

The Great Company Adventures • Book 49 of 50

OPENAI
**THE
MACHINE THAT LEARNED TO TALK**

seven doors, ten mental models, and the computer that learned to use words.

"Discovering the businesses that built the modern world"

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THE GREAT COMPANY ADVENTURES

Discovering the businesses that built the modern world.

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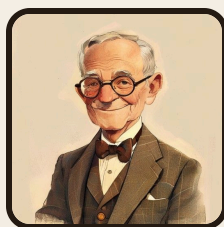
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MEET THE CHARACTERS



SIRI



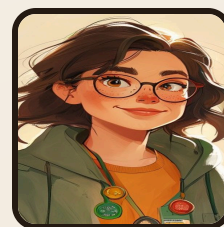
BEN



WARREN



CHARLIE



IRIS

A curious girl named Siri, a wise old teacher named Ben, and his student Warren with Warren's partner Charlie — together discovering the businesses that built the modern world, one adventure at a time.

THE GLOBAL 50

One great company per volume · Fifty adventures, one modern world

SPACE & EXPLORATION

1. SpaceX — *“The Fire That Comes Back”*

MANUFACTURING & ENGINEERING

2. Toyota — *“The River That Builds Cars”*
3. Siemens — *“The Factory That Builds Factories”*
4. Caterpillar — *“The Machines That Move Mountains”*
5. Boeing — *“The Bird With Six Million Pieces”*
6. Airbus — *“The Plane Four Countries Built”*

ENERGY & INDUSTRY

7. Shell — *“The Sunlight Buried at Sea”*
8. ExxonMobil — *“The Ancient Sunlight Machine”*
9. GE Vernova — *“The Wheel That Makes Lightning”*

COMMUNICATION

10. AT&T — *“The Voice Inside the Wire”*
11. Qualcomm — *“The Whisper in the Air”*
12. Ericsson — *“The Towers That Talk”*

TRANSPORTATION

13. Tesla — *“The Car With No Engine”*
14. John Deere — *“The Machine That Feeds the World”*
15. UPS — *“The Promise in a Brown Truck”*

INFRASTRUCTURE

16. ABB — *“The Arms That Never Tire”*
17. Schneider Electric — *“The Guardian of the Grid”*

MATERIALS

18. Corning — *“The Thread of Light”*
19. DuPont — *“The Inventors of Almost Everything”*

SCIENCE & TOOLS

20. 3M — *“The Factory of Ten Thousand Ideas”*
21. Bosch — *“The Spark in Every Machine”*
22. Honeywell — *“The Dial That Tames the Weather”*

MEDICINE & BIOTECHNOLOGY

23. Pfizer — *“The Shield in a Tiny Vial”*
24. Roche — *“The Detectives of the Blood”*

25. Novo Nordisk — *“The Key to a Billion Locks”*

26. Johnson & Johnson — *“The Little Bandage That Grew”*

FOOD & AGRICULTURE

27. Nestlé — *“The Cup That Wakes the World”*
28. Cargill — *“The Invisible Harvest”*

FINANCE & COMMERCE

29. Visa — *“The Handshake Inside the Card”*
30. Mastercard — *“The Two-Second Trust Machine”*
31. Walmart — *“The Store That Never Runs Out”*
32. Costco — *“The Treasure Warehouse”*
33. FedEx — *“The Race Against the Sun”*

CONSUMER INNOVATION

34. Disney — *“The Factory of Dreams”*
35. LEGO — *“The Brick That Builds Anything”*
36. Sony — *“The Pocket Full of Music”*
37. Coca-Cola — *“The Secret in the Red Can”*
38. Nike — *“The Shoe That Learned to Fly”*

LUXURY & CRAFTSMANSHIP

39. Rolex — *“The Heartbeat on Your Wrist”*
40. LVMH — *“The Suitcase That Conquered the World”*

COMPUTING & DIGITAL CIVILIZATION

41. Apple — *“The Glass That Thinks”*
42. Microsoft — *“The Invisible Machine”*
43. Google — *“The Library With No Walls”*
44. Amazon — *“The Box That Crossed the World”*
45. NVIDIA — *“The Brain Made of Sand”*
46. Intel — *“The First Thinking Chip”*
47. TSMC — *“The Invisible City”*
48. ASML — *“The Machine That Prints With Light”*
49. OpenAI — *“The Machine That Learned to Talk”*

THE FINAL DISCOVERY

50. The Company Yet to Be Built — *“The Adventure You Will Build”*

THE VOICE IN THE STUDY

Midnight. Homework: not happening. Because Grandpa Ben's brass compass just started... trembling.

TIK-TIK

It spun. Locked. Pointing straight down the hall.

SPIN

Wait. Seriously?

The family computer, awake in the dark. One blinking line, waiting. The most ordinary machine in the house.

It's never done THIS before.

YOU'RE the next great company? You're a **COMPUTER.**



She typed one question. It answered — in whole sentences, in seconds, about something she had only just invented.



The diary flipped open by itself. Fresh ink.

Nobody wrote that answer down for you!

“A machine has learned to use words, little one. Nobody typed its answers. Go and find out who taught it — and why it took seventy years.”

★ WORTH REMEMBERING

Machines have followed instructions for a century. This is different. Nobody wrote the sentence it just gave you; nobody could. So tonight's mystery: **how does a machine learn to use words nobody handed it?**

The screen rippled — and a whirlpool of blue light yanked her in.

WHOOSH



Here we GOOO!



SIRI'S SECRET NOTEBOOK

Biggest mystery yet 

- ① How can a machine make sentences nobody wrote?
- ② Grandpa says one company started it all. Prove it, compass.

THE HALL THAT HUMS

She landed in a hall of humming cabinets. Rows and rows, fading into a vanishing point.

A researcher waved her over from a bright room.
"I'm Iris. I help teach machines to use words."

Best. Job. EVER.

Inside the cutaway: flat computers stacked like drawers, big dark chips, fat cooling pipes, rivers of cable.

This is a BRAIN made of drawers?

The answer came from a WAREHOUSE?

★ WORTH REMEMBERING

Nothing in here understands English. Every cabinet does only arithmetic — additions and multiplications, unimaginably many, unimaginably fast. Words are what comes **out**, never what is inside. 🌈

Iris unrolled a parchment map. Seven glowing doors. *“Open them all and you’ll understand this machine better than most grown-ups.”*



Seven doors. Deal.



SIRI'S SECRET NOTEBOOK • THE QUEST MAP

1 THE GAME — what is it actually doing?

2 THE CHUNKS — how do words become numbers?

3 THE MAP — where does meaning live?

4 THE SPOTLIGHT — what is attention?

5 THE TOWER — why so many layers?

6 THE PRACTICE — how does it learn?

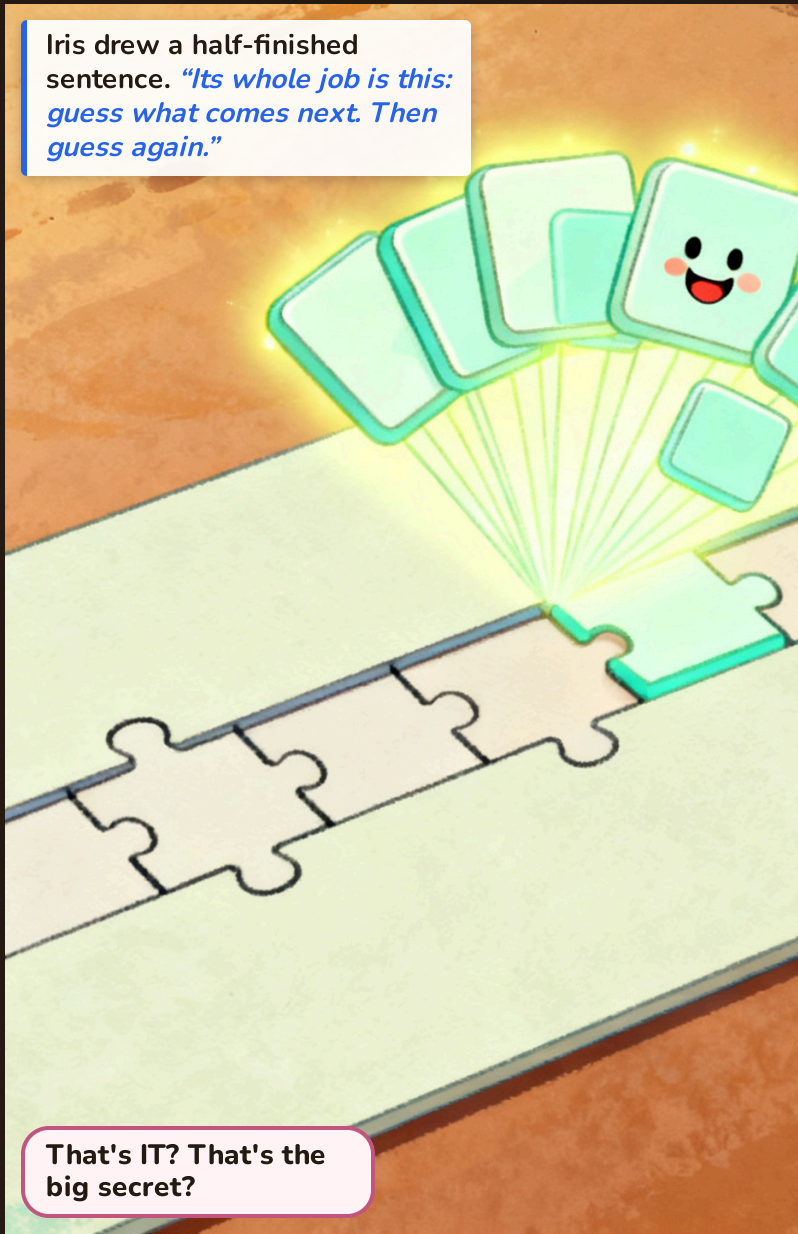
7 THE PEOPLE — who builds it, and WHY?

Let's GO 🌍

THE GREATEST GUESSING GAME

3a Door One: one tiny question, repeated forever

Iris drew a half-finished sentence. *"Its whole job is this: guess what comes next. Then guess again."*



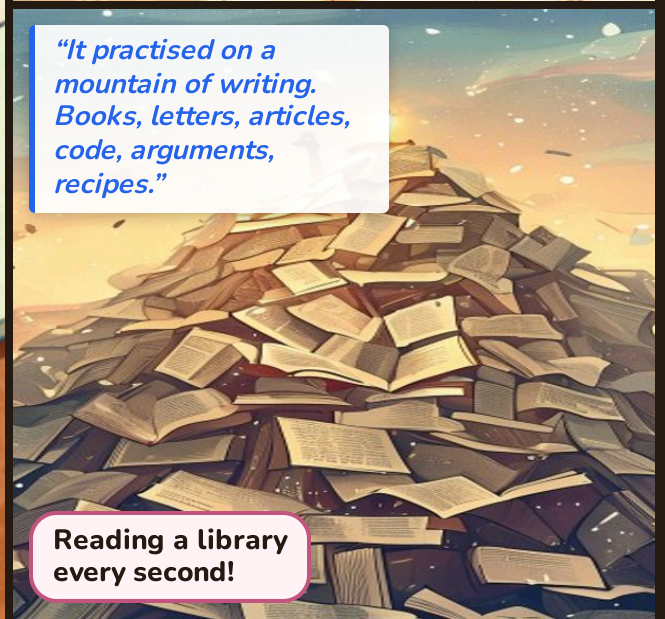
That's IT? That's the big secret?

They played it themselves. Siri finished Iris's sentences. Iris finished hers. Both got scarily good.



Guessing is basically what I do in class!

"It practised on a mountain of writing. Books, letters, articles, code, arguments, recipes."



Reading a library every second!

★ WORTH REMEMBERING

Predicting the next piece sounds small. But to guess well you must pick up grammar, facts, arithmetic, jokes, and how stories usually end. **Guessing well requires understanding.** That is the whole surprise.

"It never picks one word. It scores thousands, then chooses from the likeliest few."



★ WORTH REMEMBERING

Careful, though: it is scoring what sounds **likely**, not what is **true**. That is exactly why these machines sometimes state wrong things with total confidence. Check anything that matters. 🤖

📖 SIRI'S SECRET NOTEBOOK · DOOR 1 UNLOCKED

The whole trick = guess the next piece, forever. 🎯 Guessing well needs grammar + facts + logic, so practice quietly teaches all three. But **LIKELY** is not **TRUE**. Filing that under **CRACKS**.

WORDS MADE OF CHUNKS

4a Door Two: nothing in there is a word

"Machines can't hold words," said Iris. "So we snap writing into chunks, and give each chunk a number."



My name is a NUMBER in there?

Behind her: a wall of tiny drawers, one per chunk. Tens of thousands of them, glowing softly.

A drawer for every piece of every word.

Common words got one chunk each. Long strange words got snapped into four or five.

So weird words cost MORE?

More chunks, more work, more electricity.

★ WORTH REMEMBERING

The chunks are called **tokens**. Everything the machine reads or writes is counted in tokens — which is also how the work is priced. Language, turned into arithmetic you can bill for. 📄

📖 SIRI'S SECRET NOTEBOOK · DOOR 2 UNLOCKED

Words → chunks (tokens) → numbers. Common words = 1 chunk, rare words = several. Everything it reads and writes is counted in chunks. Nothing in the machine is ever a word. 📄

MEANING HAS DIRECTIONS

5a Door Three: the map of meaning

Each number became a long list of numbers — and each list, Iris said, was a point in a huge invisible space.



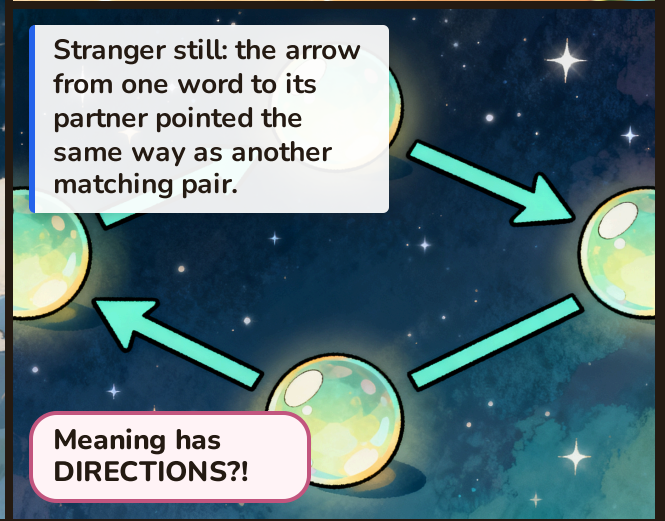
It's a SKY made of words.

Siri drifted through it. Animals clustered here. Foods there. Weather over there. Nobody had sorted them.



They sorted THEMSELVES?

Stranger still: the arrow from one word to its partner pointed the same way as another matching pair.



Meaning has DIRECTIONS?!

★ WORTH REMEMBERING

Nobody designed that map. It fell out of practice: words used in similar ways drift to similar places. Meaning becomes **geography**, and geography is something arithmetic can handle. 🗺️

📖 SIRI'S SECRET NOTEBOOK • DOOR 3 UNLOCKED

Every chunk = a direction in a giant invisible space. Similar meanings sit close together. Nobody arranged it — practice did. Meaning has a MAP. 🗺️

THE SPOTLIGHT CALLED ATTENTION

A sentence unspooled overhead. From the newest tile, threads reached backward to a few older ones.

*"Attention," said Iris.
"Each piece asks every
other piece: how much
should you matter to me
right now?"*

Like a spotlight
for reading!

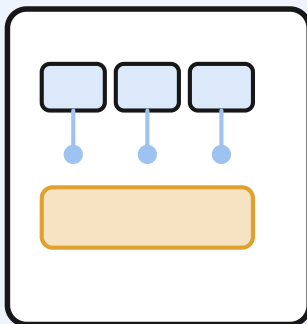
*"That's how it knows
which thing your 'it'
meant. It weighs the
candidates and picks."*

It's **LOOKING** at the
earlier words!

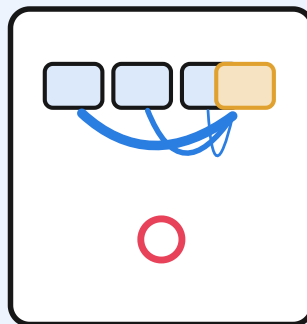
Grammar
homework, but
at light speed.



HOW IT PICKS THE NEXT WORD



CHUNKS
words become numbers



ATTENTION
what matters most



SCORES
pick, then repeat

★ WORTH REMEMBERING

This idea, published in **2017**, is the heart of the transformer. It let machines read a whole passage at once instead of crawling word by word — so they could finally be trained on oceans of text. 🔦

📖 SIRI'S SECRET NOTEBOOK · DOOR 4 UNLOCKED

ATTENTION = every piece weighing every other piece, all at once.
Published 2017. That one idea is the hinge the whole modern world swung on. 🔦

A TOWER OF LAYERS

One spotlight wasn't enough.
The sentence rose through
floor after floor, richer at every
level.

*"Early floors notice
small things. Later
floors notice ideas.
Same trick, stacked."*

Strokes, then
shapes, then
MEANING!

Between the floors: a
wall of tiny dials, more
than anyone can count.
*"These hold everything
it learned."*

Why so MANY floors?

The dials ARE
the memory?

★ WORTH REMEMBERING

Those dials are called **parameters** — the settings that turn arithmetic into skill. Modern models carry hundreds of billions of them, and not one of them was chosen by hand. 🧠

📖 SIRI'S SECRET NOTEBOOK • DOOR 5 UNLOCKED

Layers stacked on layers: strokes → shapes → ideas. Hundreds of billions of DIALS hold everything it knows. Nobody set a single one by hand. So who did?! 🧠

LEARNING BY BEING WRONG

8a Door Six: practice, industrialised

"Here's the whole of learning," said Iris. "Guess. Compare with the real answer. Nudge every dial slightly."

"Each nudge is downhill — a little less wrong than before. Roll far enough and you reach the valley."

It's rolling downhill through MISTAKES!

Then the loop spun up: guess, compare, nudge, again, until the whole thing blurred like a waterwheel of stars.

How many times?!

More times than there are grains on a beach.

Being wrong is the LESSON?

★ WORTH REMEMBERING

This is **gradient descent**, and it is astonishingly dumb and astonishingly effective: no cleverness, just being slightly less wrong, an unimaginable number of times. **Patience, industrialised.** 🏔️

📖 SIRI'S SECRET NOTEBOOK · DOOR 6 UNLOCKED

Learning = guess → compare → nudge every dial a hair downhill → repeat forever. No magic. Just being less wrong, more times than I can imagine. Being wrong is the CURRICULUM. 🏔️

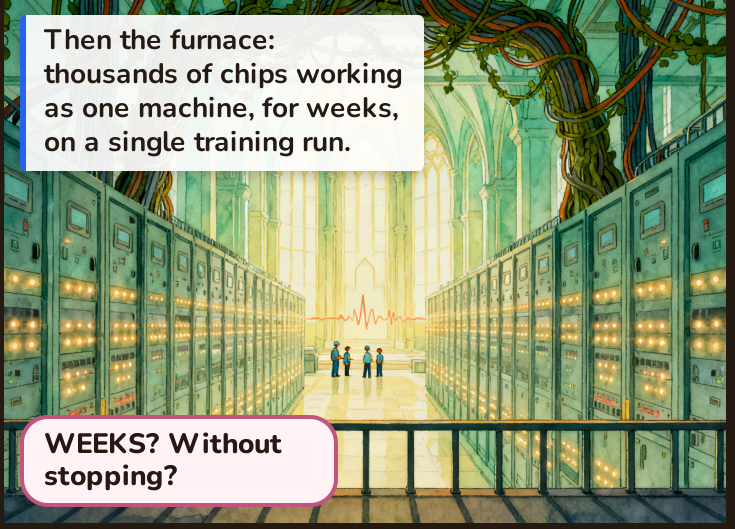
THE MOUNTAIN AND THE FURNACE



First you need the mountain: rivers of writing, cleaned and filtered, with plenty thrown away.

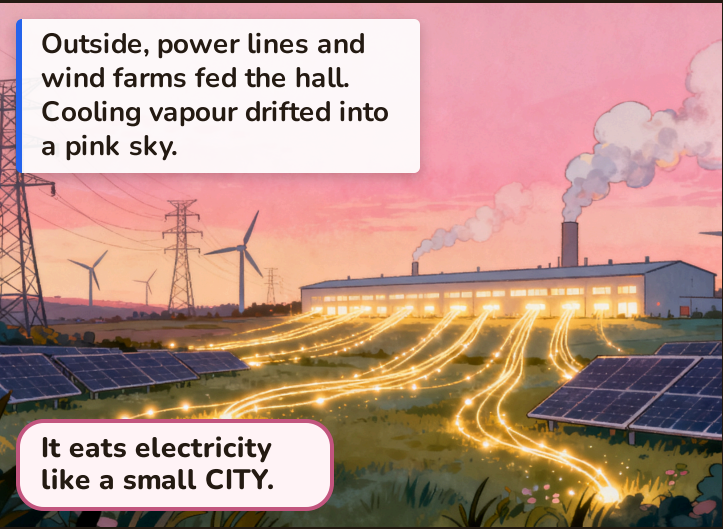
You **THROW AWAY** writing?

Bad practice teaches bad habits.



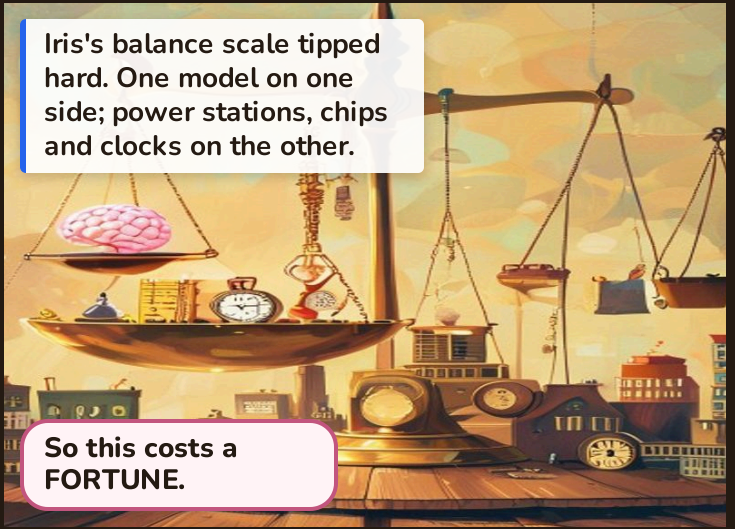
Then the furnace: thousands of chips working as one machine, for weeks, on a single training run.

WEEKS? Without stopping?



Outside, power lines and wind farms fed the hall. Cooling vapour drifted into a pink sky.

It eats electricity like a small **CITY**.



Iris's balance scale tipped hard. One model on one side; power stations, chips and clocks on the other.

So this costs a **FORTUNE**.

★ WORTH REMEMBERING

Training a frontier model can cost as much as a large building — and the bill arrives before anyone knows whether it worked. That is why so few organisations can do it, and why each attempt has to teach them something. 💰

📖 SIRI'S SECRET NOTEBOOK · DOOR 7, PART ONE

Ingredients: a mountain of cleaned text + thousands of chips + weeks of time + a city's worth of electricity + a fortune, paid **BEFORE** you know if it works. Brave. Or mad. Maybe both. ⚡

TEACHING IT MANNERS

Down the corridor, people compared two answers and starred the better one. Kinder. Clearer. More honest.



People GRADE it? Like homework?

Exactly. That's how it learned manners.

★ WORTH REMEMBERING

Raw practice makes a machine that finishes sentences. Human feedback turns it into one that **helps**: answering the question you actually asked, in a way a person would want. 🤝

"And here's our worst problem. When it doesn't know, it can sound just as certain as when it does."

So a team spends its days trying to trick it — puzzles, riddles, nasty requests — and writing down every failure.

You attack your OWN machine?

Better us than a stranger.

Iris held up an empty frame. *"Some things it must refuse. Deciding what belongs inside is not an engineering question."*

It's a PEOPLE question.

That's SNEAKY. Even if it's not lying on purpose.

 SIRI'S SECRET NOTEBOOK · DOOR 6B, MANNERS

Practice → sentences. HUMAN GRADING → helpfulness. Then people attack it on purpose to find the cracks. Rule I'm keeping: confident ≠ correct. Check the important stuff. 🤝

A THOUSAND QUIET JOBS

Door seven filled the whole wall. Behind it: no machine at all. Just... people.

The seventh secret is PEOPLE?

At three in the morning, two technicians swapped a failed part by torchlight so nobody's question would go unanswered.

Somebody is always awake for this.

The technician. The researcher. The safety reviewer. The electrician. Each said the same shy sentence: *"I only do my small part."*

But nobody does the **WHOLE** thing?!

And out in the night: a student, a nurse, a farmer, a grandfather, all quietly getting help at once.

A hundred countries. One machine.

★ WORTH REMEMBERING

Nobody on Earth knows how to build this alone. Researchers, chip designers, power engineers, safety reviewers and millions of users each hold one sliver — and a company turns the slivers into one thing that answers. 🎵

📖 SIRI'S SECRET NOTEBOOK · DOOR 7, PART ONE

Nobody builds it alone: researchers + chip makers + electricians + safety reviewers + everyone who uses it. All 7 doors nearly open. Now the real question: WHO'S THE CONDUCTOR? 🎵

WHEN THE MACHINE TALKS BACK

Training was over. Now Siri watched it answer someone — one chunk at a time, left to right, no plan.

Behind the scenes, thousands of questions queued up and were bundled together so the chips never idled.

Everyone's questions ride TOGETHER?

Empty chips are wasted money.

Iris tapped a clock. Question in, answer beginning: under a second, from anywhere on Earth.

It's writing without knowing the END?

Faster than I can finish asking!

★ WORTH REMEMBERING

Training happens once and costs a fortune. Answering happens **billions of times** and costs a sliver each — and slivers times billions is a real bill. Every millisecond saved is money found. 🕒

📖 SIRI'S SECRET NOTEBOOK

Training = one giant bill. Answering = a tiny bill, times billions. It writes one chunk at a time with no plan for the ending, and still lands the sentence. Show-off. 🕒

WHY IT COSTS LIKE A POWER STATION

Iris pinned up the real shopping list: chips, buildings, electricity, cooling, and people who know how.

"But the recipe only has to be found ONCE. Then the same model answers a billion people."

Find it once, serve everyone!

A staircase going down: each year, the same answer costs a fraction of the year before.

Prices FALL that fast?

Better chips, better tricks, bigger scale.

Nobody does this in a garage.

★ WORTH REMEMBERING

Two forces pull opposite ways: each new frontier model costs far more to train, while each answer gets steadily cheaper to give. Whoever survives the first force gets to enjoy the second. 📈

📖 SIRI'S SECRET NOTEBOOK

Costs: chips + buildings + power + brains. But the recipe is found ONCE and shared by everyone. Training gets pricier; answering gets cheaper. Business is a tug-of-war. 💰

THE BET NOBODY ELSE WOULD MAKE

Iris drew one line climbing steadily. *"We found that more practice, more chips and more text kept making it better."*

"Most people said it would stop. That we were wasting money on brute force instead of clever ideas."

And you kept going ANYWAY?

So they built the same idea bigger. Then bigger again. And each time, new abilities nobody asked for appeared.

It learned things you didn't TEACH?!

That's the part that still gives me chills.

It just... keeps improving?

★ WORTH REMEMBERING

Those steady patterns are called **scaling laws**. Believing them for years, while spending fortunes and being laughed at, is the single bravest decision in this story. Being right early looks exactly like being wrong. 📈

📖 SIRI'S SECRET NOTEBOOK

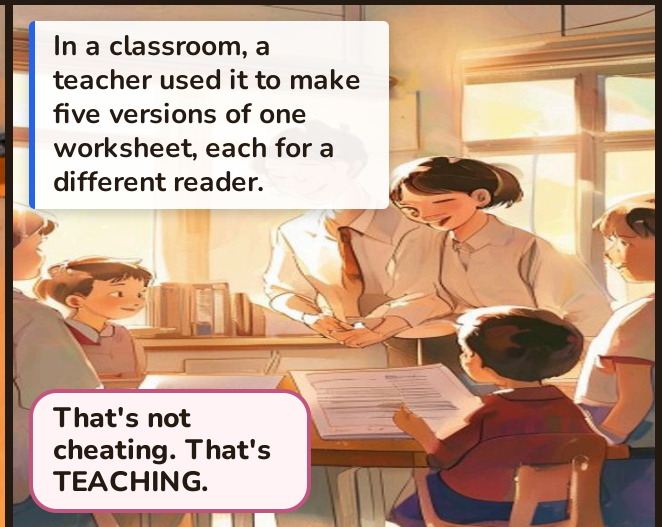
THE BET: bigger keeps working. Everyone said no. They spent years and fortunes anyway — and new abilities kept appearing. Lesson: being right early LOOKS like being wrong. 🤖

FROM TOY TO TOOL



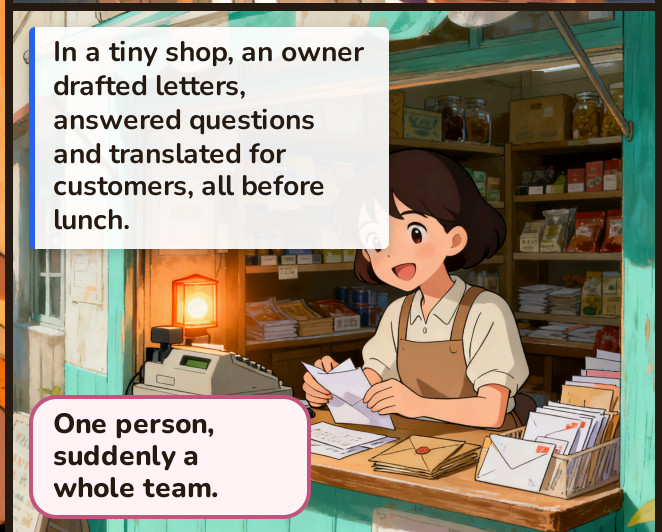
A workshop full of builders plugging the machine into their own apps like a socket in a wall.

So other people build ON it?



In a classroom, a teacher used it to make five versions of one worksheet, each for a different reader.

That's not cheating. That's TEACHING.



In a tiny shop, an owner drafted letters, answered questions and translated for customers, all before lunch.

One person, suddenly a whole team.

★ WORTH REMEMBERING

A research demo becomes a business when someone can **build their livelihood on it**. That needs three unglamorous things: it stays available, it stays predictable, and its price keeps falling. Reliability is the real product. ⚡

📖 SIRI'S SECRET NOTEBOOK

Demo → tool the moment people build their work on it. Needs: always up, predictable, getting cheaper. Boring words. Enormous power. ⚡ Now... WHO made all this?
Compass is spinning 🧭

THE SMALL ROOM IN SAN FRANCISCO

Sunrise over fog and hills. A plain building on a quiet street. Siri finally read the name.

OPENAI! They taught the machine to talk!

"December 2015. A research lab, a shared table, and one enormous question about thinking machines."

A DOZEN people started this?

"By 2019 it wrote paragraphs so convincing that its own makers argued about releasing it."

You were scared of your OWN work?

Good. Fear means you're paying attention.

"Then, one night in November 2022, they let anyone try it. The world stayed up late."

Everyone met it at ONCE!

★ WORTH REMEMBERING

Two months later, a hundred million people had used it — faster than any tool in history. It was not a new invention that night. It was the same machine, finally put behind a **door anyone could open.** 🚪



THE STORY IN TIME

2015

OpenAI is founded in San Francisco as a research lab.

2017

Researchers publish the transformer — attention changes everything.

2018

GPT-1: practise on lots of text, then adapt to many tasks.

2019

GPT-2 writes paragraphs well enough to worry its own makers.

2019

A new structure and a Microsoft partnership pay for the chips.

2020

GPT-3 — far bigger, and surprisingly good at unseen tasks.

2021

DALL-E: the same idea, pointed at pictures instead of words.

2022

ChatGPT opens to everyone. A hundred million users in two months.

2023

GPT-4 handles images and text, and passes hard exams.

Always

One rule: keep pointing at the hard thing.



SIRI'S SECRET NOTEBOOK · THE REVEAL

OPENAI. 2015, tiny lab, giant question. GPT-1 →
2 → 3 → ChatGPT (Nov 2022) → 100 million
people in 2 months. The invention was old
news. The DOOR was the news. 🚪

FOUR CHOICES THAT CHANGED EVERYTHING

Choice one: believe the boring line on the graph. Spend everything on making the same idea bigger.

Boring lines beat clever guesses!

Choice two: nobody had the money for those chips. So in 2019 they found a partner who did.

You can't do it alone?

Not at this size. Nobody can.

Choice three: stop shipping research papers. Put it in a plain box where anyone could just... type.

The BOX was the invention!

Choice four: release step by step, watch what breaks, and publish what goes wrong.

Learn in public. Terrifying. Honest.

★ WORTH REMEMBERING

Notice the pattern: none of the four was a new equation. Bet on a trend, buy the compute, remove the friction, deploy carefully. **Great businesses are usually built from ordinary decisions made unusually early.**

📖 SIRI'S SECRET NOTEBOOK

FOUR CHOICES: ① trust the scaling line ② partner for the chips ③ put it in a plain box ④ release slowly and admit failures. None of them is a new equation. All of them are nerve.



THE CASTLE OF WORDS

A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before a shining castle.

On a bench under a plane tree, the two old friends let her lay out the walls, one by one. Nodding. Correcting.

The only question that matters for a hundred years, Siri: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. And more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: Knowing How To Train

Training these machines well is a craft learned by failing at it expensively. Papers travel fast; hard-won scar tissue doesn't travel at all.



Wall Two: A Mountain of Machines

Practice needs vast halls of chips and vast electricity. Few can pay once; fewer can pay every single year.



Wall Three: The Improvement Loop

Millions of users reveal millions of weaknesses. Each fix improves the next version, which attracts more users, who find more weaknesses.



Wall Four: Built Into Everything

Once schools, shops and apps build their daily work on top of it, swapping it out means rebuilding their own. Reliability becomes the moat.

Charlie tapped his thick glasses. *"Turn the telescope around. Don't ask how it wins — ask what would DESTROY it. Invert, always invert."*



Find every way to LOSE... then don't go there!



THE CASTLE WALLS · WHY RIVALS CAN'T COPY IT



Crack One: Fast Company

Rivals are close behind, and some give their models away for free. A lead measured in months is not a wall.



Crack Two: Confident Mistakes

It can still state wrong things beautifully. Trust is the whole product, and trust breaks faster than it builds.



Crack Three: The Enormous Bill

Chips, buildings and electricity cost fortunes before any answer is sold. Spending must not outrun trust.



Crack Four: The Rule-Makers

Governments everywhere are still deciding what these machines may learn from and may do. The rules are not written yet.



★ WORTH REMEMBERING

Charlie's ruin-it checklist: let answers become unreliable. Spend faster than trust grows. Treat safety as a press release. Assume today's lead lasts. Now — **just never do those.** Inversion turns worry into a to-do list.

Warren raised his cola. *"Wonderful business, maybe. But I don't understand it deeply enough to own it — and I've made a fortune out of admitting that."*



Knowing what you DON'T know is a wall too!



SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: training craft 🧠 machine mountain ⚡ improvement loop ↺ built-in everywhere 🔊. CRACKS: fast rivals 🏃 confident mistakes 📄 giant bills 📄 unwritten rules ⚖️. Charlie: INVERT. Warren: stay inside your circle. 🏰

THE JUDGE'S QUESTIONS

Then Warren built a tiny courtroom in the garden — and put the MACHINE on the witness stand.

TOK TOK

Siri banged the little gavel and fired Warren's five eternal questions at the glowing witness.

Order in the court!

Question one: will people still **NEED** you in thirty years?



★ WORTH REMEMBERING

The Owner's Court:  Enduring need? — 'Explaining, drafting, translating, teaching. Older than paper.'  Trust earned? — 'Partly. I am still wrong sometimes, and I say so.'  Reinvesting wisely? — 'Nearly everything, into chips and research.'  Copyable with money? — 'My idea, yes. My scars, my scale and my habits, not quickly.'  What breaks you? — 'Unreliability. Or spending faster than trust.' Court adjourned for lemonade.

Last exhibit: a painting of 2056. A child asking a question. The answer arriving as light, or sound, or nothing visible at all.



The SHAPE changes. The NEED never does.

SIRI'S SECRET NOTEBOOK · JUDGE ANY BUSINESS

Warren's five: ① enduring need? ② trust earned? ③ reinvests wisely? ④ copyable with mere money? ⑤ what breaks it? Works on soap, railways, machines that talk. He never mentioned a price. ⚖️

THE NEXT THIRTY YEARS

"What does this become in thirty years?" A patient tutor, endlessly willing to explain it one more way.

Every kid, their own explainer!

"And a research partner: reading every paper, suggesting experiments, helping hunt for medicines and materials."

Science with a bigger crew.

"Machines that check their own work, use tools, and see and hear as well as read."

Careful. That's a lot of trust.

On a rooftop at dusk, Siri added the honest last line: it's a tool. Tools serve masters.

Best servant.
Worst master.
Same as fire.

★ WORTH REMEMBERING

No crystal balls — just visible currents: cheaper chips, models that check themselves, machines that see and hear, and helpers built into ordinary work. The hard part stays human: deciding what we should **ask** them to do. 🧙

📖 SIRI'S SECRET NOTEBOOK

2056 watchlist: tutors for everyone, self-checking answers, science partners, cheap chips. Rules: bet on needs not shapes · trust is the crown · stay the master of the machine. 🧙

THE SECRET NOTEBOOK

Home stretch. Siri pinned every discovery to her wall and joined them with red string.



It's all ONE WEB. Every thread pulls the others.



★ WORTH REMEMBERING

The Science Web, one breath: words snap into chunks → chunks become directions in a huge space → attention weighs which pieces matter → layers stack simple patterns into ideas → billions of dials get nudged toward less wrong → and people grade the answers to teach manners. **Ordinary arithmetic, stacked extraordinarily.**



★ WORTH REMEMBERING

The Business Web, one breath: a bet on scaling
→ compute paid for by a partner → a plain box
anyone can type in → builders who make it their
livelihood → walls of craft, machines, feedback
and reliability, patrolled by Charlie's inversion
and judged by Warren's court.

The true test: she retold the whole thing to her little cousin. With sock puppets. He got it.



If socks can't explain it, I don't know it yet.

SIRI'S SECRET NOTEBOOK • THE LATTICEWORK

Charlie's word for my string-wall: a LATTICEWORK. Ten from ONE machine: guess-the-next-piece · meaning-as-geography · attention · layers-of-patterns · less-wrong-forever · likely≠true · scaling laws · find-it-once-serve-everyone · reliability-is-the-product · circle of competence. ❄️

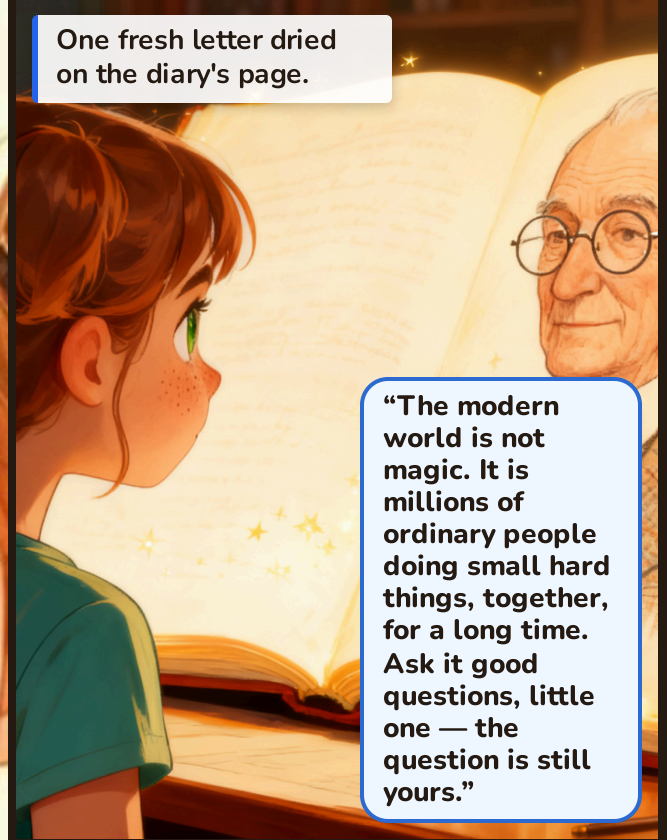
COMING HOME

Her own bed. Morning. The compass: quiet. The house: lit differently, somehow.



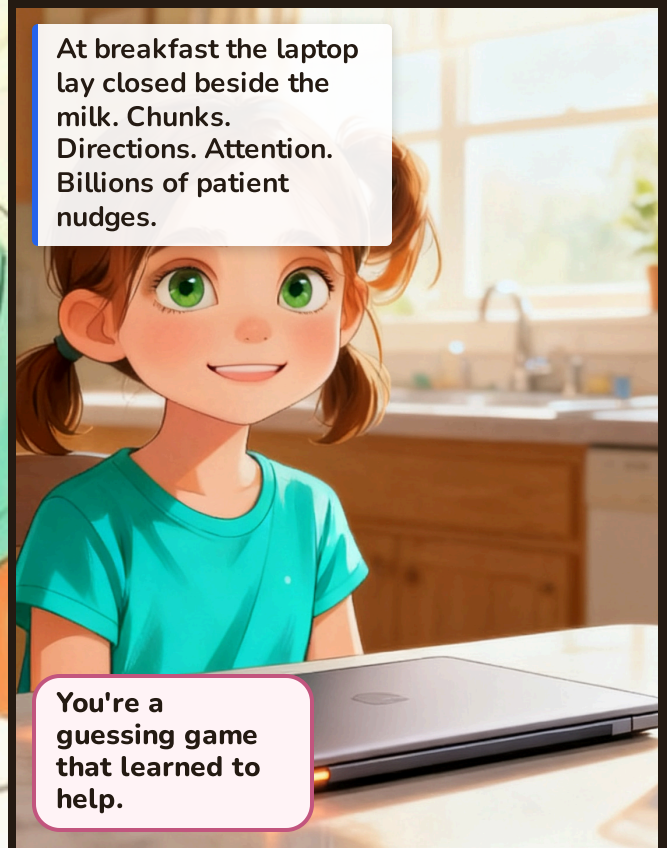
Was it real? It FELT real...

One fresh letter dried on the diary's page.



"The modern world is not magic. It is millions of ordinary people doing small hard things, together, for a long time. Ask it good questions, little one — the question is still yours."

At breakfast the laptop lay closed beside the milk. Chunks. Directions. Attention. Billions of patient nudges.



You're a guessing game that learned to help.

Then she asked her grandmother the question instead — and got a much better story.



Some answers should still come from people.

She hugged the diary tight. Far away, past the fog, one window in a plain building still glowed.



Show me the next one, Grandpa. 🧡

★ WORTH REMEMBERING

Feel the unlock: your words snapped into chunks, turned into directions in an invisible sky, weighed by spotlights, poured through towers of dials that were nudged toward less wrong a beach-full of times — and taught manners by people. **Nothing, from now on, is just anything.**

📖 SIRI'S SECRET NOTEBOOK · VOLUME FORTY-NINE, CLOSED

Seven doors. Ten mental models. One castle. One enormous bet. One courtroom in a garden. But the compass is spinning at NOTHING now... and the diary's last page is blank. Forty-nine down. One to go. 🧭 📄



OUR PHILOSOPHY

We believe the greatest gift we can give a child is the ability to think.

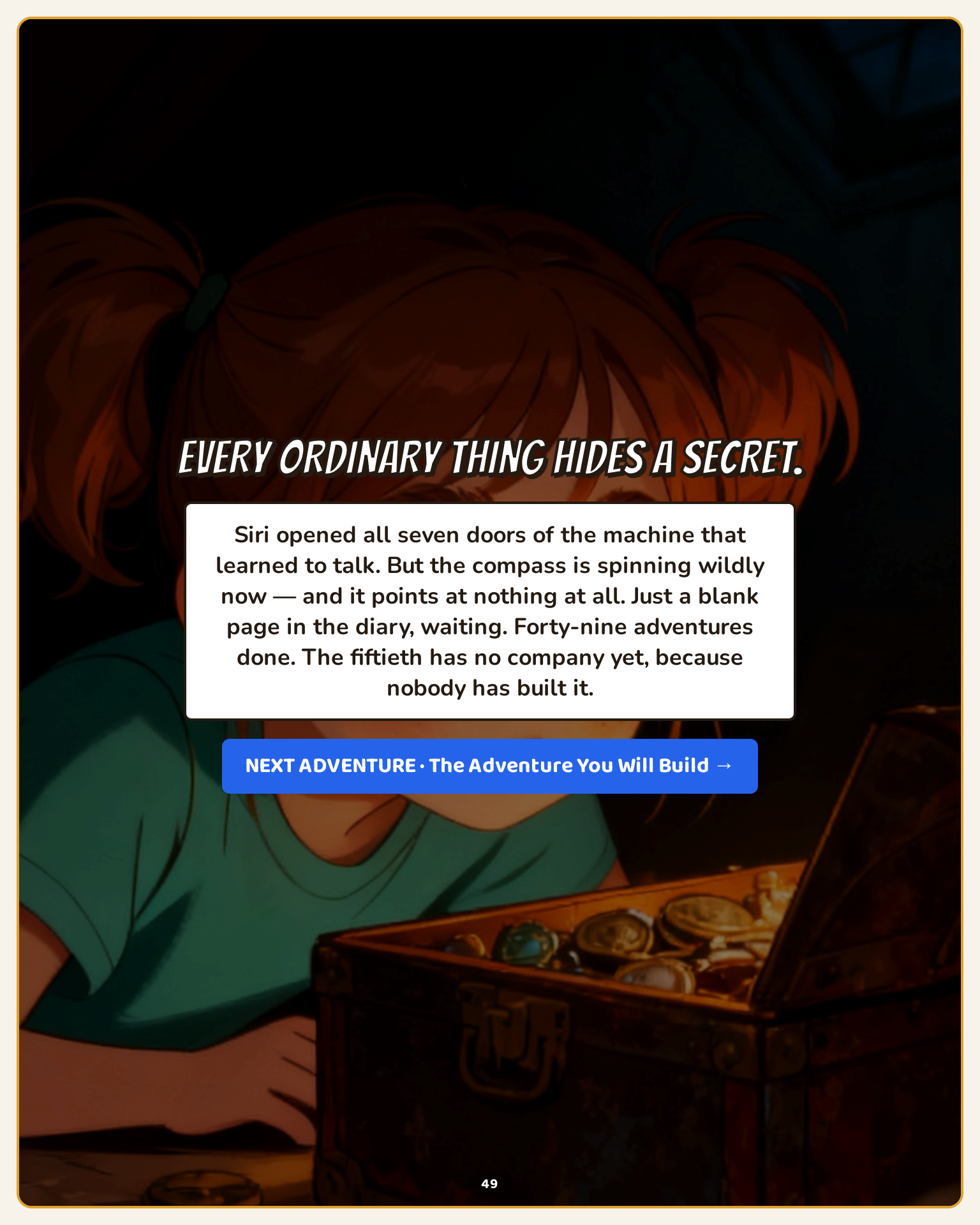
Inspired by the multidisciplinary thinking of [Charlie Munger](#) and the rational, long-term philosophy of [Warren Buffett](#), our comics connect science, technology, business, history, and human behavior to show how the real world works.

Every story begins with a scientific idea and follows its journey into innovation, industry, and the businesses that create value for society. Along the way, children learn that great companies are built on curiosity, experimentation, integrity, and long-term thinking.

Our goal is not to teach children how to invest, but to help them build the mental models needed to understand the world, ask better questions, and think independently.

The companies featured in *The Great Company Adventures* are educational case studies—not investment recommendations. They show how knowledge, innovation, and perseverance turn ideas into products, services, and enduring businesses.

LEARN THE SCIENCE. • UNDERSTAND THE BUSINESS. • THINK FOR LIFE.



EVERY ORDINARY THING HIDES A SECRET.

Siri opened all seven doors of the machine that learned to talk. But the compass is spinning wildly now — and it points at nothing at all. Just a blank page in the diary, waiting. Forty-nine adventures done. The fiftieth has no company yet, because nobody has built it.

NEXT ADVENTURE • The Adventure You Will Build →