

Microsoft Research  
Faculty Summit  
**2015**



# A Better Way to Deliver Innovation?

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“In the past two decades, and especially the past five years, **the United States has undergone a profound shift** in how it develops, adopts and capitalizes on innovation.”

– *L. Rafael Reif, WashPost May 22 2015*

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“...**government cannot effectively supply large-scale, long-term funding** for new companies and products.”

“...our highly optimized **venture-capital-driven innovation system is simply not structured to support complex, slower-growing concepts** that could end up being hugely significant.”

“And it may be **unrealistic to expect big corporations to patiently invest** in technologies designed to impatiently disrupt them.”

“There are bills in Congress to ensure the accountability of taxpayer dollars invested in science...

“Now, how could you possibly disagree with such prudent investing of American dollars? ...**[What] can possibly be wrong with wanting to have a clear case for precisely how investments in basic research pay off?**...

“**The answer is: absolutely everything!** Applying this kind of filter... is a terrible strategy. It'll guarantee that you will have ordinary returns – projects that pay off, at an ordinary rate... But **you will miss the extraordinary returns.**”

*Eric Lander, Nat'l Math Festival, April 16 2015*

"For years, people had been saying, 'God, I wish they would re-org!'" the former high-level employee explains. "Now everybody whines, 'Oh, I don't like this re-org. I like the way it was before!'"

DANIELA HERNANDEZ BUSINESS 04.12.13 6:30 AM

# 'CHINESE GOOGLE' OPENS ARTIFICIAL-INTELLIGENCE LAB IN SILICON VALLEY



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Business

## Zuckerberg to talk about Facebook's artificial intelligence plans



Image Credit: Flickr: danyuterin

FAST COMPANY

527 SHARES

### FOLLOWING FIRE PHONE FLOP, BIG CHANGES AT AMAZON'S LAB126

WHAT RECENT DEPARTURES AND R&D GROUP BEHIND THE COMPANY

BY AUSTIN CARR

In recent months, a string of departures from Amazon's Lab126, the company's Silicon Valley high-profile consumer products research and development group, and the Kindle hardware. According to a source at Lab126, the changes were part of a re-org that some contend had grown employee describes it.

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## The end is nigh for Google Glass

**Summary:** Google Glass is dead. I just hope it doesn't take the entire wearables sector down with it.

"No matter how fast the change in the industry, we're still moving slow compared to the opportunities we have. And part of that is the negativity that I read about Google and others. Being negative is not how we make progress." – Larry Page



*"...what can we be great at... We need to pick a path where we can be ahead. I would think Skype has that reach. Should we focus on this...for both speech recon and translation and pour all our MSR and Product R&D?"*









Innovating how we innovate

Assessable goals

Credible “exit strategies”

MSR NExT

Agile concentration of resources  
A “projects” organization

“End-to-end” mandate

All-in, impact-driven culture



This call may be recorded to improve translations.

skype™



Hi grandma. Happy birthday. Are you having a great day?



*Hola abuela. Feliz cumpleaños. ¿Tienes un buen día?*



Hi Dylan. Yes, a great day thanks. And the flowers that you have sent are precious.

*Hola Dylan. Sí, un día estupendo gracias. Y las flores que has enviado son preciosas.*

I'm glad they arrived.



*Me alegra que llegaron.*



They arrived first thing in the morning.

*Llegaron a primera hora de la mañana.*

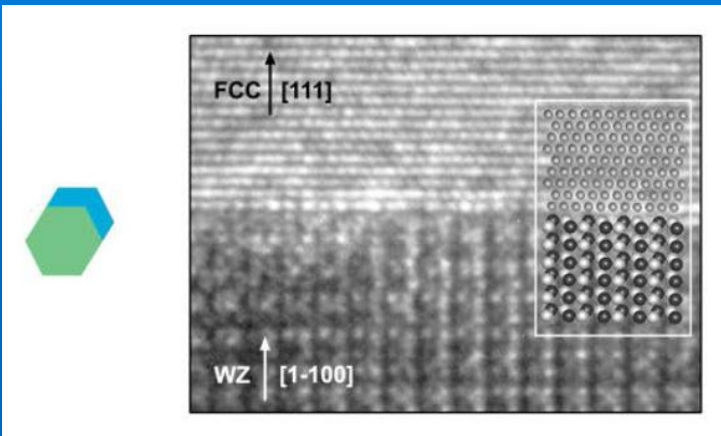
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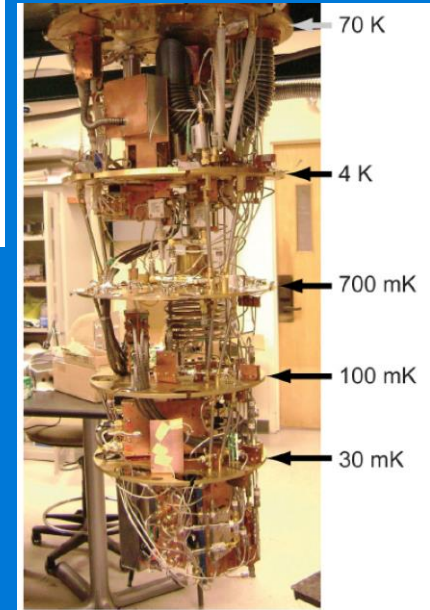
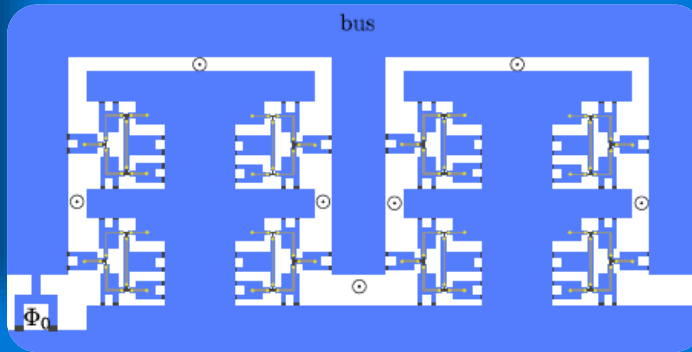


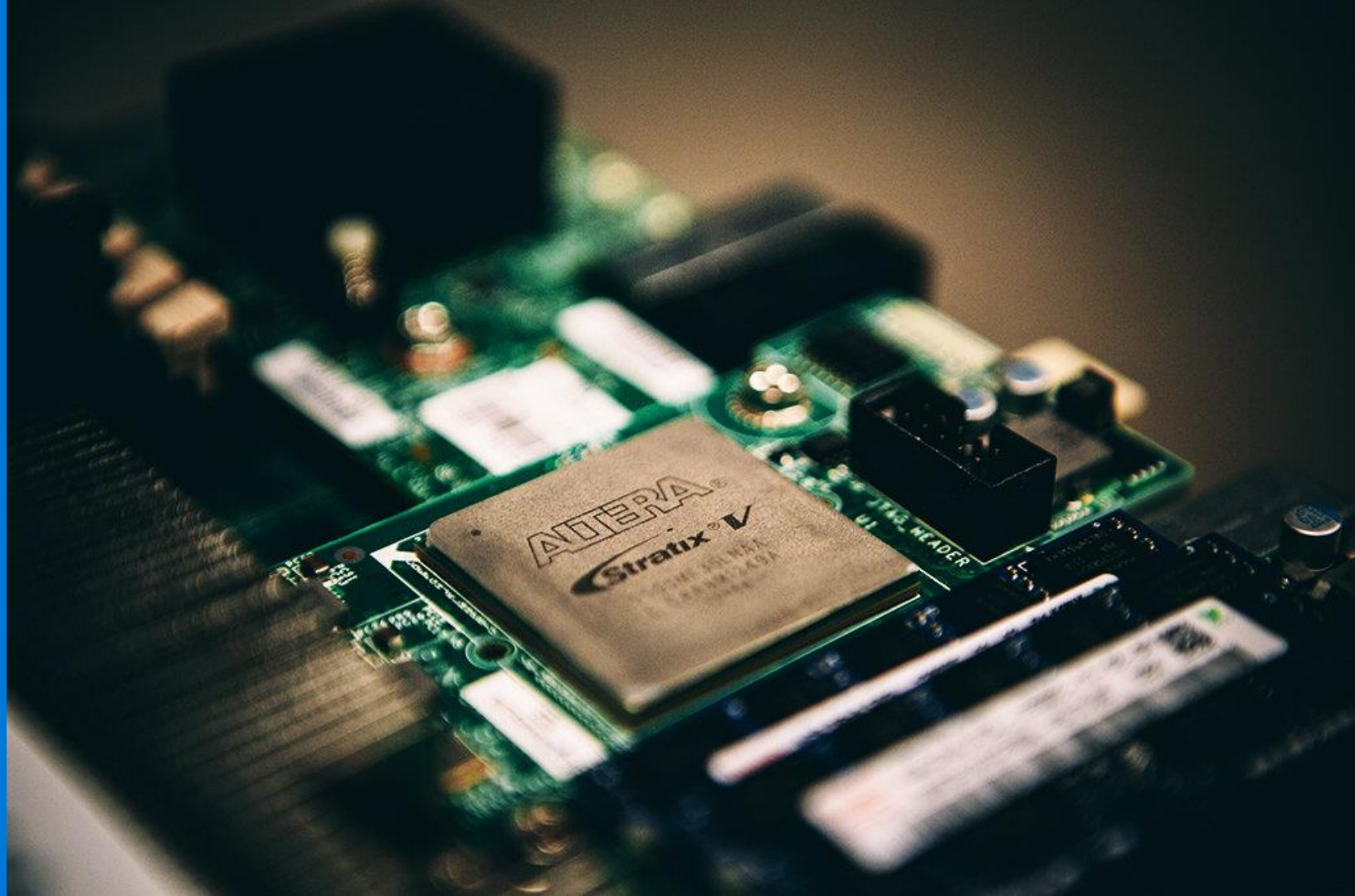


Koewenhoven et al. 2011



Krogstrup, Marcus et al. 2014





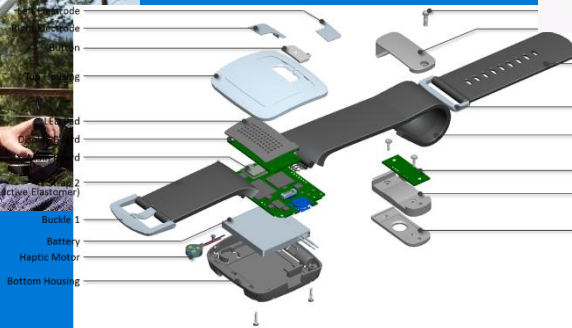




Microsoft

# 微软二代小冰

“在亿万人之中，我只属于你”





Thank You!

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