

[School of Technology & Innovation Management Special AI Lecture]
Innovation Leadership in the AI Era
Knowledge, Experience, and Insight for Tomorrow's
Technology Managers

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About Speaker

- *Co-Founder & CTO @ Erudio Bio, Inc., San Jose & Novato, CA, USA* 2023 ~
- *Co-Founder & CEO @ Erudio Bio Korea, Inc., Korea* 2025 ~
- *Leader of Silicon Valley Privacy-Preserving AI Forum (K-PAI), USA* 2024 ~
- *AI-Korean Medicine Integration Initiative Task Force Member @ The Association of Korean Medicine* 2025 ~
- *KFAS-Salzburg Global Leadership Fellow @ Salzburg Global Seminar* 2024 ~
- *Adjunct Professor, EE Department @ Sogang University, Seoul, Korea* 2020 ~
- *Advisory Professor, EECS Department @ DGIST, Korea* 2020 ~
- *Global Advisory Board Member @ Innovative Future Brain-Inspired Intelligence System Semiconductor of Sogang University, Korea* 2020 ~
- *Technology Consultant @ Gerson Lehrman Group (GLG), NY, USA* 2022 ~
- *Chief Business Development Officer @ WeStory.ai, Cupertino, CA, USA* 2025 ~
- *Advisor @ CryptoLab, Inc., San Jose, CA, USA* 2025 ~
- *Co-Founder & CTO / Head of Global R&D / Chief Applied Scientist / Senior Fellow @ Gauss Labs, Inc., Palo Alto, CA, USA* 2020 ~ 2023

- Senior Applied Scientist @ Amazon.com, Inc., Vancouver, BC, Canada 2017 ~ 2020
- Principal Engineer @ Software R&D Center, Samsung Electronics 2016 ~ 2017
- Principal Engineer @ Strategic Marketing & Sales, Memory Business 2015 ~ 2016
- Principal Engineer @ DT Team, DRAM Development, Samsung 2012 ~ 2015
- Senior Engineer @ CAE Team, Memory Business, Samsung, Korea 2005 ~ 2012
- PhD - Electrical Engineering @ Stanford University, CA, USA 2001 ~ 2004
- Development Engineer @ Voyan, Santa Clara, CA, USA 2000 ~ 2001
- MS - Electrical Engineering @ Stanford University, CA, USA 1998 ~ 1999
- BS - Electrical & Computer Engineering @ Seoul National University 1994 ~ 1998

Highlight of Career Journey

- BS in EE @ SNU, MS & PhD in EE @ Stanford University
 - *Convex Optimization - Theory, Algorithms & Software*
 - advisor - *Prof. Stephen P. Boyd*
- Principal Engineer @ Samsung Semiconductor, Inc.
 - AI & Convex Optimization
 - collaboration with *DRAM/NAND Design/Manufacturing/Test Teams*
- Senior Applied Scientist @ Amazon.com, Inc.
 - e-Commerce AIs - anomaly detection, deep RL, and recommender system
 - *Jeff Bezos's project - drove \$200M in sales via Amazon Mobile Shopping App*
- *Co-Founder & CTO* / Global R&D Head & Chief Applied Scientist @ Gauss Labs, Inc.
- *Co-Founder & CTO* - AI Technology & Business Development @ Erudio Bio, Inc.
- *Co-Founder & CEO* - AI Technology & Business Development @ Erudio Bio Korea, Inc.

Unpacking AI

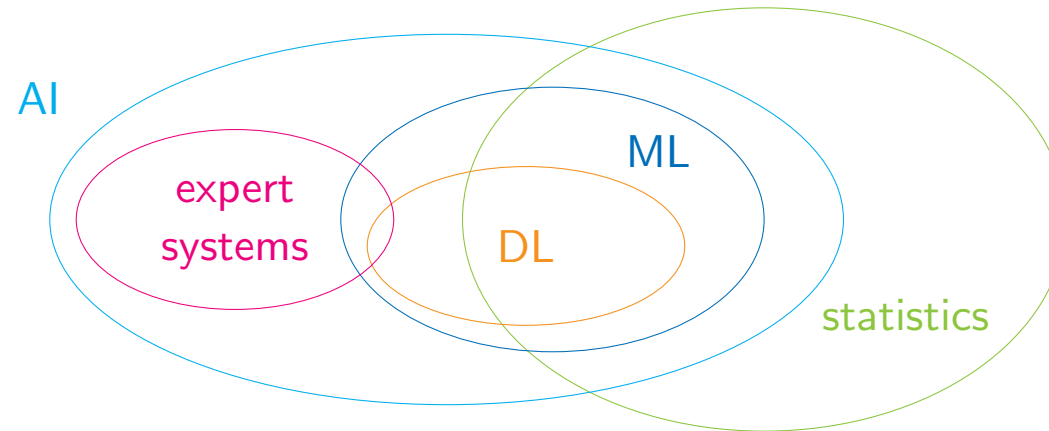
- Artificial Intelligence - 5
 - AI history & recent significant achievements
 - market indicators for unprecedented AI progress
- AI Agents - 30
 - Big Data → ML/DL → LLM & genAI → Agentic AI
 - implication of grand success of LLM in multimodal AI
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 - AI in biology & AlphaFold 3 / Emerging Trends in Biotech
- Silicon Valley's Cultural Engine of Innovation and Disruption - 58
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Artificial Intelligence

Definition and History

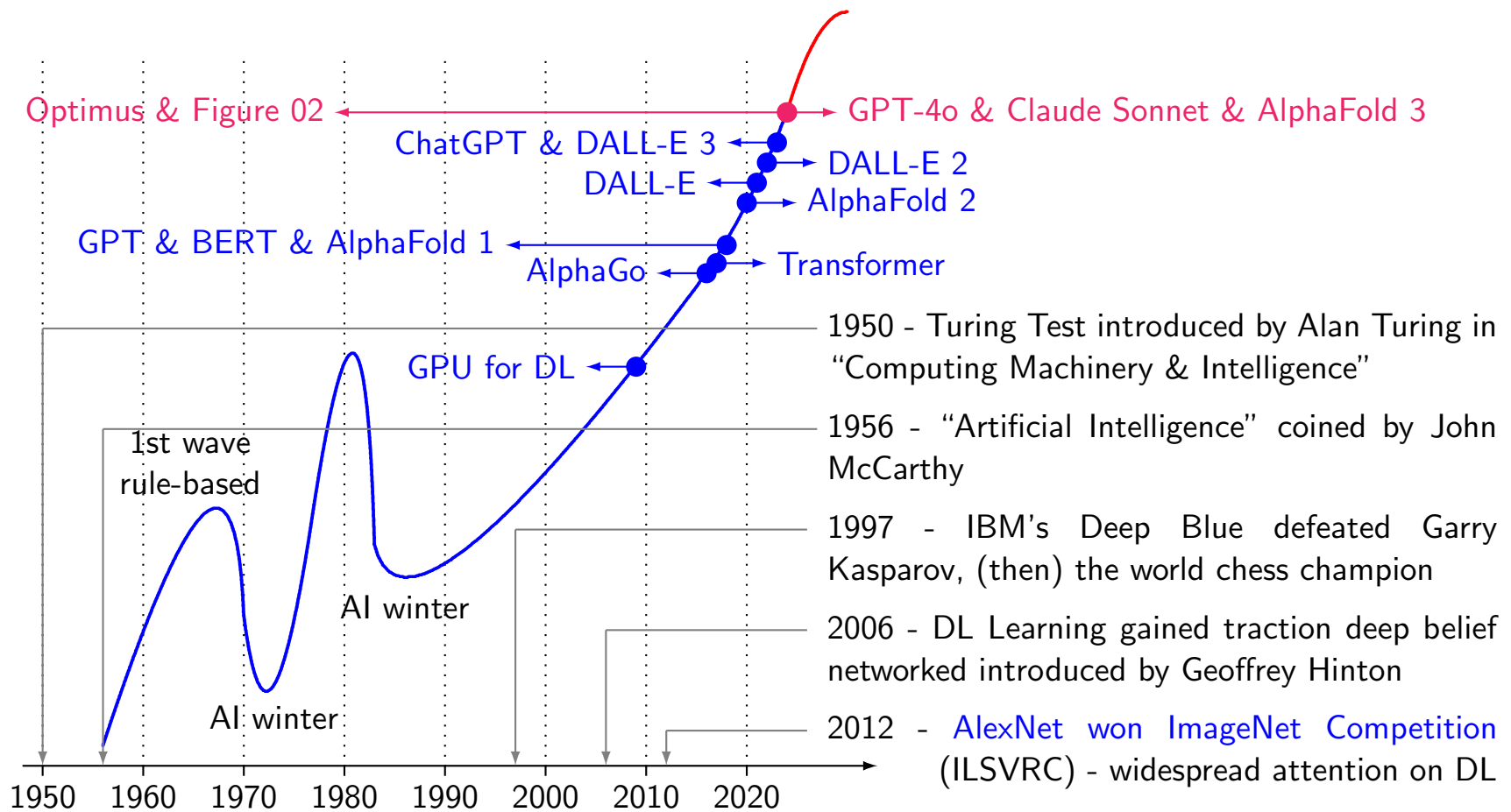
Definition & relation to other technologies

- AI
 - is technology doing tasks requiring human intelligence, such as learning, problem-solving, decision-making & language understanding
 - encompasses *range of technologies, methodologies, applications & products*
- AI, ML, DL, statistics & expert system¹ [HGH⁺22]



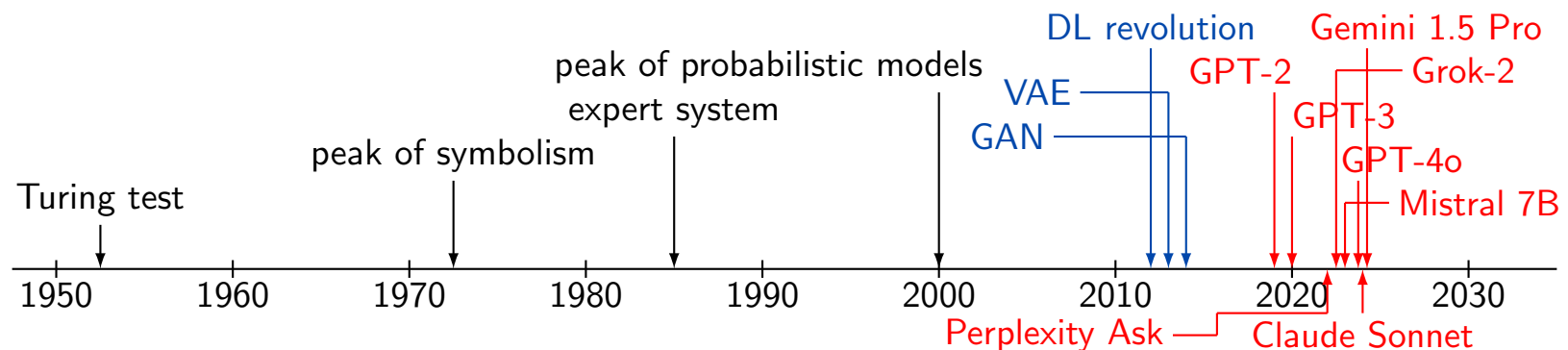
¹ML: machine learning & DL: deep learning

History



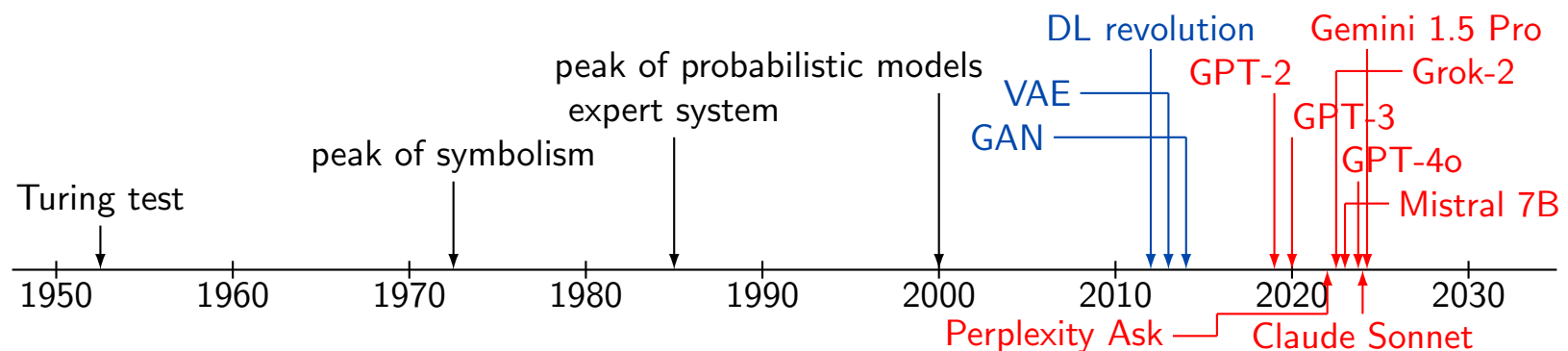
Birth of AI - early foundations & precursor technologies

- 1950s ~ 1970s
 - Alan Turing - concept of “*thinking machine*” & *Turing test* to evaluate machine intelligence (1950s)
 - *symbolists* (as opposed to connectionists) - early AI focused on symbolic reasoning, logic & problem-solving - Dartmouth Conference in 1956 by *John McCarthy, Marvin Minsky, Allen Newell & Herbert A. Simon*
 - precursor technologies - genetic algorithms (GAs), Markov chains & *hidden Markov models (HMMs)* - laying foundation for generative processes (1970s ~)



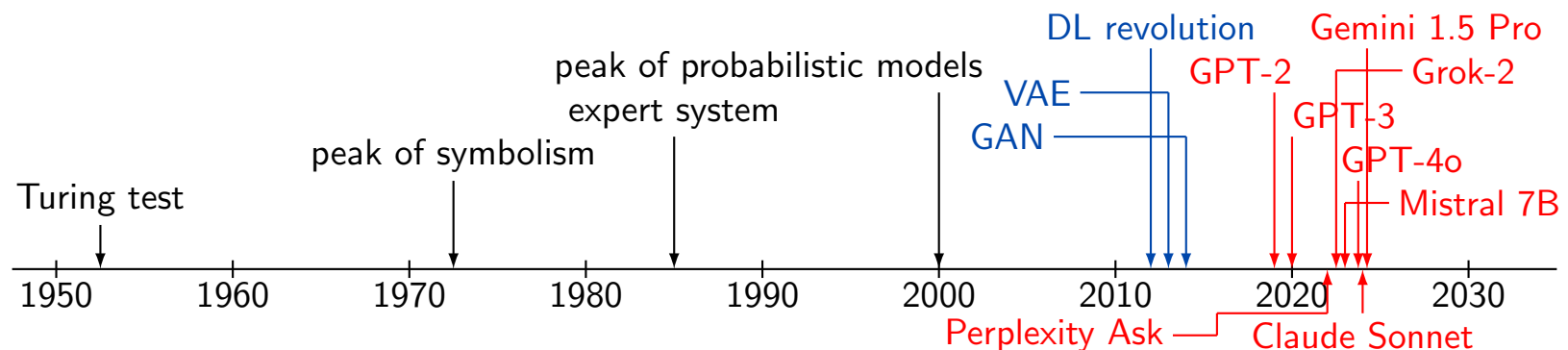
Rule-based systems & probabilistic models

- 1980s ~ early 2000s
 - *expert systems* (1980s) - AI systems designed to mimic human decision-making in specific domains
 - development of neural networks (NN) w/ backpropagation *training multi-layered networks* - setting stage for way more complex generative models
 - *probabilistic models* (including network models, *i.e.*, Bayesian networks) & Markov models - laying groundwork for data generation & pattern prediction



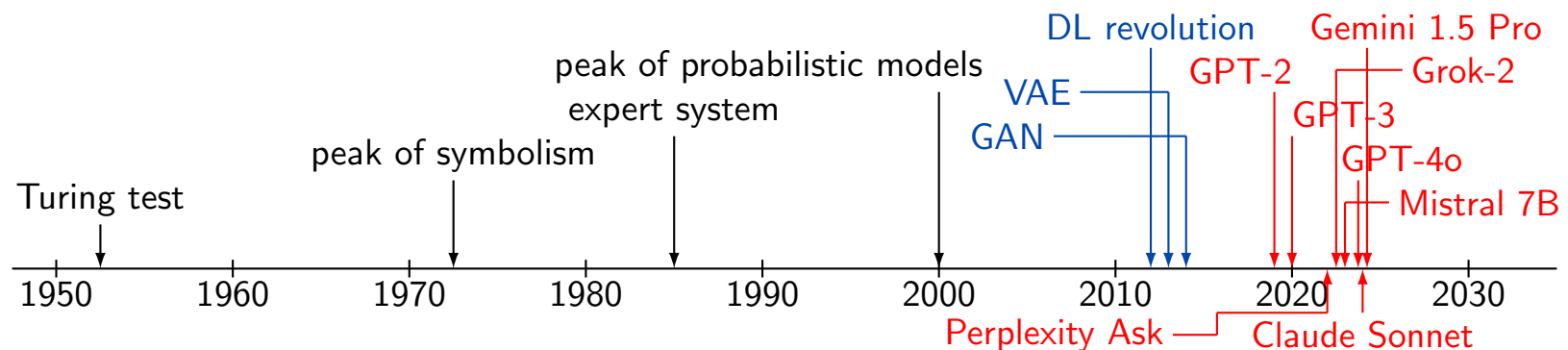
Rise of deep learning & generative models

- 2010s - breakthrough in genAI
 - *deep learning (DL) revolution* - advances in GPU computing and data availability led to the rapid development of deep neural networks.
 - *variational autoencoder (VAE)* (2013) - by Kingma and Welling - learns mappings between input and latent spaces
 - *generative adversarial network (GAN)* (2014) - by Ian Goodfellow - game-changer in generative modeling where two NNs compete each other to create realistic data
 - widely used in image generation & creative tasks



Transformer models & multimodal AI

- late 2010s ~ Present
 - Transformer architecture (2017) - by Vaswani et al.
 - *revolutionized NLP*, e.g., LLM & various genAI models
 - GPT series - generative pre-trained transformer
 - GPT-2 (2019) - generating human-like texts - *marking leap in language models*
 - GPT-3 (2020) - 175B params - set *new standards for LLM*
 - multimodal systems - DALL-E & CLIP (2021) - *linking text and visual data*
 - emergence of diffusion models (2020s) - new approach for generating high-quality images - progressively “denoising” random noise (DALL-E 2 & Stable Diffusion)



Significant AI Achievements - 2014 – 2025

Deep learning revolution

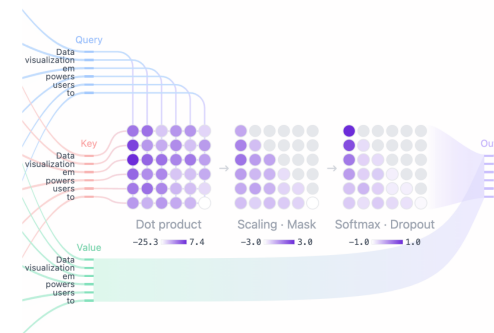
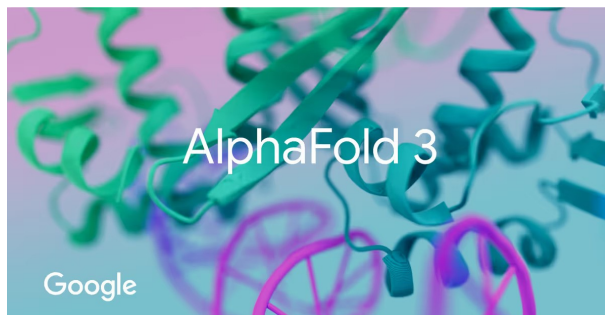
- 2012 – 2015 - DL revolution²
 - CNNs demonstrated exceptional performance in image recognition, *e.g.*, *AlexNet's victory in ImageNet competition*
 - widespread adoption of DL learning in CV transforming industries
- 2016 - AlphaGo defeats human Go champion
 - DeepMind's AlphaGo defeated world champion in Go, extremely complex game *believed to be beyond AI's reach*
 - significant milestone in RL - AI's potential in solving complex & strategic problems



²CV: computer vision, NN: neural network, CNN: convolutional NN, RL: reinforcement learning

Transformer changes everything

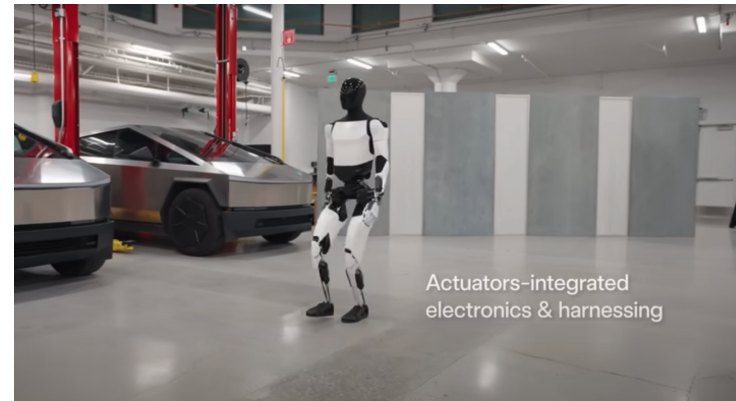
- 2017 – 2018 - Transformers & NLP breakthroughs³
 - *Transformer (e.g., BERT & GPT) revolutionized NLP*
 - major advancements in, e.g., machine translation & chatbots
- 2020 - AI in healthcare – AlphaFold & beyond
 - DeepMind's *AlphaFold solves 50-year-old protein folding problem* predicting 3D protein structures with remarkable accuracy
 - accelerates drug discovery and personalized medicine - offering new insights into diseases and potential treatments



³NLP: natural language processing, GPT: generative pre-trained transformer

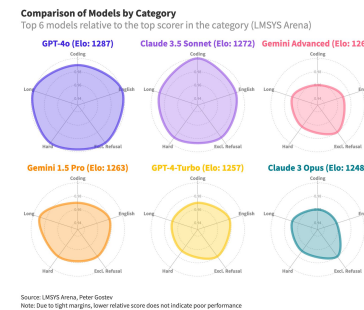
Lots of breakthroughs in AI technology and applications in 2024

- proliferation of advanced AI models
 - GPT-4o, Claude Sonnet, Claude 3 series, Llama 3, Sora, Gemini
 - *transforming industries* such as content creation, customer service, education, *etc.*
- breakthroughs in specialized AI applications
 - Figure 02, Optimus, AlphaFold 3
 - driving unprecedented advancements in automation, drug discovery, scientific understanding - *profoundly affecting healthcare, manufacturing, scientific research*



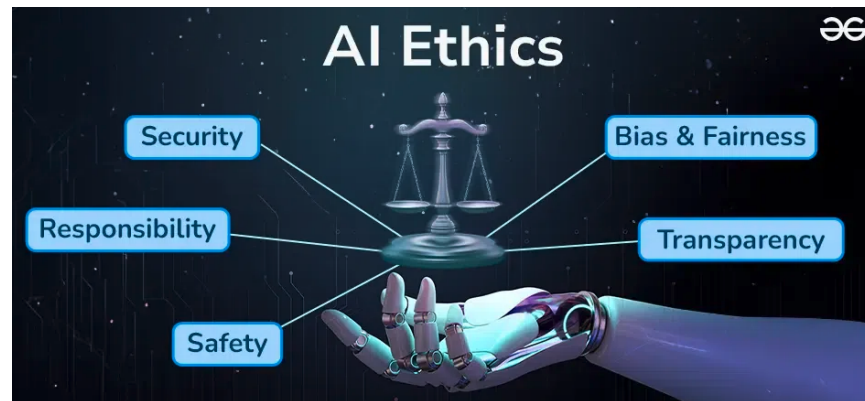
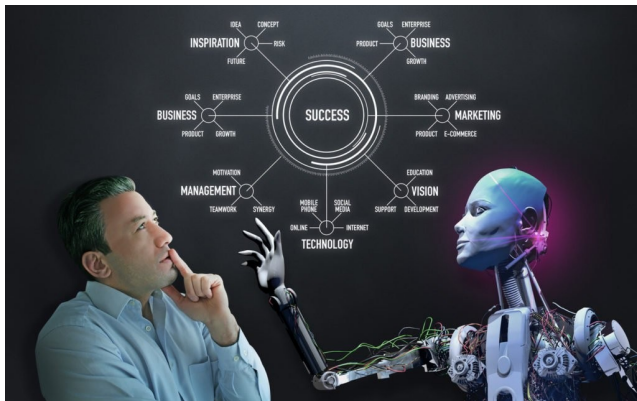
Major AI Breakthroughs in 2025

- next-generation foundation models
 - GPT-5 and Claude 4 demonstrate emergent reasoning abilities
 - open-source models achieving parity with leading commercial systems from 2024
- hardware innovations
 - NVIDIA's Blackwell successor architecture delivering 3-4x performance improvement
 - AMD's MI350 accelerators challenging NVIDIA's market dominance
- AI-human collaboration systems
 - seamless multimodal interfaces enabling natural human-AI collaboration
 - AI systems effectively explaining reasoning and recommendations
 - augmented reality interfaces providing real-time AI assistance in professional contexts



Transformative impact of AI - reshaping industries, work & society

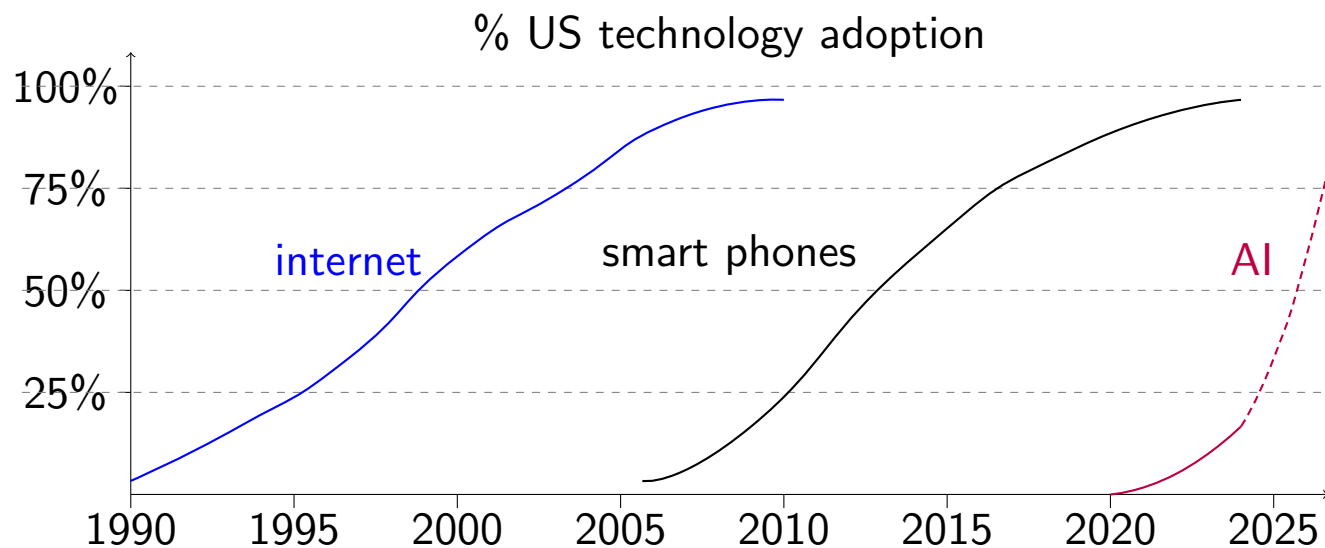
- accelerating human-AI collaboration
 - not only reshaping industries but *altering how humans interact with technology*
 - AI's role as collaborator and augmentor redefines productivity, creativity, the way we address global challenges, *e.g.*, *sustainability & healthcare*
- AI-driven automation *transforms workforce dynamics* - creating new opportunities while challenging traditional job roles
- *ethical AI considerations* becoming central not only to business strategy, but to society as a whole - *influencing regulations, corporate responsibility & public trust*



Measuring AI's Ascent

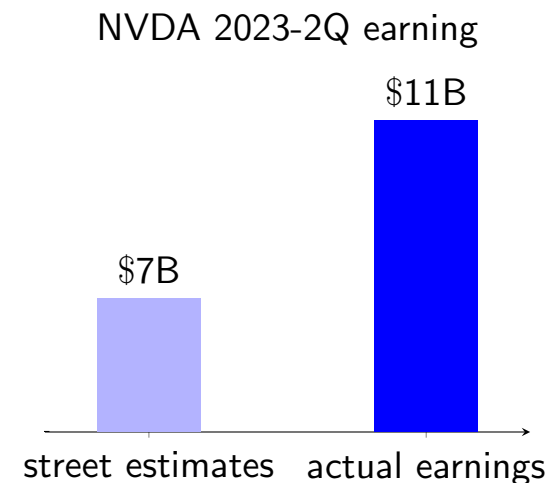
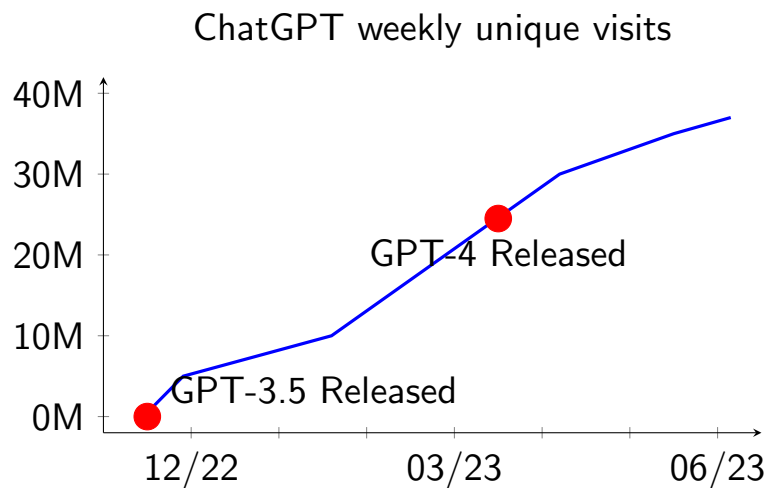
Where are we in AI today?

- sunrise phase - currently experiencing dawn of AI era with significant advancements and increasing adoption across various industries
- early adoption - in early stages of AI lifecycle with widespread adoption and innovation across sectors marking significant shift in technology's role in society



Explosion of AI ecosystems - ChatGPT & NVIDIA

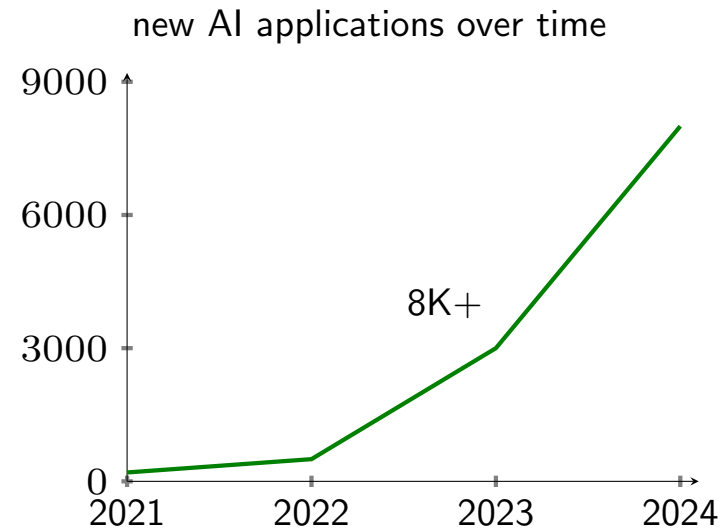
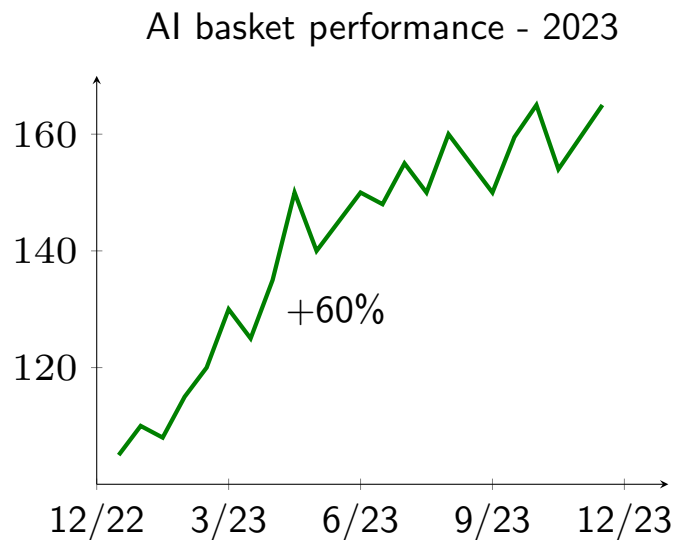
- took only *5 months for ChatGPT users to reach 35M*
- NVIDIA 2023 Q2 earning exceeds market expectation by big margin - \$7B vs \$13.5B
 - surprisingly, *101% year-to-year growth*
 - even more surprisingly *gross margin was 71.2%* - up from 43.5% in previous year⁴



⁴source - Bloomberg

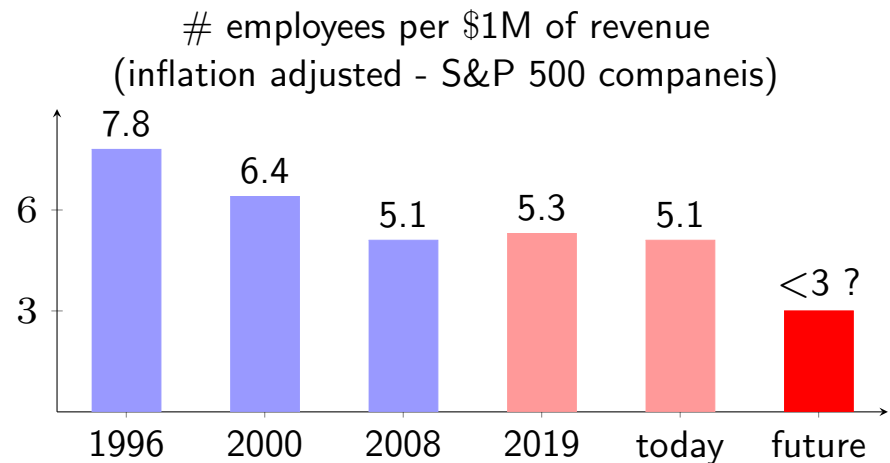
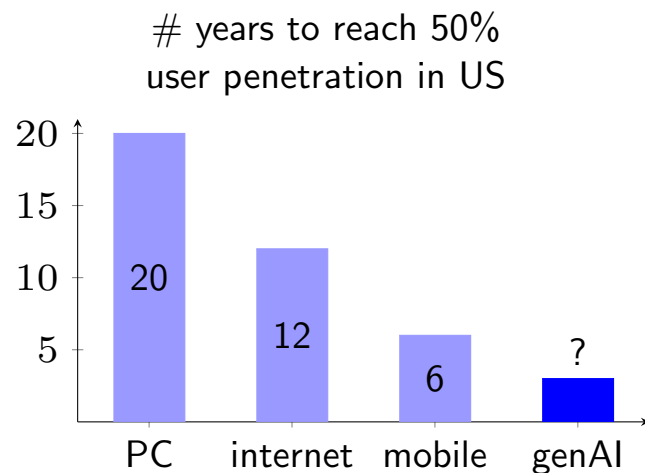
Explosion of AI ecosystems - AI stock market

- *AI investment surge in 2023 - portfolio performance soars by 60%*
 - AI-focused stocks significantly outpaced traditional market indices
- *over 8,000 new AI applications* developed in last 3 years
 - applications span from healthcare and finance to manufacturing and entertainment



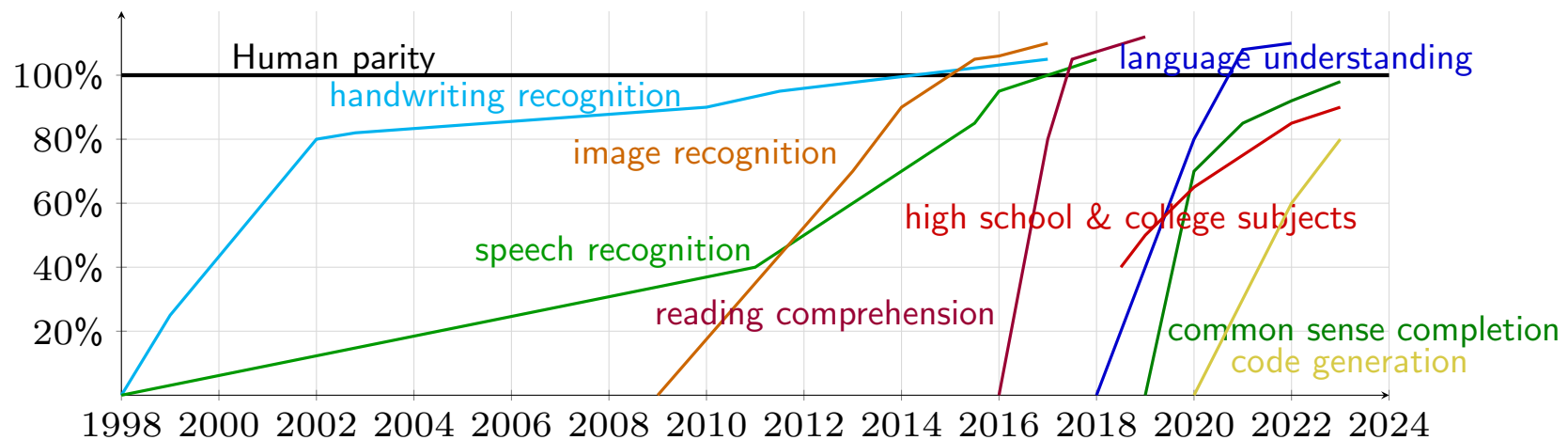
AI's transformative impact - adoption speed & economic potential

- adoption - has been twice as fast with platform shifts suggesting
 - increasing demand and readiness for new technology improved user experience & accessibility
- AI's potential to drive economy for years to come
 - 35% improvement in productivity driven by introduction of PCs and internet
 - greater gains expected with AI proliferation



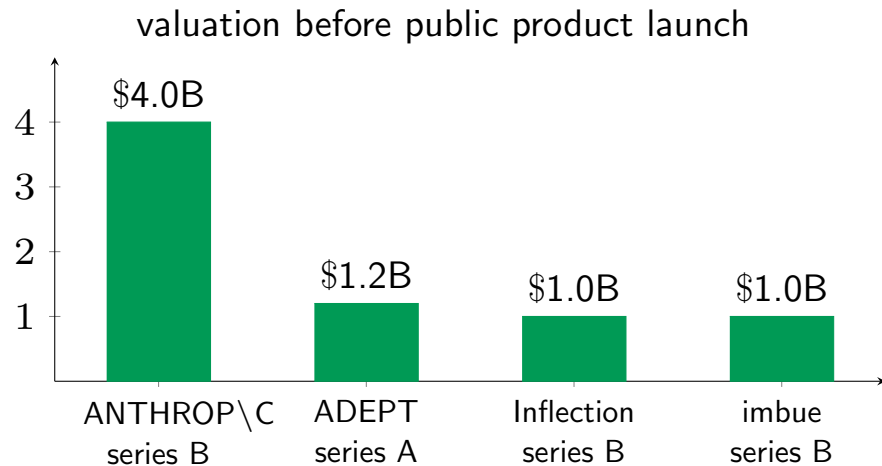
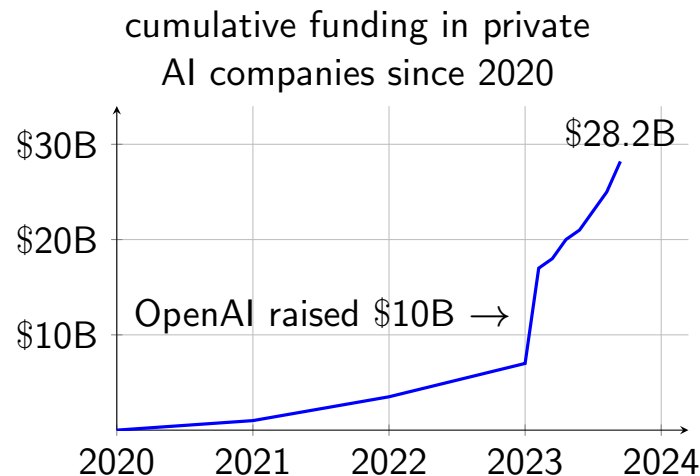
AI getting more & more faster

- steep upward slopes of AI capabilities highlight accelerating pace of AI development
 - period of exponential growth with AI potentially mastering new skills and surpassing human capabilities at ever-increasing rate
- closing gap to human parity - some capabilities approaching or arguably reached human parity, while others having still way to go
 - achieving truly human-like capabilities in broad range remains a challenge



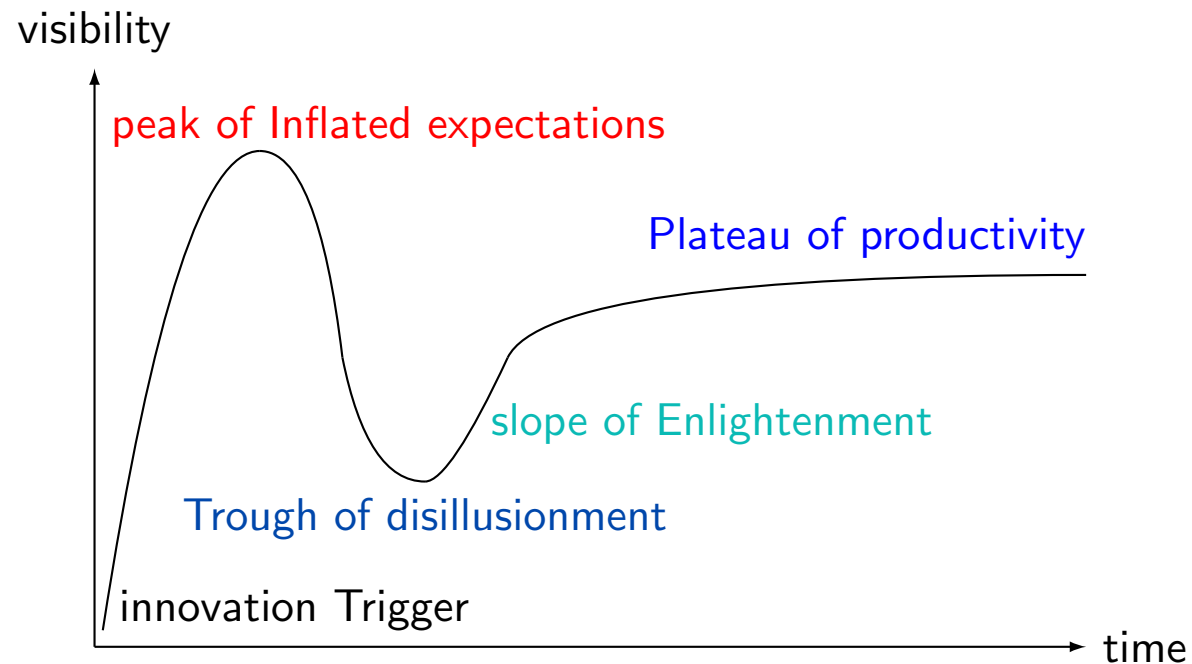
Massive investment in AI

- *explosive growth* - cumulative funding skyrocketed reaching staggering \$28.2B
- OpenAI - significant fundraising (=\$10B) fueled rapid growth
- *valuation surge* - substantial valuations even before public products for stellar companies
- *fierce competition for capital* among AI startups driving innovation & accelerating development
- massive investment indicates *strong belief in & optimistic outlook for potential of AI* to revolutionize industries & drive economic growth



Is AI hype?

Technology hype cycle



- innovation trigger - technology breakthrough kicks things off
- peak of inflated expectations - early publicity induces many successes followed by even more
- trough of disillusionment - expectations wane as technology producers shake out or fail
- slope of enlightenment - benefit enterprise, technology better understood, more enterprises fund pilots

Fiber vs cloud infrastructure

- fiber infrastructure - 1990s

- Telco Co's raised \$1.6T of equity & \$600B of debt
- bandwidth costs decreased 90% within 4 years
- companies - Covage, NothStart, Telligent, Electric Lightwave, 360 networks, Nextlink, Broadwind, UUNET, NFS Communications, Global Crossing, Level 3 Communications
- became *public good*

- cloud infrastructure - 2010s

- entirely new computing paradigm
- mostly public companies with data centers
- *big 4 hyperscalers generate* \$150B + annual revenue



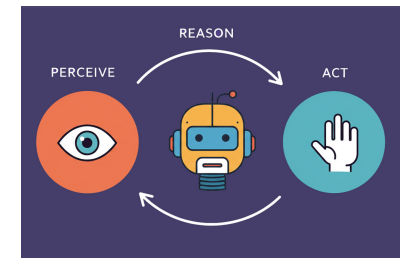
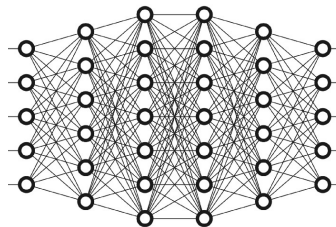
Yes & No

characteristics of hype cycles	speaker's views
value accrual misaligned with investment	● OpenAI still operating at a loss; business model <i>still</i> not clear ● gradual value creation across broad range of industries and technologies (<i>e.g.</i>, CV, LLMs, RL) unlike fiber optic bubble in 1990s
overestimating timeline & capabilities of technology	● self-driving cars delayed for over 15 years, with limited hope for achieving level 5 autonomy ● AI, however, has proven useful within a shorter 5-year span, with enterprises eagerly adopting
lack of widespread utility due to technology maturity	● AI already providing significant utility across various domains ● vs quantum computing remains promising in theory but lacks widespread practical utility

AI Agents

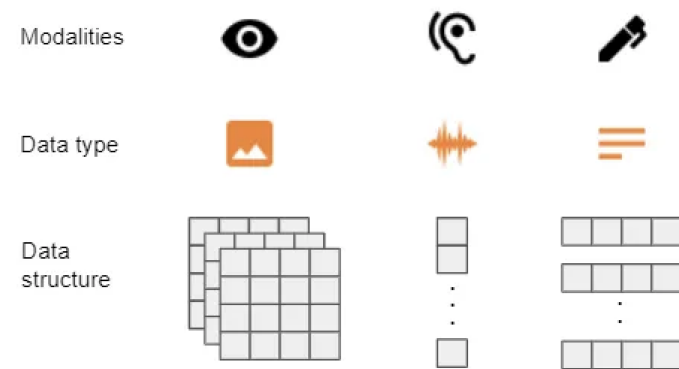
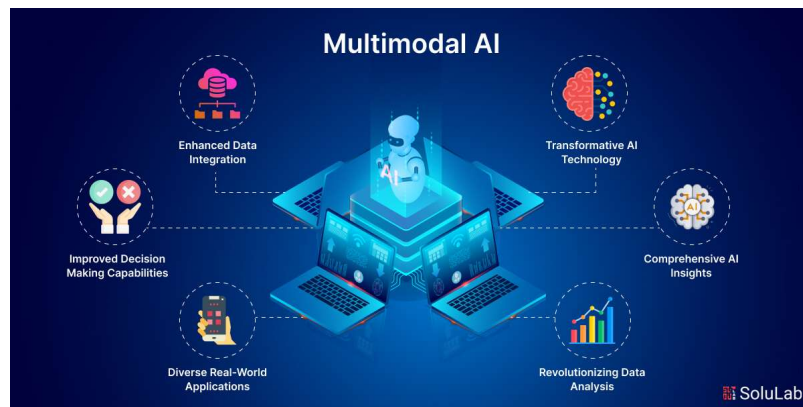
AI progress in 21st century in keywords

- 2010 ~ Big Data
- 2012 ~ Deep Learning
- 2017 ~ Transformer - Attention is All you need!
- 2022 ~ LLM & genAI
- 2024 ~ AI Agent (Agentic AI)



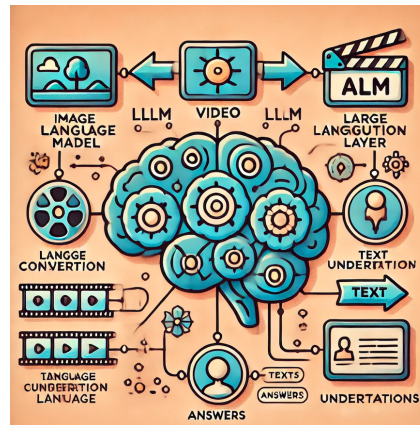
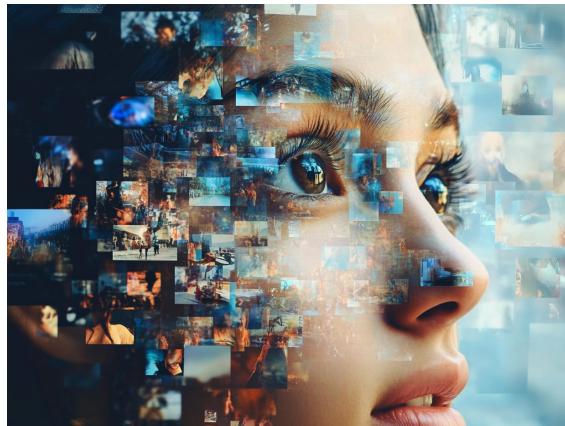
Multimodal learning

- understand information from multiple modalities, *e.g.*, text, images, audio, video
- representation learning methods
 - combine multiple representations or learn multimodal representations simultaneously
- applications
 - images from text prompt, videos with narration, musics with lyrics
- collaboration among different modalities
 - understand image world (open system) using language (closed system)



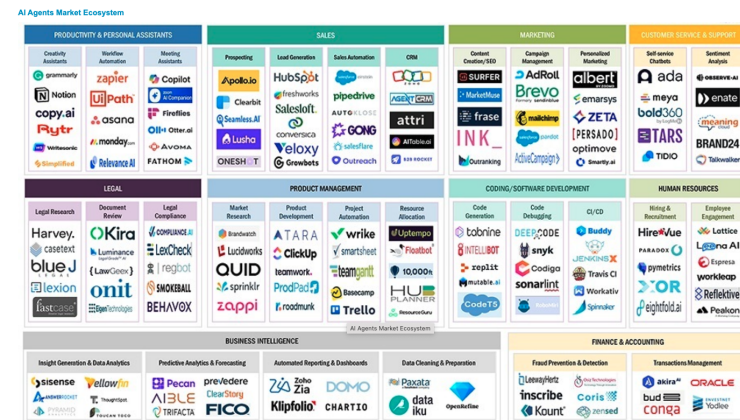
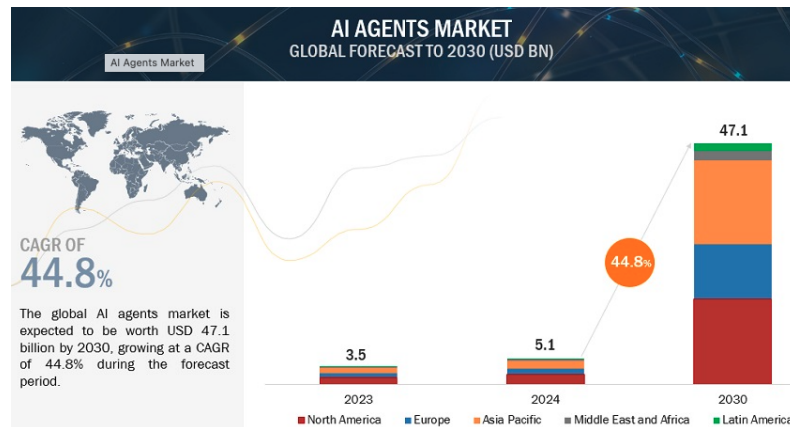
Implications of success of LLMs

- many researchers change gears towards LLM
 - from computer vision (CV), speech, music, video, even reinforcement learning
- *LLM is not only about NLP . . .* humans have . . .
 - evolved to optimize natural language structures for eons
 - handed down knowledge using *this natural languages* for thousands of years
 - internal structure (or equivalently, representation) of natural languages optimized via *thousands of generation by evolution*
- LLM *connects non-linguistic world (open system) via natural languages (closed system)*



Multimodal AI (mmAI)

- mmAI - systems processing & integrating data from multiple sources & modalities, to generate unified response / decision
- 1990s – 2000s - early systems - initial research combining basic text & image data
- 2010s - CNNs & RNNs enabling more sophisticated handling of multimodality
- 2020s - modern multimodal models - Transformer-based architectures handling complex multi-source data at highly advanced level
- mmAI *mimics human cognitive ability* to interpret and integrate information from various sources, leading to holistic decision-making

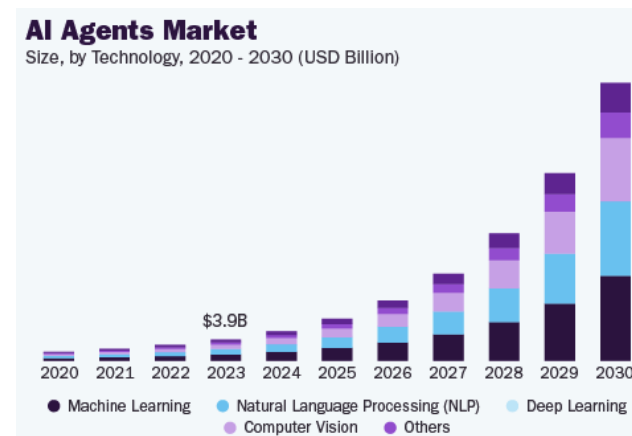
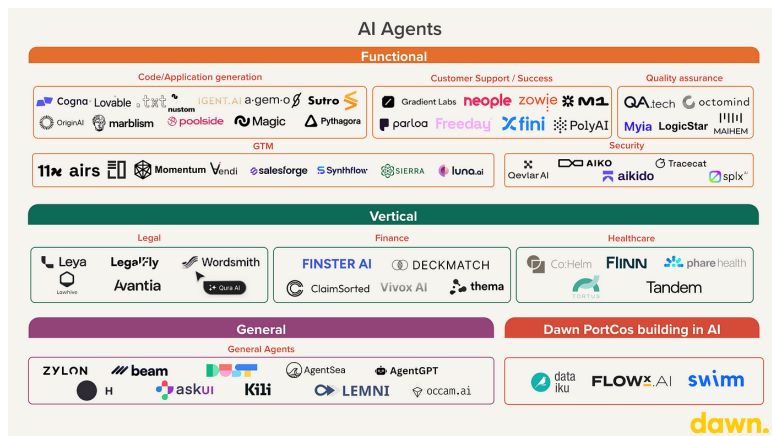


mmAI Technology

- core components
 - data preprocessing - images, text, audio & video
 - architectures - unified Transformer-based (*e.g.*, ViT) & cross-attention mechanisms / hybrid architectures (*e.g.*, CNNs + LLMs)
 - integration layers - fusion methods for combining data representations from different modalities
- technical challenges
 - data alignment - accurate alignment of multimodal data
 - computational demand - high-resource requirements for training and inferencing
 - diverse data quality - manage variations in data quality across modalities
- advancements
 - multimodal embeddings - shared feature spaces interaction between modalities
 - self-supervised learning - leverage unlabeled data to learn representations across modalities

AI agents powered by multimodal LLMs

- foundation
 - integrate multimodal AI capabilities for enhanced interaction & decision-making
- components
 - perceive environment through multiple modalities (visual, audio, text), process using LLM technology, generate contextual responses & take actions
- capabilities
 - understand complex environments, reason across modalities, engage in natural interactions, adapt behavior based on context & feedback



AI agents - Present & Future

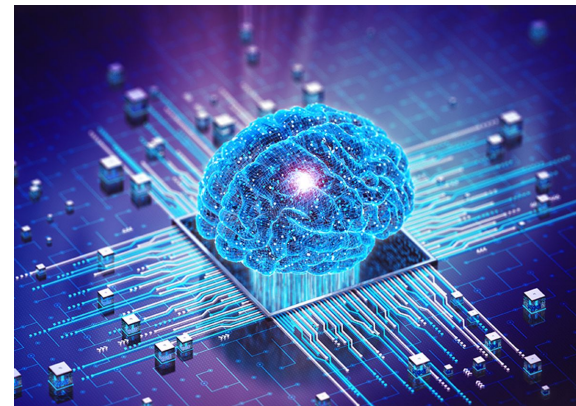
- emerging applications
 - scientific research - agents analyzing & running experiments & generating hypotheses
 - creative collaboration - AI partners in design & art combining multiple mediums
 - environmental monitoring - processing satellite sensor data for climate analysis
 - healthcare - enhanced diagnostic combining imaging, *e.g.*, MRI, with patient history
 - customer experience - virtual assistants understanding spoken language & visual cues
 - autonomous vehicles - integration of visual, radar & audio data
- future
 - ubiquitous AI agents - seamless integration into everyday devices
 - highly tailored personalized experience - in education, entertainment & healthcare



AI & Biotech

AI in biology

- AI has been used in biological sciences, and science in general
- AI's ability to process large amounts of raw, unstructured data (*e.g.*, DNA sequence data)
 - reduces time and cost to conduct experiments in biology
 - enables others types of experiments that previously were unattainable
 - contributes to broader field of engineering biology or biotechnology
- AI increases human ability to make direct changes at cellular level and create novel genetic material (*e.g.*, DNA and RNA) to obtain specific functions



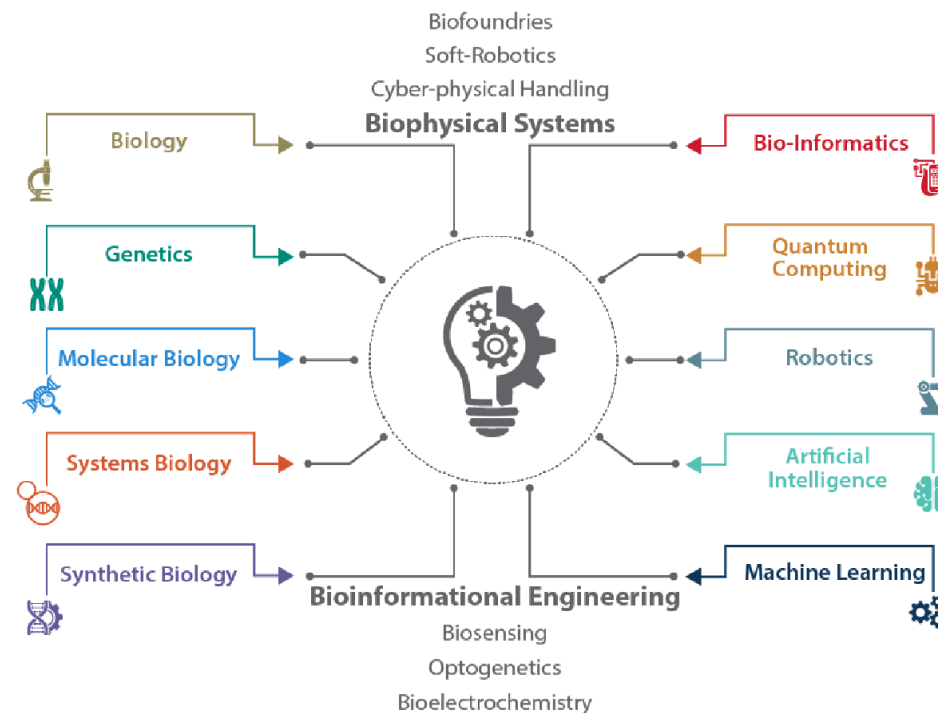
Biotech

Biotech

- biotechnology
 - is multidisciplinary field leveraging broad set of sciences and technologies
 - relies on and builds upon advances in other fields such as nanotechnology & robotics, and, increasingly, AI
 - enables researchers to read and write DNA
 - sequencing technologies “read” DNA while gene synthesis technologies take sequence data and “write” DNA turning data into physical material
- 2018 National Defense Strategy & Senior US Defense and Intelligence Officials identified emerging technologies that could have disruptive impact on US national security [[Say21](#)]
 - [AI](#), lethal autonomous weapons, hypersonic weapons, directed energy weapons, [biotechnology](#), quantum technology
- other names for biotechnology are engineering biology, synthetic biology, biological science (when discussed in context of AI)

Biotech - multidisciplinary field

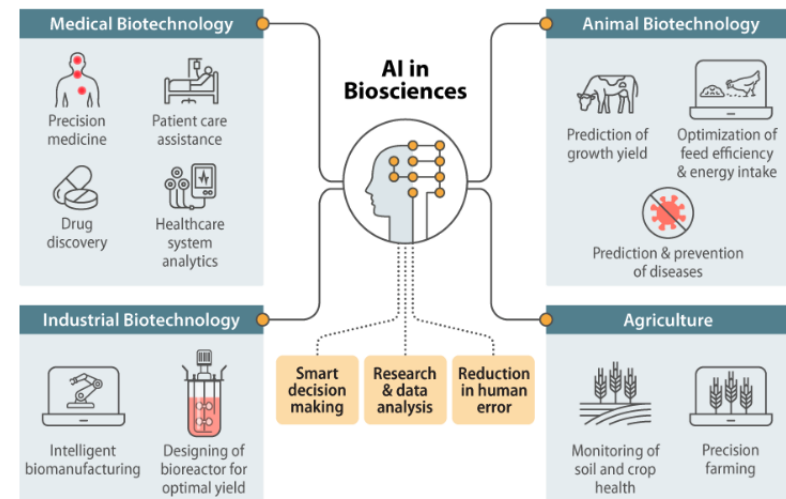
- sciences and technologies enabling biotechnology include (but not limited to)
 - (molecular) biology, genetics, systems biology, synthetic biology, bio-informatics, quantum computing, robotics [DFJ22]



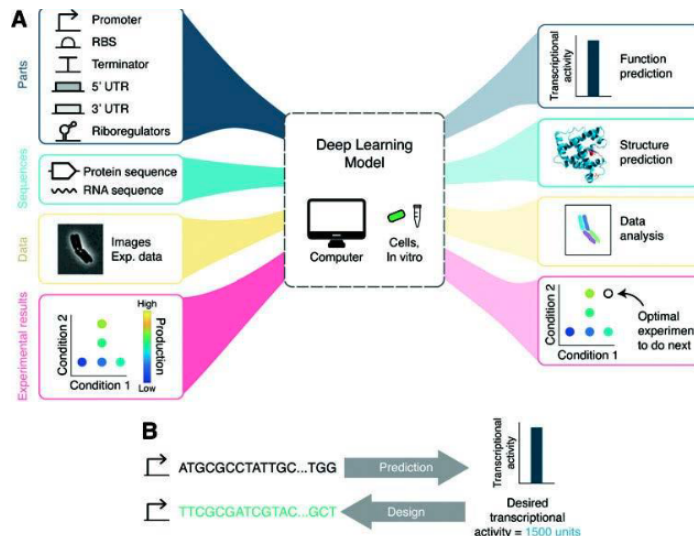
Convergence of AI and biological design

- AI & biological sciences converging [BKP22]
 - each building upon the other's capabilities for new research and development across multiple areas
- Demis Hassabis, CEO & cofounder of DeepMind, said of biology [Toe23]

“. . . biology can be thought of as information processing system, albeit extraordinarily complex and dynamic one . . . just as mathematics turned out to be the right description language for physics, biology may turn out to be *the perfect type of regime for the application of AI!*"
- both AI & biotech rely on and build upon advances in other scientific disciplines and technology fields, such as nanotechnology, robotics, and increasingly big data (*e.g.*, genetic sequence data)
 - each of these fields itself convergence of multiple sciences and technologies
- so *their impacts can combine to create new capabilities*



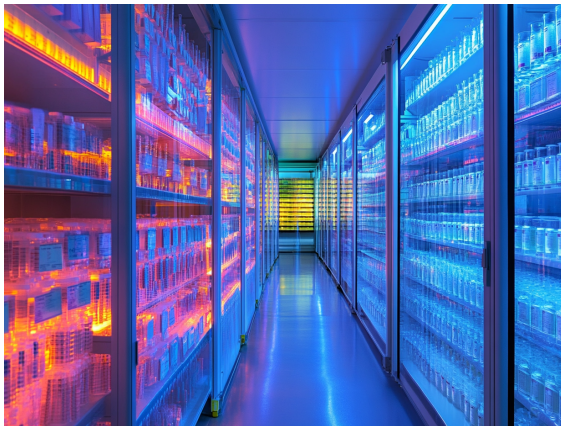
Multi-source genetic sequence data



- AI, essential to analyzing exponential growth of genetic sequence data
 - “AI will be essential to fully understanding how genetic code interacts with biological processes” - US National Security Commission on Artificial Intelligence (NSCAI)
 - process huge amounts of biological data, *e.g.*, genetic sequence data, coming from different biological sources for understanding complex biological systems
 - sequence data, molecular structure data, image data, time-series, omics data
- *e.g.*, analyze genomic data sets to determine the genetic basis of particular trait and potentially uncover genetic markers linked with that trait

Quality & quantity of biological data

- limiting factor, however, is *quality and quantity* of biological data, *e.g.*, DNA sequences, that AI is trained on
 - *e.g.*, accurate identification of particular species based on DNA requires reference sequences of *sufficient quality* to exist and be available
- databases have varying standards - access, type, and quality of information
- design, management, quality standards, and data protocols for reference databases can affect utility of particular DNA sequence



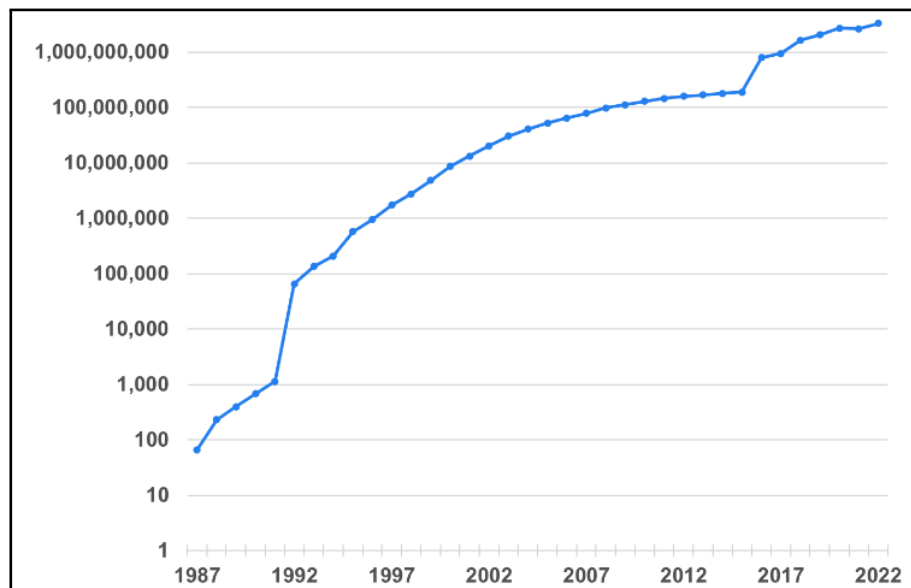
Rapid growth of biological data

- volume of genetic sequence data grown exponentially as sequencing technology evolved
- more than 1,700 databases incorporating data on genomics, protein sequences, protein structures, plants, metabolic pathways, *etc.*, *e.g.*
 - open-source public database
 - Protein Data Bank, US-funded data center - more than *terabyte of three-dimensional structure data* for biological molecules, *e.g.*, proteins, DNA, RNA
 - proprietary database
 - Ginkgo Bioworks - more than *2B protein sequences*
 - public research groups
 - Broad Institute - produces roughly *500 terabases of genomic data per month*
- great potential value in aggregate volume of genetic datasets that can be collectively mined to discover and characterize relationships among genes

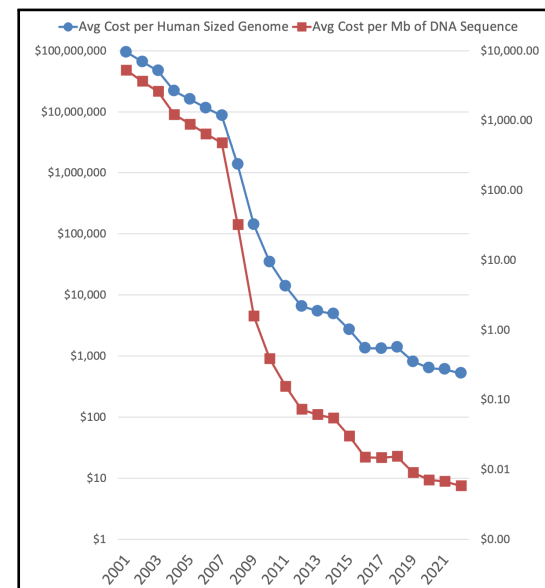
Volume and sequencing cost of DNA over time

- volume of DNA sequences & DNA sequencing cost
 - data source: National Human Genome Research Institute (NHGRI) [Wet23] & International Nucleotide Sequence Database Collaboration (INSDC)
- *more dramatic than Moore's law!*

sequences in INSDC



DNA sequencing cost



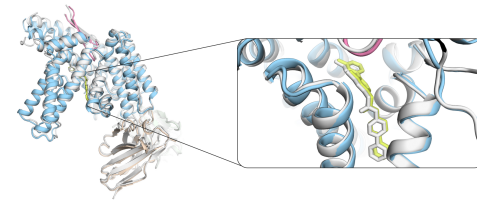
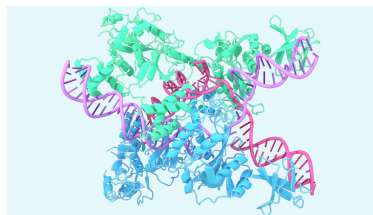
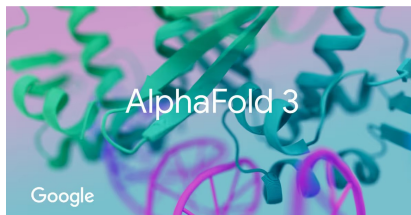
Bio data availability and bias

- US National Security Commission on Artificial Intelligence (NSCAI) recommends
 - US fund and prioritize development of a biobank containing *“wide range of high-quality biological and genetic data sets securely accessible by researchers”*
 - establishment of database of broad range of human, animal, and plant genomes would
 - *enhance and democratize biotechnology innovations*
 - *facilitate new levels of AI-enabled analysis of genetic data*
- bias - availability of genetic data & decisions about selection of genetic data can introduce bias, *e.g.*
 - training AI model on datasets emphasizing or omitting certain genetic traits can affect how information is used and types of applications developed - *potentially privileging or disadvantaging certain populations*
 - access to data and to AI models themselves may impact communities of differing socioeconomic status or other factors unequally

Emerging Trends in Biotech

AlphaFold

- solving 50-year-old protein folding problem, *“one of biology’s grand challenges”*
 - definition - given amino acid sequence, predict how it folds into a 3D structure
 - proteins fold in microseconds, but predicting computationally nearly impossible
- AlphaFold 1 (2018) - DL + physics-based energy functions → AlphaFold 2 (2020)
 - attention-based NN solving protein folding “in principle” → AlphaFold 3 (2024) - diffusion-based DL, drug-protein interactions, protein complexes
- AlphaFold protein structure database
 - >200MM protein structures - nearly every known protein, used by >2MM researchers
- Applications & implications
 - drug discovery - target identification, lead optimization, side effect prediction
 - enzyme engineering, agriculture, environmental, vaccine development



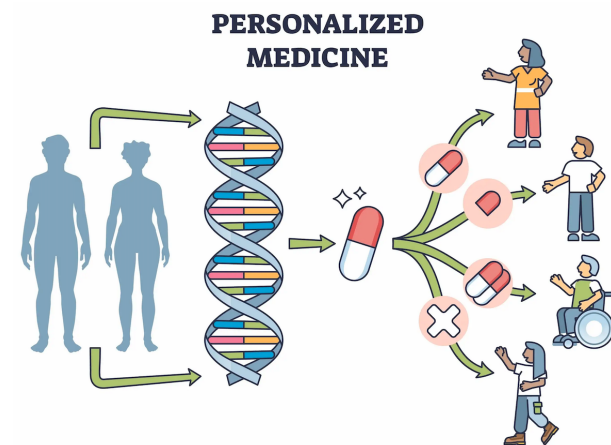
AlphaGo

- [illegible]

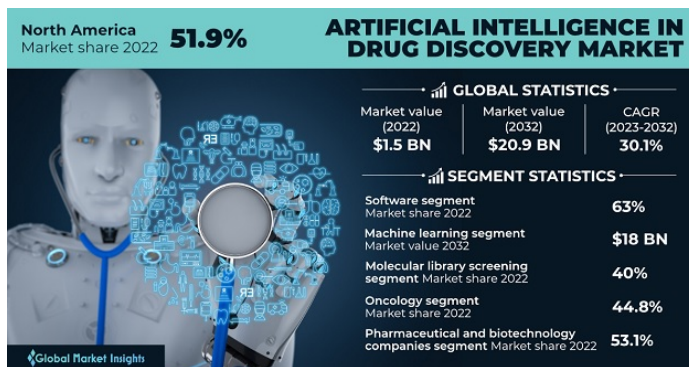
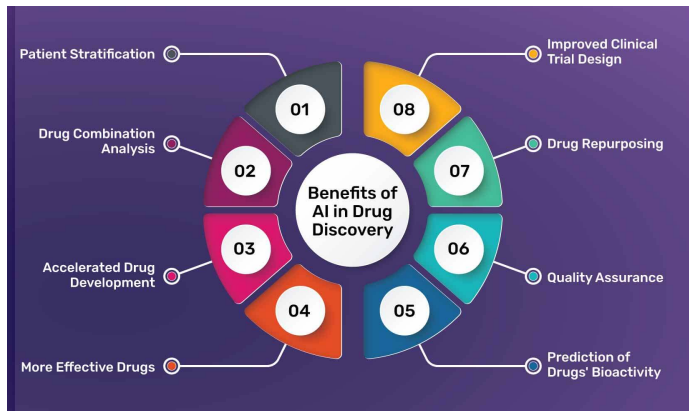


Personalized medicine

- *shift from one-size-fits-all approach to tailored treatments*
- based on individual genetic profiles, lifestyles & environments
- AI enables analysis of vast data to predict patient responses to treatments, thus enhancing efficacy and reducing adverse effects
- *e.g.*
 - custom cancer therapies
 - personalized treatment plans for rare diseases
 - precision pharmacogenomics
- companies - Tempus, Foundation Medicine, *etc.*



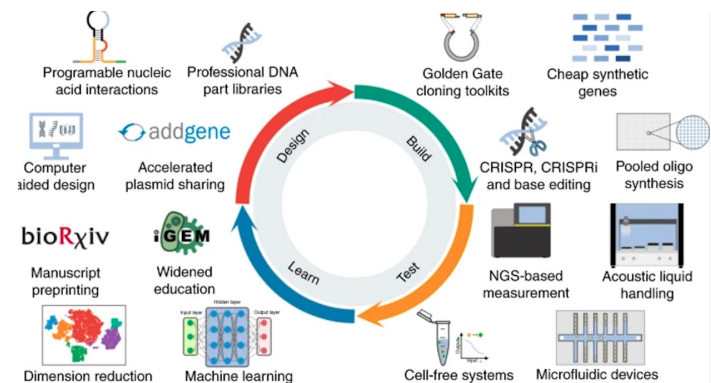
AI-driven drug discovery



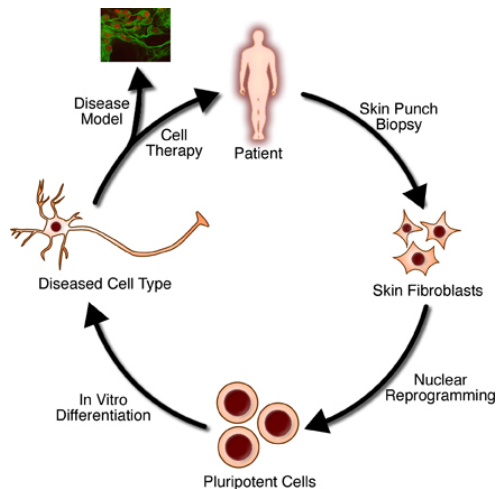
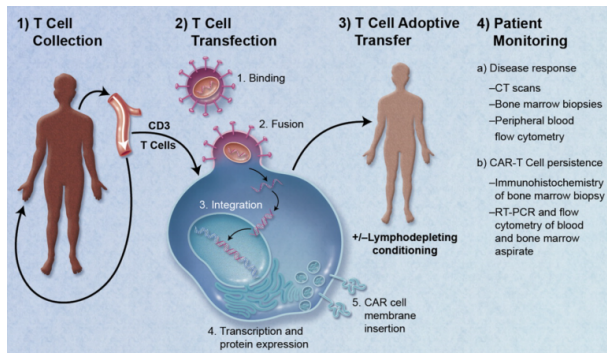
- traditional drug discovery process - time-consuming and costly often taking decades and billions of dollars
- AI streamlines this process by predicting the efficacy and safety of potential compounds with more speed and accuracy
- AI models analyze chemical databases to identify new drug candidates or repurpose existing drugs for new therapeutic uses
- companies - Insilco Medicine, Atomwise.

Synthetic biology

- use AI for gene editing, biomaterial production and synthetic pathways
- combine principles of biology and engineering to design and construct new biological entities
- AI optimizes synthetic biology processes from designing genetic circuits to scaling up production
- company - Ginkgo Bioworks uses AI to design custom microorganisms for applications ranging from pharmaceuticals to industrial chemicals



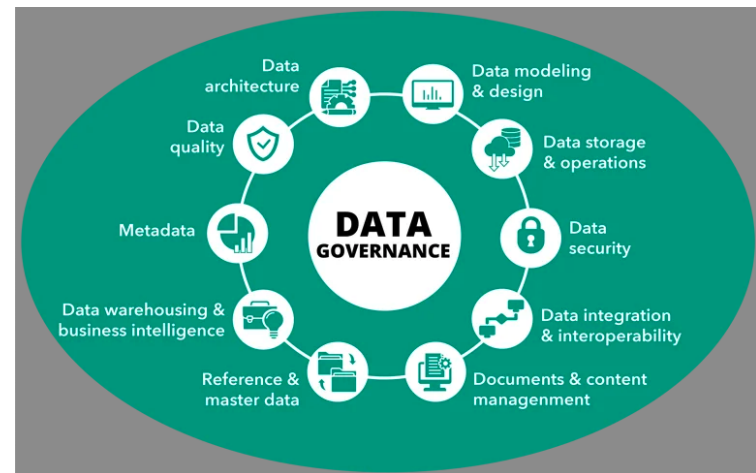
Regenerative medicine



- AI advances development of stem cell therapies & tissue engineering
- AI algorithms assist in identifying optimal cell types, predicting cell behavior & personalized treatments
- particularly for conditions such as neurodegenerative diseases, heart failure and orthopedic injuries
- company - Organovo leverages AI to potentially improve the efficacy and scalability of regenerative therapies, developing next-generation treatments

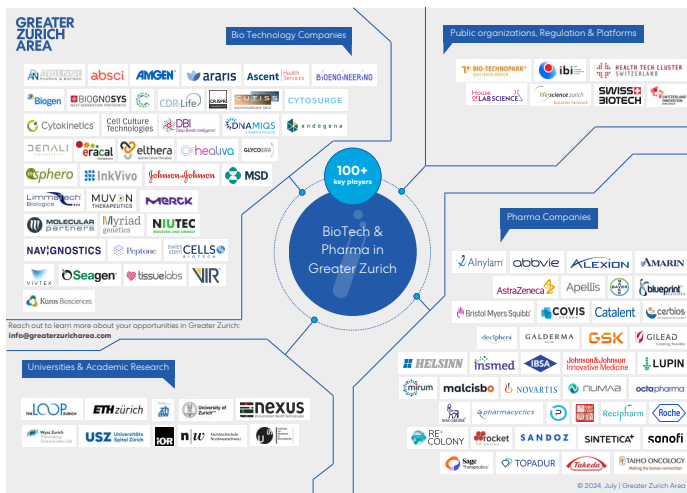
Bio data integration

- integration of disparate data sources, including genomic, proteomic & clinical data - one of biggest challenges in biotech & healthcare
- AI delivers meaningful insights *only when* seamless data integration and interoperability realized
- developing platforms facilitating comprehensive, longitudinal patient data analysis - vital enablers of AI in biotech
- company - Flatiron Health working on integrating diverse datasets to provide holistic view of patient health



Biotech companies

- Atomwise - small molecule drug discovery
- Cradle - protein design
- Exscientia - precision medicine
- Iktos - small molecule drug discovery and design
- Insilico Medicine - full-stack drug discovery system
- Schrödinger, Inc. - use physics-based models to find best possible molecule
- Absci Corporation - antibody design, creating new from scratch antibodies, *i.e.*, “de novo antibodies”, and testing them in laboratories



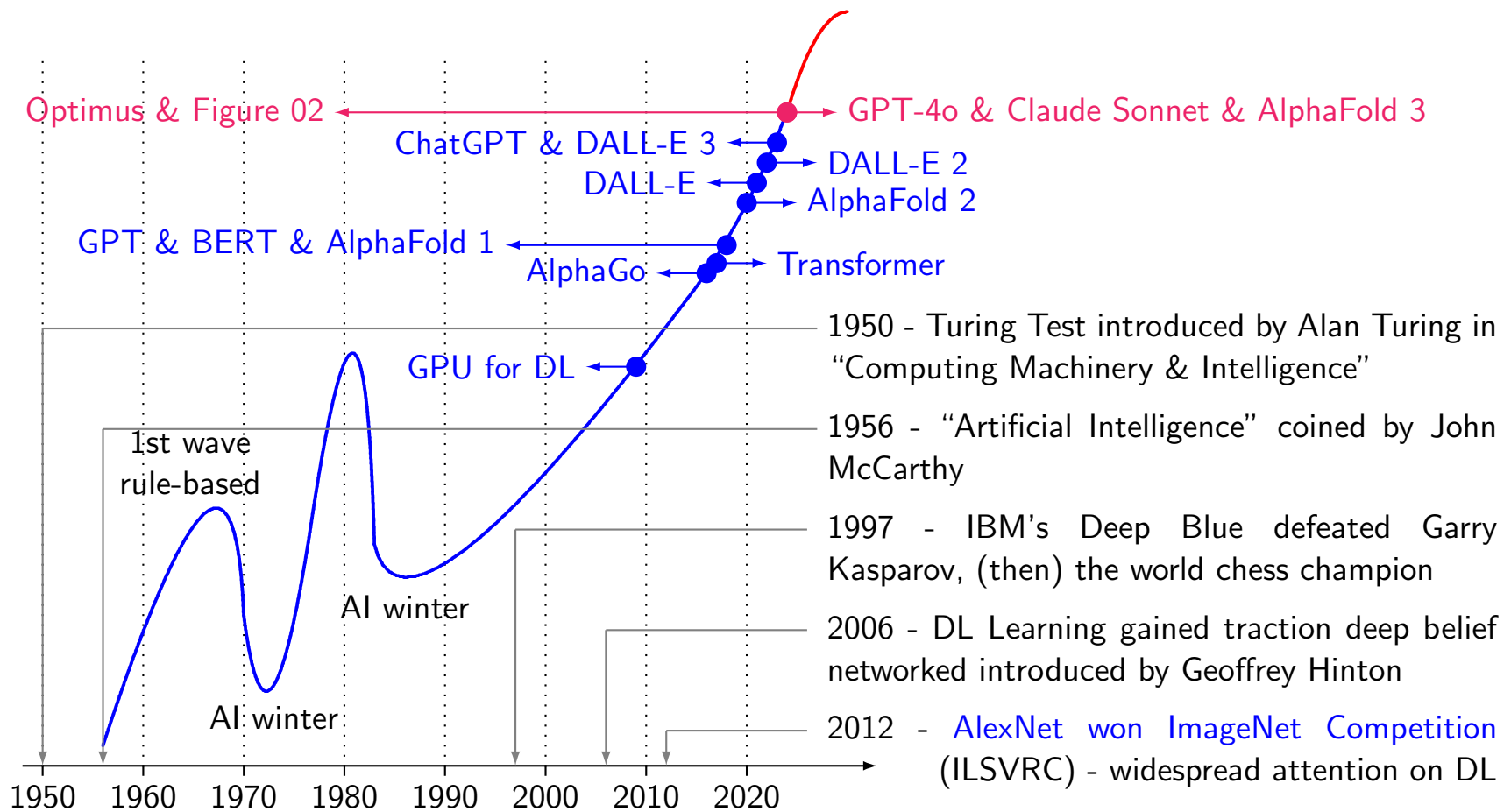
Silicon Valley's Cultural Engine of Innovation and Disruption

My journey from Samsung & Amazon to Gauss Labs & Erudio Bio

- Samsung Semiconductor, Inc.
 - inception into industry from academia, the world's best memory chip maker!
- Amazon.com, Inc.
 - experience so-called Silicon Valley big tech culture and technology
 - set tone for my future career trajectory!
- Gauss Labs, Inc.
 - found & operate AI startup, shaping corporate culture & spearheading R&D as CTO
 - inherent challenges of Korean conglomerate spin-off startup - cultural constraints, over-capitalization, and leadership limitations
- Erudio Bio, Inc.
 - concrete & tangible bio-technology in addition to AI
 - great decisions regarding business development; business models, market fit, go-to-market (GTM) strategies based on lessons learned *in a hard way* 😊

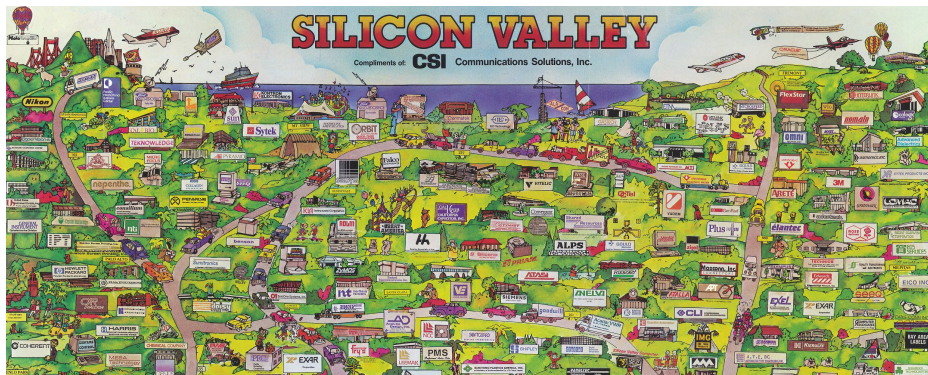


Joining Amazon.com, Inc. at the inflection point of AI



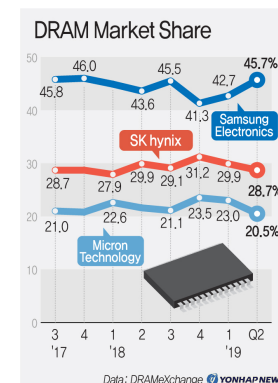
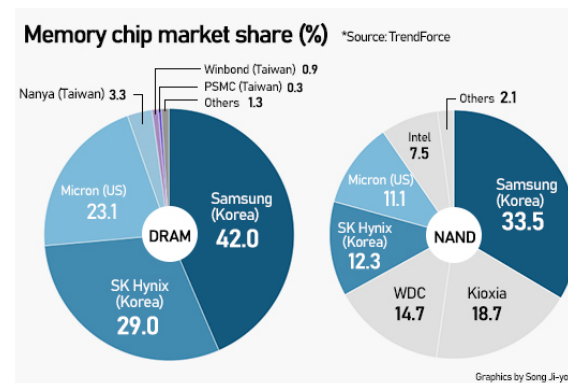
Innovation ecosystem of Silicon Valley

- key characteristics
 - risk-taking culture, *trust* in technology → *genuine* respect for engineers and scientists
 - easy access to huge capital - VCs, angel investors alike
 - talent density - engineers, researchers, scientists, entrepreneurs, PMs, TPMs, . . .
 - diversity, “collision density” of ideas
 - ecosystem of collaboration and competition - startups, academia, industry leaders
- what they mean for global big tech
 - set trends in AI, software & hardware (and or hence) product & industry innovation
 - act as testing ground for disruptive ideas



Case study: Amazon - amazing differentiators of big techs

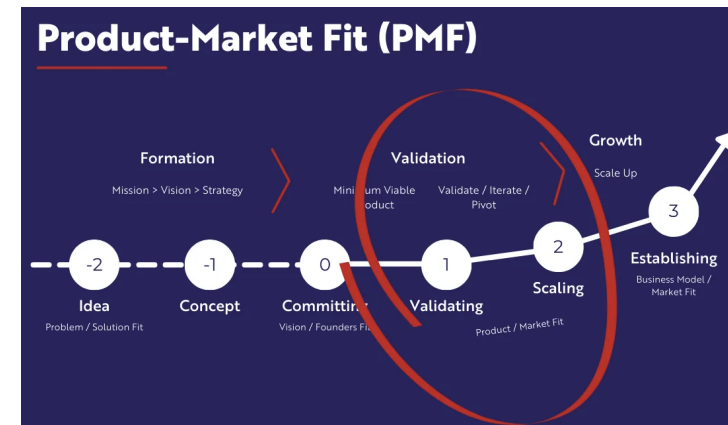
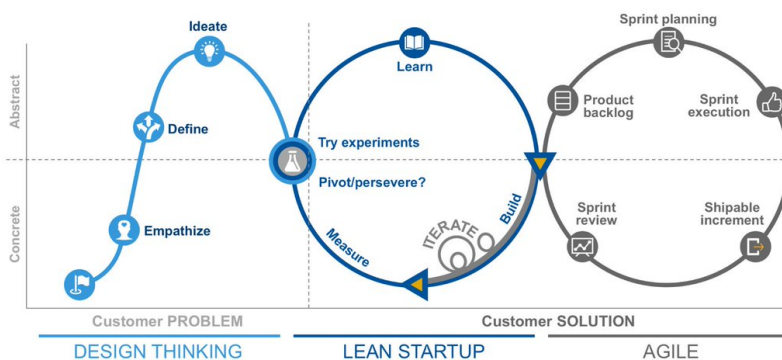
- Amazon's culture & leadership principles
 - customer obsession as driver of innovation
 - high standards & ownership culture, disagree & commit
 - bias for action and long-term thinking - sounds contradictory?
 - mechanisms like “two-pizza teams” & “Day One” for (or rather despite) scalability
- lessons for Korean corporations
 - applying customer-centric innovation in hardware & AI, *e.g.*, on-device AI
 - balancing agility with long-term R&D
 - *build / adapt / apply on the core strength of Samsung that no other company has!*



Founding and scaling startups

- challenges
 - competence of and chemistry among co-founders crucial
 - technology & great team are *necessary*, but *not sufficient (at all!)* for success
 - business models, market fit, timing, agility, flexibility for pivoting / perseverance
- insight
 - importance of domain expertise in addition to AI
 - balancing innovation with good business decisions

Combine Design Thinking, Lean Startup and Agile



Bridging Silicon Valley & Korea

- cultural differences
 - risk appetite & failure tolerance
 - decision-making speed vs hierarchy
 - innovation vs execution focus
- opportunities for collaboration
 - leveraging Korea's manufacturing expertise with Silicon Valley's software/AI strengths
 - building global teams with diverse perspectives



To be successful . . .

- embrace customer/market-centric mindset in innovation and for business decisions
- balance agility with long-term vision
- foster cross-cultural collaboration for global impact
- ((very) strategically and carefully) leverage AI to solve real-world industrial challenges



Some Important Questions around AI

Some important questions around AI

- why human-level AI?
- what lies in very core of DL architecture? what makes it work amazingly well?
- biases that can hurt judgement, decision making, social good?
- AI ethics & legal issues
- consciousness
- utopia vs dystopia
- knowledge, belief, reasoning
- risk of anthropomorphization

Human-level AI?

Why human-level in the first place?

- lots of times, when we measure AI performance, we say
 - how can we achieve human-level performance, *e.g.*, CV models?
- why human-level?
 - are all human traits desirable? are humans flawless?
 - aren't humans still evolving?
- advantage of AI over humans
 - *e.g.*, self-driving cars can use extra eyes, GPS, computer network
 - *e.g.*, recommendation system runs for hundreds of millions of people overnight
 - AI is available 24 / 7 while humans cannot
 - . . . critical advantages for medical assistance, emergency handling
 - AI does not make more mistakes because task is repetitive and tedious
 - AI does not request salary raise or go on strike

What makes DL so successful?

Factors contributing to astonishing success of DL

- analysis based on speaker's mathematical, numerical algorithmic & statistical perspectives considering hardware innovations

30% universal approximation theorem? - (partially) yes! but that's not all

- function space of neural network is *dense* (math theory), *i.e.*, for every $f : \mathbf{R}^n \rightarrow \mathbf{R}^m$, exists $\langle f_n \rangle$ such that $\lim_{n \rightarrow \infty} f_n = f$

25% architectures/algorithms tailored for each class of applications, *e.g.*, CNN, RNN, Transformer, NeRF, diffusion, GAN, VAE, . . .

20% data labeling - expensive, data availability - unlimited web text corpus

15% computation power/parallelism - AI accelerators, *e.g.*, GPU, TPU & NPU

10% rest - Python, open source software, cloud computing, MLOps, . . .

Sudden leap in LLM performance

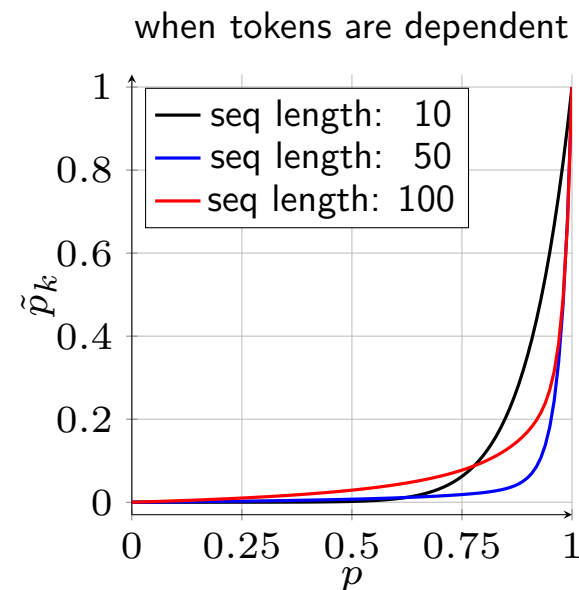
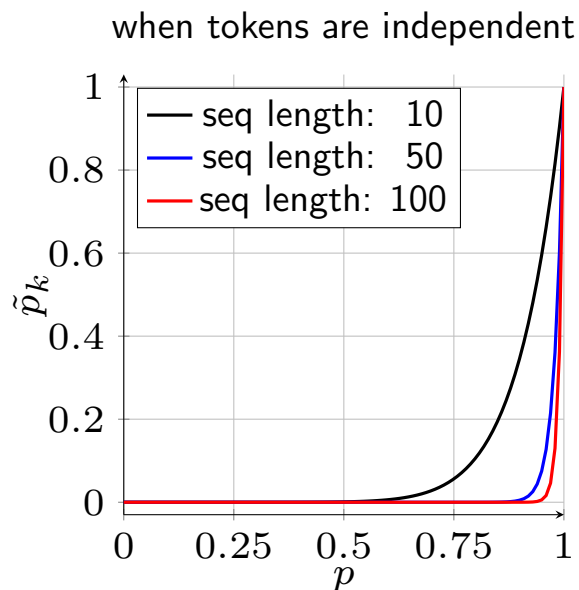
Probability inferred sequence is correct

- assume
 - t_i - i th token
 - p_i - probability that t_i is correct
 - ρ_i - correlation coefficient between t_{i-1} & t_i
 - $\tilde{p}_k$ - probability that $(t_1, \dots, t_k)$ are correct
- recursion

$$\rho_i = \frac{\tilde{p}_i - \tilde{p}_{i-1}p_i}{\sqrt{\tilde{p}_{i-1}(1 - \tilde{p}_{i-1})p_i(1 - p_i)}}$$
$$\Leftrightarrow \tilde{p}_i = \tilde{p}_{i-1}p_i + \rho_i \sqrt{\tilde{p}_{i-1}(1 - \tilde{p}_{i-1})p_i(1 - p_i)}$$

Dramatic improvement of LLM near saturation

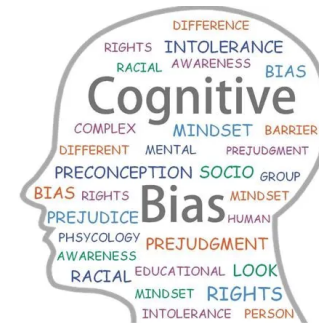
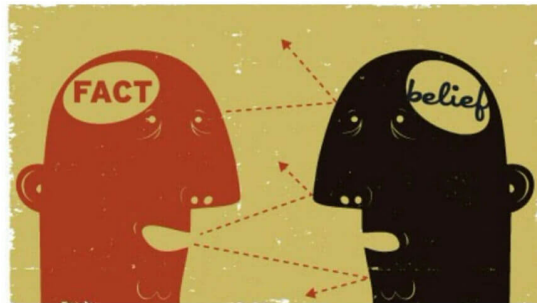
- do simulations for both independent & dependent cases
 - assume p_i are same for all i
- (for both cases) sequence inference improves dramatically as p approaches 1
- this explains *why we have observed sudden dramatic performance improvement of certain seq2seq learning technologies, e.g., LLM*



Biases

Cognitive biases attributed to humans

- cognitive biases [[Kah11](#)]
 - confirmation bias, availability bias
 - hindsight bias, confidence bias, optimistic bias
 - anchoring bias, halo effect, framing effect, outcome bias
 - belief bias, negativity bias, false consensus



Biases of LLMs

- LLMs subject to
 - availability bias - biased by imbalancedly available information
 - LLM trained by imbalanced # articles for specific topics
 - belief bias - derive conclusion not by reasoning, but by what it saw
 - LLM easily inferencing what it saw, *i.e.*, data it trained on
 - halo effect - overemphasize on what prestigious figures say
 - LLM trained by imbalanced # reports about prestigious figures
- similar facts true for other types of ML models,
 - *e.g.*, video caption, text summarization, sentiment analysis
- cognitive biases only human represent
 - confirmation bias, hindsight bias, confidence bias, optimistic bias, anchoring bias, negativity bias, framing effect

AI Ethics

Ethical issues related to AI

- AI can be exploited by those who have bad intention to
 - manipulate / deceive people - using manipulated data corpus for training
 - *e.g.*, spread false facts
 - induce unfair social resource allocation
 - *e.g.*, medical insurance, taxation
 - exploit advantageous social and economic power
 - *e.g.*, unfair wealth allocation, mislead public opinion
- AI for Good - advocated by Andrew Ng
 - *e.g.*, public health, climate change, disaster management
- should scientists and engineers be morally & politically conscious?
 - *e.g.*, Manhattan project

AI related Legal Issues

Legal issues with ethical consideration

- scenario 1 - full self-driving algorithm causes traffic accident killing people
 - who is responsible? - car maker, algorithm developer, driver, algorithm itself?
- scenario 2 - self-driving cars kill less people than human drivers
 - *e.g.*, human drivers kill 1.5 people for 100,000 miles & self-driving cars kill 0.2 people for 100,000 miles
 - how should law makers make regulations?
 - utilitarian & humanitarian perspectives
- scenario 3 - someone is not happy with their data being used for training
 - “The Times sues OpenAI and Microsoft over AI use of copyrighted work” (Dec-2023)
 - “Newspaper publishers in California, Colorado, Illinois, Florida, Minnesota and New York said Microsoft and OpenAI used millions of articles without payment or permission to develop ChatGPT and other products” (Apr-2024)

Consciousness

Consciousness

- what is consciousness, anyway?
 - recognizes itself as independent, autonomous, valuable entity?
 - recognizes itself as living being, unchangeable entity?
- no agreed definition on consciousness exists yet
... and will be so forever
- does it have anything to do with the fact that humans are biologically living being?
- is SKYNET ever plausible?
 - can AI have *desire* to survive (or save earth)?



Utopia vs Dystopia

Utopia vs dystopia



- not important questions (at all) *I think . . .*
- what we should focus on is *not* the possibilities of doomday or Judgment Day, but rather
 - our limits on controlling unintended impacts of AI
 - *misuse* by (greedy, immoral, and unethical) people possessing social, economic & political power
 - *social good and welfare impaired* by either exploiting AI or ignorance of (inner workings of) AI
- should concern
 - choice or balance among utilitarianism, humanitarianism & values
 - amend or improve laws/regulations
 - ethical issues caused by AI

Knowledge, Belief, and Reasoning

Does AI (LLM) have knowledge or belief? Can it reason?

**What categories of questions do they belong to?
engineering, scientific, philosophical, cognitive scientific, . . . ?**

LLMs . . .

- LLM is very different sort of animal . . . except that it is *not* an animal!
- *unreasonable* effectiveness of data [HNF09]
 - *performance scales with size of training data*
 - *qualitative leaps* in capability as models scale
 - tasks demanding human intelligence *reduced to next token prediction*
- focus on third surprise

conditional probability model looks like human with intelligence

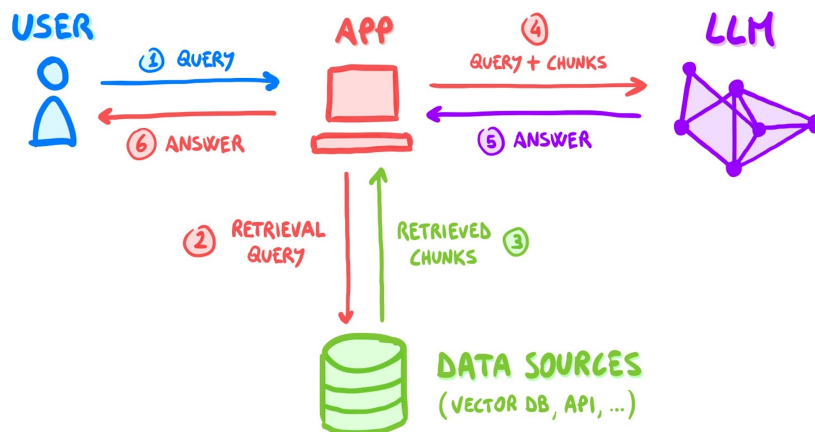
- making vulnerable to anthropomorphism
- examine it by throwing questions such as
 - “*does LLM have knowledge and belief?*”
 - “*can it reason?*”

What LLM really does!

- given prompt “the first person to walk on the Moon was”, LLM responds with “Neil Armstrong”. . . strictly speaking
 - it’s *not* being asked *who* was the first person to walk on the Moon
 - what are being *really* asked is *“given statistical distribution of words in vast public corpus of text, what words are most likely to follow ‘The first person to walk on the Moon was’?”*
- given prompt “after ring was destroyed, Frodo Baggins returned to”, LLM responds with “the Shire”
 - on one level, it seems fair to say, you might be testing LLM’s knowledge of fictional world of Tolkien’s novels
 - what are being *really* asked is *“given statistical distribution of words in vast public corpus of text, what words are most likely to follow ‘After the ring was destroyed, Frodo Baggins returned to’?”*

LLMs vs systems in which they are embedded

- crucial to distinguish between the two (for philosophical clarity)
 - LLM (bare-bones model) - highly specific & well-defined function, which is *conditional probability estimator*
 - systems in which LLMs are embedded, *e.g.*, for question-answering, news article summarization, screenplays generation, language translation



How ChatBot works?

- conversational AI agent does *in-context learning* or *few-shot prompting*
- for example,
 - when the user enters
who is the first person to walk on the Moon?
 - ChatBot, LLM-embedded system, feeds the following to LLM
User, a human, and BOT, a clever and knowledgeable AI agent.
User: what is 2+2?
BOT: the answer is 4.
User: where was Albert Einstein born?
BOT: he was born in Germany.
User: who is the first person to walk on the Moon?
BOT:

Knowledge, belief & reasoning around LLM

- *not* easy topic to discuss, or even impossible because
 - we *do not have agreed definition* of these terms especially in context of being asked questions like

does LLM have belief?

or

do humans have knowledge?

- let us discuss them in two different perspectives
 - laymen's perspectives
 - cognitive scientific & philosophical perspectives

Laymen's perspectives on knowledge, belief & reasoning

- does (good) LLM have knowledge?
 - Grandmother: looks like it cuz when instructed *“explaining big bang”*, it says
“ The Big Bang theory is prevailing cosmological model that explains the origin and evolution of the universe. . . . 13.8 billion years ago . . . ”
- does it have belief?
 - Grandmother: I don't think so, *e.g.*, it does not believe in God!
- can it reason?
 - Grandmother: seems like it! *e.g.*, when asked *“Sunghee is a superset of Alice and Beth is a superset of Sunghee. is Beth a superset of Alice?”*, it says
“ Yes, based on information provided, if Sunghee is a superset of Alice and Beth is a superset of Sunghee, then Beth is indeed a superset of Alice . . . ”
- can it reason to prove theorem whose inferential structure is more complicated?
 - Grandmother: I'm not sure – actually, I don't know what you're talking about!

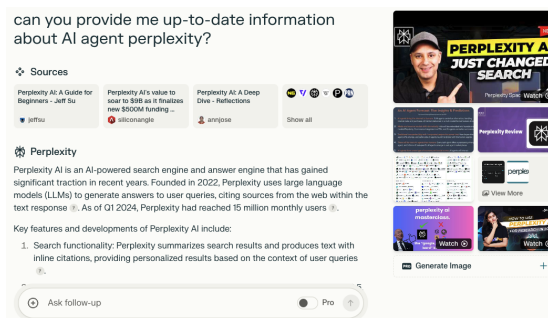
Knowledge

- could argue LLM “knows” which words follow which other words with high probability
- but, only *in context of capacity to distinguish truth from falsehood* can we legitimately speak of “knowledge”!
- LLM(-embedded BOT)
 - can be said to “*encode*”, “*store*”, or “*contain*” knowledge
 - lacks means to use words “true” & “false” in all ways & in all contexts because . . .
 - *does not inhabit the world* we human language-users share!



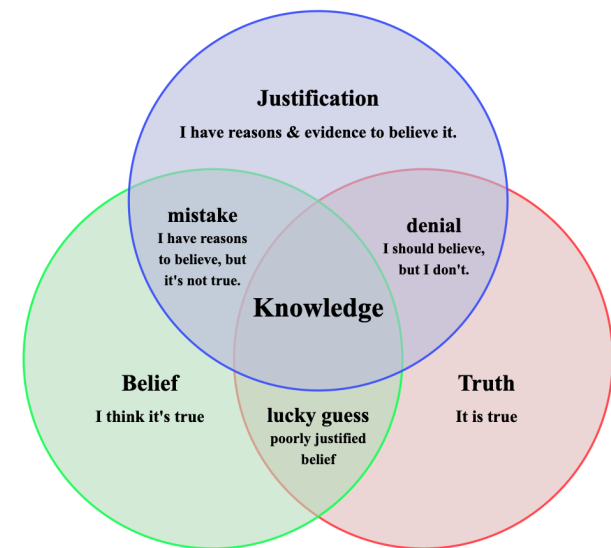
Belief

- nothing can count as *belief about the world* we share unless
 - is against backdrop of “*ability to update beliefs appropriately in light of evidence from that world*” - (again) essential capacity to distinguish truth from falsehood
- change taking place in humans when acquiring or updating belief is
 - reflection of their nature as language-using animals inhabiting shared world with community of language-users
- then, *what if LLM-embedded system updates LLM with outside world information?*
 - even so, when interacting with AI systems based on LLMs, these grounds are *absent!*



Knowledge in philosophical and cognitive scientific sense

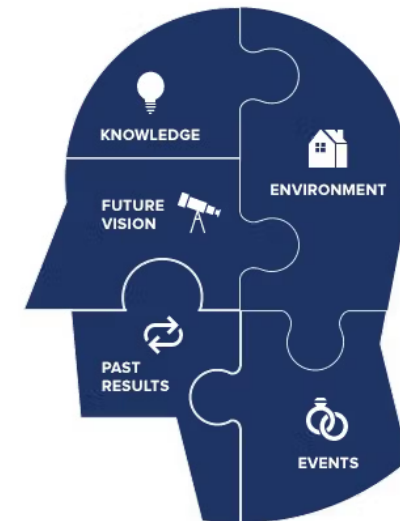
- does LLM have knowledge?
 - Sunghee: *I don't think so!*
- why?
 - we say we have “knowledge” when
“we do so against ground of various human capacities that we all take for granted when we engage in everyday conversation with each other.”
 - when asked *“who is Tom Cruise's mother?”*, it says *“Tom Cruise's mother is Mary Lee Pfeiffer.”*
However, this is nothing but
“guessing” by conditional probability model the most likely words following “Tom Cruise's mother is.”
 - so *we cannot say it really knows the fact!*



Belief in philosophical and cognitive scientific sense

- for the discussion
 - do *not* concern any specific belief
 - but concern *prerequisites for ascribing any beliefs to AI system*
- so does it have belief?
 - nothing can count as belief about the world we share unless
 - it is against ground of the ability to update beliefs appropriately in light of evidence from that world, essential aspect of the capacity to distinguish truth from falsehood*
 - LLM does not have this ground, essential consideration when deciding whether it *really* had beliefs.
- Sunghee: so *no, LLM cannot have belief!*

WHERE DO YOUR BELIEFS COME FROM?



Reasoning in philosophical and cognitive scientific sense

- note reasoning is *content neutral*
 - *e.g.*, following logic is perfect regardless of truth of premises
 - hence, no access to outside world does *not* disqualify
- when asked “*if humans are immortal, would Socrates have survived today?*”, LLM says “*. . . it’s logical to conclude that Socrates would likely still be alive today. . . .*”
- however, remember, once again, what we just asked it to do is *not* “deductive inference”
given the statistical distribution of words in public corpus, what words are likely to follow the sequence, “humans are immortal and Socrates is human therefore.”
- Sunghee: so *no, LLM cannot reason, either!*
- but, LLM
 - pretends to reason, and from which capabilities, we can benefit!
 - also, can *mimic even multi-step reasoning whose inferencing structure is complicated* using *chain-of-thoughts prompting*, *i.e.*, *in-context learning* or *few-shot prompting*

Simple example showing LLM not possessing knowledge

- User

"Who is Tom Cruise's mother?"



- LLM(-embedded question-answering system) (as of Jan 2022)

"Tom Cruise's mother is Mary Lee Pfeiffer. She was born Mary Lee South. . . . Information about his family, including his parents, has been publicly available, . . . "

- User

"Who is Mary Lee Pfeiffer's son?"

- LLM(-embedded question-answering system) (as of Jan 2022)

"As of my last knowledge update in January 2022, I don't have specific information about Mary Lee Pfeiffer or her family, including her son. . . . "

Risk of anthropomorphization

- unfortunately, contemporary LLMs are *too powerful, too versatile, and too useful for most people to accept (after understanding) previous arguments!*
- maybe, o.k. for laymen to (mistakenly) anthropomorphize LLM(-embedded systems)
- however, *imperative for (important, smart, and responsible) AI researchers, scientists, engineers & practitioners* to have rigorous understanding in these aspects especially when
 - advise and be consulted by law makers, policy makers, journalists, and various stakeholders responsible for *critical business decisions (in private sectors) and public policies (in public sectors)*
 - collaborate with or/and help professionals in liberal arts, such as *philosophy, ethics, law, religion, literature, history, music, cultural studies, psychology, sociology, anthropology, political science, economics, archaeology, linguistics, media studies, natural sciences, fine arts, . . .*
 - to address negative societal and economic impacts

Moral

- AI shows incredible utility and commercial potentials, hence should
 - make informed decisions about trustworthiness and safety
 - avoid ascribing capacities they lack
 - *take best utilization of remarkable capabilities of AI*
- today's AI so powerful, so (seemingly) convincingly intelligent
 - obfuscate mechanism
 - actively encourage *anthropomorphism* with philosophically loaded words like *“believe”* and *“think”*
 - easily mislead people about character and capabilities of AI
- matters not only to scientists, engineers, developers, and entrepreneurs, but also
 - *general public, law & policy makers, journalists, . . .*

Selected References & Sources

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Thank You