

To: 'chris@youtube.com' <chris@youtube.com>; 'Chad Hurley' <chad@youtube.com>  
From: Brent Hurley <brent@youtube.com>  
Cc:  
Bcc:  
Received Date: 2006-02-17 07:47:00 CST  
Subject: RE: Board Preso

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I swapped out the financials projection graph with updated numbers.

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From: Chris Maxcy [mailto:chris@youtube.com]  
Sent: Thursday, February 16, 2006 9:29 PM  
To: 'Chad Hurley'; 'Brent Hurley'  
Subject: Board Preso

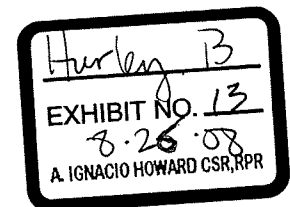
Attached.

-C

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Attachments:

Board Update BD Plan 2 17 06.ppt



Highly Confidential

G00001-00762173



**Board Meeting**

February 17, 2006

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**Agenda**

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- **Administrative** (15 minutes)
- **Financials** (45 minutes)
- **Metrics** (15 minutes)
- **Product Update** (30 minutes)
- **Engineering Update** (20 minutes)
- **Marketing Update** (20 minutes)
- **Bus Dev Update** (20 minutes)



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**Administrative: New Hires**

- **VP Marketing & Programming – Kevin Donahue**
- **Sr. Director Marketing – Julie Supan**
- **Office Manager - Shannon Hermes**
- **Lead Interface Designer – Christopher Miller**
- **Senior Interface Designer – Hong Qu**
- **Senior Interface Designer – Carol Gundy**

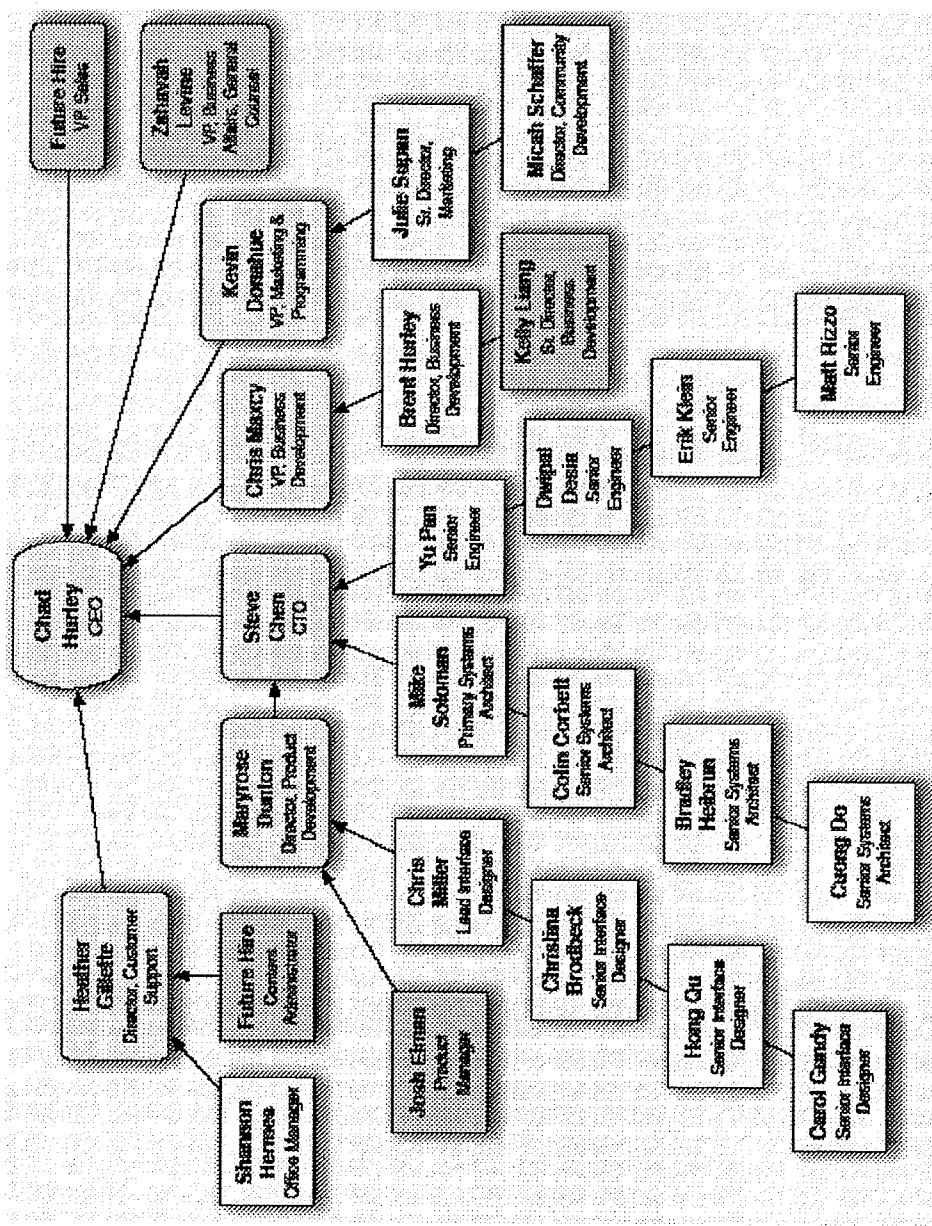
**Administrative: Key Open Positions**

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- VP Sales
- VP Legal/General Counsel
- VP Product
- Content Manager
- Ad Operations Director/Manager

Administrative: Org. Chart



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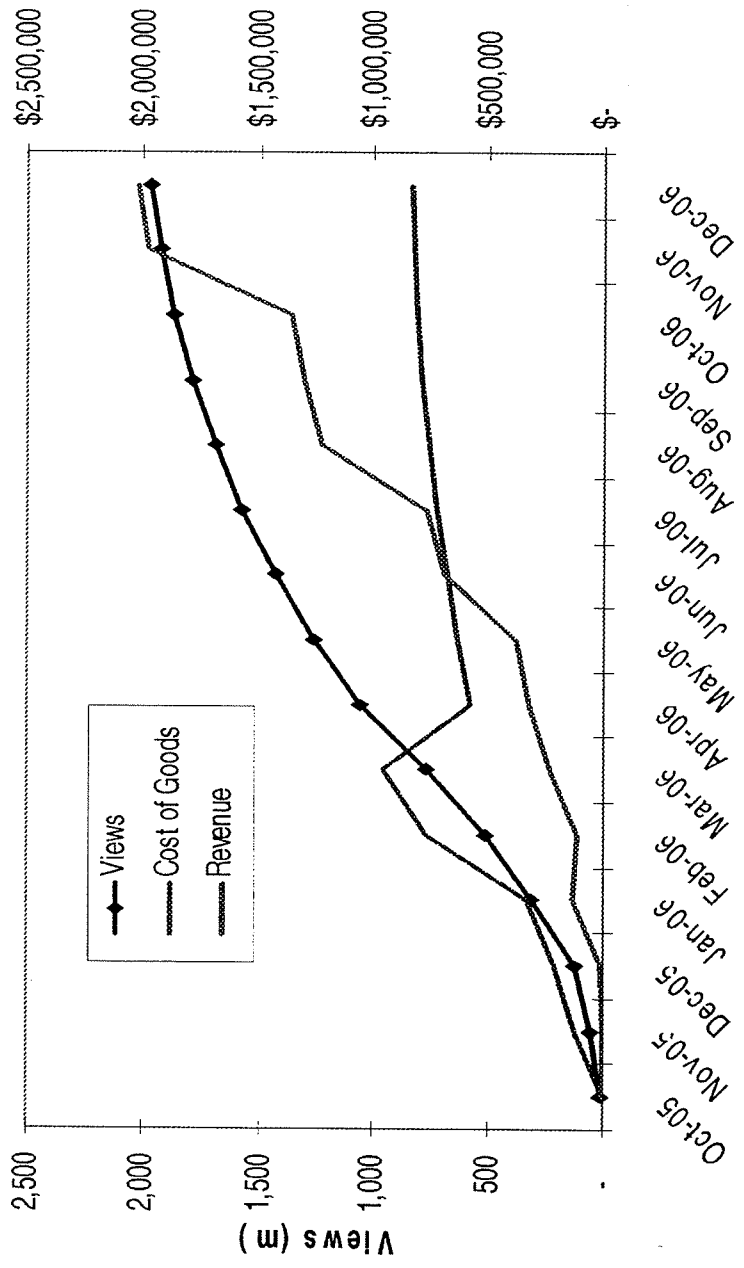
**Financials**

- **Revenue Projections**
- **Cost Projections**
- **Balance Sheet**
- **Equipment Loan**
- **Series B**



Financials

Projections: Views, Revenue & Cost of Goods Sold



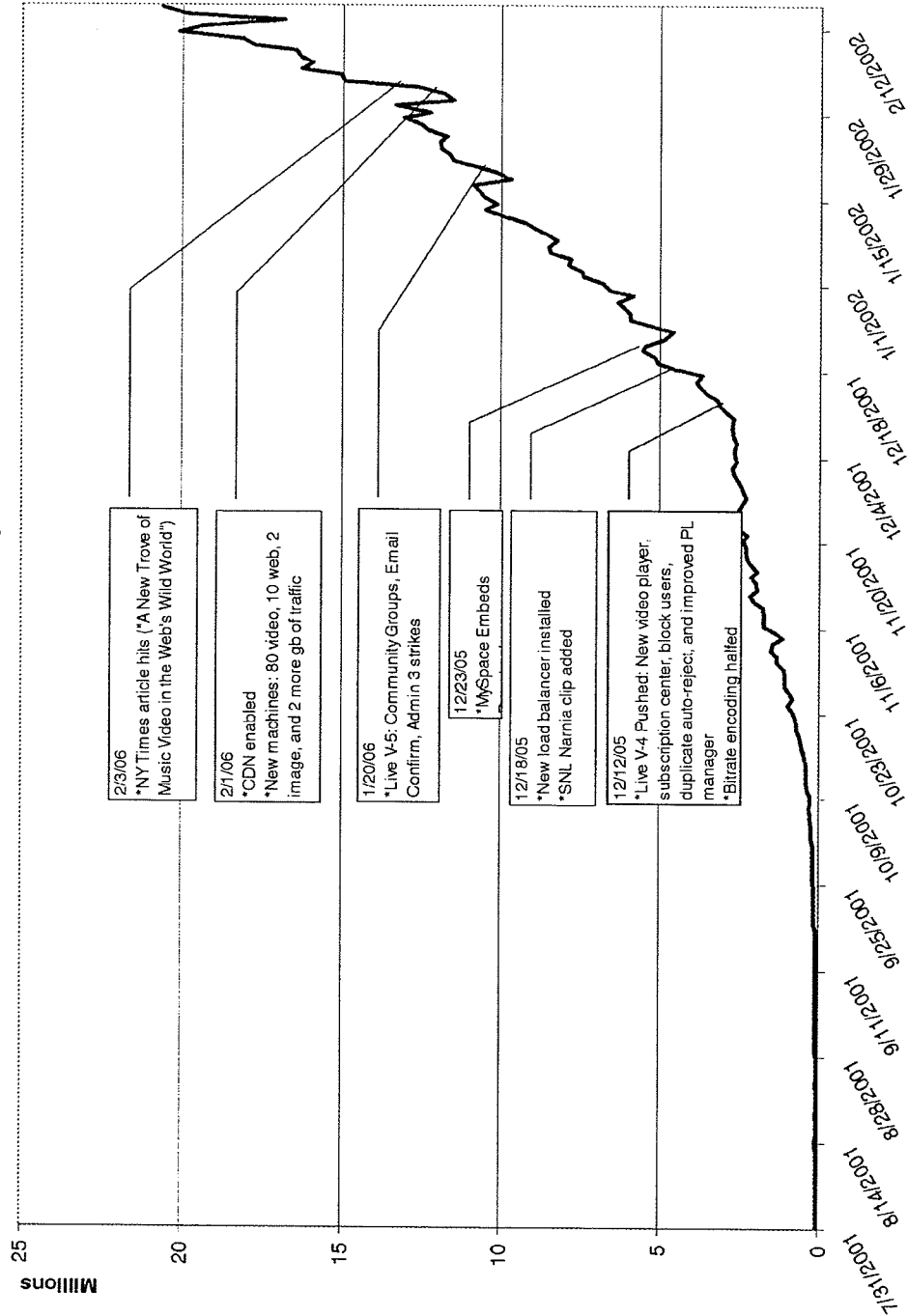




# YouTube Metrics:

## Views exceeding 20 Million/Day

### Video Views Per Day



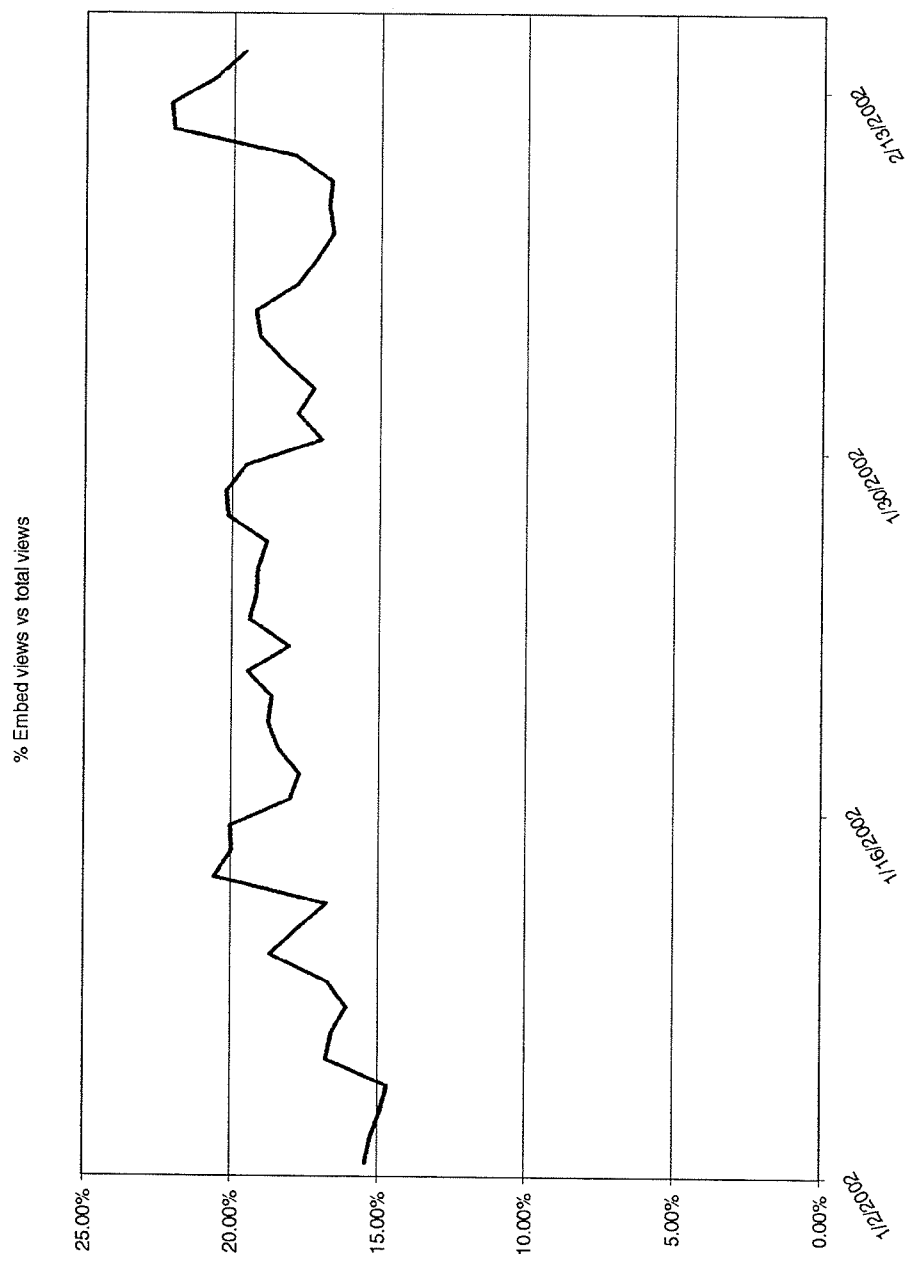
Source: YouTube data (Jan '06).

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### YouTube Metrics:

### Embed Views vs. Total Views



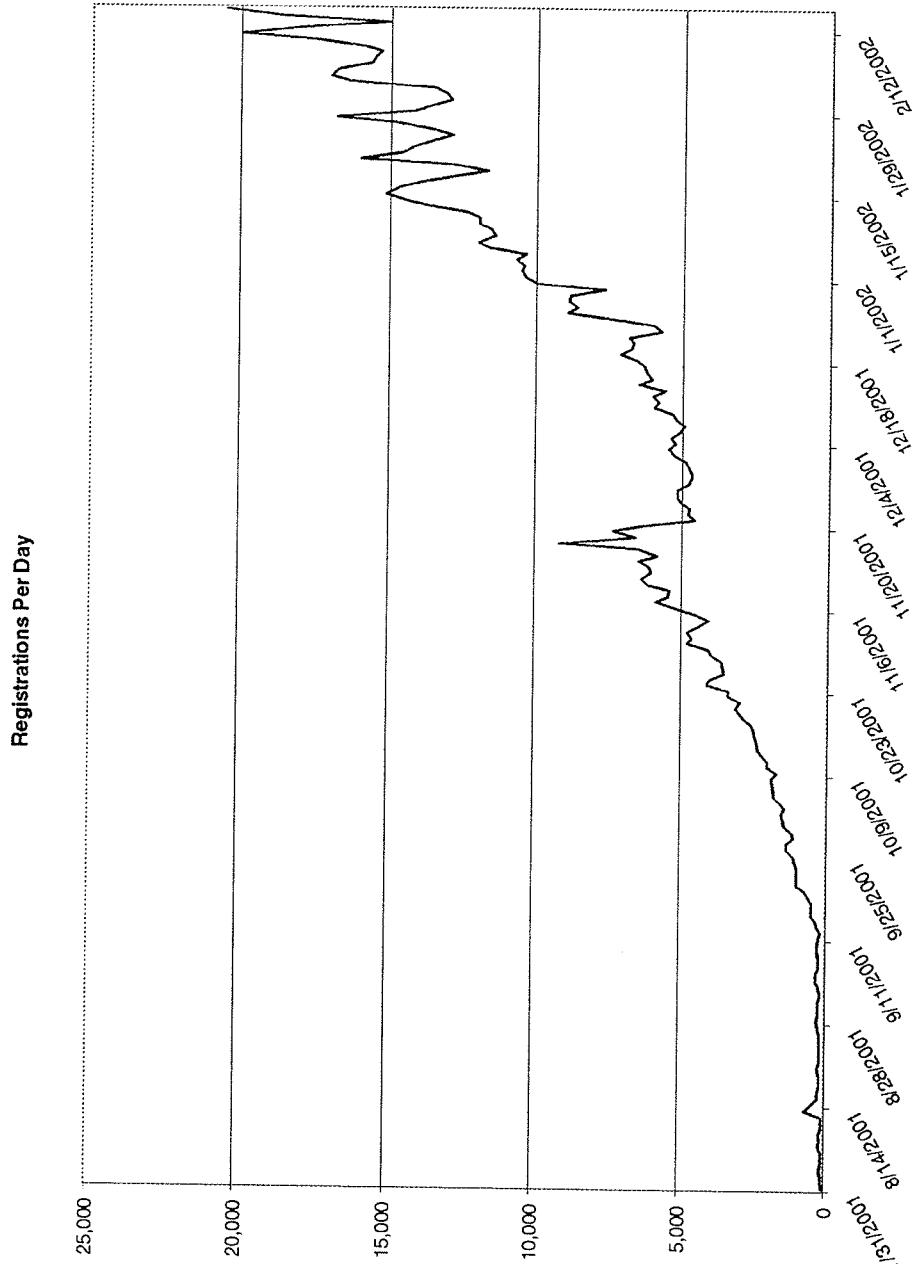
Source: YouTube data (Jan '06).

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### YouTube Metrics:



**Registrations Exceed 20,000/Day. Cumulative total 1.1 million**



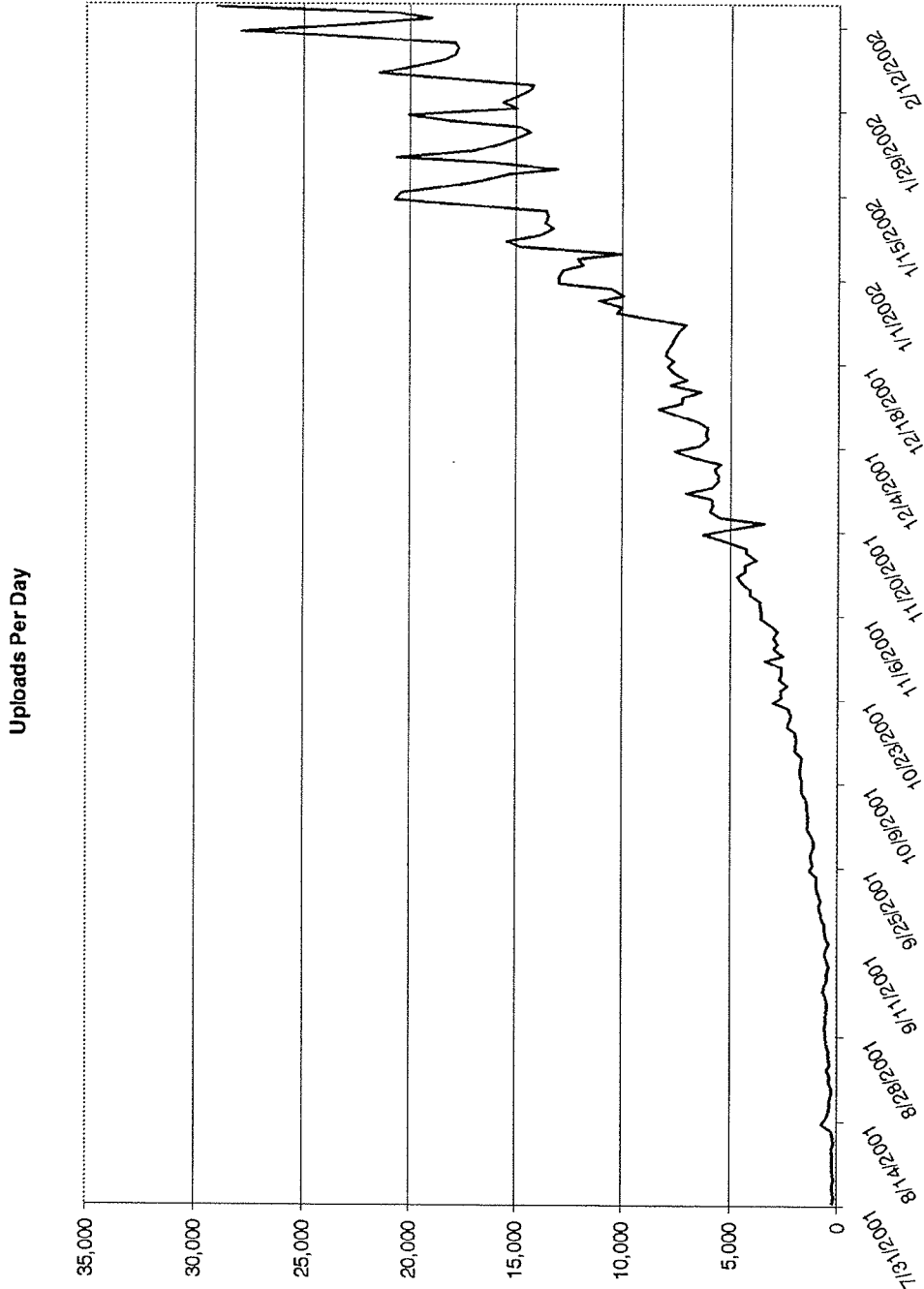
Source: YouTube data (Jan '06).

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### YouTube Metrics:

File uploads exceeding 25,000/day. Cumulative Total 1.3 million



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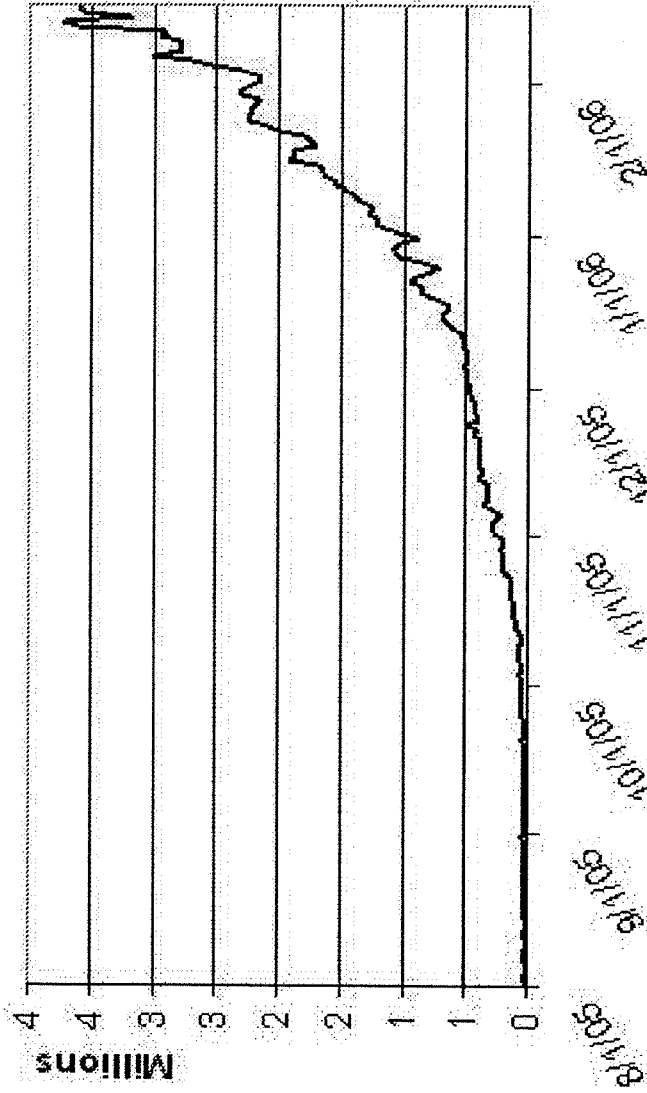
Source: YouTube data (Jan '06).



**YouTube Metrics:**

**Viewers exceeding 4 Million/Day**

**Viewers**



Source: YouTube data (Jan '06).

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## Product Accomplishments – live-v5 Release (1/19/06)



### Increase registrations/logged in users

- Public/Private Videos
  - Make private videos only viewable by friends. Friends must be logged in to view.
- Sharing
  - Change sharing to html w/simple "Yahoo"-like UI. Adding page to add, edit and delete friends.
- Contacts Management
  - Created a contacts center for managing friends and creating contact lists.
- Plaxo Integration
  - Import email addresses from other email clients directly to YouTube address book

### Increase video views

- Search/Sort
  - Advanced Search capabilities and sorting of results.
- RSS Page
  - Created an RSS 'portal' with feeds for all browse pages and custom feeds for tags and users. Integrated 'Add to My Yahoo' buttons

**Product Accomplishments - live-v5 Release (1/19/06) cont.**



**Community development**

- Public/Private Groups
  - Ability for users to create, moderate & join public & private groups. Groups contain discussion boards, videos and members
- About Us, Press, FAQ
  - Revise About Us Content. Update Press Releases, Media Coverage.

**Community Moderation**

- Admin Changes
  - Screening only flagged/private videos, Email Alert for flagged videos. Account suspension after 3 video rejections
- Email Confirmation
  - Users must confirm their email address before uploading.

## Product Accomplishments – live-v6 Release (2/23/06)



### Increase registrations/logged in users

- Sharing
  - Continued improvement of Sharing UI. 'One Click' sharing functionality for logged in users.
- Private Videos
  - Share private videos only with selected friends or lists of friends.
- Creative Commons Integration
  - Ability to select creative commons licenses for videos
- Video Stats
  - View stats for your videos - breakdown of views, what playlists it's been added to, who has marked as a favorite
- Customizable Profiles
  - Custom skins, embedded videos, video bulletin boards, profile comments, connect with member actions.
- Premium Content Program
  - Registered Premium Content Providers can cobrand their video watch pages, profiles and groups with company logo and URL

### Increase video views

- Playlists
  - Ability to continuously view all videos in a playlist, share playlist, embed playlist .



**Product Accomplishments – live-v6 Release (2/23/06) cont.**

**Community development**

- Members Tab
  - Replace 'Users' Tab w/ 'Members'. Advanced user search capabilities. Featured Members.
- Blog Enhancements
  - Self publish functionality for blog. Archive and permalink for previous blog entries.
- Featured Videos
  - Admin ability for featuring videos on the home page.

**Community moderation**

- Copyright Rejection
  - Ability to reject videos as copyright infringement. Automatic DMCA notification.
- Comment Controls
  - Ability for users to verify and approve video comments before they are posted.

**Revenue**

- Advertising
  - Changed page size to allow for leaderboard banners
- Expanded User Registration
  - Required more demographic information (location, age, gender) in registration form

## Product To Do's – live-v7 Release (mid March '06)



### Increase registrations/logged in users

- Mobile Uploads
  - Allow users to upload video directly from their mobile phone to their YouTube account
- Profile Images
  - Ability to add photos to profiles
- Home Page Redesign
  - Redesign home page (logged in/out)
- Video Annotation (pop-up video)
  - Allow users to add a comment to a specific point in a video. Comment would 'pop up' when user gets to that point in the video
- Usability Testing
  - Conduct usability testing to get a baseline of how average users are using the site and determine ease-of-use for features.

### Increase video views

- Search
  - More advanced search capabilities. Search within channels, location search for users and videos.
- Watch Page
  - Redesign watch page to better integrate all video actions, encourage member connections

## Product To Do's – live-v7 Release (mid March '06) cont.

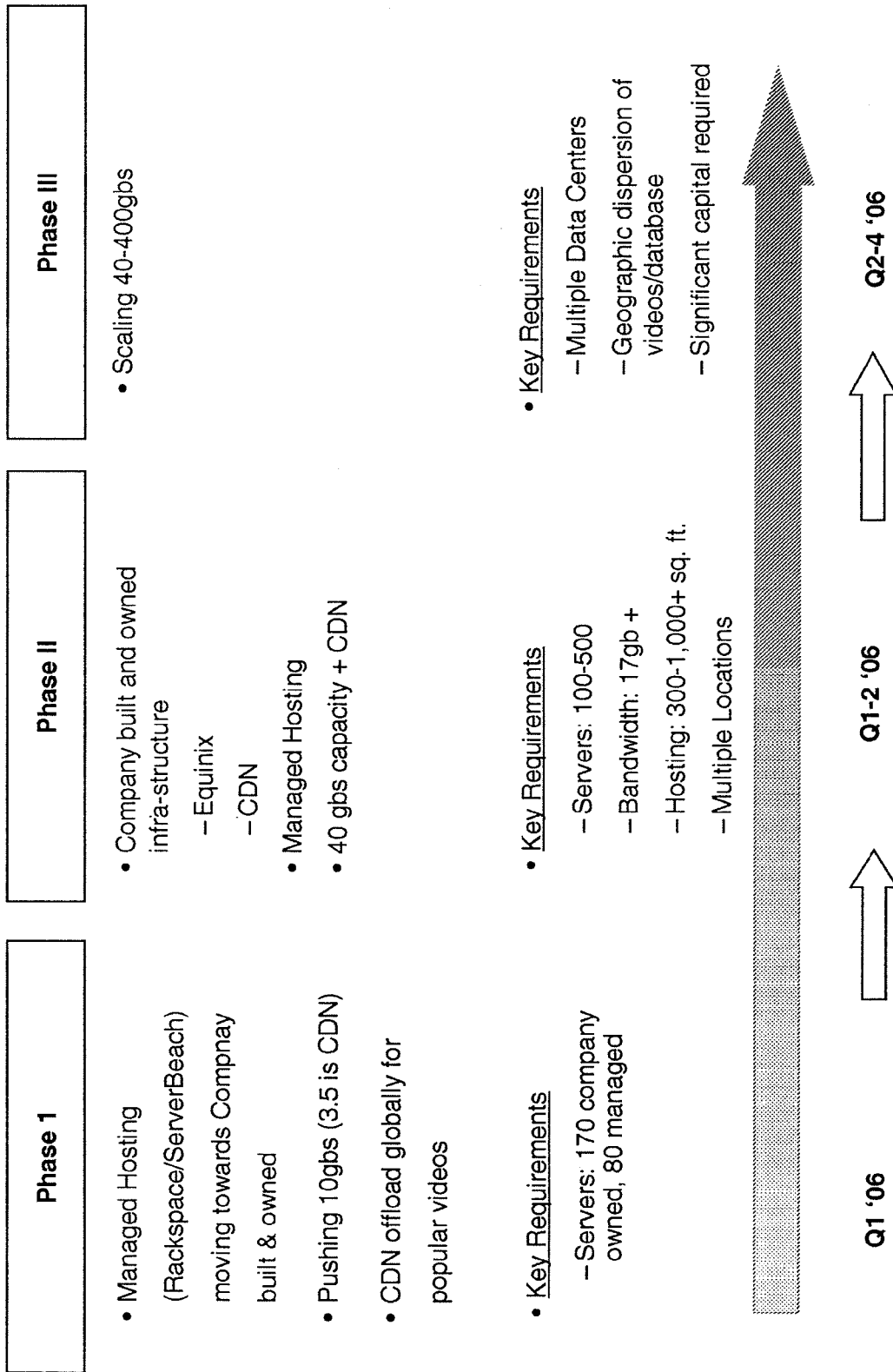
### Community Development

- Tagging
  - Allow users to tag other user's videos (opt in), multi word tags.
- Channels
  - Redesign channels to promote featured videos, premium content videos, groups, users, contests. Create internal tools for Channels programming.
- Playlists
  - Ability to comment, rate and 'save' playlists. Add playlist tab with featured playlists, most popular etc.
- About Us
  - Expand About Us to include press kit, user quotes, blogger quotes

### Community Moderation

- Admin Tool
  - Tracking, reporting capability. Ability to 'check out' groups of videos for review. Levels of admin privileges.
- Comment/Profile Flagging
  - Allow users to flag video comments and user profiles
- Premium Content Owner Tools
  - Allow designated premium content owners to perform batch flagging for copyright infringement. Ability to 'claim' content on the site.

Engineering Update: Network Build



# Marketing Accomplishments – Jan/Feb '06



## PR

- Recent/current media interest and coverage:
  - LIFE Magazine (insert into 70 newspapers Friday section, March 10), Forbes, Newsweek, WSJ, NPR – review on Fresh Air, USA Today, Mercury News, NY Times, SF Chronicle, San Diego Reader

- PR efforts move into the mainstream media:
  - Business press, regional papers, syndicated papers, broadcast (CNN, CBS), radio (NPR)

- Utilizing grassroots influencers and bloggers
  - Created comprehensive list of influential bloggers for watching and promoting (or intentionally leaking) YouTube activity

- Press Releases
  - Recent release with "Pretty Girls Make Graves" contest/Matador Records
  - Working on release to announce YouTube 6-month growth metrics

## Website

- About Us Page
  - Media coverage update

## Conferences/Speaking Opportunities

- PC Forum – Attending March 12-15; top-tier business press and CEO networking
- Kelsey Group – Drilling Down on Local – panel opportunity 3/27 San Jose
- Digital Hollywood – Bus/Dev partnership opportunity 3/28-3/29 LA
- OnHollywood conference – May 2-4 LA (Chad on panel, bus dev, press opps)
- Bear Stearns conference – panel/bus dev opportunity May 22-24 NY

## Media Kit

Basic version done for immediate inquiries. Needs improvement with a designer.

## Ad Sales

- Initial list of about 150 top advertisers at MySpace, iFilm, Facebook, Friendster and other user gen content sites (low hanging fruit)
- Agency interest/contact Starcom Mediavest re: Buena Vista/Touchstone Pictures, G4TV

# Marketing Accomplishments/To-Do's - Jan/Feb '06



## User Insight/Data Capture - To Do

- Dashboard
  - Identifying key metrics for tracking usage, gauging improvement
- Demographic Data Capture
  - Begin collecting basic demo data upon registration (age, gender, country, zip code)
  - Design user surveys to capture more data for media kit and ad sales purposes
- Reviewing Reporting and analytics tools
  - Hitwise
  - Site Clarity

## Initial Content Discussions

- Studios
  - Sony Pictures, Universal, Lion's Gate
- Broadcast & Cable Networks
  - NBC, MTV, VH1, Bravo Network
- Promotions/contests
- Ongoing content relationships

## Programming - To Do

- Redesign to enable programming
  - Keeping content fresh/changing
  - Package, promote and make videos easier to find videos by category, genre, theme, brand
  - Themed programming calendar (Superbowl, Olympics, Oscars, etc.)
  - Programmed playlists (most popular playlist, best humor playlist, best sports playlist etc.)
  - Branded promotional content (on the set video blogs, behind the scenes, celebrity videos, TV clips, upcoming dvds, cds, movies etc.)
- Creative user content ideas (i.e. YouTube Open Mic, Battle of the Bands, Your Movie Premiere etc.)

## Content Partnership Strategy

- Cooperation per copyright infringement
- YouTube as a promotional platform
  - Short form content, trailers, previews, clips
  - Unique, specialized cool ( Nike etc.)
  - Support existing business/revenue streams

Sell in claim your content opportunity to first movers - others will follow

**BD Accomplishments – Jan./Feb. '06**

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- Advertising
  - Yahoo/Overture – In Discussions for beta program
  - Syndicated Ad Partner: Discussions with Real, AOL, MSN, Lycos, Yahoo
- Distribution
  - Video Sites: Discussions with Google & Yahoo Video
  - Community/Blogs: Discussions with Myspace, Bebo, Facebook, LiveJournal
  - Portals: Discussions with AOL, Microsoft, Amazon, Lycos, AskJeeves
- Content
  - Music: Discussions with Beggars Group (Matador Records), Rollingstone.com, Warner, Universal, Sony/BMG, Barsuk Records
  - News: Discussions with Reuters, AP, AFP, Weather.com
  - Entertainment: Discussions with iHollywood.com, HBO, EA, Studio411
- Infrastructure
  - In contract on ad serving platform (banners & pre-roll) - DoubleClick
  - Implemented infrastructure for self-serve (e.g. AdBrite)



## BD To Do's – February/March '06

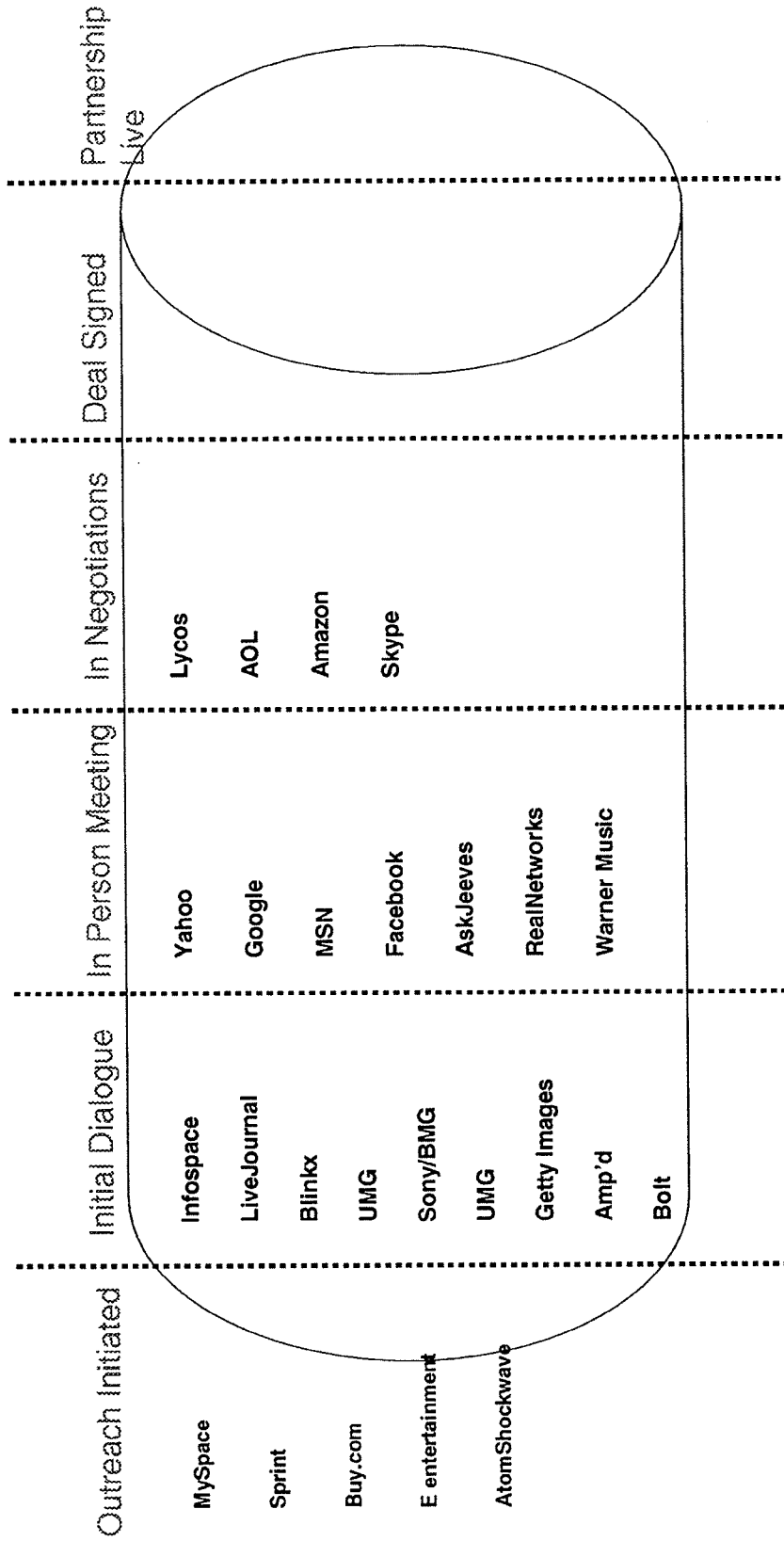
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- Advertising
  - Re-engage with Ad networks (Tribal Fusion, FastClick)
  - Add Advertising.com to network rotation
  - Test Amazon & iTunes affiliates
  - Direct ad/agency relationships: Universal McCann (\$20k), Mobile Sidewalk (\$10k), Osmosis (\$10k), Optimedia (tbd)
  - Re-visit strategy for self-serve ad model
  - Flesh out "claim your content" rev. share model
- Distribution
  - Close major distribution deal (AOL, Lycos, Yahoo)
  - Skype/AIM communication tool integration & distribution
- Content (ongoing evangelism, licensing, build rev-share model)
  - Music: Target WMG, Sony, UMG, & EMI for more formal relationships
  - News: Reuters, AP, AFP, Weather.com, TimeWarner
  - Entertainment: iHollywood.com, Movies.com, HBO, EA, Getty Images
- Infrastructure
  - Investigate CRM system (e.g. Salesforce.com, Siebel)
  - Investigate Billing System for ad sales





# Business Development Pipeline



**Series B Update**

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- Term Sheet Delivered
  - Expected close by 3/1/06