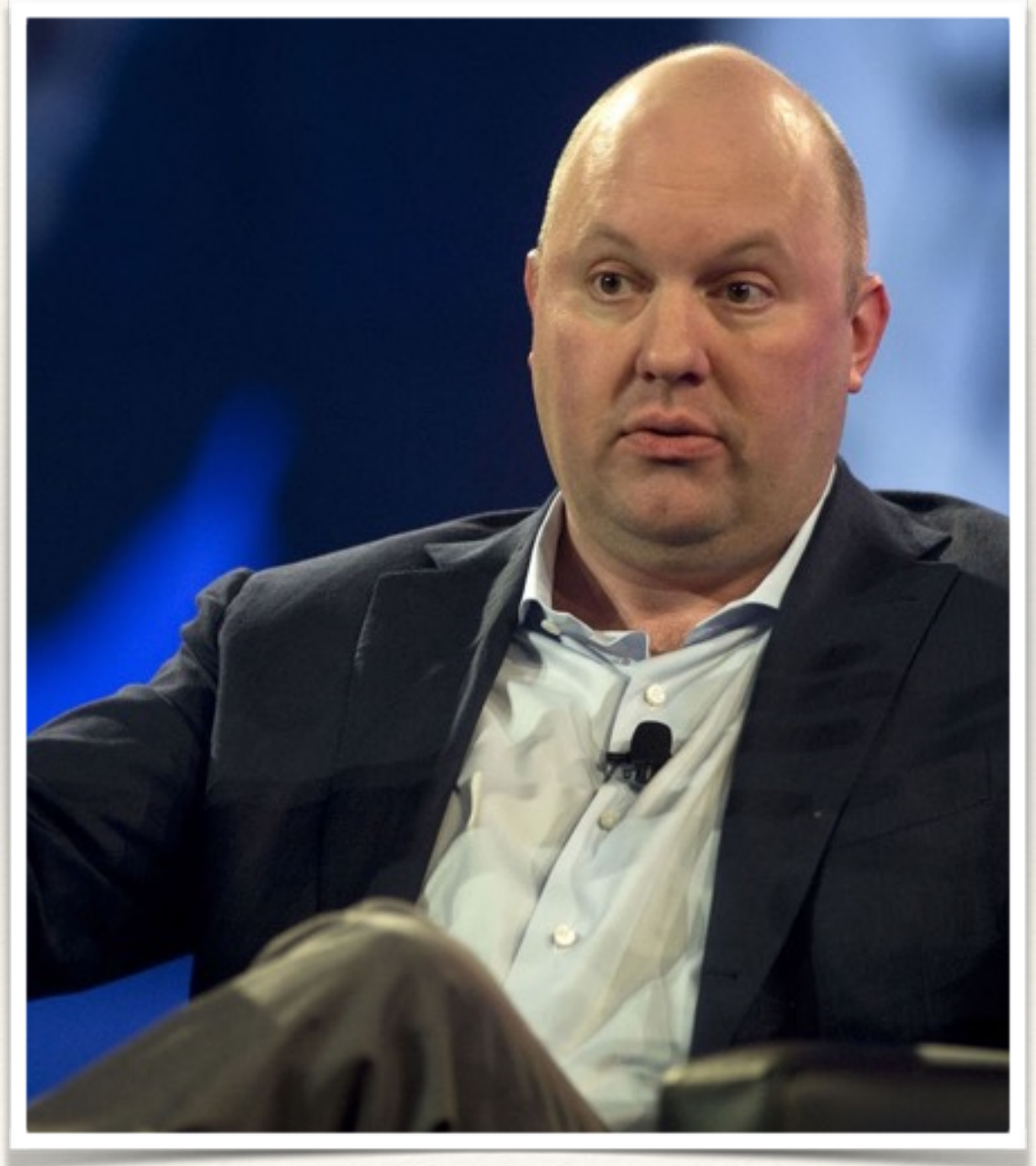


Software is eating the world

Every business will be a software business

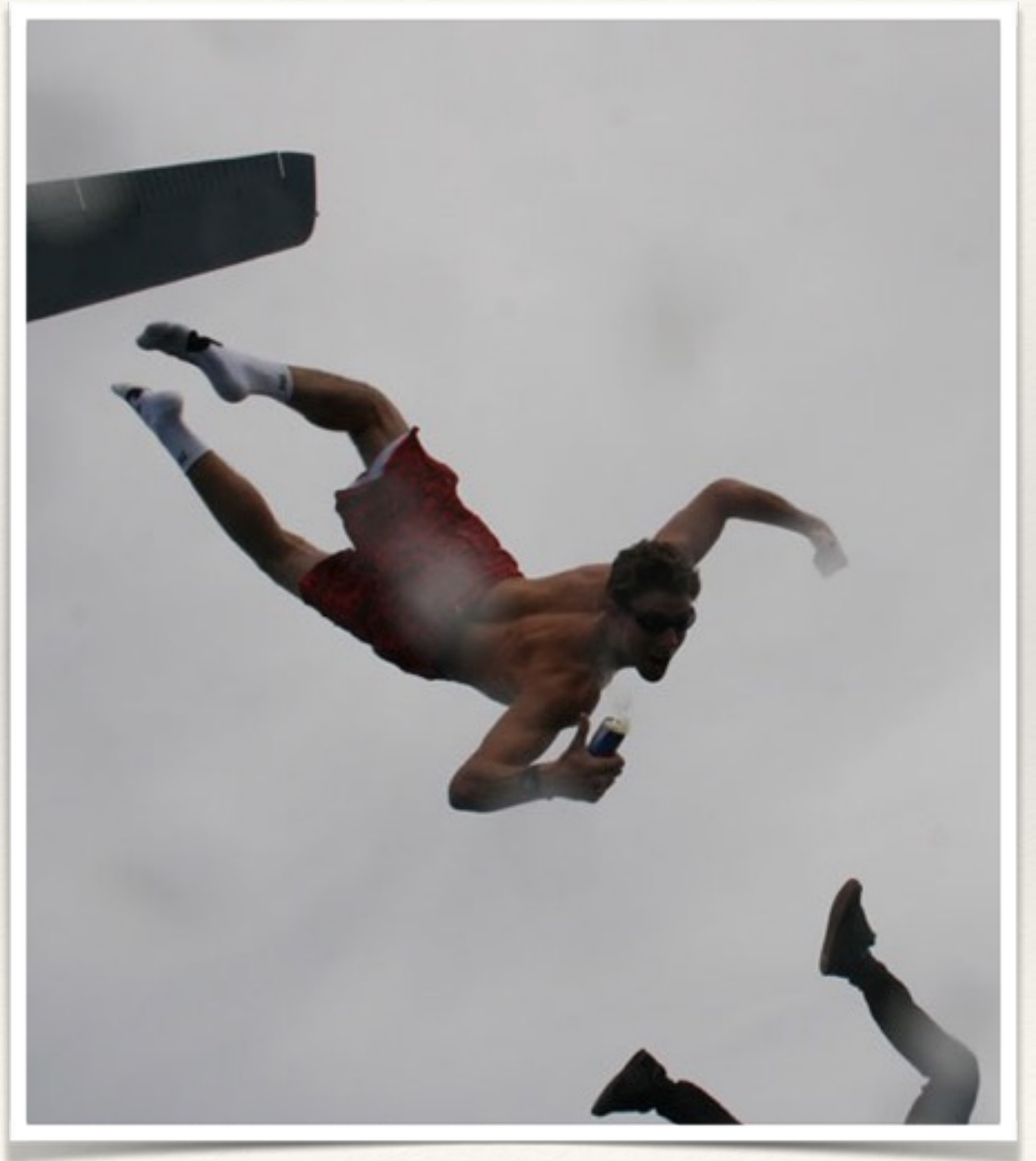
Software:

- Cuts startup costs
- Changes can be made rapidly
- Allows experimentation
- Find product-market fit fast
- Creates exponential growth



Entrepreneurs

- Risk taking
- Enjoy change and uncertainty
- See how the world will be
- Irrationally optimistic
- Love innovation
- Passionate



Tech Hubs

Silicon Valley, London, Berlin, New York, Shanghai...

- Collaboration
- Talent pools
- Risk mitigation
- Inspiration
- Knowledge sharing

What does a CTO do?

- Technical leadership
- Business strategy
- Organization structure
- Process
- Culture
- Hiring



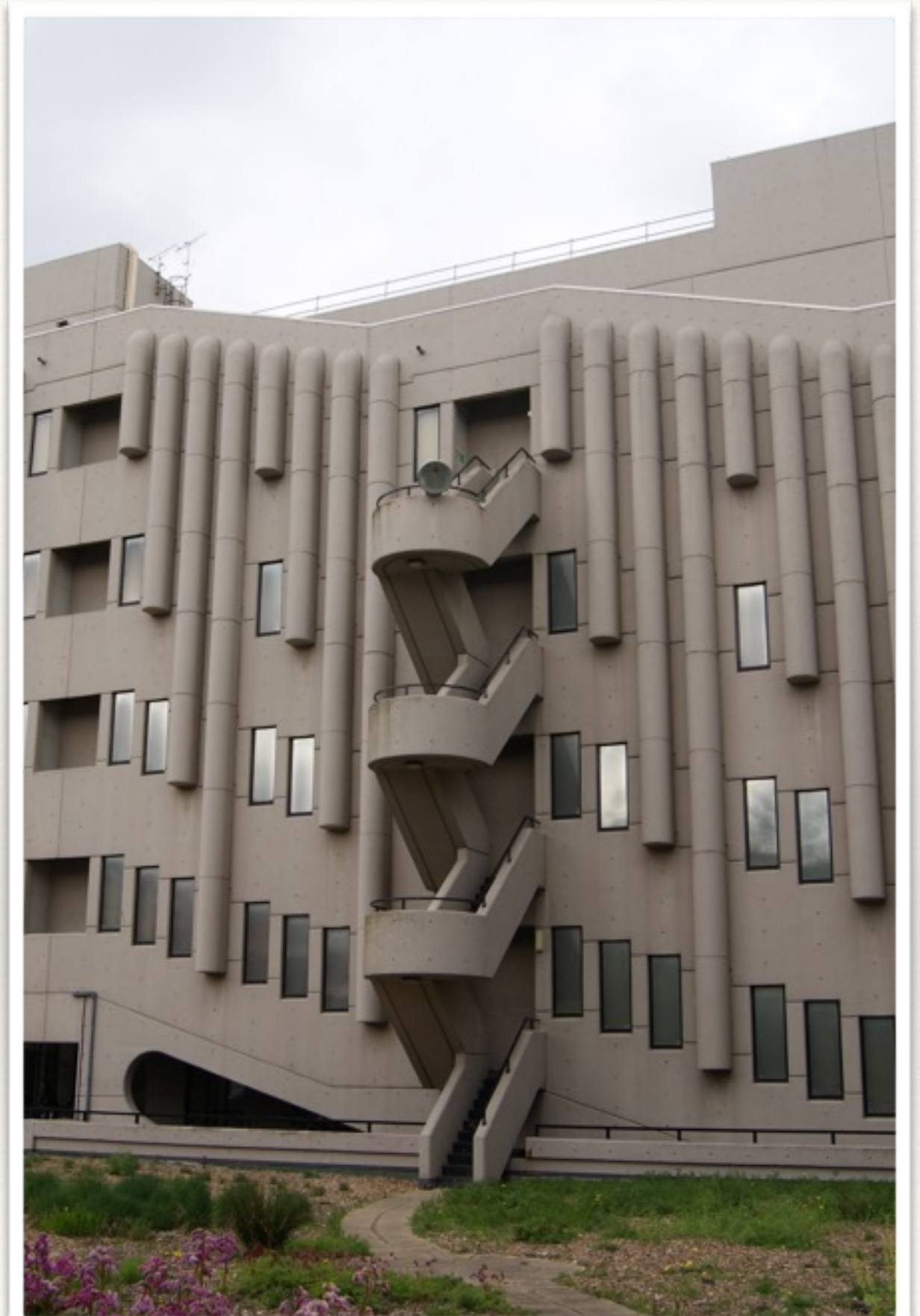
Hiring

What do I look for in a new grad?

- Core skills
- Passion
- Independence
- Growth mindset
- Entrepreneurial spirit

The next decade

The future of education



The physical and the virtual

The rise of online education is a huge opportunity

Universities should blend their own teaching with online

Huge advantages to physical campuses:

- Shared learning environment
- Mix with broad range of students
- Non-academic activities

The Stanford model

HP, Cisco, Sun, Yahoo, Netflix, Paypal, TechCrunch, Electronic Arts, LinkedIn, StubHub, YouTube, Mozilla, Google, Instagram...

- Runs its own accelerator (StartX)
- Invests directly in startups
- 40,000 companies started by alumni and faculty
- Teaches classes in startups
- Allows students to resume studies after startups
- Billions of dollars in returns

Encouraging enterprise

- Incubators and accelerators
- Leeds Enterprise Center
- Degrees “With Enterprise”
- Create a tech ecosystem in Leeds

Entrepreneurial students

- Say the words
- Encourage activity at the fringe
- Student-Faculty joint initiatives
- Every subject should offer “with Enterprise”
- Look for those who stop complaining and do something
- Teach growth mindset