

To: "Susan Wojcicki" [REDACTED]
 From: "David Eun" <deun@google.com>
 Cc:
 Bcc:
 Received Date: 2006-05-02 16:57:29 CST
 Subject: Re: A Grand Unified Theory of YouTube and MySpace from Slate

I won't. Thanks for sending. We should definitely talk about the GPS. I=20 had a Content Acquisition budget review yesterday and Eric was asking questions.

I also ran into Peter and he had this idea to "beat YouTube" by calling quits on our copyright compliance standards.

We really need to put our heads together on presenting a united front -- or=20 at least agreeing to what we disagree about, so we aren't all over the plac= next Friday.

I'm trying to pin down those specific Content Acq issues that I think we should present next Friday and will circle back to you asap.

Will also try to set up time for later this week to discuss...

On 5/1/06, Susan Wojcicki <[REDACTED]> wrote:

>
> fyi - pls don't forward

>
> On 4/30/06, Eric Schmidt <[REDACTED]> wrote:

>>
>> This is a good list. My primary concern is that a) we are behind
>> Youtube and b) we need to invest more in engineering, machines and PM f=r
>> video.

>>
>>
>>
>> Thanks eric

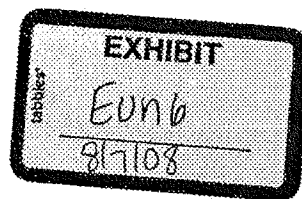
>>
>> -----

>> *From:* Susan Wojcicki <[REDACTED]>
>> *Sent:* Sunday, April 30, 2006 5:18 PM
>> *To:* Eric Schmidt; Jonathan Rosenberg
>> *Subject:* Fwd: A Grand Unified Theory of YouTube and MySpace from Slate

>>
>>
>>
>>
>> I think we should be able to win in this space, but I'm concerned about=20
>> the execution risk since i think it will take coordinated work across=20
>> multiple projects across the company. We have a reviewed scheduled in =
>> weeks but here is a synopsis of the strategy.

>>
>>
>>

Highly Confidential



G00001-00495746

> > * Most comprehensive video search - the platform to store and find all=20
 > > video
 > >
 > > -HTML upload and instant live on 5/15
 > >
 > > -premium deals (e.g recently signed up Viacom for MTV Punk'ed Spongebob=20
 > > Squareparts Beavis and Buttlead)
 > >
 > > -digitization deals like NARA (digitization efforts are very early, not=20
 > > at scale now)
 > >
 > > -webcrawl (in discussions in eng but no one working on it yet)
 > >
 > > -rss feeds (will be done in Q3)
 > >
 > >
 > >
 > > * Best monetization - incent content owners to give us video, publisher=
 > > to show it
 > >
 > > -last week released video ads on the web in the US (legal holding up
 > > i18n launches)
 > >
 > > -goal for Q2 is try text ads in the video, sponsorship (premium content=20
 > > like CBS free but sponsored by Advertiser Y), post roll ads
 > >
 > > - new adformat in adsense to play both video content and ads (e.g. add =
 > > tv station to your site that will show content and ads). The content a=d
 > > ads will be based on the content of your site or you can choose a keywo=d or
 > > it could be most popular. (We'll release a version of these embedded v=deos
 > > without ads in Q2, but to do it as an adsense format with ads is just=20
 > > getting started --no eng yet but PMs working on plan).
 > >
 > > - syndicate our ads to get more advertisers
 > >
 > >
 > >
 > > * Leverage Google.com <<http://google.com/>> to present video - users
 > > should find relevant videos with their searches
 > >
 > > -onebox integration (coming in next 4 weeks so videos at top of page)
 > >
 > > -tab (this will take time)
 > >
 > >
 > > * Publisher integration - seamlessly integrate with publishers for
 > > upload and display
 > >
 > > -publishing platforms like blogger and orkut have iniegrated way to
 > > upload video
 > >
 > > -work with blogger and myspace and others so when you watch a video on=20
 > > google video, enter your myspace user ID and password and we'll post th=
 > > video on your myspace profile for you.
 > >
 > >
 > > -Any publisher can easily put an individual video, or video feed on
 > > their site
 > >
 > >

> >
 > >
 > > * Community features - Easy to share, discover videos with friends
 > >
 > > -upload your email book
 > >
 > > -share video button built into chrome - Q2
 > >
 > > -share your playlist with your friend - Q2
 > >
 > > -discussion boards on videos -Q2
 > >
 > > -tags, ratings etc -Q2
 > >
 > > We've not worked out all the ways we'll work with Orkut
 > >
 > >
 > >
 > > * Leverage international
 > >
 > > -we now get ~65% of traffic internationally. Need to localize content,=20
 > > get local premium, iso, uploaded content (FIGS in Q2)
 > >
 > >
 > >
 > > Other obvious but hard to do things like....
 > >
 > > -----
 > >
 > > * Better UI (ongoing) - will be like Igoogle with ability to move aroun=
 > > sections
 > >
 > > * Best search (results now are very poor - we have 2 eng working to mak=
 > > better).
 > >
 > >
 > >
 > > Because video is a format and a product we've broken the backend up fro=
 > > the front end so that the backend can have multiple customers like Orku=
 > > Lighthouse, Ads etc. Many of our products should enable a video part a=
 > > use the same backend (all should be searchable from Google video).
 > > Lighthouse should have private videos and ads. Ads uploaded to AWFE sh=uld
 > > be in Google video etc.
 > >
 > >
 > >
 > > I'd like to know if you think we are missing something or disagree. T=
 > > put this in perspective our product has been around for 1 year (4/05) =nd
 > > YouTube launched 12/05 so this is a very fast moving market. We were ah=ad
 > > but made the mistake of putting too much emphasis on download to own an=
 > > didn't improve our upload or have community features like youtube. If =e
 > > can execute fast and leverage our many assets, I think we can win b/c t=is
 > > market is just getting started.
 > >
 > >
 > >
 > > Susan
 > >

>>
>>
>>
>>
>> On 4/29/06, *Eric Schmidt* [REDACTED] wrote:
>>
>> Thanks for the summary. Basically I am concerned that we don't have=20
>> a
>> strategy to win; I think everything that you have listed is great. but=20
>> is
>> it enough? Thanks eric
>>
>> -----Original Message-----
>> From: Susan Wojcicki [REDACTED]
>> Sent: Saturday, April 29, 2006 7:07 PM
>> To: Eric Schmidt
>> Subject: Re: A Grand Unified Theory of YouTube and MySpace from Slate=20
>>
>> Eric we are working on the instant upload which will be faster than
>> youtube
>> and will be released in less than 2 weeks and tagging and community
>> features
>> which will be done by june. The upload will be web based and no longer=20
>> require a client like it does today.
>>
>> Well review the strategy with you asap but we have a lot that will be=20
>> released soon such as new homepage, trials of monetization, better embe=20
>> product to increase publisher adoption such as the myspace integration=20
>> and
>> international releases this quarter, and unique content deals.
>>
>> I think we are doing the right things now to win but we fell behind whe=20
>> we
>> focused on the premium download to own for pay model and the end of las=20
>>
>> year bc that stuff just isn't watched in any volume -- even the stuff=20
>> that
>> free isn't that popular
>>
>> Sorry this short but on my bb -ill read your emails again and send you=20
>> more
>> details when I'm at my desk.
>>
>> Susan
>>
>>
>> -----Original Message-----
>> From: Eric Schmidt [REDACTED]
>> To: Susan Wojcicki [REDACTED]
>> Sent: Sat Apr 29 10:12:44 2006
>> Subject: FW: A Grand Unified Theory of YouTube and MySpace from Slate=20
>>
>>
>>
>> Perhaps this is why Youtube and MySPace are cleaning our clocks...
>> please
>> review negative comments about Orkut and about Google Video. Eric

>> *****
>>
>>
>> *****
>>
>>
>> A Grand Unified Theory of YouTube and MySpace
>>
>>
>> Point-and-click sites that don't tell you what to do.
>>
>>
>> By Paul Boutin
>> Posted Friday, April 28, 2006, at 12:05 PM ET
>>
>> I was skeptical when I heard how huge video-sharing hub YouTube and
>> social-networking hotspot MySpace have become. YouTube claims 40 millio=
>> plays a day, up from 35 million just a week ago. The Washington Post
>> recently reported
>>
>> <<http://www.washingtonpost.com/wp-dyn/content/custom/2006/03/31/CU2006033101>
>> <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.washingtonpost.com%2Fwp-dyn%2Fcontent%2Fcustom%2F2006%2F03%2F31%2FCU2006033101>>
>> 136.html> that MySpace pulls more monthly visitors than Amazon and is
>>
>>
>> closing in on AOL and eBay. Both sites are vague about their traffic
>> details, though, so I ran them through Alexa, the traffic report
>> generator
>> favored by techies who don't trust press releases. I nearly fell out of=20
>> my
>> chair. On Alexa's charts, MySpace is an order of magnitude bigger than
>> Friendster
>>
>>
>> <http://www.alexa.com/data/details/traffic_details?&range=6m&compare_ites=f<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alexa.com%2=data%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Df>
>> riendster.com&url=http://www.myspace.com> . YouTube will pass CNN
>>
>> <http://www.alexa.com/data/details/traffic_details?&range=6m&compare_ites=c<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alexa.com%2=data%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Dc>
>> nn.com&url=http://www.youtube.com> any day now.
>>
>>
>>
>> Both YouTube and MySpace fit the textbook definition of Web 2.0
>>
>> <
>> <<http://www.slate.com/id/2138951/<http://www.google.com/url?sa=D&q=3Dhttp%3A%2F%2Fwww.slate.com%2Fid%2F2138951%2F>>>
>> , that hypothetical next-generation
>>
>>
>> Internet where people contribute as easily as they consume. Even
>> self-described late adopters like New York's Kurt Andersen
>>

>> < http://www.newyorkmetro.com/news/imperialcity/16773/
>>
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.newyorkmetro.com%2Fnews%2Fimperialcity%2F16773%2F>> recognize
>> that that
>>
>>
>> by letting everyone contribute, these sites have reached a critical mass
>>
>> where "a real network effect has kicked in."
>>
>> But the focus on the collaborative nature of these sites has been
>> nagging at
>> me. Sites like Friendster and Blogger that promote sharing and
>> friend-making
>> have been around for years with nowhere near the mainstream success.
>> I've
>> got a different theory. YouTube and MySpace are runaway hits because
>> they
>> combine two attributes rarely found together in tech products. They're=20
>> easy
>> to use, and they don't tell you what to do.
>>
>> Continue Article
>>
>> < http://www.slate.com/id/2140635/#ContinueArticle#ContinueArticle
>>
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.slate.com%2Fid%2F2140635%2F%23ContinueArticle%2523ContinueArticle>
>>>
>>
>>
>>
>>
>>
>> There are two design requirements for technology meant for the masses.
>> First, you need to automate all the techie parts so people can just
>> press
>> Play. To watch television online, I shouldn't have to install extra
>> video
>> software, figure out my bandwidth setting (100K? 300K?), and sign up for=
>> an
>> account with the player's maker. Second, Web moguls shouldn't presume to=
>> foresee what 100 million people will want to do with their site. I'm on=
>> of
>>
>> many who stopped using Google's Orkut < https://www.orkut.com/
>> <http://www.google.com/url?sa=D&q=https%3A%2F%2Fwww.orkut.com%2F>
>>> social
>>
>>
>> network because its hardwired page designs made everyone look like they=20
>> were
>> there to find a date and/or a job.
>>
>> The guys behind YouTube hit the sweet spot. Most important, they made it=
>> head-slappingly easy to publish and play video clips by handling the
>> tricky

>> parts automatically. Given up on BitTorrent because it feels like
>> launching
>> a mission to Mars? If you've sent an e-mail attachment, you've got the=20
>> tech
>> skills to publish on YouTube.
>>
>> To post your own video, sign up for a free account and go to the Upload=20
>> page. Select your file, click the Upload Video button, and you're done!=20
>> YouTube's servers convert your vid to a standardized format, but you
>> don't
>> need to know what that format is. If you send the URL to your aunt,
>> it'll
>> play in her browser without spraying the screen with pop-ups and errors=
>>
>>
>> You don't have to upload video to use YouTube. If you just like to
>> watch,
>> it's even easier. There's no software to install, no settings to muck=20
>> with.
>> The video auto-plays as soon as you load the page, without launching
>> more
>> windows-why can't CNN do that?
>>
>> Three months ago, I predicted < <http://www.slate.com/id/2134223/>
>> <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.slate.com%2Fid%2F2134223%2F>>
>> > Google
>>
>>
>> Video would become the hottest thing on the Net. I was wrong, and I
>> think
>> Google has failed to take off for the simple reason that it's more
>> annoying
>> to use than YouTube. To begin with, you have to install Google's specia=
>>
>> uploading application. When I tried to upload the same clips
>>
>> < http://youtube.com/profile_videos?user=paulboutin
>>
>> <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fyoutube.com%2Fprofil%3Fuser%3Dpaulboutin>
>> I'd
>> posted to YouTube,
>>
>>
>> Google's app wouldn't let me. I combed through the FAQ and found this:
>> "While we also support other digital formats such as QuickTime, Windows
>> Media, and RealVideo ... submitting your files in these formats may
>> significantly delay us from using them on Google Video." Come on, guys.=20
>> Whatever happened to "I'm Feeling Lucky?"
>>
>> Google Video lets you google videos (of course) by their titles and a=20
>> brief
>> description of each. Each page links to other matches. That's OK, but
>> predictable. YouTube lets posters tag each clip themselves. For example=
>> I
>> tagged this clip
>>
>> < <http://youtube.com/watch?v=NkMIhgkxlnl&search=boutin%20gma>
>>

<<http://www.google.com/url?sa=D&q=http%3A%2F%2Fyoutube.com%2Fwatch%3Fv%3DNkMlhgkxdl%26search%3Dboutin%2520gma>>> of
>> my 12
>>
>>
>> seconds on Good Morning America with "boutin wired slate gma." Whenever=20
>> you
>> play a YouTube clip, the page shows a half-dozen potential matches. A=20
>> tag
>>
>> like "slate < <http://www.youtube.com/results?search=slate>
>>
<<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fresults%3Fsearch%3Dslate>>>
>> " could mean all
>>
>>
>> sorts of things, so each page mixes perfect matches with what-the-huh
>> results. A documentary on Scientology links to a South Park episode,
>> which
>> links to comedian Pablo Francisco. A few clicks later I'm watching some=20
>> merry prankster get an unexpected smackdown
>>
>> <
<http://youtube.com/watch?v=JqyNepifnY><<http://www.google.com/url?sa=D&q=http%3A%2F%2Fyoutube.com%2Fwatch%3Fv%3DJqvNepifnY>>> . in Web
>> 2.0-speak, this is a
>> "folksonomy < <http://en.wikipedia.org/wiki/Folksonomy>
>> <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fen.wikipedia.org%2Fwiki%3Ffolksonomy>>>
>> .° In English, it
>>
>>
>> means YouTube is a mix of every video genre imaginable.
>>
>> Judging by the number of South Park
>>
>>
<http://www.youtube.com/results?search=southpark&search_type=search_videos&s=http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fresults%3Fsearch%3Dsouthpark%26search_type%3Dsearch_videos%26s>
>> earch=Search> episodes and music videos
>>
<<http://www.youtube.com/results?search=get+yourself+high+chemical+bro=hers&s=http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fresults%3Fsearch%3Dget%2Byourself%2Bhigh%2Bchemical%2Bbrothers%26s>>
>> earch_type=search_videos&search=Search> available for viewing, it=
>> fair to
>>
>>
>> say that YouTube's warnings not to post copyrighted material aren't muc=
>> of
>> a deterrent. The site removes porn much more aggressively than they do
>> copyright violations. That makes a lot of sense: There are more than
>> enough
>> places to browse for porn online, but the presence of easily
>> downloadable
>> mainstream fare among YouTube's home movies is a huge draw. I hope the
>> site's budding deals with Hollywood
>>

> > <http://www.variety.com/article/VR1117941847?categoryid=14&cs=1&que=y=youtub
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.variety.com%2Farticle%2FVR1117941847%3Fcategoryid%3D14%26cs%3D1%26query%3Dyoutub>
> > e&display=youtube> work out and the networks don't launch their own=20
> > sites.
> >
> >
> > If they do, it's a sure bet they won't be user-friendly. Just look at=20
> > CNN's
> > recent redesign, which just now threw a giant "PLUGIN WARNING!" onto my=20
> > screen.
> >
> > When trying to rope in the movie and TV studios, YouTube should point t=
> >
> > MySpace, where A-listers like Eminem peddle their wares alongside
> > unsigned
> > bands and lip syncers. MySpace makes it easy for musicians, kids, and=20
> > grandparents to post their own pages by removing the technical hurdles.=20
> > I
> >
> > created a profile page < http://www.myspace.com/paulboutin
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.myspace.com%2Fpa=iboutin> >
> > three
> >
> >
> > minutes, complete with an auto-play jingle. I'd planned to upload an MP=
> > of
> > a band I used to play in, until I found they already have their own
> > MySpace
> > page. Clicking "Acid" instantly copied the song from their page onto
> > mine.
> > Another one-click tool imported my Gmail and Hotmail address books so I=20
> > could mass-invite everyone to join me.
> >
> > MySpace isn't that much easier to use than Friendster, or than other
> > shared-user-content sites like Flickr (photo sharing),
del.icio.us<http://www.google.com/url?sa=D&q=http%3A%2F%2Fdel.icio.us>
> > (bookmarks), or Digg (tech news). But it mixes multiple publishing
> > models-blogs, photos, music, videos, friend networks-into one personal
> > space. Most important, it doesn't presume to know what your goals are.=20
> > The
> > site's management ditched their early focus as a home for musicians whe=
> >
> >
> > they realized Margaret Cho < http://www.myspace.com/margarecho
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.myspace.com%2Fma=garecho>> and
> > my
> > crazy friend Kenny
> > <http://profile.myspace.com/index.cfm?fuseaction=user.viewprofile&fri=ndid=2
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fprofile.myspace.com%2Findex.cfm%3Ffuseaction%3D
user.viewprofile%26friendid%3D2>
> > 0589359> wanted spaces of their own. Next, MySpace may let marketers=20
> > set up
> >
> >
> > profiles for brands. That's a great idea-the same people who'll bitch=20

>> about

>> Snickers having a page will add Wikipedia as their friend.

>>

>> I think MySpace's popularity has to do with its puppylike accessibility=

>> A

>> typical page looks like something a Web-enthralled high schooler might=20

>> have

>> put up in 1996, but with more pics and a soundtrack. I agree with desig=

>> guru Jesse James Garrett

>>

>> <[http://www.businessweek.com/innovate/content/dec2005/id20051230_570094=htm](http://www.businessweek.com/innovate/content/dec2005/id20051230_570094.htm)

>>

>> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.businessweek.com%2Finnovate%2Fcontent%2Fdec2005%2Fid20051230_570094.htm>

>>>

>>

>>

>>

>>, who says the site's untrained layout sends a "we're just like you"

>> message

>> to newcomers. That encourages them to experiment with content genres th=

>>

>> site's designers didn't build into templates. If tech builders want to=20

>> hand

>> the controls over to their users, shouldn't they presume they haven't

>> thought of everything? Apple's iWeb

>>

>> <<http://www.apple.com/ilife/iweb/features/templates.html>

>>

>> <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.apple.com%2Fifilife%2Fiweb%2Ffeatures%2Ftemplates.html>>> publishing

>> system

>>

>>

>>

>> is easy to use and way more attractive than MySpace, but we'd have

>> gotten

>> old waiting for Apple to invent a Lip Sync Video

>>

>>

>> <<http://www.youtube.com/watch?v=VpuGyEMFpog>

>>

>> <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fwa=ch%3Fv%3DVpuGyEMFpog>

>>

>>> template.

>>

>>

>>

>>

>> The secret to success is to make everything one-button easy, then get=20

>> out of

>> the way. If you think collaborative architecture matters more, click th=

>>

>> charts: The same Alexa plots that show MySpace and YouTube obliterating=20

>> top

>> sites reveal that Flickr

>>

>>

>> <[http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=f](http://www.alex.com/data/details/traffic_details?&range=6m&compare_sites=f)

>>

>> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Df>

>> <http://www.alex.com/data/details/traffic_details?&range=6m&compare_sites=f> , Digg

> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=d>
> >
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Dd>
> > [igg.com&url=http://www.youtube.com](http://www.youtube.com)> and
del.icio.us<<http://www.google.com/url?sa=D&q=http%3A%2F%2Fdel.icio.us>>
> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare=sites=i>
> >
> >
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Di>
> > [cio.us&url=http://www.youtube.com](http://www.youtube.com)> have plateaued with audiences bar=ly
> > bigger than Slate's
> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=d>
> >
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Dd>
> > [igg.com&url=http://www.slate.com](http://www.slate.com)> . Photos, news, and other people's
> >
> >
> > bookmarks just aren't as interesting as bootleg TV and checking out the
> > hotties. The easier it gets to use, the less geeky the Net becomes, and=20
> > the
> > more it starts to look like real life.
> >
> > Related in Slate
> >
> > _____
> >
> > Sam Anderson explained how YouTube has revived the neglected art of
> >
> > lip-syncing <
<http://www.slate.com/id/2140697/><<http://www.google.com/ur=?sa=D&q=http%3A%2F%2Fwww.slate.com%2Fd%2F2140697%2F>>> .
> >
> > Paul Boutin <<http://paulboutin.weblogger.com/>>
> > <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fpaulboutin.weblogger.com%2F>>> is
> > a Silicon Valley-based
> >
> >
> > writer who also contributes to Business Week, Wired, and Engadget.
> >
> >
> >
> >
> > --
> > Susan Wojcicki
> > VP, Product Management
> > ██████████
> >
> >
> >
> >
> > --
> > Peter Chan
> > peterch@google.com

> > Group Business Product Manager
> > Google Video | <http://video.google.com>
> >
> >
> >
> > --
> > Susan Wojcicki
> > VP, Product Management
> > [REDACTED]
> >
> >
> >
> > --
> > Susan Wojcicki
> > VP, Product Management
> > [REDACTED]
> >
> >
> >
> > --
> > Susan Wojcicki
> > VP, Product Management
> > [REDACTED]
> >
> >

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