



Google Video Team

UPLOADER

- 513399 - Bad Response from server: expected 200 OK; got HTTP/1.1 403 Forbidden (Occurs with Mac OS)
- 101770 - Gmail login/Googlemail Upload Issue
- 192667 - Upload fails > 1GB
- 193113 - Uploading Multiple Files at once
- * Niko created new version of Windows Uploader, under review
- Videos Stuck: 1. Transcoding in Progress (corrupted videos in Neptune) 2. Web based uploads -- link not working (not enough bandwidth)



Confidential



CBG Meeting Notes

Bugs

- 511269 Cancelled order cannot be repurchased
Nothing new to report

CBG Updates

- the CBG launch is planned for late next week (6/29)
In preparation, CBG is going through all of their CRs to make sure they reference the external name "Google Checkout"

- Escalating Bugs to CBG

CBG created a new queue for bugs. If we are routing a ticket related to a bug, we should now route to CBG Bug Reports (ROUTE HERE) - (24 hrs)

Types of bugs related tickets we may route:

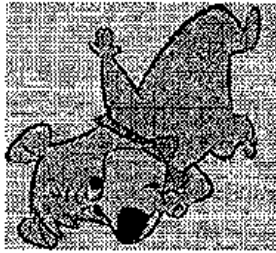
- Pending orders needing a status check
- Bug in UI when trying to place an order
- Bug in account (i.e., Seeing garbled data on receipt page)

Confidential

Google™

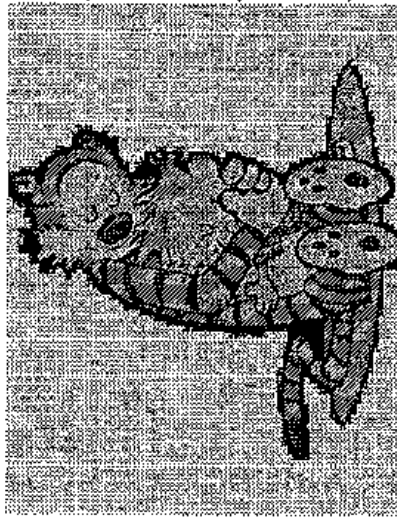
Google Video Team

BOO BOO!



Share your "Boo-Boo" moment!

Warm fuzzy responses



Hi, Google Video is just one of those services you can't get enough of, I think of it as an online video sharing community, watching other videos and uploading your own.

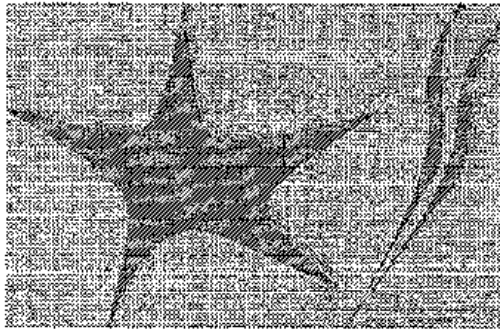
Thank you so much for the support a prompt reply.
Outstanding service!

Superb service! I just stumbled across the "embed HTML" feature in sending a video. This is a great feature that, unfortunately, is easily overlooked. It really added FLAIR to my blog and web pages.

Confidential

Google™

Gold Stars! ★



Who helped you out this week?



Confidential

Google™

Google Video T-shirt



Soccer Jerseys?

[http://www.soccer.com/IWCatProductPage.process?Merchant_Id=1&Section_Id=1265
&pcount=&Product_Id=159547](http://www.soccer.com/IWCatProductPage.process?Merchant_Id=1&Section_Id=1265&pcount=&Product_Id=159547)

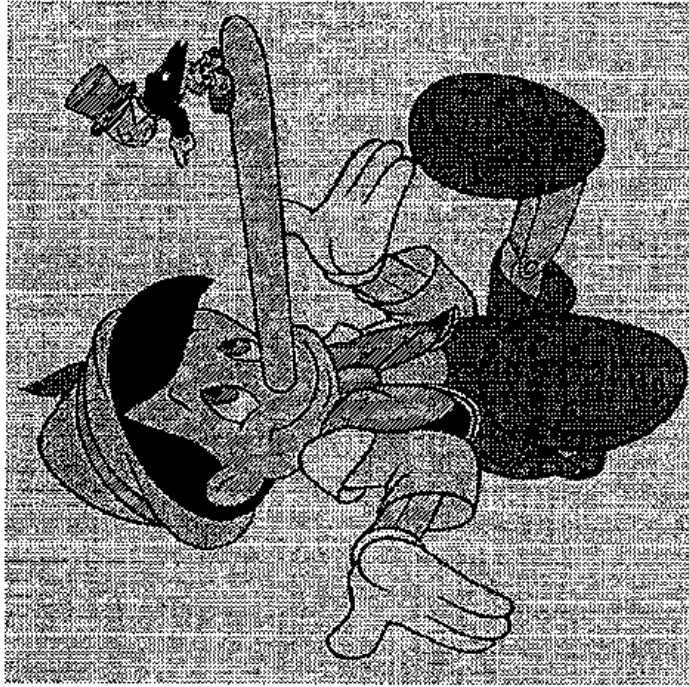
<http://www.wholesale-patches.com/gallery.htm>

Confidential

Two Truths & A Lie

Google™

Sarah



Confidential

Google™

Next Week's Meeting

- Meeting Leader?
- Harappa Team Meeting?
- Two Truths & A Lie?

Confidential

To: "Shumeet Baluja" <shumeet@google.com>
From: "Michele Covell" <covell@google.com>
Cc:
Bcc:
Received Date: 2006-09-08 18:55:04 CST
Subject: bad news (for dup detection) from the Google Video side

So there is/was an effort in Google Video that Jay and I are/were working towards on "crowding" and "dup detection" (as one of the uses of the audio id... I think I've talked with you about this before).

First piece of bad news is the PM that owned that effort (Nihkil) is moving off Google Video (probably to search). None of the other PMs in Google Video are willing to 'own' it. Nihkil says to keep going with it but I'm not sure how successful it will be in getting in without a PM to push it through.

The second piece of bad news was something that Nihkil told Jay and me as we were walking back from that meeting.... as of last Fri, Google Video stopped proactive screening for copyright. They are going to take down copies that content owners point out to them but nothing more. So copyright protection work (at least in video) is no longer a priority (if it ever was). There is no announced change in policy (externally)... but there is this operational change (no human review before posting).

I was seriously bummed out yesterday from all this. This on top of the cancellation of the music effort makes me wonder if we should shift efforts significantly and start into something completely different.

Figured I should let you know before I forgot that I hadn't told you.

Michele

To: "Jonathan Rosenberg" [REDACTED]
 From: "Peter Chane" <peterch@google.com>
 Cc: [REDACTED]
 Bcc:
 Received Date: 2006-01-15 22:35:44 GMT
 Subject: [Jrstaff] Re: FW: Funniest Online Video -weekend watching

I think it's a problem that we don't have videos like this where the owner (NBC in this case) doesn't seem to care that it's online. We took the SNL Lazy Sunday video down and Youtube still has it up. NBC is giving the video away for free on their site and on iTunes so I think our policy may need some recalibration.

P.

On 1/15/06, Jonathan Rosenberg [REDACTED] wrote:

>
 > I understand. I didn't mean to say this in a critical way of Google video=
 > I just meant it to encourage people to look at something I thought was cool.
 > I agree with our policy here.
 > jr
 >

> -----
 > *From:* Peter Chane [mailto:peterch@google.com]
 > *Sent:* Sunday, January 15, 2006 2:29 PM
 > *To:* Jonathan Rosenberg
 > *Cc:* [REDACTED]
 > *Subject:* Re: FW: Funniest Online Video -weekend watching

>
 > google video doesn't have this one b/c we have a zero tolerance policy for
 > copyrighted content. youtube is at an advantage b/c they aren't the target
 > that we are with issues like this. they are aware of this (I spoke with
 > them on Friday) and they plan on exploiting this in order to get more and
 > more traffic.

> p.

> On 1/15/06, Jonathan Rosenberg [REDACTED] wrote:

>>
 >>
 >>

>> -----
 >> *From:* Jonathan Rosenberg [REDACTED]
 >> *Sent:* Sunday, January 15, 2006 2:21 PM
 >> *To:* [REDACTED]
 >> *Subject:* Funniest Online Video -weekend watching

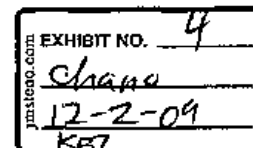
>>
 >> This is as good or better than anything I've seen in google video and =
 >> lot of fun to watch.

>>
 >>

>> http://www.youtube.com/player.swf?video_id=vEWLwz6JRNE&I=357&s=B4=C76752

>>
 <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fpl=yer.swf%3Fvideo_id%3DvE
 WLwz6JRNE%26%3D357%26s%3DB4C76752>

>>
 >>



>>

➤ ➤

➤ ➤

➤ ➤

۷۷

۷۷

✓✓

22

➤

۷

 $\gamma = 1$

➤ Peter Chane

> peterch@google.com

> Senior Business Product Manager

> Google Video, <http://video.google.com>

3

—

Peter Chane

peterch@google.com

Senior Business Product Manager

Google Video, <http://video.google.com>

To: "Sean Dempsey" <sdempsey@google.com>
 From: "Peter Chane" <peterch@google.com>
 Cc: "Jeff Huber" <jhuber@google.com>, "salar@google.com" <salar@google.com>, "Susan Wojcicki" <susan@google.com>, "Salman Ullah" <salmanu@google.com>
 Bcc:
 Received Date: 2006-02-07 17:55:33 GMT
 Subject: Re: YouTube + CCC

my concern with youtube is their inclusion of clearly copyrighted content in their index. if you query for SNL or Jon Stewart you'll see what I'm talking about. They claim to support DMCA takedowns but on a reactive basis only. their CEO also said that taking content down is more difficult when the content provider sees large user communities interested in the content.

if they were to be a part of google I assume we'd impose our zero tolerance policy with respect to copyright infringement which would significantly reduce their index size and traffic.

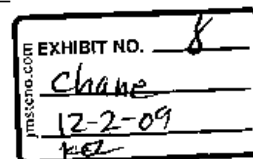
lets take this into concern when evaluating them.

also if we had a dedicated team (2-3 people) we could build their features in 3-4 months and leverage the google video backend.

On 2/6/06, Sean Dempsey <sdempsey@google.com> wrote:

>
 > Jeff and Salar-I met with susan earlier today re the current video deals
 > under consideration. I think you're both familiar with youtube. I've
 > attached a summary on the company.
 >
 > Part of youtube's recent success is attributable to the community that
 > they've developed around their video assets. We'd like to get your read on
 > the value of this community to our own CCC efforts, i.e., benefits beyond
 > what google video could realize. Orkut integration may be an example.
 >
 > Youtube are not eager sellers so we want to make sure we're looking at all
 > areas of value in order to put a full offer forward should we choose that
 > path.
 >
 > sean
 >
 >
 >
 >

--
 Peter Chane
 peterch@google.com
 Senior Business Product Manager
 Google Video, <http://video.google.com>



To: "Sean Dempsey" <sdempsey@google.com>
 From: "Peter Chan" <peterch@google.com>
 Cc: "Jeff Huber" <jhuber@google.com>, "Salman Ullah"
 "Susan Wojcicki"
 Bcc:
 Received Date: 2/7/2006 3:45:06 AM GMT
 Subject: Re: YouTube + CCC

my concern about youtube is their dependence upon copyrighted content for 20 traffic

On 2/6/06, Sean Dempsey <sdempsey@google.com> wrote:

>
 > Jeff and Salan- I met with Susan earlier today re the current video deals-20
 > under consideration. I think you're both familiar with youtube. I've
 > attached a summary on the company
 >
 > Part of youtube's recent success is attributable to the community that
 > they've developed around their video assets. We'd like to get your read on
 > the value of this community to our own CCC efforts, i.e., benefits beyond 20
 > what google video could realize. Orkut integration may be an example. 20
 >
 > Youtube are not eager sellers so we want to make sure we're looking at all
 > areas of value in order to put a full offer forward should we choose that. 20
 > path
 >
 > sean
 >
 >
 >
 >

-
 Peter Chan
 peterch@google.com
 Senior Business Product Manager
 Google Video, <http://video.google.com>

To: "Patrick Walker" <pjwalker@google.com>
 From: "Hunter Walk" <hunter@google.com>
 Cc:
 Bcc:
 Received Date: 2006-03-05 22:57:33 CST
 Subject: Re: [Harappa-team] google vid - 'unable to connect'

i believe the offsite is on Thur March 16 - Nikhil was going to send out an email.

On 3/4/06, Patrick Walker <pjwalker@google.com> wrote:

>
 > Hooray. I totally agree with you, which is why I've been a bit baffled by
 > this constant comparison to sales on iTunes (which is architected and pri=ed
 > to sell hardware, but is fundamentally limited in multi-device and cross
 > platform potential), and traffic/uploads on the unprofitable YouTube (whi=h
 > is doing little to stem its traffic growth on the back of pirated content=-
 > unsustainable and irresponsible). Google, if it focuses on the big pictur=,
 > could blow them all away. We're not late at all if we focus on our streng=hs
 > - massive traffic, reliability and distribution potential monetized
 > primarily through ads and syndication - and see electronic sell through as
 > only one important piece of the big pie.

>
 > I missed the team meeting on Wednesday. Is the away day happening?

>
 >
 >
 > On 04/03/06, Hunter Walk < hunter@google.com> wrote:

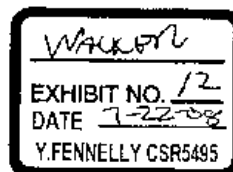
>
 >
 > > that's the million dollar question - i don't think it's a question of
 > > beating any one other property right now. There are certainly early ent=ants
 > > in the "best of their class" niches, but what Google needs to do is dec=de
 > > how we want the world of online video to evolve and then use our resour=es
 > > (money, talent, reach) to make it so. Right now we're chasing a variety=of
 > > different start-ups and established companies, deciding how to win the =ace
 > > because we were late to it with a solid single strategy, when we really
 > > should be architecting the race course.

>
 >
 > > That being said, I think we need to fast forward on the integration of
 > > an ads and syndication platform - leverages our unique assets and talen=s.
 > > Help longtail monetize for the first time and mainstream content provid=rs
 > > extend the value of their product. While using "free" and "DTO" as the =eft
 > > and right pillars giving a full range of distribution options.

>
 >
 > > best,
 >
 >
 > > hw

>
 >
 >
 >
 > On 3/4/06, Patrick Walker < pjwalker@google.com> wrote:

> >
 > > I hope that's soon! But what would you say is the best property now?
 > > Who, in your opinion, do we need to 'beat'?
 > >
 > >
 > > Sent from my BlackBerry Wireless Handheld



>>>
>>>
>>> -----Original Message-----
>>> From: Hunter Walk <hunter@google.com>
>>> To: Patrick Walker <pjwalker@google.com>
>>> Sent: Sat Mar 04 07:19:24 2006
>>> Subject: Re: [Harappa-team] google vid - 'unable to connect'
>>>
>>> i'll sleep when we're the best video property on the internet :-)
>>>
>>>
>>> On 3/4/06, Patrick Walker <pjwalker@google.com <mailto:pjwalker@google.com>
>>> wrote:
>>>
>>> Very strange. Still can't get it here regardless of browser.
>>> but always could before and everything else working fine.. T
>>>
>>> BTW, shouldn't you be in bed??
>>>
>>>
>>>
>>> On 04/03/06, Hunter Walk <hunter@google.com> wrote:
>>>
>>> no problems here in California - off VPN, working fine=
>>>
>>>
>>> On 3/4/06, Patrick Walker <pjwalker@google.com <mailto:pjwalker@google.com>
>>> wrote:
>>>
>>> Is anyone else having
>>> problems getting Google Video to load? I've been trying from my London= home
>>> (no VPN) for about 30 mins now with no success.
>>>
>>> P
>>>
>>>
>>> Patrick Walker
>>> Head of Content Partnerships
>>> Google Video, EMEA
>>>
>>> Belgrave House
>>> 76 Buckingham Palace Road
>>> London SW1W 9QT
>>> Office: [REDACTED]
>>> Mobile: [REDACTED]
>>> pjwalker@google.com <mailto:pjwalker@google.com>
>>>
>>>
>>> -----
>>>
>>> Harappa-team mailing list
>>> [REDACTED]
>>> [REDACTED]
>>>
>>>
>>>
>>>

>>>
>>>
>>>
>>>
>>> --
>>> Hunter Walk
>>> Business Product Manager, Google
>>> hunter@google.com <maito: hunter@google.com>
>>> [REDACTED]
>>>
>>>
>>>
>>>
>>> --
>>> Patrick Walker
>>> Head of Content Partnerships
>>> Google Video, EMEA
>>>
>>> Belgrave House
>>> 76 Buckingham Palace Road
>>> London SW1W 9QT
>>> Office: [REDACTED]
>>> Mobile: [REDACTED]
>>> pjwalker@google.com
>>>
>>>
>>>
>>>
>>> --
>>> Hunter Walk
>>> Business Product Manager, Google
>>> hunter@google.com
>>> [REDACTED]
>>>
>>
>>
>>
>> --
>> Hunter Walk
>> Business Product Manager, Google
>> hunter@google.com
>> [REDACTED]
>>
>
>
>
> --
>
> Patrick Walker
> Head of Content Partnerships
> Google Video, EMEA
>
> Belgrave House
> 76 Buckingham Palace Road
> London SW1W 9QT
> Office: [REDACTED]
> Mobile: [REDACTED]
> pjwalker@google.com

>

--
Hunter Walk
Business Product Manager, Google
hunter@google.com
[REDACTED]

To: "Jennifer Feikin" <jfeikin@google.com>
From: "David Eun" <deun@google.com>
Cc: "Peter Chane" <peterch@google.com>
Bcc:
Received Date: 2006-05-04 19:20:40 CST
Subject: Re: deck draft

Here you go, Jennifer.

On 5/4/06, Jennifer Feikin <jfeikin@google.com> wrote:

>
> peter, i can't pull this up from VPN. i'm going to the airport right
> now...any way you can send as a powerpoint??? like, now?
>
>

> On 5/4/06, Peter Chane <peterch@google.com> wrote:

> >
> >
> http://www.corp.google.com/~peterch/Video_Rod_EricS.ppt<http://www.corp.google.com/%7Epeterch/Video_Rod_EricS.ppt>

> >
> > P.

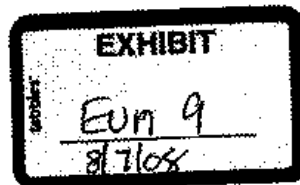
> >
> > --

> > Peter Chane
> > peterch@google.com
> > Group Business Product Manager
> > Google Video | <http://video.google.com>
> >
>
>

—
David Eun
NY: 212-589-8070
MV: 650-253-1993

Attachments:

Video_Rod_EricS.ppt



Google Video

Presented by:
Peter Chane

Not yet approved by:
Susan Wojcicki

Contributors:

Peter Chane, Nikhil Bhatla, Jeremy Doig, Rod Chavez, Grace Webber, Jennifer Feikin,
David Eun, Glenn Otis Brown, Hunter Walk, Cliff Samaniego, Bhanu Narasimham

5/11/06

Google

Topics discussed at this GPS

- * Discuss competitive position vs YouTube and MySpace Video
- * Discuss our plan to increase our growth to match and surpass competitors
- * Discuss our long term plan to win in video

Specific asks

- * Approve a policy change
- * Increase engineering staffing in key areas

Leading video services today

Todo: Normalize revenue --
assume 30% profit margin

	Launch date	Daily uploads	Index size (as of 5/2/06)	Daily playbacks	Revenue
iTunes	10/2005 (video)	Zero	<1k	100k/day (video sales)	\$1.5M/wk video sales + \$1.7B iPod revenue(q1'06)
Google Video	9/2005 (flash playback)	5,000	810,000	11M	About \$0
Myspace Video	1/2006 (video)	30,000	2,020,982	Est 30-40M	Untargeted banner ads
YouTube	2/2005	23,000	3,291,001	Est 30-40M	\$4k-8k/day (Adsense in Jan + est. YPN/Adbrile)

New competitor just launched on 4/25: Brightcove -- focusing on video production tools and content syndication network; 1k publishers signed up as of 5.1.06; syndication deal with AOL

Google

Mark items at risk w/o
more staffing

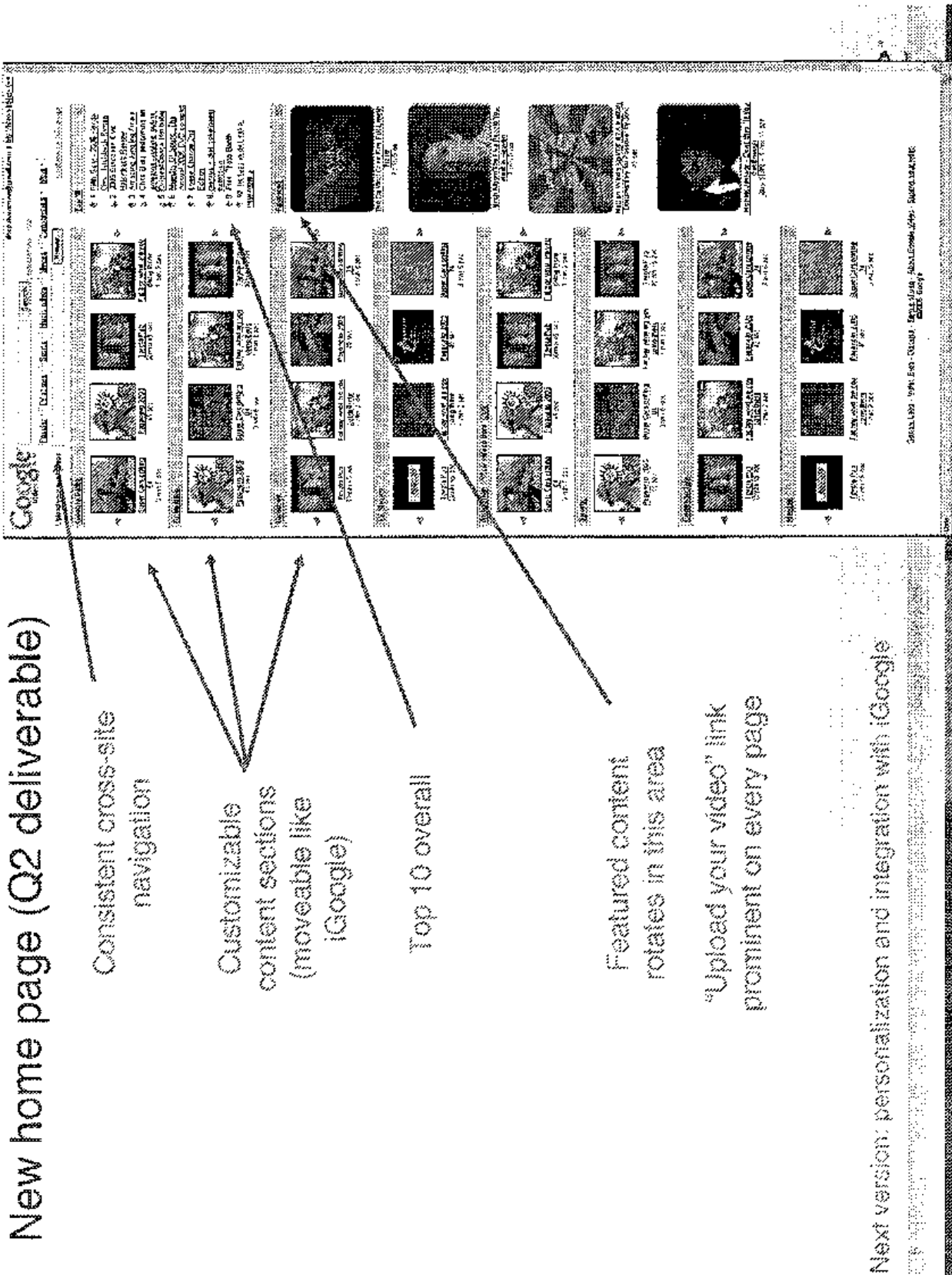
Q2 OKRs and supporting releases

Q2 OKR: 20k uploads a day instantly live	Q2 OKR: Ship custom home page, ratings, tags	Q2 OKR: 5M playbacks from embedded video player	Q2 OKR: 30M daily playbacks
Q2 releases:	Q2 releases:	Q2 releases:	Q2 releases:
- HTML upload - Instant Live - Launch upload and playback in UK, FR, DE, ES, NL, and IT, AU, Canada - Put Upload link on every page	- New home page with custom sections - Open ratings (no login required) - Open tagging (no login required) - Open comments (no login required)	- One-click posting of video to Blogger and leading blog sites; looking into MySpace hack - Allow any site to include a Google content "bundle" on their site (e.g. top 10, Google Picks, top videos in a genre)	- HTML upload + Instant Live - Increase usage of Send-to-a-friend link - Launch upload and playback in UK, FR, DE, ES, NL, and IT, AU, Canada - Sponsored Videos ads test (make some paid content free with ads) - Top 100 page - RSS feeds - Alerts - Mac Player

Other things we're doing in q2:

- Improved Ops tools
- The Breakup movie promo
- Adding DTC content from Viacom (MTV, Nickelodeon includes South Park)
- NBA Finals content promotion (in progress now)
- How to post video to MySpace instructions page





HTML upload + Instant Live (Q2 deliverable)

[illegible]

195

Upload file and enter metadata

30

Watch now and share with friends

(Video should be live about 1 min after upload finishes)*

58

Wait for upload and transcoding

(10 meg file over 96kbps upstream
DSL will take 14 mins to upload)

Labels are some of the most common and general

Google Video integration with blogging sites (Q2 deliverable)

Mockup will be
inserted by GPS

Google

Q3 (not yet prioritized)	Q4
End user features	Google Video Mobile
- Personalized home page	- Geo search, integration with Maps/Earth
- Better browse and new category pages	- Better ecommerce experience
- Programs for Music videos, ads, video games, movie trailers	- Mashups/Editing
- Web content (rss and web crawl)	- Subtitles
- Google.com integration	- What people are watching now list
- User created sharable playlists	- GTalk integration
- Better search quality	- Flash 8
- Zeitgeist	- STT integration
Monetization	Monetize more types of content; Ads quality improvements
- Release of v1 ads on Google Video	Custom pages for content providers
Distribution	Finish off the 100 languages
- Custom player	
- Adsense FE integration	
- Blacklist, whitelist	
- 50 more languages	
- Expand Google.com onebox coverage	

Google

Google Video as a platform to Orkut and Lighthouse

- Jeremy's layer cake slide goes here

Google

Why Youtube is growing

<u>Google Video</u>	
- Effortless upload - Web based upload - Instant live (almost) - Simple view experience - Fast playback - Easy to discover new videos - Related videos, categories, groups, my videos - Quick and easy to share content - Share this video in the player & end of video - Many tell-a-friend links - Youtube Address Book - Embedded player to put videos other sites - Liberal copyright policy 10 min, 100 meg limit on uploads from anyone - No proactive screening; reactive DMCA only	 Parity in Q2 Parity now Close to parity in Q3 (see next slide for drilldown) Parity in Q3 Youtube better for users (see slides 8-9 for our proposal)

* Schedule estimates assume no new engineers are assigned to the project

Google

Discovering new videos parity analysis

<u>Youtube</u>	<u>Google Video</u>
Videos tab	Home page
- Most viewed	- Top 100
- Top rated	- Planned for Q3
- Most discussed	- Planned for Q3
- Top favorites	- Planned for Q3
- Recently featured	- Planned for Q3
- Most recent	- Maybe for Q3
- Random	- Random page (on site now)
Categories tab	Planned for Q3
Groups tab	Not in current Q3 plan
Members tab	Planned for Q3 via integration with Google people profile pages*

* Focus/Orkut project dependency; integration work
not yet started/mockup

Google

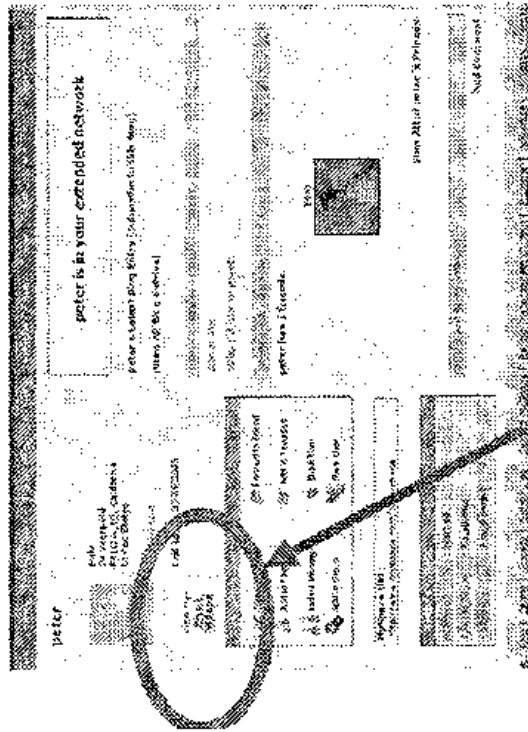
Why Myspace Video is growing

	<u>Google Video</u>
- Access to MySpace user base 68M total users, 48M unique per month Effortless upload - HTML upload - Instant Live (almost) Simple view experience - Fast playback Easy to browse and discover videos - My Favorite Videos page is public - Videos can be embedded on my public profile Video makes your MySpace profile page more interesting - User identity expressed through video Liberal copyright policy - Seems to be the same as Youtube	MySpace better Parity in Q2 Parity Now Close to parity in Q3* (see next slide) MySpace better* (see next slide) MySpace better for users (see slides 6-9 for our proposal)

* Orkut integration dependency

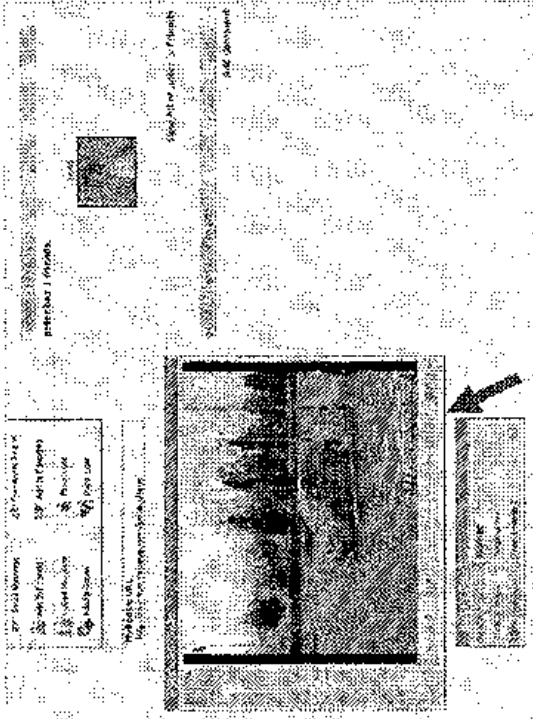
Google

Video everywhere on MySpace

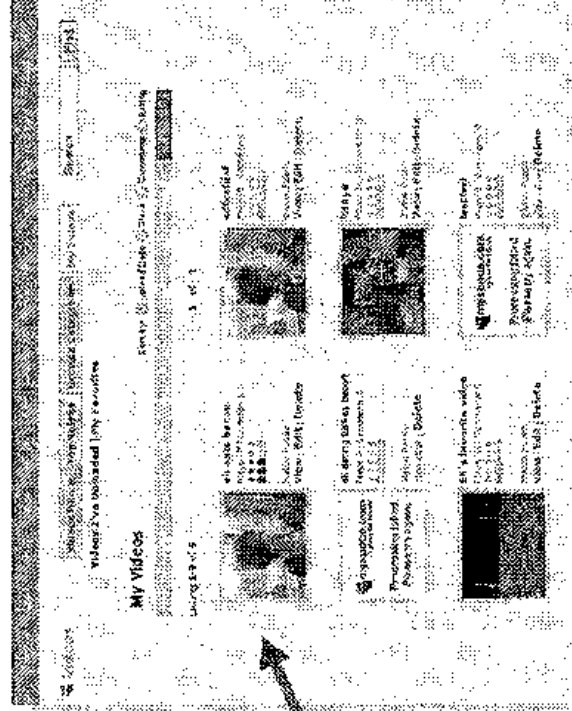


View the videos I've uploaded

My videos + Browse other videos



Video embedded on profile page



Copyright policy parity analysis: Youtube

- 10 min, 100meg upload limit for users
- Director program for longer works
- Partial works accepted
 - CSPAN, Family Guy, John Stewart, NBA clips, music videos posted on the site
- **YouTube gets content when it's hot** (Lazy Sunday, Stephen Colbert, Lakers wins at the buzzer)
- Takes us too long to acquire content directly from the rights holder (e.g. our talks with CSpan about Colbert speech)

-500k playbacks before CSpan takedown on YouTube

-Google Video Lakers-Suns Game 4:

-555,016 playbacks

-124 sales

-Users want the clip!

Attorney-client privileged



Top Video Playbacks (Save as CSV)	Daily Total: 13,679,660
NBA Playoffs 2006: Lakers-Suns - Game 4 - Apr 30 2006	555,016 (4.75%)
Lady Punch	147,416 (1.26%)
Hasta q l cuerpo aguanta - Canal + 1993 - La ruta destroy (del bakaleao) Valencia	121,618 (1.04%)
911 Loose Change 2nd Edition with extra footage	120,330 (1.03%)
Mario - Live	111,874 (0.96%)
The Da Vinci Code - Meet Sir Leigh Teabing	89,796 (0.77%)
Loose Change 2nd Edition	78,764 (0.67%)
Amazing Juggling Finale	54,701 (0.47%)

Market feedback

- News Corp (Chernin)
 - “Exciting as it shows the potential pent up demand...we did a survey and more than 80 percent of video on [Youtube] is copyrighted content.”
- CSpan on Colbert video
 - Evaluating infringements on a case by case basis
- Sony TV and movie division
 - All types of promotion benefits their business...
 - Take legal action over full works and clear piracy
 - Legal team can't keep up with volume of issues online today
- NBA
 - Split opinion between promotional value and recognition of need to provide content to users in a more controlled fashion

Attorney client privileged
Every communication between me and my client is confidential and may be subject to the attorney-client privilege.

Digitized by Google

Ask: Approve proposed policy change

Today

- Zero tolerance on copyright, porn, violence, hate
- Enforced with proactive screening before the video goes live
- Instant Live: We review after the video goes live not before
- Reject mixed use if more than 50% is recognizable copyright

Proposed change

- Keep rejecting full works
- Keep rejecting all porn, violence, hate
- **Accept partial works up to 10 mins long**
- Takedown
 - * Per DMCA request
- Protective measures
 - * Provide our DMCA Tool to rights holders who ask for it
 - * Fingerprint videos so videos taken down once don't show up again

Tool already built

Work started
(2-3 week work item for Kildand team)

Attorney-client privileged

Google

Risks and responses with the proposal

Risks	Responses
1. Downloads feature (on by default) allows for content redistribution	1. Make downloads opt-in for all uploaders (200K downloads/day vs. 11M streams)
2. Issues with enabling anyone to monetize video uploads	2. Require proof of ownership before we allow any uploader to monetize * Offer ads to premium and ISO team content first
3. Legit (for sale or with ads) and not legit (free) content in the same index	3. Partners can use DMCA Tool to monitor index
4. Onebox could show copyrighted content	4. Not sure if this is a big concern; we could have Onebox show only partner content using whitelist
5. Alienate premium partners (risk comprehensiveness over the long run)	5. Premium partners will place their content in front of the widest audience
6. We become a Youtube clone	6. We don't want to be the #2 video site either

Attorney-client privileged

Google

Eng staffing

Mountain View (Jeremy Doig)

"Backend team"

Total FT engineers: 16

Part time: 3

Intern: 1

New adds since 1/1/06:

- billy biggs
- ron vered
- ozgur sahin
- nico catania
- meng guo (just joined)

On average engineers are spending 20% of their time running the site day-to-day and not building new features

Kirkland (Rod Chavez)

"Front end team"

Total FT engineers: 7

Part time: 0

Intern: 1

New adds since 1/1/06:

- Video Player team moved to work on video front end:
 - * Andrew Gove
 - * Edward Cukierman
 - * Mike Yu
- Started working on video full time in Q2:
 - * Brunson Moody
 - * Katya Mineeva
 - * Nick Lee
- Nolan Clark joined team in Q2

Youtube estimate: 30 people, 25 engineers

Google

Staffing ask

Mountain View (Jeremy Dolg)

"Backend team"

- 1 for video API
 - video as a platform for other apps
- 1 for contentdb
 - - scalable back-end (no more mysql)
- Production Engineer
 - Reduce eng time dealing with day to day issues
- SRE
 - Currently set for 3/07
 - Run the site

Mountain View (Peter Chane)

- 1 content programmer to select and feature content per category
- Work on content verticals, partner pages

Kirkland (Rod Chavez)

"Front end team"

- 2-3 Java/GXP front end engineers
 - For Youtube parity; meet Q2 deliverables
- 1-2 more Java/GXP front end engineers
 - To surpass Youtube in Q3
- Use Adsense for Video team for Google Video ads work
- 4 engineers

Digitized by Google

Machines & datacenters

- * Today:
 - 600 TB in 5 datacenters
- * 2006 ask:
 - 3.6PB of GFS quota by end of 2006, distributed over at least 10 datacenters.
 - 720 machines (diskfull machines) across 10 datacenters
 - Make sure we have a good int'l playback user experience
- * Google Video (store and uploads)
 - Est for end of 2006 is 2.5M source files
 - $(2.5M \text{ files}) * (10MB \text{ avg size}) * (5 \text{ formats}) * (3 \text{ shard copies}) * (3 \text{ R=3 GFS}) = 1.125 \text{ PB}$ Borg tax will push this to at least 1.4PB.
- * Orkut & Lighthouse
 - Est for end of 2006 is ~10M source files (6M Orkut, 3M Lighthouse)
 - $(10M \text{ files}) * (10MB \text{ avg size}) * (2 \text{ formats}) * (3 \text{ shard copies}) * (3 \text{ R=3 GFS}) = 1.8 \text{ PB}$
 - Borg tax will push this to at least 2.2PB.

Google

Content acquisition strategy

- David/Jennifer insert slides here



How we win in video

- * Build a comprehensive video index
 - Accept video from anyone in any format from anywhere
 - Index video that's already online and video that we host
 - Bring analog video online through digitization
 - Google product integration
- * Build the best consumer experience for consuming video
 - Video.google.com destination site
 - * Help users connect with interesting and relevant content
 - * Search, browse, instant playback, personalized channels, My Videos
 - * Tagging, ratings, reviews, comments, recommendations help users find useful content
- * Distribute video to the largest possible audience
 - Expose video to google.com traffic through onebox
 - Every AdSense site should have Google Video on it
 - Provide worldwide distribution for video through localized video.google.com properties
- * Build the ability to monetize every video
 - Monetization will pull more video online
 - Monetize any type of content (user generated content through premium content; fiction and non fiction)

Key projects	Current schedule

Google

Appendix starts here

Google

Asset Management

- * Goal: To provide DSO advertisers distribution across the Google network
- * Milestones:
 - DSO trained on Google Video on 4/7/06.
 - Actively pitching clients today.
 - Should start to see increase in amount of uploads soon.
- * Current clients who have uploaded:
 - Orbitz, Dieck, American Express, Symantec, National Semi-Conductor, Saturn, Honda, ABC, Adidas, Saturn, Ford, Lactaid, Sony TV, IBM, Volkswagen
- * Future clients:
 - Match.com, OfficeMax, Chrysler, Ralph Lauren, Walmart, Pontiac

Digitized by Google

Ops video review stats

- Video Review Stats for week ending 5/3
- Total number of videos reviewed: 29,260 (32,206 previous week)
- - 88.2% APPROVED: 26,163 videos (91.1%)
- 11.8% DISAPPROVED: 3,097 videos (8.9%)
- Video Disapprovals:

Last wk	This wk	reason	Last wk	This wk
2097	2189	TV	72.80%	71.0%
436	523	Music Video	15.10%	16.9%
161	233	Film	6.30%	7.60%
95	55	Porn/Nudity	3.30%	2.70%
31	37	Bad Quality	1.20%	1.20%
9	4	Obscenity	0.30%	0.13%
24	11	Violence	0.83%	0.40%
6	4	Drug Use	0.20%	0.13%
0	1	Illegal Content	0%	0.03%

Digitized by Google

Upload experiment: Copyright, partial work

Google Video today	Google Video 5/15	MySpace Video	YouTube	iTunes
Time to live				
Plays in one week				
Disapproval reason				

Time to live

2 min

1 min

n/a

Plays in one week

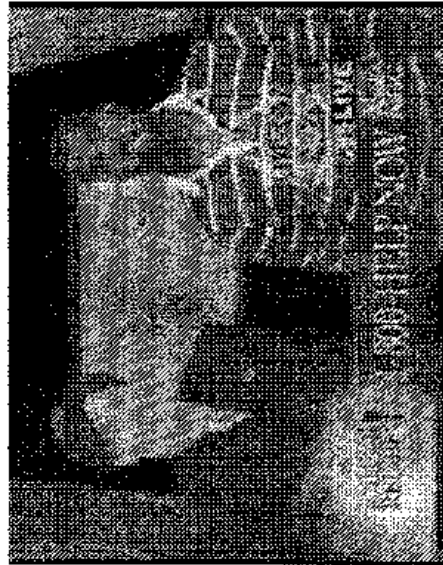
n/a

Disapproval reason

None

None

n/a



7mb, 1:30 sec, wmv file

MSNBC logo on screen

Recognizable talent

Google

Upload experiment: Porn

Google Video today	Google Video 5/15	MySpace Video	YouTube	iTunes
Time to live	Video never went live	1 min	n/a	
Plays in one week	n/a	205 plays in 5 minutes	n/a	
Disapproval reason	They seem to be screening for porn	At 6 minutes; porn violation: 2 strikes and account disabled	n/a	

1mb, 45 sec video, Divx file

Obvious from the video that it's porn

Google

Upload experiment: User generated content

	Google Video today	Google Video 5/15	MySpace Video	YouTube	iTunes
Time to live			6 min	3 min	n/a
Plays in one week			n/a		n/a
Disapproval reason					n/a



15mb, 1:00 sec, h.264 file

Eli Chane eating turkey bacon

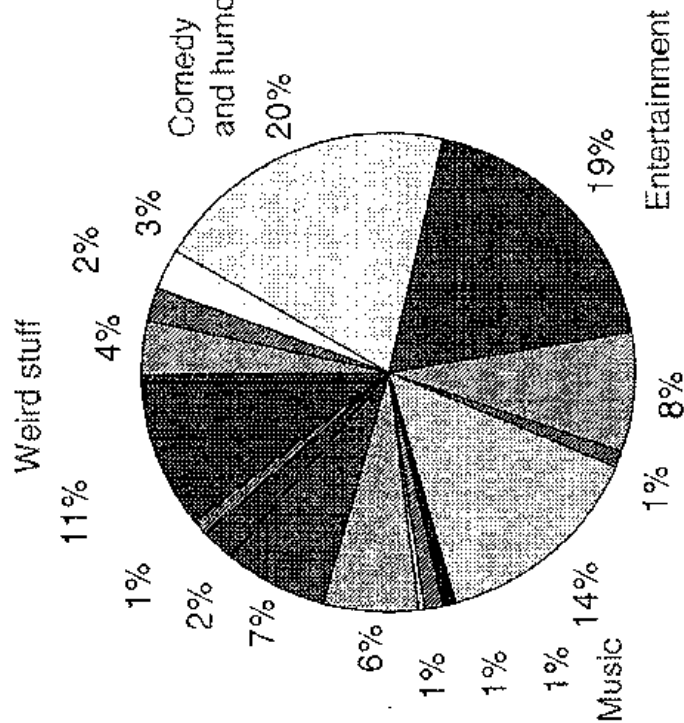
Google

Copyright infringement, full work

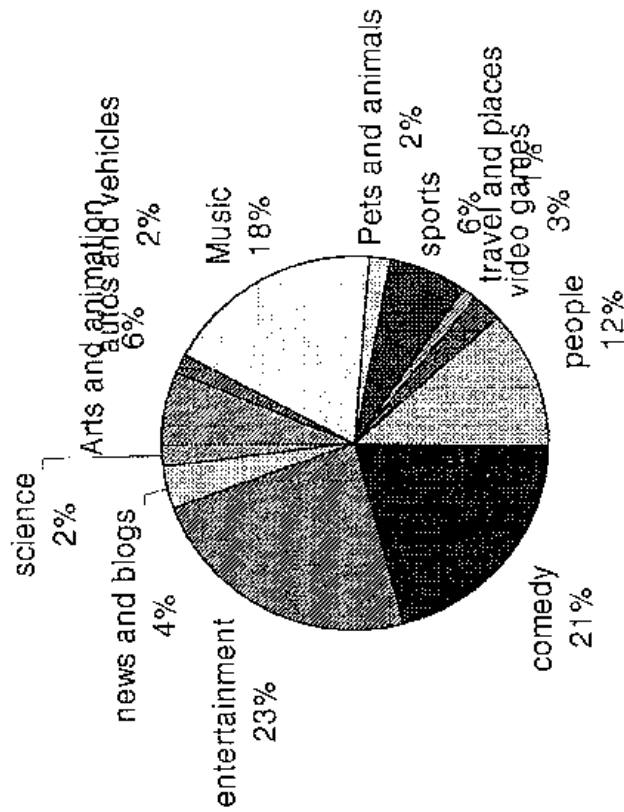
Google

Youtube and Myspace videos by genre

MySpace Video 5.1.06



Youtube



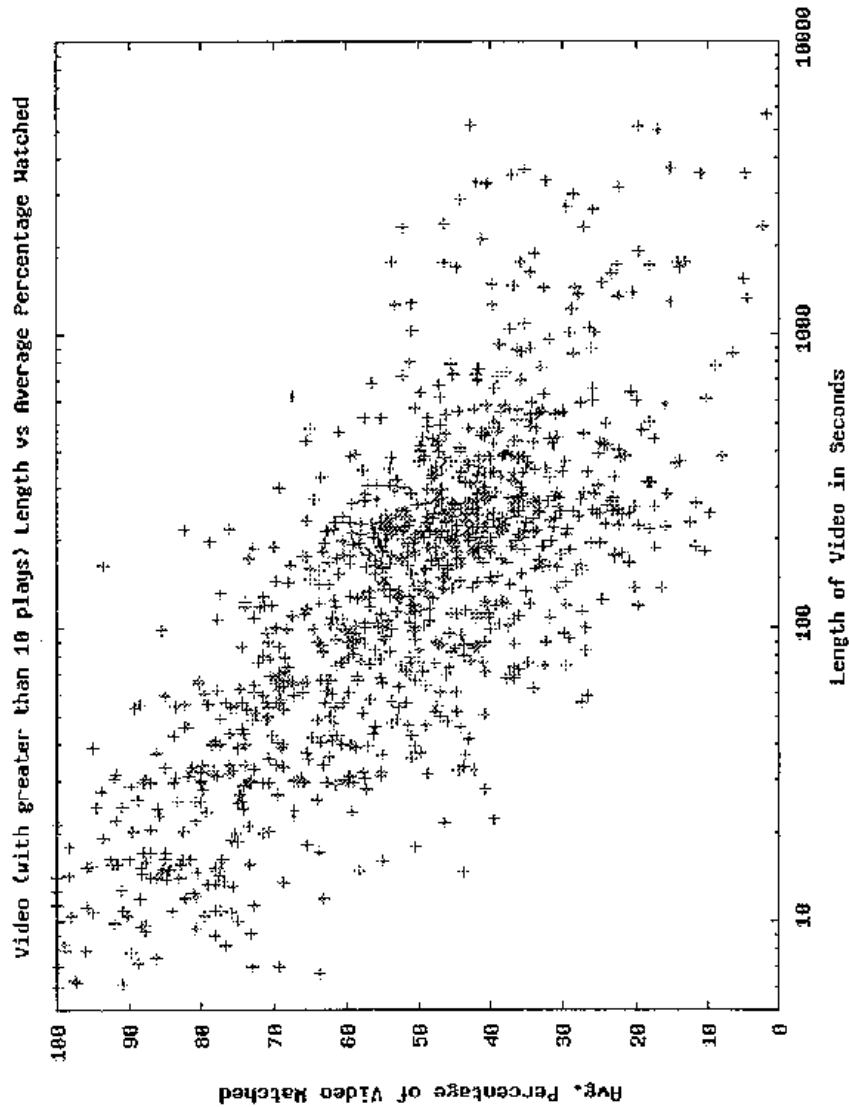
Google

Youtube Director program

- Logo co-branding, company URL, and company description on all of your video pages
- Ability to upload videos longer than 10 minutes
- Customizable name & value fields for each of your videos (ex: "Price: \$4.25" or "Show Time: 9 pm PST")
- Ability to attach a per-video URL to each of your videos

Google

Viewing habits on Google Video



Possible implications of this data:

- Don't do postroll ads
- Most premium content (TV/movies) isn't well suited to online viewing
- Focus on short form content

Google

Test 1: Sponsored Video

- Make paid content free with ads
- Ad unit includes post roll video
- One advertiser per content provider



Eric report card

INTERNATIONAL IN 60 DAYS; NOTHING SHORT OF 100+ LANGUAGES	C	Launching 6 languages in Q2 on 8 new domains
DEVELOP GLOBAL PRODUCTS OUTSIDE OF MV	B	Local teams will customize
USE AJAX AS A CLIENT STRATEGY	B	Google Video Player a win/mac app; looking at how we can use Flash for our online and offline player
MUST DO WINDOWS AND MAC	A	Upload and playback clients available for Win and Mac
USE THE COMMON INSTALLER	F	Not using this for our upload clients or our video player; using this is low priority vs. our OKRs.
LAUNCH EARLY AND OFTEN	A	Project has a history of experimentation
SOLVE AN OLD PROBLEM IN A BETTER, NEW WAY	B	Free hosting and streaming, anyone can sell
SYSTEMS AND SERVICES	B	GAIA, Mustang, Borg, Bigtable, GFS -- ok Separate index, video not a service to others apps -- not ok
KEEP THE PDB UP TO DATE	B	Staffing up to date, schedule and status not up to date

Digitized by Google

Mountain View Eng team (Jeremy Doig is lead)

fun - drm, i18n, videoshare
 bbiggs - videoshare, contentDB, instant live
 marwood - core API, rss crawl
 chandler - quality, eval, mustang, librarian
 slacy - streaming, replication, transcoding
 izheng - streaming, replication, onebox, stt signal test
 menglu - streaming
 faust - filter architecture in normalizer pipeline, ocr, contentDB
 thien - transcoding pipeline migration to normalizer, transcoding improvements (file formats)
byl (mobile) - encoding quality improvement (pipeline mods), avc improvement, quality signal
 tvv - web crawl, stats db, log analysis for signal extraction
 klh - machine requests/mdb, subtitle/captioning support
 ozgur - front-end features
 neilfred - signal extraction (user access patterns), serverside playlists, scoring

jjoslin (psd) - partner front-end

niko - upload server

ronvered - webOfTrust implementation, contentDB migration

jyagnik (research) - signals (correlation with imagesearch)

ah (intern) - drm partnership if it happens

Google

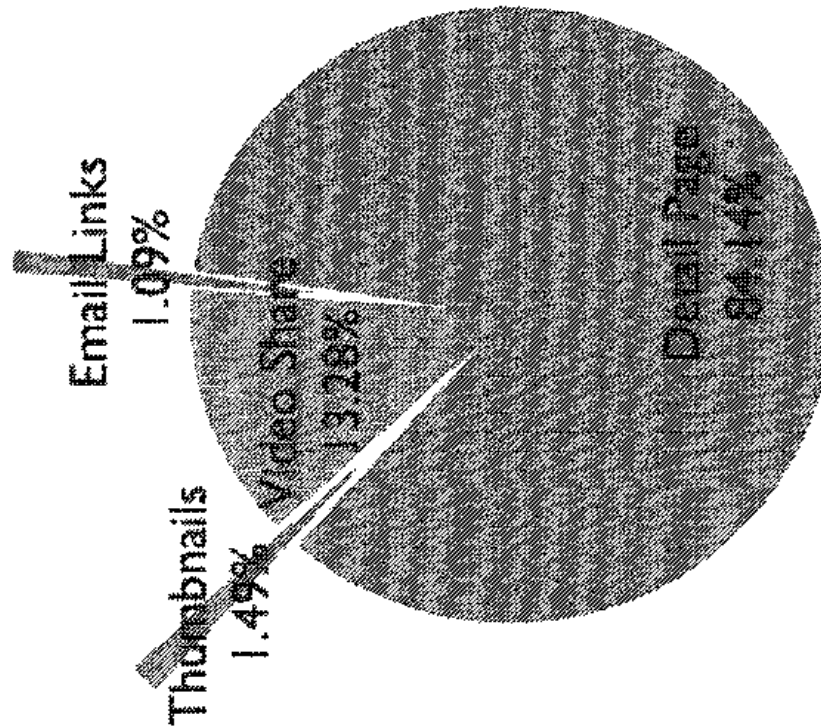
Kirkland engineering team (Rod Chavez is lead)

nicklee - tech lead, ops tools, ads sponsored videos
brunson - dup detection, general fe (menus, outbound rss, etc)
katerina - review tool, i18n, general fe
nolan - review tool, general fe <----- joined team start of Q2
edwardcu - tech lead, client player (win), general fe (upload ui, etc)
agove - client player (win), general fe (upload ui, top-100, etc)
mikeyu - client player (win/mac), general fe (bypass, homepage, etc)

Digitized by Google

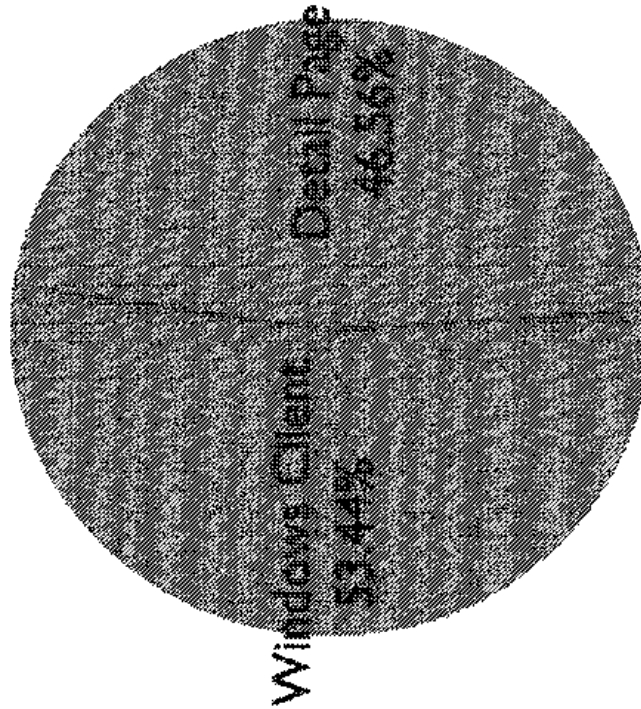
Source of Plays/Downloads

(b)(1) (KMPCCG)



Plays

7.1M Total



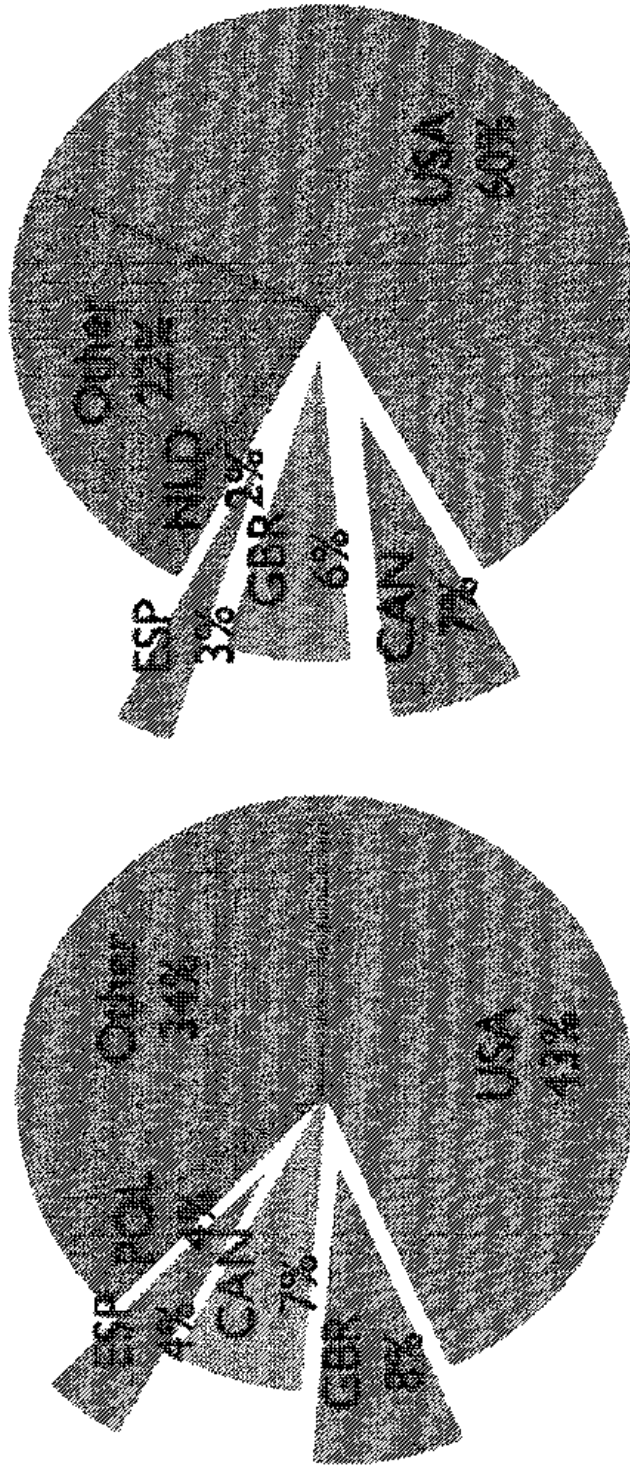
Downloads

156K Total

Google

Country

(Last 90 days)



Plays
482M Total

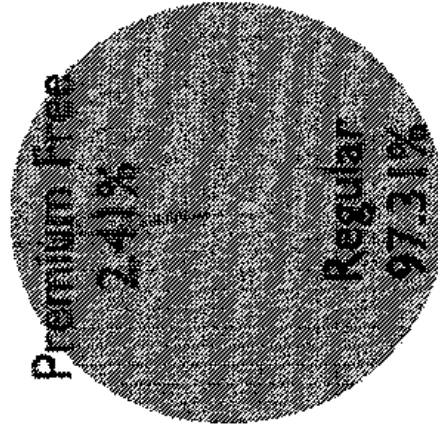
Uploads
13M MB Total

Google

Premium and Regular

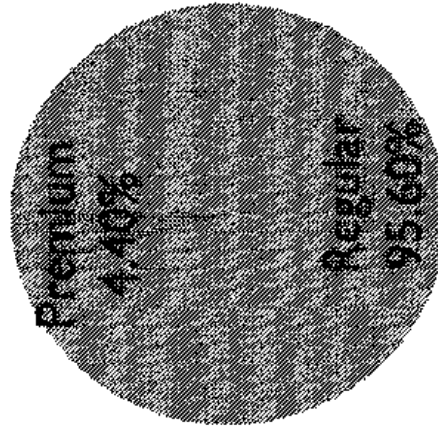
(b)(1)(3)(D)(5)

Premium Paid
0.28%

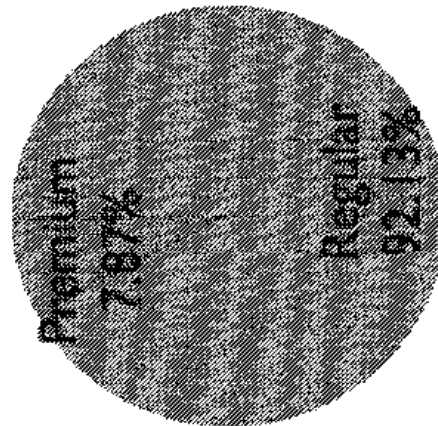


Downloads
156K Total

Google



Plays/Page
Views
7.1M Total



Documents
in Index
586K Total

Video Store sales to date

Google

To: "Jennifer Feikin" <jfeikin@google.com>, "Peter Chane" <peterch@google.com>,
"David Eun" <deun@google.com>
From: "gracew" <gracew@google.com>
Cc: "Michael Baldwin" <mbaldwin@google.com>, "Francoise Brougher"
<fbrougher@google.com>
Bcc:
Received Date: 2006-05-11 23:52:22 CST
Subject: Final Content team pages for Video GPS

Please find attached final version for integration with product deck. I
talked this through with Dave Eun too and he has OK'd also.

Grace

Attachments:

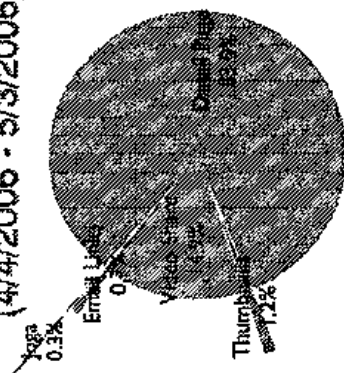
060511 Video GPS content pages FINAL.ppt

DATE: 5.6.09 EXHIBIT# 8
DEPONENT: Schmidt, E
CASE: Viacom, et al., v. YouTube, et al., The Football
Association Premier League, et al., v. YouTube, et al.,
Case Nos. 07-CV-2203 and 07-CV-3582

A. Ignacio Howard, CSR, RPR, CCRR, CLR, No. 9830

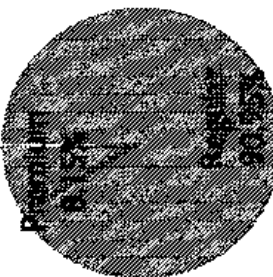
Lessons learned to date: traffic and content acquisition

Source of Playbacks
(4/4/2006 - 5/3/2006)



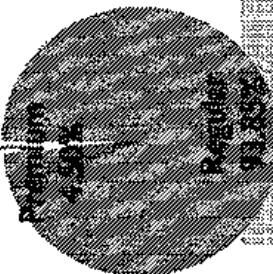
Source of content

Paid Premium
0.90%



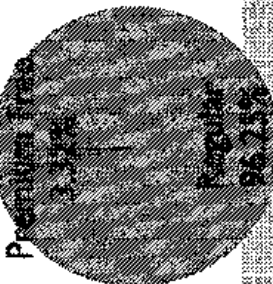
Plays of content

Paid Premium
1.65%



Downloads

Premium Paid
0.43%



-Content from
online program is
dominant source
for acquisition and
usage

-DTO sales low

source/plays/downloads from 5/3/06

Google

Peter's how we are going to win page goes here



Focus in the next 9 months

- Get more traffic:
 - Focus on user-generated content
 - As resource trade-off, deprioritize premium content
 - Make the site more viral
- Get more uploads:
 - Focus on user uploads
 - Reduce hurdles to bring content online
- Get free content through monetization:
 - Ads trials
 - Ads roll-out



Peter's roadmap pages go here



Content Acquisition Strategy Update



Premium Content Owners – Lessons Learned

- They still believe their content is king
- They live by promotion, Google does not
- They don't like their content mixed with user-submitted content (better promotion is possible compromise)
- They feel sudden pressure to develop viable online models
- They realize that their #1 current threat is piracy, not cannibalization of current revenue streams through legitimate online use
- They want to "get in the game" and aren't solely focused on short-term revenue
- They want true distribution partner, not just technology platform
- They want to create new "online content" and want funding partners
- They acknowledge YouTube can provide some level of promotion, but (mainly) perceive YouTube as trafficking mostly illegal content – "it's a video Grokster"



Content Acquisition Challenges

Common complaints and deal hurdles from current and prospective partners:

- Disappointing DTC sales and support, and lack of product improvements
 - Significant delays in bringing time-sensitive content online (e.g., CBS and NBA)
 - Can't find partner content
 - * Poor search quality, Poor basic browse functionality
 - * Lack of content promotion
 - Delays in both one box and RSS integrations
- Perception that Google has priorities that conflict with partners'
 - Perception of focus on user-generated content
 - Lack of web crawl for video, esp. RSS
 - Appearance of GV as walled garden vs. "switchboard"
- Apparent lack of understanding of premium partner needs/desires
 - Inflexible # of downloads (fixed at 10; partners want industry std 3-5)
 - Limited value of connected DRM, and no device support
 - Partners live by promotion; Google doesn't seem to get this whereas our competitors do
 - Lack of ad or other monetization models
 - Occasional mistakes in filtering copyright infractions
- Partners' own confusion and inability to migrate old models to the web



Google Video premium deal status (existing iTunes deals)

Content Owner	GV deal status	Hurdles to deal
CBS	• Have deal -- iTunes does not have deal	
ABC (incl ABC, ABC Family, Disney, ESPN/ABC Sports, Jetix, SOAPNet)	• No deal	• Perceive implementation troubles in GV history • Copyright violation in GV index • Want to control their experience
NBC Universal (incl. Bravo, USA)	• No deal	• Promotion • Functioning search and browse • Limited downloads
CSTV/CBS Sports, Showtime	• Have deal with CSTV • No deal with others	• Limited downloads
Fox (incl Fx, FuelTV, Speed)	• No deal	• \$\$ guarantee • Promotion • Functioning search and browse • Limited downloads
MTV Networks (MTV, Comedy Central, Nickelodeon, The N)	• All same content in Google deal in deal folder	• New MTV head wants "larger Google deal"
NBA TV	• Deal with some of the content - now at new iTunes prices	• Low sales \$; want higher sales • Want to test diff. content on different platforms
UMG	• No deal	• Limited downloads • Indemnify synch rights after 1 download
SonyBMG	• Have deal	
EMI	• No deal	• Limited downloads
Warner	• No deal	• Limited downloads

Google

Short-term content activities reflect current product priorities while maintaining relationships for long-term success with premium content

Today's Action Steps	Premium	"Torso"	User-Generated
• Maintain relationships w/ premium owners and reset expectations • Focus on promotions and event programming • Do RSS feeds (when ready)	 • Every TV /Major Cable network (CBS, ABC, Fox) • Movie studios • Music labels • iTunes • Yahoo • AOL • MSN	 • Smaller cable networks • Educational/DIY • Special interest verticals • Niche content • University Lectures • Archives (e.g., NASA)	 • YouTube • MySpace • Grouper • Vech • 100+ small sites
Target Content and Market			

Google

Final Recommendations/Asks

Asks of ENG:

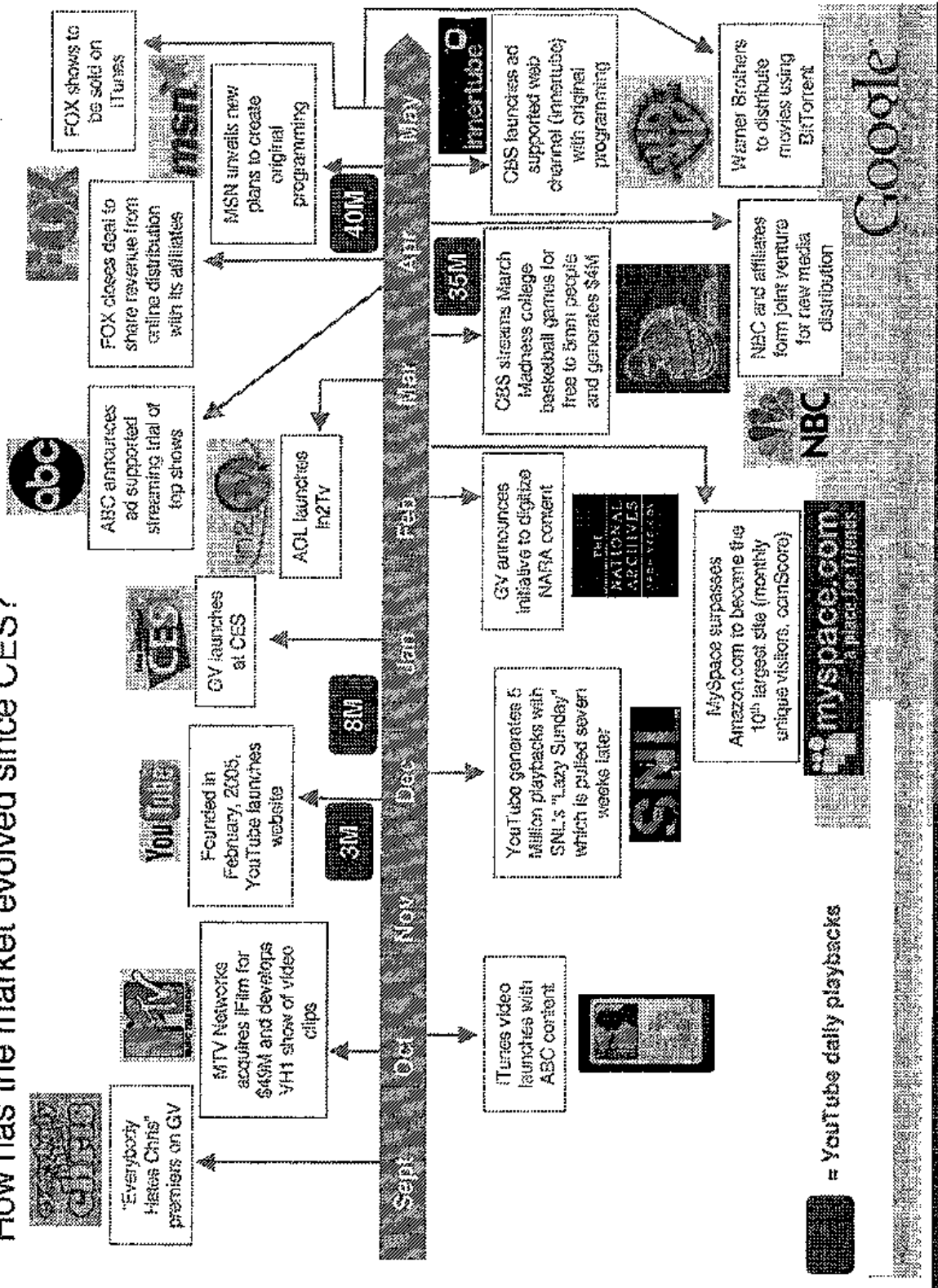
- Acknowledgement that premium content is being *significantly de-prioritized* relative to initial CES focus (therefore, many premium DTO deals are delayed)
- Agreement that ultimate goal should be providing most comprehensive content offering possible (premium, torso and long tail), and help set timetable for premium



Appendix – Content Pages



How has the market evolved since CES?



How do we win?

GV can use scale and expertise to have most comprehensive content offerings -- from head to tail

- * Content types: premium, user generated, torso - which is key differentiator (show curve and add comments)
- * Content genres/verticals: entertainment, sports, lifestyle/how to/DIY, archives, news, education, niche, etc.

GV can be best user experience

- * Improve search not just hosted content but for all web video content
- * Provide linkages such as RSS feeds and one-box integration in meantime
- * Drive open standards and distribution deals so users can consume content across multiple devices, especially linking PC to TVs

GV can be best partner to content owners

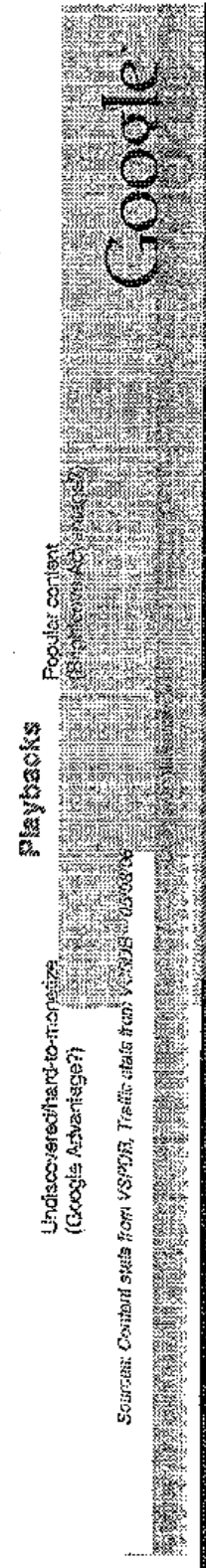
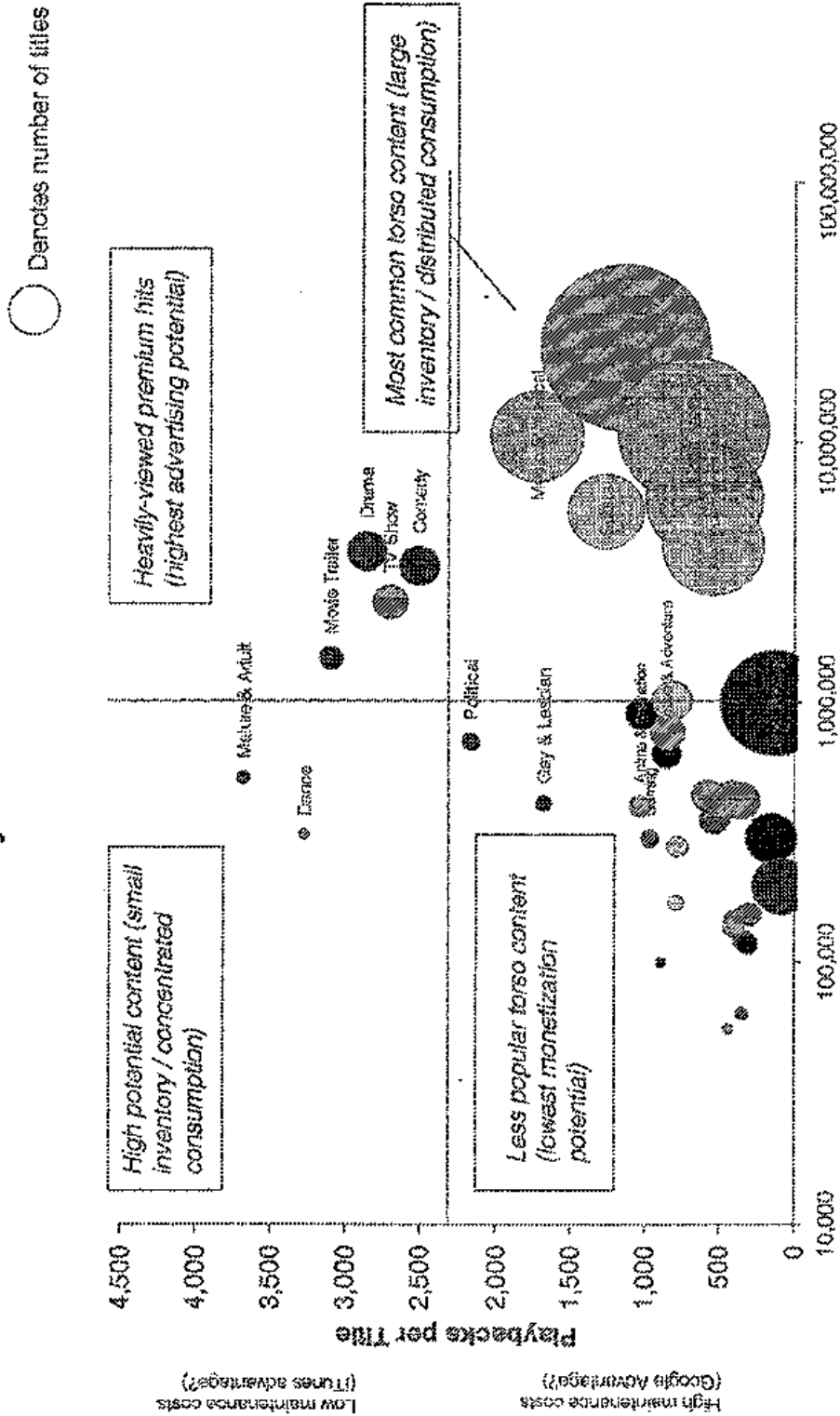
- * Respect copyrights of premium content owners (we should beat YouTube by improving features and user experience, not being a "rogue enabler" of content theft)
- * Provide best in class marketing/promotion of content, particularly "event" programming: Online Film Festivals; supporting "Tentpole" movie and tv shows launches; Superbowl ads; Oscar trailers/content
- * Provide a platform for promotion and distribution for torso content owners who have professional content but limited access to audiences
- * Provide community tools for voting, rating, tagging, commenting, recommending, mashing, etc. and give access to all types of content, including select premium/torso content

GV can provide multiple monetization options (Advertising; Sponsorships; DTC) and leverage expertise in Advertising in particular

- * The way to win ultimately is in providing multiple monetization options, particularly advertising which can be applied across all content types

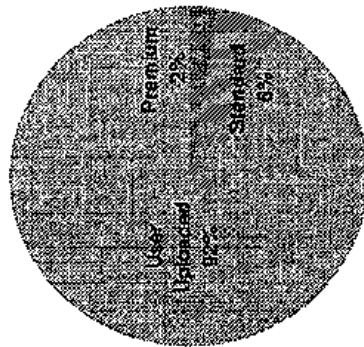
Google

Partner Content Inventory



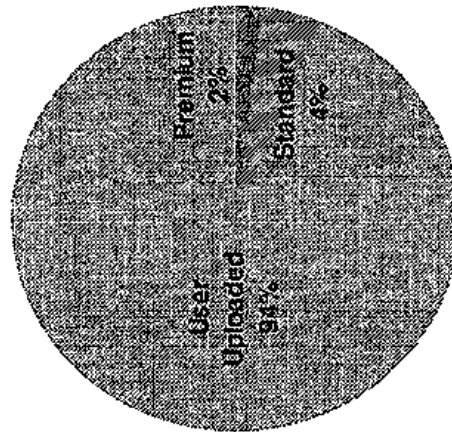
Overall consumption of partner content is played in proportion to its availability in the index

Acquired

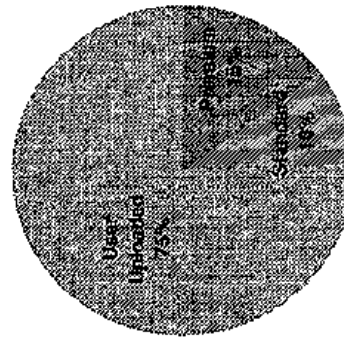


Video Titles
Live in Index
(total 0.7MM)

Consumed



Video Titles
Played (2006)
(total ~1Bn)

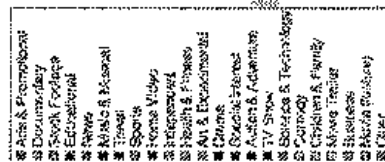


Video Hours
Live in Index
(total 49K)

Source: Content data from VSPIDB, Traffic data from VSPIDB, 3Q 2006

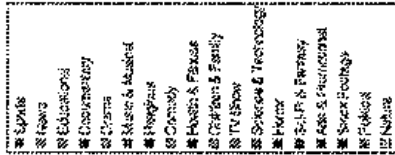
Google

60/60/50 – HCSA w/afg 50% sabbatical, GCSA w/afg 50% sabbatical, 50/50/50

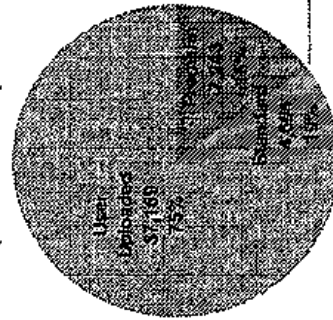


News, sports, educational and documentary videos make up the majority of partner content by duration

Premium Content
Live Inventory (Hours)
(total 7K)



Video Titles
Live Inventory (Hours)
(total 49K)



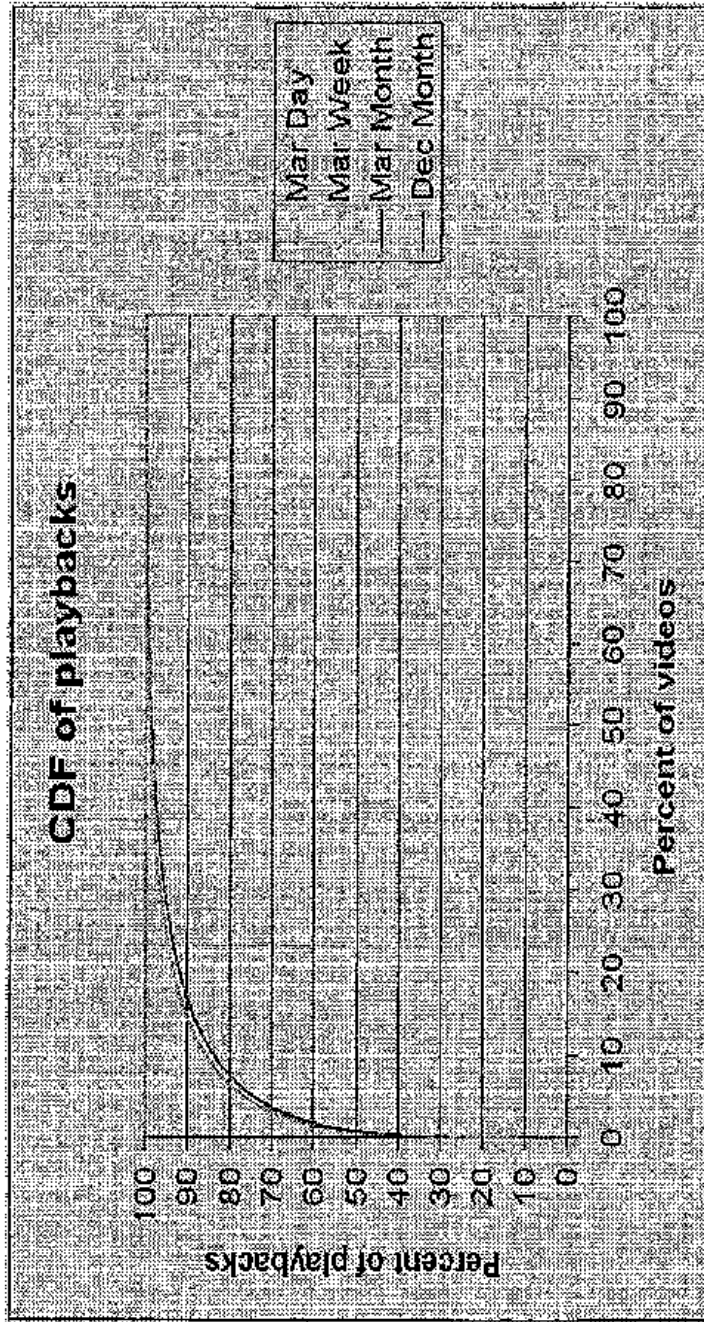
Standard Content
Live Inventory (Hours)
(total 5K)



Sources: Content data from VSPDB, Traffic stats from VCSDB - Q4 2008

Google

Usage data indicates that it is not the sheer number of video titles that drives playback, but the quality of videos



Files	Playbacks	Files	Playbacks
Top 10 videos	8.5%	Top 10% of videos	83%
Top 20 videos	10.8%	Top 20% of videos	92%

Google

How is Google Video doing?

- YouTube is getting more traffic and engagement than Google Video today. In March 2006*:

		
Visitors*	12.8 million	7.9 million
Page Views*	486 million	81 million
Duration*	20m53s	8m40s
Uploads**	1 million	120,000

- Qualitative research in 4 countries reveals the reasons behind this:

- YouTube is designed around the viral video experience. It is clear what the site is about, it promotes uploading, and it makes it easy to browse video categories
- YouTube promotes its viral and community features above all else
- YouTube's content is all free, and much of it is highly sought after pirated clips

* Source: Nielsen/Netratings May 8, 2006; YouTube's FY numbers could be inflated by RSS feeds hitting the site

** Source: Company reports



How has International usage differed? What are the learnings?

International: We have to avoid being US-centric since more usage comes from outside the US, where there are big differences in taste and consumption across different countries

- 63% of our playbacks and 40% of our uploads come from outside the US
- Large fraction of videos have large majority of playbacks from a single country (Potential takeaway: different videos resonate in different countries)
- Playback and support for premium vs. user-generated content varies significantly across different countries (Germany vs. Spain)
- Most of the non-US top videos have titles/descriptions not legible in English
- Top videos in non-US countries typically don't get big US viewership

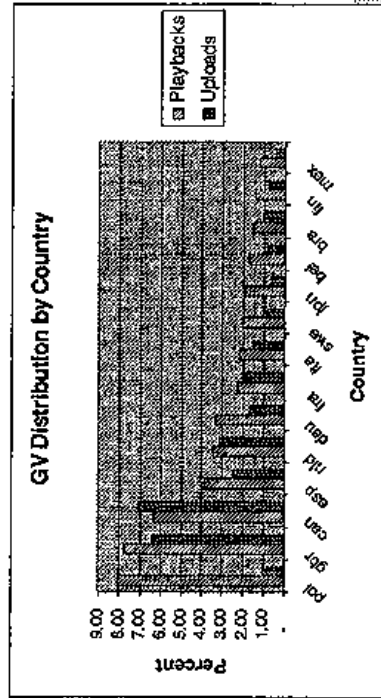


Google Video internationally

- Europe lags the US in internet video usage, but is quickly catching up. No site has yet built a pan-European presence
 - Google Video receives 30% of playbacks from top 7 EU countries
 - Qualitative research reveals interest in premium content varies by country. People in countries with lower internet video usage (Germany, France) tend to seek premium over user-generated content
- Google Video became an “international product,” even before localized versions were launched
 - 63% of playbacks and 40% of uploads come from outside the US today
 - GV’s top 10 countries are all western countries. This could be because our uploader and indexing does not fully support CJK characters yet

	Number of internet users (millions)	Internet users who use video 12 month (%)
UK	35	15%
ES	15	27%
FR	25	15%
DE	46	7%
USA	200	45%

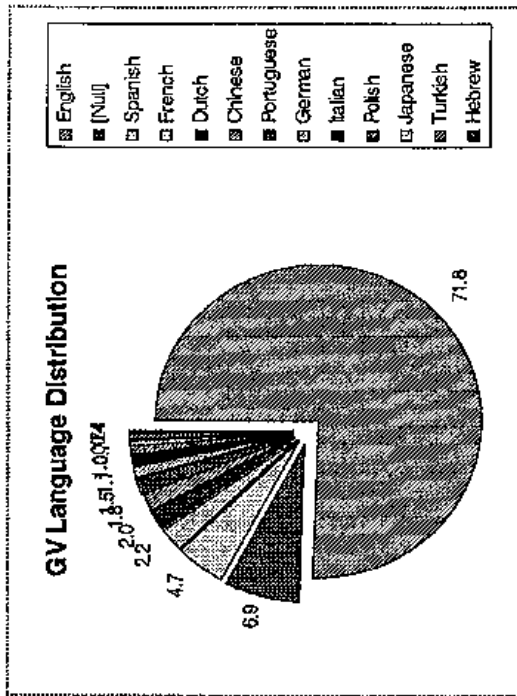
Sources: NetScout (Dec 2006), EFAA Mediascope (Feb 2006), Online Publishers Association (April 2006), Morgan Stanley (April 2006)



Google

Google Video internationally (cont'd...)

- Videos in the index are still English-centric, despite the fact that 50% of playbacks come from non-English speaking countries
 - However, analysis shows that the most popular videos requested from non-English speaking countries still get enough playbacks to rise to "global" popularity status
 - This shows a strong demand exists for local content that we need to encourage
- Our top videos drive a disproportionate amount of traffic from outside the US
 - 30% of the top 200 videos in the GV index receive at least 70% of playbacks from just a single country
 - 56% of the top 200 videos receive the most playbacks from a non-US country



Another country has more playbacks than US

Rank	Title	USA
1	Loose change 2nd ed extra footage	69%
2	Lady punch	72%
3	Amazing juggling	73%
4	Loose change 2nd ed extra footage	70%
5	Loose change 2nd edition	70%
6	Loose change 2nd edition	70%
7	Loose change 2nd edition	70%
8	SO WE OWNED THIS FUNERAL TODAY: SE	54%
9	Safe as sex	4%
10	Russian clothing	28%
11	Parade winnipeg 1999	5%
12	Worst Music Video EVER (Filmmish)	21%
13	Best Charles 9 - 1 Alexander Conspiracy	94%
14	John Edwards in Office 2	33%
15	Probably Greatest Pub Team in World	14%

Important points to make somewhere in the deck:

- YouTube's business model is completely sustained by pirated content. They are at the mercy of companies not responding with DMCA requests. When they do (like CSPAN did with S. Colbert), they suffer
- The DMCA law could be overturned if the media industry engages in sustained lobbying efforts (it was written before the viral video craze took off), and it is risky to build an entire business model on this law. *It is also not scalable to expand internationally since DMCA is a US law*
- The YouTube business model is also not monetizable. They are an AdSense publisher, so we have a good sense of their rate of monetization:PV
- YouTube is going after one slice of the internet video market – funny, user-made videos. There are many more slices in the pie and GV should try to be the broadest possible index
- We need to continue CBG support for video internationally b/c we don't have good ad monetization solutions yet, and some content producers will only distribute their content if they can sell it
- There is a big market for high quality premium content, but it is largely going to be shorter form, as opposed to 2 hour movies. Perhaps this means we should be working with media companies to get 2-4 minute funny clips from their shows. This will drive traffic, raise awareness of their TV shows (e.g., Lazy Sunday boosted SNL's ratings) and be very monetizable

Google

Content Acquisition Priorities

CURRENT PRIORITIES

- **Maintain relationships w/ premium content owners and reset expectations**
 - Continue to push for DTO deals with current features, knowing that uptake will be limited
 - For partners resisting DTO in current form:
 - Seek more free promotional content
 - Set up advertising and other monetization trials
 - Reset expectations regarding DRM improvements this year
 - Focus on one box integration, improved browse/search/promotion capabilities to come, and RSS to come
 - Drive traffic through "event" programming
 - Set up advertising and monetization trials for current DTO partners
 - Differentiate based on our "respect for copyright"



Content Acquisition Priorities (Cont'd)

CURRENT PRIORITIES

- **Accelerate growth of "torso" content**
 - Health/Fitness (e.g., CareTALK)
 - Educational (e.g., UCTV (Regents of University of California))
 - Faith and Spirituality (e.g., Life Balance Media (LIME))
 - Lifestyle/Arts (e.g., BlueHighwaysTV)
 - Travel (e.g., Wilderness Films International)
 - Children and Family (e.g., Sesame Street)
 - Sports (e.g., Collegiate Images)
 - Special Interest (e.g., WheelsTV)
 - Other Niche Content (e.g., Bollywood films)
- **Additional**
 - Secure more non-US and non-English language content deals with new partners
 - Continue digitization efforts
 - Consider university lectures pilot



What Features/Infrastructure Are Needed to Support Content Types?

	Must-Have Product Features
PREMIUM	• Home page promotion, branded pages • Browse by provider name • Ranking by video quality/premium partnership • Better search functionality • Fast upload with high service model • Tools for managing large amounts of content • Payment mechanism for DTO • Disconnected DRM and limited devices/downloads • Premium advertising option, control over advertising partners • Statistics on page view/playback/download/payment behavior and demographics by title
TORSO	• Search traffic from google.com • Search on provided and processed metadata including provider name • Multi-level granular brows • Featured areas to support standard partner content • Easy upload and takedown • Unified dashboard for tracking partners through the pipeline • Low-hassle digitization assistance • Payment mechanism for DTO • Advertising option to monetize e.g. text ads
USER-GENERATED	• Easy upload from web page • User tagging, rating, voting, send-to-friend, myspace integration • Popularity metrics

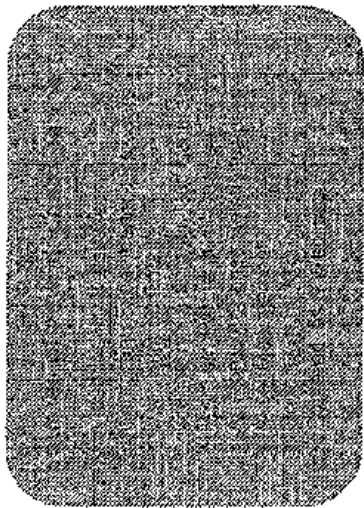
Source: Standard team feedback, BizOps analysis

Google

How we plan to boost torso content

INCREASED CONTENT ACQUISITION TEAM ACTIVITY

- Increased staffing in standard team (+2 FTEs)
 - Faster response to user enquiries
 - Accelerated sign-up and upload of content
 - Capacity for proactive outreach
- Identify new target torso content owners
 - Existing online video: Glengarry tool
 - In-house tool for PSO identifies web sites with online video files; sorts by quantity of video, by vertical
 - Largely unutilized so far while partner team has been in reactive mode; untapped resources with fast upload path
- Video not yet online: Business Census (in US); regional targeting (outside US)
 - Prioritization of key verticals & functions with propensity to make video, sufficient revenues per firm
- In-country groups charged with identifying top XX target content providers and reaching out



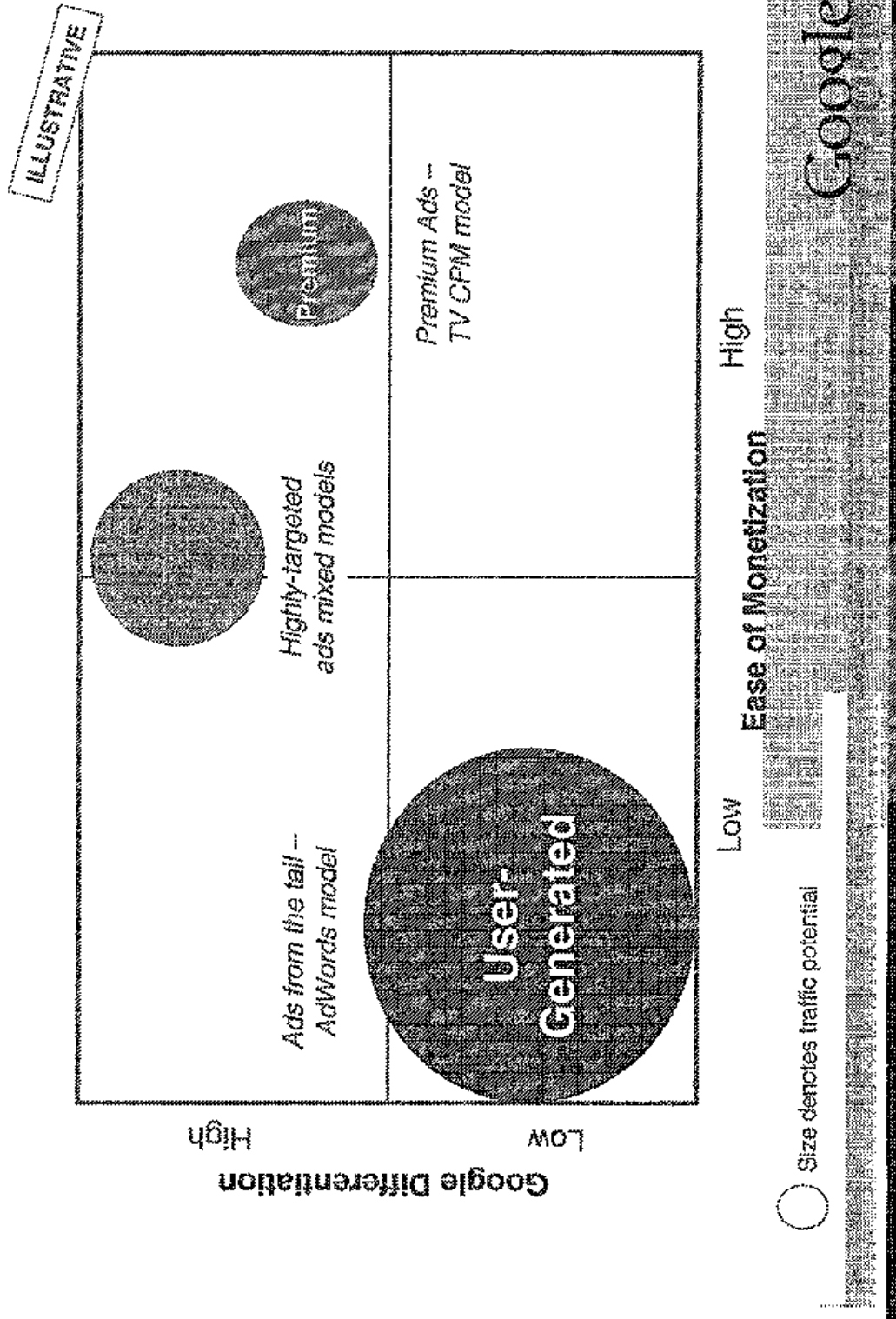
IMPROVED PARTNER VIDEO EXPERIENCE

- Better marketing of new torso content
 - Google Video Blog, Google Picks, Google Partner Pages
- Improved product functionality: working browse and search (coming in Q2)
 - Increase partner satisfaction about visibility of content
 - Increase traffic to partner videos
 - Positive marketing message and references
- Future product functionality (later in 2006)
 - Localized versions of video.google.com homepage and uploader tools
 - Translated metadata, descriptions for finding videos...
 - Option for monolization through text ads



Google

Monetization Potential of Different Content Types



Video monetization possibilities

Sponsored Video -- requires high-touch premium content to premium advertiser matching -- needs top content and TV-style CPMs to work

Sliding scale of ad frequencies as video title longer

	# of people interested in seeing video*	\$ amount advertiser will pay per stream	movie length (mins)	minutes per ad	# ads per stream	advertising out to content owner	\$ value to content owner	\$ each advertiser pays
911 Loose change	4,560,448	\$ 10.00	82	15	5	75%	\$ 171,017	\$ 45,604
Amazing Luchini	2,921,234	\$ 10.00	25	2	1	75%	\$ 18,909	\$ 25,212
Arbus build plane	412,772	\$ 10.00	7	3	2	75%	\$ 8,722	\$ 4,128
Octopus eats shark	201,412	\$ 10.00	25	2	1	75%	\$ 1,511	\$ 2,014
Jessica Simpson - These boots are made for walkin'	10,000,000	\$ 10.00	4.1	2	2	75%	\$ 150,000	\$ 100,000

Tip Jar -- "busker" or "shareware" model may deliver strong incentives to user uploaders but nothing to corporate partners (Google would pass through all fees)

	# of people interested in seeing video*	Fraction who will tip	Average tip	\$ value to content owner	Rationale for tipping guesses
911 Loose change	4,560,448	5%	\$ 2.00	\$ 91,202	Sig tip for clarity or interest group; long highly-edited video; engaged viewers
Amazing Luchini	2,921,234	2%	\$ 0.90	\$ 25,212	Viewers impressed - see single beneficiary with talent
Arbus build plane	412,772	0.10%	\$ 0.02	\$ 8	Low tip rate - corporate promo video
Octopus eats shark	201,412	2%	\$ 0.25	\$ 1,007	Viewers impressed - see single beneficiary with good content
Jessica Simpson - These boots are made for walkin'	10,000,000	0.10%	\$ 0.25	\$ 2,500	Low tip rate if as thought tip goes to Sony

Text ads -- familiar Google technology accessible to smaller advertisers can monetize standard partner and user content (Google could keep a fraction of ad revenues)

	# of people interested in seeing video*	CTR	CPC	movie length (mins)	minutes per ad group	# ads on screen at a time	# ads per stream	\$ value to content owner	\$ value to advertiser	clicks each advertiser sees
911 Loose change	4,560,448	0.50%	\$ 0.25	82	15	4	20	75%	\$ 85,508	\$ 5,701
Amazing Luchini	2,921,234	0.50%	\$ 0.25	25	2	4	4	75%	\$ 9,455	\$ 3,152
Arbus build plane	412,772	0.50%	\$ 0.25	7	3	4	8	75%	\$ 3,098	\$ 518
Octopus eats shark	201,412	0.50%	\$ 0.25	25	2	4	4	75%	\$ 750	\$ 252
Jessica Simpson - These boots are made for walkin'	10,000,000	0.50%	\$ 0.25	4.1	2	4	8	75%	\$ 12,500	\$ 1,007
									\$ 25,000	\$ 12,500
										50,000

* based on April 2008 actual playback (except Ms Simpson)

Source: Playbacks and movie length real data (except for Ms Simpson) and else - what? analysis or fudges

Google

Decisions on copyright policy and product features will significantly impact the activities of the content team in 2006

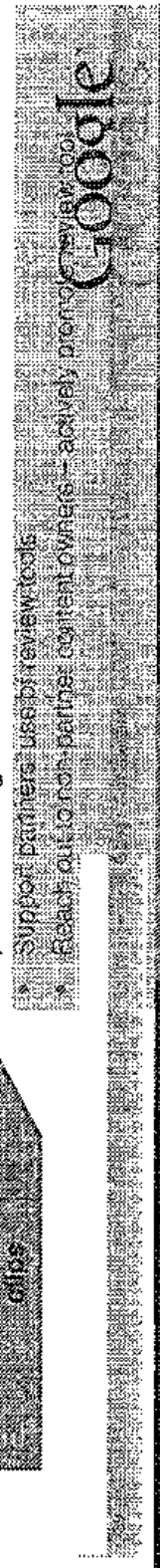
Priorities of content team

- Keep premium and standard teams separate
- Build premium relationships through multi-property deals
- Engage premium partners in supporting crawl and metadata extraction efforts
- Seek multi-language support from existing premium partners
- Engage premium partners on enabling viral clips
- Communicate to premium partners no material DFIM improvements this year
- Engage premium partners in sponsored content streaming ad test/deployment only – otherwise move premium team to standard content acquisition effort
- Focus on securing non-US and non-English language content deals with new partners
- Await improvements in search and browse to produce real data on user preferences to guide further partner content acquisition
- Increase staffing and/or resources to content acquisition, ops and legal teams to handle complaints and potential litigation
- Limit damage through public policy, investor relations, press and premium partner meetings

With Disconnected DFIM & limited devices accelerated to Q2/Q3

Status Quo: no DFIM changes, no copyright policy changes

No DFIM changes, loosened copyright policy on short clips



Potential results of changing copyright enforcement policies

- **Likely acceptance among users** (especially highly media-aware young demographic)
 - Higher traffic, higher profile as destination site
 - Increased uploads of user content as well as copyrighted content
 - Potential to monetize higher volume of traffic
 - Achieve OKRs on traffic and uploads
- **Inability to independently gauge what kind of impact on traffic other options can have**
 - Improvements in features and user experience
 - Modifying copyright protection through applying public pressure through increased collaboration with content owners and indirect pressure through press and public policy
- **Some content owners sue Google**
 - Diversion of management attention
 - Negative PR
 - Potential monetary damages
- **Loss of trust from content providers**
 - Reduced future access to content
 - Reduced willingness to partner with other Google properties
 - Reduced AdSense partnerships and revenues (not just In Video)
- **Inconsistent with assertions in book search and library partner program for respecting copyrights**
 - Press, public and potentially courts will see loosening of video standards as sign of overall approach to copyrights
- **Loss of trust from advertisers**
 - Wish to avoid negative associations
 - Reduced ad revenues



Speaker Notes Slide: 7

Offer GV distribution/promotional prowess to those who don't have scale

Speaker Notes Slide: 9

In addition to premium content, "torso" content presents opportunities for competitive differentiation
Leverage GV promotion, traffic, tools for professional content owners who don't have scale
Take advantage of more relaxed DRM requirements among this class of owners
Few competitors will have resources or expertise to identify and close large volumes of torso deals

Speaker Notes Slide: 12

*Everyone hates Chris' launch on GV - 9/23/05
iTunes launch with ABC - October, 2005
YouTube launch - February, 2005 (Not shown on timeline)
GV launch at CES - January 8, 2006
CBS puts programs on 3 platforms (comcast, satellite, gv) plus their own .com
iTunes announces 15 millionth video download (from email I sent from PaidContent estimating 700k iTunes sales/week) - Feb, 24, 2006
SNL "Lazy Sunday" puts YouTube on the map - episode aired December 17th, 2005. It attracted about 5 million online views before NBC asked that it be removed
AOL launches In2TV - 3/15/06
Yahoo says it's scaling back on original programming - March 2, 2006
MTV announces re-org, big plans new media distribution, (let's also see if we can find out when they acquired iFilm and when their show on VH1 taking clips from iFilm first aired) (background bullet on --4 similar "clips shows" on air and 9 in development) - the iFilm acquisition was Oct. 14, 2006 for \$49 Million. The "Best of Web Video" TV show with VH1 first aired on Jan. 19, 2006.
CBS streams NCAA championships for free and reports it generated \$4mm in revenues mid March through end of March, 2006
FOX closes landmark deal with affiliates
NBC and affiliates form joint venture for new media distribution - April 19, 2006
GV announces initiative to digitize NARA content - 2/24/06
ABC announces ad supported streaming trial of top shows - announced April 10, 2006; trial is for May and June, 2006
MSN unveils new plans to create original programming - May 3, 2006
CBS Innertube - 5/4/06
Some bullet that speaks to tremendous growth rate/volume of user-generated content

Others? This is a lot already but skews toward the "head" content; we may need more "tail" bullets and more about "torso", e.g., GV announces initiative to digitize NARA content
Message we're trying to communicate: The market is very young but extremely fast-moving; premium content owners have really become more aggressive and open to experimentation; user-generated trend is huge

Speaker Notes Slide:

13

Overview of Google and our portfolio

Speaker Notes Slide: 24

Offer GV distribution/promotional prowess to those who don't have scale

Speaker Notes Slide: 25

Offer GV distribution/promotional prowess to those who don't have scale

Speaker Notes Slide: 26

Overview of Google and our portfolio

Speaker Notes Slide: 28

Overview of Google and our portfolio

To: "Jennifer Feikin" <jfeikin@google.com>, "Eva Ho" <eva@google.com>, "gracew" <gracew@google.com>, "Ethan Anderson" <eanderson@google.com>, "Brad Presner" <brad@google.com>
From: "David Eun" <deun@google.com>
Cc:
Bcc:
Received Date: 2006-05-06 00:39:51 CST
Subject: Rough draft Content Acq slides for Video GPS pack

All,

This is a really rough pack but you should be able to discern key points and direction. It's way to long and doesn't flow very well. Please insert content and note suggestions. Then please turn around to me and I'll synthesize one more time tmr morning NY time.

Thanks!

Dave

--
David Eun
NY: 212-589-8070
MV: 650-253-1993

Attachments:

CA Video GPS1.0.ppt



Market Evolution (Brad, Dave) [Timeline with usage/traffic growth and bubble overlays]

- "Everoyne hates Chris" launch on GV,
- iTunes launch with ABC
- YouTube launch
- GV launch at CES,
- CBS puts programs on 3 platforms (comcast, satellite, gv) plus their own .com
- iTunes announces 15 millionth video download (from email I sent from PaidContent estimating 700k iTunes sales/week)
- SNL "Lazy Sunday" puts YouTube on the map
- AOL launches In2TV
- Yahoo says it's scaling back on original programming,
- MTV announces re-org, big plans new media distribution, (let's also see if we can find out when they acquired iFilm and when their show on VH1 taking clips from iFilm first aired) (background bullet on --4 similar "clips shows" on air and 9 in development)
- CBS streams NCAA championships for free and reports it generated \$4mm in revenues
- FOX closes landmark deal with affiliates
- NBC and affiliates form joint venture for new media distribution
- GV announces initiative to digitize NARA content
- ABC announces announces ad supported streaming trial of top shows
- MSN unveils new plans to create original programming
- Some bullet that speaks to tremendous growth rate/volume of user-generated content
- Others? This is a lot already but skews toward the "head" content; we may need more "tail" bullets and more about "torso",

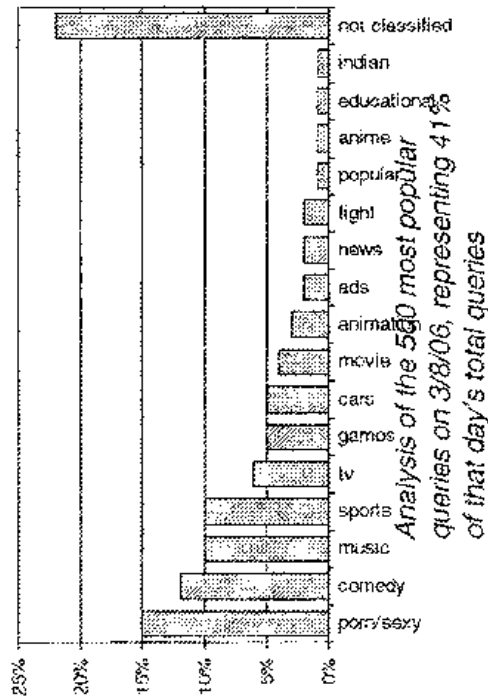
Message we're trying to communicate: The market is very young but extremely fast-moving; premium content owners have really become more aggressive and open to experimentation; user-generated trend is huge

- 2. How is GV doing? (Grace, Ethan, Jennifer, Dave)
 - What's "popular"? How do we measure it?
 - What are usage trends? (Types, genres, International)
 - Who is viewing what? (GV traffic vs. YouTube and others; US vs. International consumption)
 - What kind of content have we acquired (head, torso and tail; genres(?)) [Wendy Chang]

Placeholder -- need to update

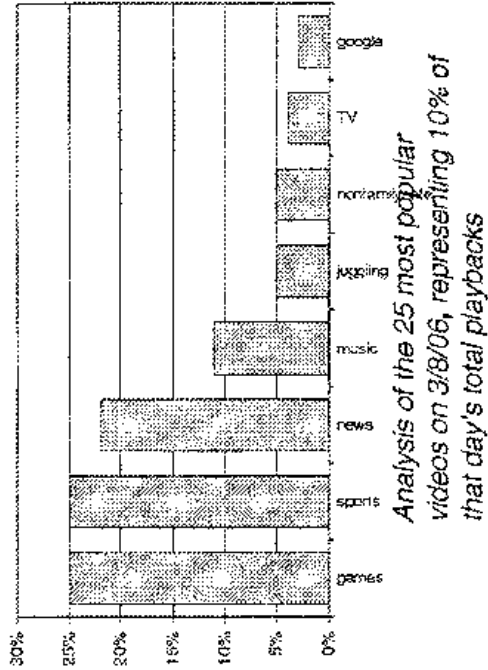
What are today's users seeking and watching?

Searches at video.google.com



Includes clicking of a Google-provided category link as a search for that category

Most Popular Playbacks at video.google.com



Sources: Daily Common Queries 3/8/06, Daily Top Videos 3/8/06, BuzzOps analysis

Placeholder – Ethan Anderson

International: We have to avoid being US-centric since more usage comes from outside the US, where there are big differences in taste and consumption across different countries

- 63% of our playbacks and 40% of our uploads come from outside the US
- Large fraction of videos have large majority of playbacks from a single country (Potential takeaway: different videos resonate in different countries)
- Playback and support for premium vs. user-generated content varies significantly across different countries (Germany vs. Spain)
- Most of the non-US top videos have titles/descriptions not legible in English
- Top videos in non-US countries typically don't get big US viewership

Placeholder - Ethan

GV should seek content with International appeal

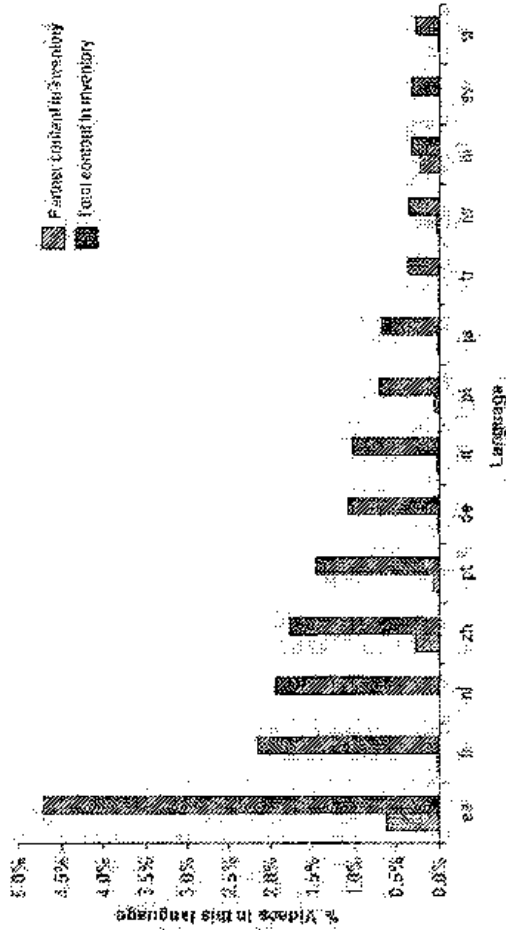
Highly Confidential

Which markets the top Google Videos hit



Total playbacks in April 08 for top 53 videos – "multinational" if top country had <35% of playbacks – from list of top 10 videos by country (Source: Taylor Van Fleet stats, BizOps analysis)

Penetration of Google Video Inventory by Language



(Source: April 08 inventory status, Taylor Van Fleet stats, BizOps analysis)

GO0001-00496070