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## Google Management

Co-founders Larry Page, president of Products, and Sergey Brin, president of Technology, brought Google to life in September 1998. Since then, the company has grown to more than 10,000 employees worldwide, with a management team that represents some of the most experienced technology professionals in the industry. Eric Schmidt joined Google as chairman and chief executive officer in 2001.

### Board of Directors

- [Eric Schmidt](#), Google Inc.
- [Sergey Brin](#), Google Inc.
- [Larry Page](#), Google Inc.
- [John Doerr](#), Kleiner Perkins Caufield & Byers
- [Ram Shriram](#), Sheralpa
- [John Hennessy](#), Stanford University
- Arthur Levinson, Genentech
- [Paul Otellini](#), Intel
- [Shirley M. Tilghman](#), Princeton University
- [Ann Mather](#)

### Operating Committee

- [Eric Schmidt](#), Chairman of the Board and Chief Executive Officer
- [Larry Page](#), Co-Founder & President, Products
- [Sergey Brin](#), Co-Founder & President, Technology
- [Nikesh Arora](#), President, Global Sales Operations and Business Development
- [Laszlo Bock](#), Vice President, People Operations
- [Shona Brown](#), Senior Vice President, Business Operations
- [W. M. Coughran, Jr.](#), Senior Vice President, Engineering
- [David C. Drummond](#), Senior Vice President, Corporate Development and Chief Legal Officer
- [Alan Eustace](#), Senior Vice President, Engineering & Research
- [Urs Hölzle](#), Senior Vice President, Operations & Google Fellow
- [Jeff Huber](#), Senior Vice President, Engineering
- [Omid Kordestani](#), Senior Advisor, Office of the CEO and Founders
- [Patrick Pichette](#), Senior Vice President & Chief Financial Officer
- [Jonathan Rosenberg](#), Senior Vice President, Product Management
- [Rachel Whetstone](#), Vice President, Public Policy and Communications
- [Susan Wojcicki](#), Vice President, Product Management

### Key executives by function:

## Engineering

- [Vinton G. Cerf](#), Vice President & Chief Internet Evangelist
- [Stuart Feldman](#), Vice President, Engineering
- [Ben Fried](#), Chief Information Officer
- [Vic Gundotra](#), Vice President, Engineering
- [Udi Manber](#), Vice President, Engineering
- [Nelson Mattos](#), Vice President, Engineering, EMEA
- [Cosmos Nicolaou](#), Vice President, Engineering
- [Sridhar Ramaswamy](#), Vice President, Engineering
- [Andy Rubin](#), Vice President, Engineering
- [Shiva Shivakumar](#), Vice President and Distinguished Entrepreneur
- [Alfred Spector](#), VP of Research and Special Initiatives
- [Benjamin Sloss Treynor](#), Vice President, Engineering
- [Jeff Dean](#), Google Fellow
- [Sanjay Ghemawat](#), Google Fellow
- [Amit Singhal](#), Google Fellow

## Products

- [Doug Garland](#), Vice President, Product Management
- [Bradley Horowitz](#), Vice President, Product Management
- [Salar Kamangar](#), Vice President, Product Management
- [Marissa Mayer](#), Vice President, Search Products & User Experience
- [Neal Mohan](#), Vice President, Product Management
- [Sundar Pichai](#), Vice President, Product Management
- [Mario Queiroz](#), Vice President, Product Management
- [Lorraine Twohill](#), Vice President, Global Marketing

## Sales

- [Daniel Alegre](#), Vice President, Asia Pacific Sales & Operations
- [David Eun](#), Vice President, Strategic Partnerships
- [David Fischer](#), Vice President, Global Online Sales & Operations
- [Dave Girouard](#), President, Enterprise
- [John Herlihy](#), Vice President, Global Ad Operations and Online Sales & Operations, EMEA
- [Sanjay Kapoor](#), Vice President, Search Partnerships
- [Kai-Fu Lee](#), Vice President, Google Inc.; President, Greater China
- [Dr. John Liu](#), Vice President, Sales, Greater China
- [Norio Murakami](#), Chairman, Google Japan
- [Penry Price](#), Vice President, Global Agency and Industry Development
- [Philipp Schindler](#), Vice President, Northern and Central Europe
- [Koichiro Tsujino](#), President & General Manager, Google Japan
- [Dennis Woodside](#), Vice President, Americas Operations

## Legal

- [Kent Walker](#), Vice President & General Counsel
- [David Lawee](#), Vice President, Corporate Development
- [Megan Smith](#), Vice President, New Business Development, and General

Manager, Google.org

### Finance

- [Brent Callinicos](#), Vice President & Treasurer
- [Mark Fuchs](#), Vice President of Finance and Chief Accountant
- [Julio Pekarovic](#), Vice President, Global Sales Finance
- [David Radcliffe](#), Vice President, Real Estate and Workplace Services
- [Jason Wheeler](#), Vice President, Finance

### Business Operations

- [Francoise Brougher](#), Vice President, Business Operations

### Google.org

- [Megan Smith](#), Vice President, New Business Development, and General Manager, Google.org

## Operating Committee



### **Eric Schmidt** **Chairman of the Board and Chief Executive Officer**

Google founders Larry Page and Sergey Brin recruited Eric Schmidt from Novell, where he led that company's strategic planning, management and technology development as chairman and CEO. Since coming to Google in 2001, Eric has focused on building the corporate infrastructure needed to maintain Google's rapid growth as a company and on ensuring that quality remains high while product development cycle times are kept to a minimum. Along with Larry and Sergey, Eric shares responsibility for Google's day-to-day operations. Eric's Novell experience culminated a 20-year record of achievement as an Internet strategist, entrepreneur and developer of great technologies. His well-seasoned perspective perfectly complements Google's needs as a young and rapidly growing search engine with a unique corporate culture.

Prior to his appointment at Novell, Eric was chief technology officer and corporate executive officer at Sun Microsystems, Inc., where he led the development of Java, Sun's platform-independent programming technology, and defined Sun's Internet software strategy. Before joining Sun in 1983, he was a member of the research staff at the Computer Science Lab at Xerox Palo Alto Research Center (PARC), and held positions at Bell Laboratories and Zilog. Eric has a bachelor's degree in electrical engineering from Princeton University, and a

master's and Ph.D. in computer science from the University of California, Berkeley. In 2006, Eric was elected to the National Academy of Engineering, which recognized his work on "the development of strategies for the world's most successful Internet search engine company." Eric was inducted into the American Academy of Arts and Sciences as a Fellow in 2007. He is also chairman of the board of directors for the New America Foundation.

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**Larry Page**  
**Co-Founder & President, Products**

Larry Page was Google's founding CEO and grew the company to more than 200 employees and profitability before moving into his role as president of products in April 2001. He continues to share responsibility for Google's day-to-day operations with Eric Schmidt and Sergey Brin.

The son of Michigan State University computer science professor Dr. Carl Victor Page, Larry's love of computers began at age six. While following in his father's footsteps in academics, he became an honors graduate from the University of Michigan, where he earned a bachelor's degree in engineering, with a concentration on computer engineering. During his time in Ann Arbor, Larry built an inkjet printer out of Lego™ bricks.

While in the Ph.D. program in computer science at Stanford University, Larry met Sergey Brin, and together they developed and ran Google, which began operating in 1998. Larry went on leave from Stanford after earning his master's degree.

In 2002, Larry was named a World Economic Forum Global Leader for Tomorrow. He is a member of the National Advisory Committee (NAC) of the University of Michigan College of Engineering, and together with co-founder Sergey Brin, Larry was honored with the Marconi Prize in 2004. He is a trustee on the board of the X PRIZE, and was elected to the National Academy of Engineering in 2004.

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**Sergey Brin**  
**Co-Founder & President, Technology**

Sergey Brin, a native of Moscow, received a bachelor of science degree with honors in mathematics and computer science from the University of Maryland at College Park. He is currently on leave from the Ph.D. program in computer science at Stanford University, where he received his master's degree. Sergey is a recipient of a National Science Foundation Graduate Fellowship as well as an honorary MBA from Instituto de Empresa. It was at Stanford where he met Larry Page and worked on the project that became Google. Together they founded Google Inc. in 1998, and Sergey continues to share responsibility for day-to-day operations with Larry Page and Eric Schmidt.

Sergey's research interests include search engines, information extraction from unstructured sources, and data mining of large text collections and scientific data. He has published more than a dozen academic papers, including *Extracting Patterns and Relations from the World Wide Web*; *Dynamic Data Mining: A New Architecture for Data with High Dimensionality*, which he published with Larry Page; *Scalable Techniques for Mining Casual Structures*; *Dynamic Itemset Counting and Implication Rules for Market Basket Data*; and *Beyond Market Baskets: Generalizing Association Rules to Correlations*.

Sergey has been a featured speaker at several international academic, business and technology forums, including the World Economic Forum and the Technology, Entertainment and Design Conference. He has shared his views on the technology industry and the future of search on the *Charlie Rose Show*, CNBC, and CNNfn. In 2004, he and Larry Page were named "Persons of the Week" by ABC World News Tonight.



**Nikesh Arora**  
**President, Global Sales Operations and Business Development**

Nikesh oversees all revenue and customer operations, as well as marketing and partnerships. Since joining Google in 2004, he has held several positions with the company. Most recently, he led Google's global direct sales operations. He also developed and managed the company's operations in the European, Middle Eastern and African markets and was responsible for creating and

expanding strategic partnerships in those regions for the benefit of Google's growing number of users and advertisers.

With a background as an analyst, Nikesh's main areas of focus have been consulting, IT, marketing and finance. Prior to joining Google, he was chief marketing officer and a member of the management board at T-Mobile. While there he spearheaded all product development, terminals, brand and marketing activities of T-Mobile Europe. In 1999, he started working with Deutsche Telekom and founded T-Motion PLC, a mobile multimedia subsidiary of T-Mobile International. Prior to joining Deutsche Telekom, Nikesh held management positions at Putnam Investments and Fidelity Investments in Boston.

Nikesh holds a master's degree from Boston College, an MBA from Northeastern University, both of which were awarded with distinction. He also holds the CFA designation. In 1989, Nikesh graduated from the Institute of Technology in Varanasi, India with a bachelor's degree in electrical engineering.




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**Laszlo Bock**  
**Vice President, People Operations**

Laszlo Bock leads Google's people function globally, which includes all areas related to the attraction, development and retention of "Googlers."

Laszlo joined Google from the General Electric Company, where most recently he was a vice president of human resources within GE Capital Solutions. He had earlier served as vice president of compensation and benefits for GE Commercial Equipment Financing. Before GE, Laszlo was a management consultant at McKinsey & Company, serving clients in the technology, private equity and media industries on issues of organizational design, talent acquisition and development, and cultural transformation. Laszlo's client work also extended to broader business growth and turnaround strategy. Earlier, he worked as a compensation consultant at Hewitt Associates, an HR consultancy.

Laszlo earned an MBA from the Yale University School of Management and a bachelor's degree in international relations from Pomona College.

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**Shona Brown**  
**Senior Vice President, Business Operations**

Shona Brown took on responsibilities for Google's business operations in 2003, following almost a decade consulting with technology clients in Toronto and Los Angeles for McKinsey & Company. As a partner at McKinsey, she was a leader of the global strategy practice and worked with a wide range of firms on strategy development, business model transformation and operational issues. Her experience includes extensive work in consumer software and hardware technology, online consumer services, and Internet media markets.

She has taught in the Department of Industrial Engineering and Graduate School of Business at Stanford University and within McKinsey's mini-MBA program. She is the author of the best-selling business book, *Competing on the Edge: Strategy as Structured Chaos*, which introduced a new strategic model for competing in volatile markets, and she has published broadly in both applied and academic journals.

Shona has a bachelor's degree in computer systems engineering from Carleton University in Canada and a master's degree in economics and philosophy from Oxford University as a Rhodes scholar. She received her Ph.D. and postdoctoral degree from Stanford University's Department of Industrial Engineering and Engineering Management.



**W. M. Coughran, Jr.**  
**Senior Vice President, Engineering**

Bill Coughran leads the broad systems infrastructure group underlying Google's products and services, including cluster management, storage, search systems, and a number of product engineering efforts. He joined Google engineering in early 2003.

Throughout his extensive career in computing, Bill has been involved with networking, secure, and distributed systems as well as computational science and engineering. Before joining Google, Bill co-founded and served as CEO and in other executive roles at Entrisphere in Silicon Valley. Earlier, he was head of Bell Labs' Computing Sciences Research Center, where C, C++, Unix, Plan 9, and Inferno were created. He has also

worked in computational science and distributed systems.

Bill currently serves on the boards of directors for nSolutions Inc and Clearwell Systems Inc. In addition, he is an author of more than 50 publications and has served on several scientific boards/committees and technical advisory bodies. He has also held adjunct and visiting positions at Stanford, the ETH, and Duke.

Bill holds a Ph.D. in computer science from Stanford University as well as degrees in mathematics from Caltech.

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**David C. Drummond**  
**Senior Vice President, Corporate Development and**  
**Chief Legal Officer**

David Drummond joined Google in 2002, initially as vice president of corporate development. Today as senior vice president and chief legal officer, he leads Google's global teams for legal, government relations, corporate development (M&A and investment projects) and new business development (strategic partnerships and licensing opportunities).

David was first introduced to Google in 1998 as a partner in the corporate transactions group at Wilson Sonsini Goodrich and Rosati, one of the nation's leading law firms representing technology businesses. He served as Google's first outside counsel and worked with Larry Page and Sergey Brin to incorporate the company and secure its initial rounds of financing. During his tenure at Wilson Sonsini, David worked with a wide variety of technology companies to help them manage complex transactions such as mergers, acquisitions and initial public offerings.

David earned his bachelor's degree in history from Santa Clara University and his JD from Stanford Law School.

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**Alan Eustace**  
**Senior Vice President, Engineering & Research**

Alan Eustace is one of Google's senior vice presidents of engineering. He joined Google in the summer of 2002. Prior to Google, Alan spent 15 years at Digital/Compaq/HP's Western Research Laboratory where he worked on a variety of chip design and architecture projects, including the MicroTitan Floating Point unit, BIPS – the fastest microprocessor of its era. Alan also worked with Amitabh Srivastava on ATOM, a binary code instrumentation system that forms the basis for a wide variety of program analysis and computer architecture analysis tools. These tools had a profound influence on the design of the EV5, EV6 and EV7 chip designs. Alan was promoted to director of the Western Research Laboratory in 1999. WRL had active projects in pocket computing, chip multi-processors, power and energy management, internet performance, and frequency and voltage scaling.

In addition to directing Google's engineering efforts, Alan is actively involved in a number of Google's community-related activities such as The Second Harvest Food Bank and the Anita Borg Scholarship Fund.

Alan is an author of 9 publications and holds 10 patents. He earned a Ph.D. in computer science from the University of Central Florida.



**Urs Hölzle**  
**Senior Vice President, Operations & Google Fellow**

Urs Hölzle served as the company's first vice president of engineering and led the development of Google's technical infrastructure. His current responsibilities include the design and operation of the servers, networks and datacenters that power Google. He is also renowned for both his red socks and his free-range Leonberger, Yoshka (Google's top dog). Urs joined Google from the University of California, Santa Barbara where he was an associate professor of computer science. He received a master's degree in computer science from ETH Zurich in 1988 and was awarded a Fulbright scholarship that same year. In 1994, he earned a Ph.D. from Stanford University, where his research focused on programming languages and their efficient implementation.

As one of the pioneers of dynamic compilation, also known as "just-in-time compilation," Urs invented

fundamental techniques used in most of today's leading Java compilers. Before joining Google, Urs was a co-founder of Animorphic Systems, which developed compilers for Smalltalk and Java. After Sun Microsystems acquired Animorphic Systems in 1997, he helped build Javasoft's high-performance Hotspot Java compiler.

In 1996, Urs received a CAREER award from the National Science Foundation for his work on high-performance implementations of object-oriented languages. He was also a leading contributor to DARPA's National Compiler Infrastructure project. Urs has served on program committees for major conferences in the field of programming language implementation, and is the author of numerous scientific papers and U.S. patents.

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**Jeff Huber**  
**Senior Vice President, Engineering**

Jeff Huber joined Google in 2003 and is a senior vice president of engineering. In this role, Jeff leads the technology development and innovation efforts for the company's advertising and monetization systems, including Google's AdWords and AdSense programs, as well as Google Apps, including Gmail, Google Calendar, Google Docs, Google Reader, Google Groups, Orkut, Blogger and Picasa.

Jeff brings more than 15 years of experience in large scale systems design and operation, online consumer product development, high volume transaction processing and engineering management.

Prior to joining Google, Jeff was vice president of architecture & systems development at eBay, where he championed the development of their product search infrastructure and expansion of the platform API program. Before eBay, Jeff was senior vice president of engineering at Excite@Home, where he led consumer product and infrastructure development for the largest broadband service provider. Earlier in his career, he was a technology consultant with McKinsey & Company, and founded a software development start-up. Jeff holds a bachelor's degree in computer engineering from the University of Illinois and a master's degree from Harvard University.

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**Omid Kordestani**  
**Senior Advisor, Office of the CEO and Founders**

As senior advisor to the CEO and founders, Omid is focused on identifying new revenue opportunities for the company. Previously, he was senior vice president of global sales and business development, and was directly responsible for Google's worldwide revenue generation efforts as well as the day-to-day operations of the company's sales organization. As Google's "business founder," Omid led the development and implementation of the company's initial business model. After joining the company in 1999, he brought Google to profitability in record time, generating more than \$10 billion in revenue in 2006.

Omid has more than 20 years of high-technology consumer and enterprise experience, holding key positions at several start-ups, including Internet pioneer Netscape Communications. As vice president of business development and sales, he grew Netscape's online revenue from an annual run-rate of \$88 million to more than \$200 million in 18 months. Prior to Netscape, he held positions in marketing, product management, and business development at The 3DO Company, Go Corporation and Hewlett-Packard.

Omid received an MBA from the Stanford Graduate School of Business and a bachelor's degree in electrical engineering from San Jose State University.



**Patrick Pichette**  
**Senior Vice President & Chief Financial Officer**

Patrick Pichette is Google's chief financial officer. He has nearly 20 years of experience in financial operations and management in the telecommunications sector, including seven years at Bell Canada, which he joined in 2001 as executive vice president of planning and performance management. During his time at Bell Canada, he held various executive positions, including CFO from 2002 until the end of 2003, and was instrumental in the management of the most extensive communications network in Canada and its ongoing migration to a new national IP-based infrastructure. Prior to joining Bell Canada, Patrick was a partner at McKinsey & Company, where he was a lead member of McKinsey's North American Telecom Practice. He also served as vice president and chief financial officer of Call-Net Enterprises, a Canadian telecommunications company.

Patrick earned a bachelor's degree in business administration from Université du Québec à Montréal. He holds a master's degree in philosophy, politics and economics from Oxford University, where he attended as a Rhodes Scholar. He also serves on the board of Engineers Without Borders (Canada).

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**Jonathan Rosenberg**  
**Senior Vice President, Product Management**

Jonathan Rosenberg is an industry veteran who oversees the teams that manage Google's innovative product portfolio and go-to-market strategies. In this role, Jonathan oversees the design, creation and improvement of all of Google's products, from consumer offerings to publisher and business services. He directs the teams with a special focus on delivering exceptional user experience, continuous innovation, and highly relevant, accountable, and untraditional marketing.

Prior to joining Google in 2002, Jonathan founded, led and managed some of the most innovative product development teams of the Internet's first era. He was the founding member of @Home's product group and served as senior vice president of online products and services after the merger of Excite and @Home. Prior to that, Jonathan managed the eWorld product line for Apple Computer. Earlier, he was director of product marketing for Knight Ridder Information Services in Palo Alto, California, where he directed development of one of the first commercially deployed online relevance ranking engines and menu-driven Boolean search services for consumers.

Jonathan holds an MBA from the University of Chicago and a bachelor's degree with honors in economics from Claremont McKenna College, where he graduated Phi Beta Kappa.

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**Rachel Whetstone**  
**Vice President, Public Policy and Communications**

Rachel Whetstone joined Google in 2005, after 15 years advising senior politicians and companies on their strategic communications. She leads the company's global teams for public policy and communications.

Rachel has a bachelor's degree in history from Bristol University.

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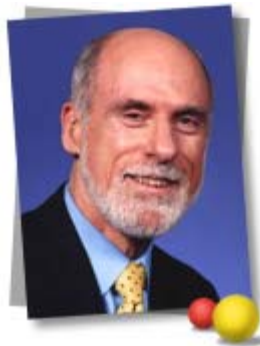
**Susan Wojcicki**  
**Vice President, Product Management**

Susan Wojcicki is Google's Vice President of Product Management responsible for managing Google's advertising, monetization, and measurement platforms products, including AdWords, AdSense, and Google Analytics.

Susan has a long history with Google: In 1998, her garage served as the company's first headquarters. In 1999, she began as Google's first marketing professional. In those days, she was responsible for a wide range of activities, including the establishment of the corporate identity, some of the first holiday logos, and marketing activities and collateral. She also product-managed the licensing of web search, site search and enterprise to Google's first customers, and was responsible for the initial development of Google Image Search, Book Search and Video Search.

Before joining Google, Susan worked at Intel, and was a management consultant at Bain and R.B. Webber & Company. Susan graduated with honors from Harvard University, holds an MS from the University of California at Santa Cruz, and an MBA from the Anderson School of Management at UCLA.

**Engineering**



**Vinton G. Cerf**  
**Vice President & Chief Internet Evangelist**

Vinton G. Cerf is vice president and Chief Internet Evangelist for Google. He is responsible for identifying new enabling technologies and applications on the Internet and other platforms for the company.

Widely known as a "Father of the Internet," Vint is the co-designer with Robert Kahn of TCP/IP protocols and basic architecture of the Internet. In 1997, President Clinton recognized their work with the U.S. National Medal of Technology. In 2005, Vint and Bob received the highest civilian honor bestowed in the U.S., the Presidential Medal of Freedom. It recognizes the fact that their work on the software code used to transmit data across the Internet has put them "at the forefront of a digital revolution that has transformed global commerce, communication, and entertainment."

From 1994-2005, Vint served as Senior Vice President at MCI. Prior to that, he was Vice President of the Corporation for National Research Initiatives (CNRI), and from 1982-86 he served as Vice President of MCI. During his tenure with the U.S. Department of Defense's Advanced Research Projects Agency (DARPA) from 1976-1982, Vint played a key role leading the development of Internet and Internet-related data packet and security technologies.

Since 2000, Vint has served as chairman of the board of the Internet Corporation for Assigned Names and Numbers (ICANN) and he has been a Visiting Scientist at the Jet Propulsion Laboratory since 1998. He served as founding president of the Internet Society (ISOC) from 1992-1995 and was on the ISOC board until 2000. Vint is a Fellow of the IEEE, ACM, AAAS, the American Academy of Arts and Sciences, the International Engineering Consortium, the Computer History Museum and the National Academy of Engineering.

Vint has received numerous awards and commendations in connection with his work on the Internet, including the Marconi Fellowship, Charles Stark Draper award of the National Academy of Engineering, the Prince of Asturias award for science and technology, the Alexander Graham Bell Award presented by the Alexander Graham Bell Association for the Deaf, the A.M. Turing Award from the Association for Computer Machinery, the Silver Medal of the International Telecommunications Union, and the IEEE Alexander Graham Bell Medal, among many others.



He holds a Ph.D. in Computer Science from UCLA and more than a dozen honorary degrees.

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**Stuart Feldman**  
**Vice President, Engineering**

Stu is responsible for engineering activities at Google's offices in the eastern half of the Americas. Before joining Google, he worked at IBM for eleven years. Most recently, he was Vice President for Computer Science in IBM Research, where he drove the long-term and exploratory worldwide science strategy in computer science and related fields, led programs for open collaborative research with universities, and influenced national and global computer science policy.

Prior to that, Stu served as Vice President for Internet Technology and was responsible for IBM strategies, standards, and policies relating to the future of the Internet, and managed a department that created experimental Internet-based applications. Earlier, he was the founding Director of IBM's Institute for Advanced Commerce, which was dedicated to creating intellectual leadership in e-commerce.

Before joining IBM in mid-1995, Stu was a computer science researcher at Bell Labs and a research manager at Bellcore. In addition he was the creator of Make as well as the architect for a large new line of software products at Bellcore.

Stu did his academic work in astrophysics and mathematics and earned his AB at Princeton and his PhD at MIT. He is President of ACM (Association for Computing Machinery) and received the 2003 ACM Software System Award. He is also a Fellow of the IEEE, a Fellow of the ACM, and serves on a number of government advisory committees.

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**Ben Fried**  
**Chief Information Officer**

Ben is Chief Information Officer, overseeing the company's global technology systems. His extensive hands-on experience in technology includes stints as a dBASE II programmer, front-line support manager, Macintosh developer, Windows 1.0 programmer, and Unix systems programmer. Prior to joining Google, he spent more than 13 years in Morgan Stanley's technology department, where he rose to the level of Managing Director. During his time there, he led teams responsible for software development technology, web and electronic commerce technologies and operations, and technologies for knowledge workers.

Ben earned a bachelor's degree in computer science from Columbia University.

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**Vic Gundotra**  
**Vice President, Engineering**

Vic joined Google in 2007 as a Vice President of Engineering, responsible for mobile applications and developer evangelism. In addition, he is responsible for product management and marketing for mobile products at Google. He also oversees applications development. Previously, Vic spent 15 years at Microsoft, where he worked on a variety of products and operating systems, including Windows 3.0, NT, Windows XP, and Vista. He was recognized by MIT as a "Young Innovator under 35" for his work in sparking the Microsoft's change from Win32 to the .NET programming model.

Most recently, Vic was General Manager of Microsoft's developer outreach efforts worldwide, including evangelism and strategy for products like Windows Vista, Visual Studio, Microsoft Office, Microsoft CRM, and Windows Mobile.

Vic holds two patents in the area of distributed computing and identity-based access to cloud resources.

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**Udi Manber**  
**Vice President, Engineering**

As a Vice President of Engineering, Udi is responsible for core search. Before joining Google early in 2006, Udi was CEO of A9.com, a Senior VP at Amazon.com, and Yahoo's Chief Scientist. He started working on search algorithms in 1989 with the invention of Suffix Arrays (with Gene Myers) while he was a professor at the University of Arizona, and he was a co-developer of several search packages, including Agrep, Glimpse, WebGlimpse, and Harvest. He started developing search and other software tools for the web 2 months after Mosaic was announced in 1993, and continued ever since. While in academia, he also worked in the areas of theoretical computer science, computer security, distributed systems, and networks. He won a Presidential Young Investigator Award in 1985.

Udi holds a Ph.D. in Computer Science from the University of Washington.



**Nelson Mattos**  
**Vice President, Engineering, EMEA**

Nelson joined Google in 2007, and as VP of Engineering for the EMEA region, he is responsible for all engineering and product development activities. Prior to joining Google, he worked in various capacities at IBM for 15 years. Most recently, Nelson was an IBM Distinguished Engineer and Vice-President of Information and User Technologies at IBM Research. He led an organization of researchers worldwide who worked on projects involving search, structured and unstructured information processing and analytics, natural language processing, conversational and multimodal interaction, business collaboration tools, visualization technologies and overall user experience. He was also an IBM Distinguished Engineer and Vice-President, Information Integration for the IBM Software Group, for which he created a portfolio of products that grew into a several hundred million dollar business, brought several key technologies to market, and drove five key acquisitions in support of this segment. Nelson's career with IBM also included key roles in DB2 development, leading major SQL extensions, and driving worldwide database standards; in this capacity, he contributed to the design of SQL99 through more than 300 accepted proposals.

Prior to IBM, Nelson was an associate professor at the

University of Kaiserslautern in Germany, where he was involved in research on object-oriented and knowledge base management systems.

Nelson received his Ph. D. in Computer Science from University of Kaiserslautern and also holds bachelor's and master's degrees in Computer Science from the Federal University of Rio Grande do Sul in Brazil. He has published over 80 papers on database management and related topics, holds 13 patents, and is the author of book, *An Approach to Knowledge Base Management*.

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**Cosmos Nicolaou**  
**Vice President, Engineering**

As a vice president of engineering, Cos is responsible for the infrastructure that supports web search. Cos joined Google in 2003 and since then has worked on a number of different properties, including Froogle, Google Video and Google News, before spending the last three years working on search. Prior to Google, Cos worked at a number of start-ups, including co-founding Nemesys Research, which was sold to FORE Systems in 1996. He later moved to the U.S. with FORE Systems in 1999. He also led the development teams for Akamai Technology's streaming and storage teams from 1999 to 2002, when these were the first such services to be offered at internet scale.

Cos has a bachelor's degree with first class honors from University College London and a Ph.D. from Cambridge University, both in computer science.

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**Sridhar Ramaswamy**  
**Vice President, Engineering**

Sridhar directs engineering for Google's AdWords advertising products. Since joining Google in 2003, Sridhar and his teams have taken a lead role in defining the vision and direction of AdWords. Prior to joining Google, he held several roles at E.piphany. Most recently, he was director of engineering for the company's Analytic Platform. Previously, he held research positions at Bell Labs, Lucent Technologies and Bell Communications Research (Bellcore).

Sridhar earned a bachelor's degree in computer science from the Indian Institute of Technology Madras. He

received his Ph.D. and master's degree in computer science from Brown University. He has published numerous papers on database systems and database theory.

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**Andy Rubin**  
**Vice President, Engineering**

Andy joined Google in 2005 is responsible for the overall product strategy and development of the Android platform. Prior to joining Google, Andy was founder and CEO of Android, a company he incubated as an entrepreneur in residence at Redpoint Ventures. Android was acquired by Google in 2005.

Previously, Andy was president and chief executive officer of Danger Inc. where he helped create the Sidekick, one of the first consumer data devices. Earlier, he was instrumental in building and shipping WebTV, the first interactive television-based Internet service, which was acquired by Microsoft in 1995. He also led the effort to ship the Motorola Envoy, one of the first wireless PDAs for General Magic, and helped design the first host-based software modem for Apple Computer. Andy began his career as a software engineer for Carl Zeiss A.G., maker of industrial and consumer optical products. He is the author of numerous patents in wireless communications.

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**Shiva Shivakumar**  
**Vice President and Distinguished Entrepreneur**

As Vice President and Distinguished Entrepreneur, Shiva specializes in spinning up new technologies and businesses. Since joining Google in 2001, Shiva and his teams have launched a variety of products in core ads and search, including AdSense, Google Search Appliances, Sitemaps and Webmaster Tools. Shiva played a key role in building Google's engineering centers including Kirkland/Seattle, Bangalore and Zurich engineering centers. Prior to joining Google, he co-founded Gigabeat.com, an online music company later acquired by Napster.

Shiva received a B.S. summa cum laude in Computer Science & Engineering from UCLA. He completed a Masters and PhD in Computer Science from Stanford University, where he received the 1999 Arthur Samuel



Dissertation Award. Shiva is the author of numerous research papers and U.S. patents, and serves on program committees for major conferences on databases, data mining and information retrieval.

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**Alfred Spector**  
**VP of Research and Special Initiatives**

Alfred joined Google in November of 2007 and is responsible for the research across Google and also a growing collection of special initiatives – typically projects with high strategic value to the company, but somewhat outside the mainstream of current products.

Previously, Alfred was Vice President of Strategy and Technology IBM's Software Business, and prior to that, he was Vice President of Services and Software Research across IBM. He was also founder and CEO of Transarc Corporation, a pioneer in distributed transaction processing and wide area file systems, and was an Associate Professor of Computer Science at Carnegie Mellon University, specializing in highly reliable, highly scalable distributed computing.

Alfred received his Ph.D. in Computer Science from Stanford and his A.B. in Applied Mathematics from Harvard. He is a member of the National Academy of Engineering, a Fellow of the IEEE and ACM, and the recipient of the 2001 IEEE Computer Society's Tsutomu Kanai Award for work in scalable architectures and distributed systems.

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**Benjamin Sloss Treynor**  
**Vice President, Engineering**

Ben joined Google as Site Reliability Tsar in 2003. In that role he has led the development and operations of Google's production software infrastructure, network, and major user-facing services.

Earlier, Ben held engineering management roles at Seven Networks as Vice President of Engineering, at E.piphany as an engineering director, and at Versant Object Technology, in roles ranging from individual contributor to Vice President of R&D. Ben started his career at Oracle at age 17 as a software engineer.

Ben holds bachelor's and master's degrees in Computer



Science from Stanford University, and an MBA from the University of California- Berkeley Haas School of Business.

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**Jeff Dean**  
**Google Fellow**

Jeff joined Google in 1999 and is currently a Google Fellow working in the Systems Infrastructure Group. Jeff has designed and implemented large portions of the company's advertising, crawling, indexing and query serving systems, along with various pieces of the distributed computing infrastructure that sits underneath most of Google's products. At various times, Jeff has also worked on improving search quality, statistical machine translation, and various internal software development tools, and he has had significant involvement in the engineering hiring process.

Prior to joining Google, Jeff was at DEC/Compaq's Western Research Laboratory, where he worked on profiling tools, microprocessor architecture, and information retrieval. Earlier, he worked at the World Health Organization's Global Programme on AIDS, developing software for statistical modeling and forecasting of the HIV/AIDS pandemic.

Jeff is an author of more than 20 publications and a co-inventor on more than 25 patents. He earned a B.S. in computer science and economics (*summa cum laude*) from the University of Minnesota and received a Ph.D. and a M.S. in computer science from the University of Washington. In 2009, he was elected to the National Academy of Engineering, which recognized his work on "the science and engineering of large-scale distributed computer systems."

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**Sanjay Ghemawat**  
**Google Fellow**

Sanjay works on the distributed computing infrastructure that is used by most Google products. He has led the design and implementation of various storage systems (GFS, Bigtable), a batch processing system (MapReduce), networking libraries, data representation languages, memory management systems, and various performance measurement tools.

Previously, Sanjay was a researcher at DEC's Systems Research Center, where he worked on performance measurement tools, Java virtual machines, and Java compilers.

Sanjay earned a bachelor's degree from Cornell as well as a Ph.D. and M.S. from MIT, all in computer science. He is a member of the National Academy of Engineering.

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**Amit Singhal**  
**Google Fellow**

Amit Singhal has worked in the field of search for over fifteen years, first as an academic researcher and now as Google engineer. His research interests include information retrieval, its application to web search, web graph analysis, and user interfaces for search. At Google, Amit works with the Search Quality team, the team responsible for Google's search algorithms. Prior to joining Google in 2000, Amit was a senior member of technical staff at AT&T Labs.

Amit has an undergraduate degree in India from IIT, Roorkee, a MS from the University of Minnesota and a Ph.D. from Cornell University, all in Computer Science. At Cornell, he studied Information Retrieval with the late Gerard Salton, one of the founders of the field. Amit has co-authored more than thirty scientific papers and numerous patents.

**Products**



**Doug Garland**  
**Vice President, Product Management**

Doug Garland is a vice president of product management. In this role, he leads Google's efforts in the development of mobile and local advertising products.

Doug has more than 20 years of experience leading the development and growth of Internet and wireless services. Prior to joining Google, Doug was an executive in residence at the venture capital firm Kleiner, Perkins, Caufield & Byers, serving as an advisor on mobile. Prior to that, he was a senior vice president at Yahoo!, where he led the company's mobile efforts and the launch of the broadband access business. He also held executive

positions with Excite@Home and leading wireless companies, playing a key role in the launch of Sprint PCS and the development of digital cellular while at PacTel/AirTouch. Doug began his career as a communications network engineer and served as an officer in the U.S. Air Force.

Doug holds an MBA from Stanford University, where he participated in the Public Management Program, including a brief stint as a visiting policy fellow at the FCC. He also holds a bachelor's degree with distinction and a master's degree in systems engineering from the University of Virginia, where he currently is a trustee of the School of Engineering and Applied Science.




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**Bradley Horowitz**  
**Vice President, Product Management**

Bradley oversees product management for Google Apps, including Gmail, Calendar, Google Talk, Google Voice, Google Docs, Blogger and Picasa. Before joining Google, Bradley led Yahoo's advanced development division, which developed new products such as Yahoo! Pipes, and drove the acquisition of products such as Flickr and MyBlogLog. Previously, he was Co-Founder and CTO of Virage, where he oversaw the technical direction of the company from its founding through its IPO and eventual acquisition by Autonomy.

Bradley holds a bachelor's degree in computer science from the University of Michigan, and a master's degree from the MIT Media Lab and was pursuing his Ph.D. there when he co-founded Virage.




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**Salar Kamangar**  
**Vice President, Product Management**

Salar is vice president of Google's web applications, including Gmail, Talk, Calendar, Reader, Orkut, Blogger, Picasa, Video, Docs, Spreadsheets, Presentations and Checkout. Previously, he was vice president of product management for Google's advertising and monetization products, including the AdWords program, which he defined with a small engineering team. Prior to that, Salar created the company's first business plan and was responsible for its legal and finance functions. He then became a founding member of Google's product team, working on consumer projects such as the acquisition of

DejaNews and the subsequent launch of Google Groups.

Salar earned his bachelor's degree in biological sciences with honors from Stanford University.

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**Marissa Mayer**  
**Vice President, Search Products & User Experience**

Marissa leads the company's product management efforts on search products – web search, images, news, books, products, maps, Google Earth, the Google Toolbar, Google Desktop, Google Health, Google Labs, and more. She joined Google in 1999 as Google's first female engineer and led the user interface and web server teams at that time. Her efforts have included designing and developing Google's search interface, internationalizing the site to more than 100 languages, defining Google News, Gmail, and Orkut, and launching more than 100 features and products on Google.com. Several patents have been filed on her work in artificial intelligence and interface design. In her spare time, Marissa also organizes Google Movies – outings a few times a year to see the latest blockbusters – for 6,000+ people (employees plus family and friends).

Concurrently with her full-time work at Google, Marissa has taught introductory computer programming classes at Stanford to more than 3,000 students. Stanford has recognized her with the Centennial Teaching Award and the Forsythe Award for her outstanding contribution to undergraduate education.

Prior to joining Google, Marissa worked at the UBS research lab (Ubilab) in Zurich, Switzerland, and at SRI International in Menlo Park, California.

Marissa has been featured in various publications, including *Newsweek* ("10 Tech Leaders of the Future"), *Red Herring* ("15 Women to Watch"), *Business 2.0* ("Silicon Valley Dream Team"), *BusinessWeek*, *Fortune*, and *Fast Company*.

Graduating with honors, Marissa received her B.S. in Symbolic Systems and her M.S. in Computer Science from Stanford University. For both degrees, she specialized in artificial intelligence.

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**Neal Mohan**  
**Vice President, Product Management**

Neal is vice president of product management, responsible for Google's portfolio of AdSense for Content and DoubleClick platform products. This includes our innovation efforts in display advertising, emerging ad formats, and social media monetization. Prior to Google, he was senior vice president of strategy and product development at DoubleClick, building the company's strategic plan, leading the product management team in its execution, and growing the business rapidly.

Previously, Neal held various leadership positions at DoubleClick and NetGravity in technology development, business operations, and client services. In this process he played a key role in pioneering and growing the digital marketing industry. He has also served in strategy and consulting roles at Microsoft and Accenture.

Neal has an MBA from the Stanford Graduate School of Business where he was an Arjay Miller Scholar. He also has a B.S. in electrical engineering from Stanford University.

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**Sundar Pichai**  
**Vice President, Product Management**

Sundar joined Google in 2004 and is currently a vice president of product management. He leads the product management and innovation efforts for a suite of Google's search and consumer products, including iGoogle, Google Toolbar, Google Chrome, Desktop Search and Gadgets, Google Pack, and Gears.

Sundar brings more than 12 years of experience developing high-tech consumer and enterprise products. Before joining Google, he held various engineering and product management positions at Applied Materials, and was a management consultant with McKinsey & Company for a variety of software and semiconductor clients.

Sundar received a B.Tech from the Indian Institute of Technology and was awarded an Institute Silver Medal. He holds an M.S. from Stanford University and an MBA from the Wharton School, where he was named a Siebel Scholar and a Palmer Scholar.

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**Mario Queiroz**  
**Vice President, Product Management**

As our London-based Vice President of Product Management for international markets, Mario is responsible for product strategy and implementation in non-US geographies as well as for the design of search, ads, and apps products across 20 of Google's international R&D centers. His previous assignment at Google was to lead the company's global IT product strategy and development. Prior to joining Google in 2005, Mario was with Hewlett-Packard for 16 years. He last served at HP as Vice President within a global operations function with responsibility for key elements of HP's IT infrastructure. This followed engineering, product management, marketing, and operations positions in HP's systems, PC, and printing businesses in California, Germany, and Spain.

A Brazilian national, Mario currently serves on the board of directors of Metro International, a newspaper published daily in 150 cities around the world. Mario holds Bachelor of Science and Master of Science degrees in electrical engineering from Stanford University.



**Lorraine Twohill**  
**Vice President, Global Marketing**

Lorraine joined Google in 2003 and is responsible for the company's marketing efforts globally. Her marketing programs focus on the go-to-market strategy and adoption of all of Google's products, from consumer offerings to business services. Previously, she led all of Google's regional marketing activities and teams in Europe, the Middle East and Africa.

Lorraine has 16 years experience in marketing. Before joining Google, she was head of marketing for Opodo, the European travel portal created by nine of Europe's leading airlines. She led the launch of the company across Europe, bringing it to a top 3 position in all launch markets within 2 years.

U.S. publication *Advertising Age* has recognized Lorraine on the "Top 40 Under 40" Global Marketing list. She has also been cited in the Power 100 list by U.K. magazine *Marketing* for the past 3 years running. Lorraine holds a joint honors degree in international marketing and languages from Dublin City University and has been



named on the DCU Alumni Roll of Honor.

## Sales



### **Daniel Alegre** **Vice President, Asia Pacific Sales & Operations**

Daniel oversees all of Google's sales and operations for the Asia Pacific region. Previously, he was vice president for Latin America sales. Additionally, he oversaw APLA (Asia Pacific and Latin America) business development, and was responsible for all international wireless, syndication, content acquisition and reseller strategic partnerships. Since joining Google in 2004, he has expanded strategic partnerships, including China Mobile, AOL Europe, KDDI and NTT Docomo.

Previously, Daniel worked for 7 years at media company Bertelsmann AG, focused mainly on offline and online music and digital initiatives in different capacities: he was vice president of business development of the Bertelsmann eCommerce Group in New York, spearheading all partnerships and acquisitions for the BMG Music Clubs and CDNow, including strategic partnerships and investments in Napster and MyPlay; managing director of record division BMG Music in Latin America; and director of new internet initiatives in the company headquarters in Guetersloh, Germany. Earlier, Daniel started and ran an FM radio station in Mexico.

Daniel holds dual degrees from Harvard University: an MBA from Harvard Business School and a J.D. from Harvard Law School. He graduated cum laude with a bachelor's degree from Princeton University's Woodrow Wilson School of Public and International Affairs.



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### **David Eun** **Vice President, Strategic Partnerships**

David oversees partnerships with leading media and Internet companies working with Google to grow their businesses. He directs sales, business development and management of accounts spanning ad serving technologies, advertising inventory monetization and content distribution via Google's owned and operated properties, such as YouTube and Google Maps.

Prior to joining Google, David was at Time Warner as the

Chief of Staff for the Media & Communications Group. There, he worked on strategy, operations, and new business formation, particularly in broadband content and digital distribution. Before joining Time Warner, he was a partner at Arts Alliance, a venture capital firm focusing on digital media, information technology and business services.

David started his career in media at NBC, where he led some of NBC's first cross-media initiatives involving television programming, the Internet, and retail consumer products. He is a former management consultant with Bain & Co.

David is a graduate of Harvard Law School and Harvard College, where he graduated magna cum laude in government.



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**David Fischer**  
**Vice President, Global Online Sales & Operations**

David Fischer is responsible for Google's online sales channel, which represents the majority of the company's customers worldwide. David has provided leadership for the online sales and operations program since its inception in early 2002 and has helped build Google's online advertising network into the largest in the world. He also runs the online sales channel of the AdSense publisher program, which enables website owners worldwide to earn revenue through partnerships with Google.

David manages operations for Google's consumer products worldwide and runs Google's Book Search scanning operations, working with libraries and publishers around the world to digitally scan books from their collections. In addition, he leads the Google Grants program, which has donated more than \$300 million advertising dollars to thousands of nonprofits around the world. David has opened many offices for Google, including its sales centers in Hyderabad and Gurgaon, India as well as Ann Arbor, Michigan and Boston, Massachusetts.

David previously served as Deputy Chief of Staff of the U.S. Treasury Department, where he served as an advisor to the Secretary of the Treasury and worked on a variety of economic policy issues within the federal government. Prior to that, David was an associate editor at *U.S. News & World Report*, covering economics and business from

Washington, DC. In the early 1990s, he served as a consultant to the Russian government on the implementation of its privatization program.

David earned a bachelor's degree from Cornell University and an MBA from Stanford University.

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**Dave Girouard**  
**President, Enterprise**

Dave Girouard manages Google's growing enterprise business worldwide. He leads a team responsible for sales, marketing, product development and customer support. Prior to joining Google, Dave was senior vice president of marketing and business development at Virage, a provider of multimedia search and content management software. Dave also founded and developed Virage's application services business. He came to Virage from the worldwide product marketing organization at Apple, where he spent several years in product management. Prior to that, Dave was an associate in Booz Allen & Hamilton's Information Technology practice in San Francisco. He started his career in enterprise systems development and integration in the Boston office of Accenture (formerly Andersen Consulting).

Dave graduated from Dartmouth College with an AB in Engineering Sciences and a BE in Computer Engineering. He also received an MBA from the University of Michigan with High Distinction.

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**John Herlihy**  
**Vice President, Global Ad Operations and Online Sales & Operations, EMEA**

As vice president of Global Ad Operations, John drives Google's online advertising operations and support globally by providing small business solutions to advertisers. Based at our EMEA (Europe, Middle East and Africa) headquarters in Dublin, with teams across the globe, John also serves as vice president for online sales and operations for EMEA. John joined Google in 2005 and built its online sales and operations channels in new and existing markets across EMEA. Previously, John held senior management positions at several global technology companies including First Data, PeopleSoft, Adobe Systems, Inc. and Oracle Corporation.

John began his career as a Chartered Accountant at global accountancy practice KPMG in its Dublin office, before relocating to the U.S. in 1993. He holds a Bachelor of Commerce (Honours) from University College Dublin and is a Qualified Chartered Accountant.

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**Sanjay Kapoor**  
**Vice President, Search Partnerships**

Sanjay leads global search partnerships for Google. Previously, he was head of Google's North American AdSense for Search business, responsible for business development, sales and syndication with Google's strategic partners, including AOL, IAC, eBay and Amazon. Prior to joining Google in 2003, Sanjay was vice president of business development at MP3.com where he led business development and partner marketing for the company. Sanjay also held management and marketing positions at Beyond.com and the Clorox Company. He began his career as a strategy consultant at Accenture (formerly Andersen Consulting).

Sanjay holds an MBA from the Kellogg School of Management and a bachelor's degree in quantitative economics from the University of California, Berkeley, including a one year economics program at the London School of Economics.

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**Kai-Fu Lee**  
**Vice President, Google Inc.; President, Greater China**

Kai-Fu joined Google in 2005 to develop the company's operations in China, and now he heads the Greater China operation as its President.

From 1998 to 2005, Kai-Fu was at Microsoft as a corporate vice president responsible for advanced natural language and user interface technologies. He also founded Microsoft Research Asia, which has since become one of the best research centers in the world. From 1996 to 1998, Kai-Fu was president of Cosmo Software, a subsidiary of Silicon Graphics, Inc. (SGI). There he was responsible for several product lines and the company's web strategy. Before joining SGI, Lee spent 6 years at Apple Computer, most recently as vice president of the company's interactive media group, which developed QuickTime, QuickDraw 3D, QuickTime

VR and PlainTalk speech technologies.

In addition, from 1988 to 1990 Kai-Fu was assistant professor at Carnegie Mellon University, where he developed the world's first speaker-independent continuous speech-recognition system. This system was selected as the "Most Important Innovation of 1988" by *BusinessWeek*. While at Carnegie Mellon, Kai-Fu also developed the computer program that plays the game "Othello," which defeated the human world champion in 1988.

Kai-Fu holds a Ph.D. in Computer Science from Carnegie Mellon University and a B.S. in Computer Science with highest honors from Columbia University. He is a Fellow of the IEEE.

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**Dr. John Liu**  
**Vice President, Sales, Greater China**

Dr. John Liu oversees sales and business development in mainland China, Hong Kong and Taiwan. Prior to joining Google, John served six years as CEO and president of SK Telecom in China. Earlier, he held senior executive positions at FreeMarkets Inc. and Singapore Telecom. In 2006, he was named one of "Ten Outstanding IT Business Leaders of China" by the China Computer and Information Industry Development Center. In 2007, he won the Robert Mundell World Executive Award for achievements in China.

John earned a bachelor's degree in mathematics from Beijing Normal University. He taught at the East China Normal University in Shanghai before venturing overseas to pursue advanced studies. He completed both his master's degree in Operation Research and Ph.D. in Telecommunication Network Management at the Technical University of Denmark.

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**Norio Murakami**  
**Chairman, Google Japan**

Norio Murakami joined in 2003 as vice president of Google Inc. and president & general manager of Google Japan and was responsible for all aspects of Google's business in Japan. He became chairman of Google Japan in 2009.

Before joining Google, Norio was president of Docent Japan, where he established the Japanese subsidiary in 2001. He built a solid foundation of leadership for Docent in Japan – and in the e-learning industry generally – through many partnerships including those with Accenture, NEC, and Works Applications.

From 1997 to 1999, Norio was president & CEO of Northern Telecom Japan. In this capacity, he successfully merged and integrated the company with Bay Networks Japan, whose parent company had been acquired by Northern Telecom, and was later re-named Nortel Networks Japan. With the transformation of the business from circuit switching to IP, Norio increased the company's revenue and profitability to a historic high in 2000. Through mid-2001, he served as president & CEO of Nortel Networks Japan.

Norio started his career as an engineer for minicomputer systems at Hitachi Electronics K.K. In addition to his service at Northern Telecom, he has held a number of management roles such as the CEO-Japan & VP-Corporate for Informix, and as a member of the board of directors for marketing at Digital Equipment Corporation (DEC) Japan. This affiliation also included a five-year assignment at DEC headquarters in Massachusetts.

Norio graduated from Kyoto University with a B.S. in engineering.



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**Penry Price**  
**Vice President, Global Agency and Industry Development**

Penry is responsible for Google's agency and industry relationships in the U.S., as well as aligning the company's approach to these partners on a global basis. In a previous role at Google, he oversaw the day-to-day operations of Google's media sales and account management teams throughout North America, and helped develop and



manage Google's relationships with traditional advertisers, industry contacts and advertising agencies.

Prior to joining Google in 2004, Penry was the advertising director at Us Weekly, where he managed advertising operations and the publication's national sales staff. Before working at Us Weekly, he held various advertising sales positions at Rolling Stone, including eastern advertising director. Penry began his career in advertising in the consumer electronics group of Hachette Filipacchi Magazines.

Penry is a member of the board of advisors of Outward Bound USA, the board of the Boston Ad Club, as well as the ad:tech North American board of advisors. He holds a bachelor's degree from Hobart College.



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**Philipp Schindler**  
**Vice President, Northern and Central Europe**

Philipp Schindler joined Google in 2005 and oversees the company's operations in Northern and Central Europe (NACE), including the U.K., Ireland, the Benelux countries, Germany, Switzerland, Austria, Sweden, Denmark, Norway and Finland.

Before joining Google, Philipp was a senior vice president at AOL Germany, running the company's marketing and sales activities and serving as a member of their management board for 6 years. Within this capacity, Philipp was responsible for one of the largest marketing and sales budgets in the country, constantly innovating in the areas of direct marketing, traditional brand marketing, customer relationship management, business intelligence and data mining, and pricing. He developed a range of major sales partnerships and a number of internationally acknowledged marketing projects, winning several industry awards, such as the Golden Effie. Previously he served as head of marketing at CompuServe in Germany, a subsidiary of AOL Inc., and also worked as an e-commerce and marketing specialist at the global AOL headquarters in the U.S. Before joining AOL, Philipp was accepted into the top junior talent program of Bertelsmann AG, where he focused on new media activities within their global corporate strategy unit.

Philipp earned a Diplom Kaufmann degree with distinction from the European Business School (EBS) in Oestrich-Winkel, Germany. He is a scholar of Studienstiftung des deutschen Volkes and also serves on

the jury of the German Marketing Award.

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**Koichiro Tsujino**  
**President & General Manager, Google Japan**

Koichiro joined Google Japan in 2007 as the director of product management and was responsible for supervising all search service and application development in Japan. He became president & general manager of Google Japan in 2009.

Before joining Google, Koichiro was president of Sony's personal computer division, where he led their VAIO PC, home video, and personal audio divisions.

Koichiro graduated from Keio University with a B.S. and master's degree in electrical engineering. He also received a master's degree in electrical engineering from the California Institute of Technology.

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**Dennis Woodside**  
**Vice President, Americas Operations**

Dennis joined Google in 2003 and leads the company's North American and Latin American advertising sales and operations teams. Previously, he oversaw Google's sales and operations in the U.K., Benelux and Ireland. Prior to that, Dennis launched and ran Google's field operations in Central Europe, Russia, the Middle East and North Africa. He established offices in 10 countries including Egypt, Turkey, Russia and Israel. Additionally, he started the company's inside sales operation in Europe.

Prior to joining Google, Dennis was an associate partner at McKinsey and Company, where he led operational and strategy projects for multinational clients in the technology and media industries. Earlier, he managed complex mergers and acquisitions in aerospace, energy, media and finance industries. He also served as law clerk to the Honorable Dennis G. Jacobs in the U.S. Court of Appeals for the 2nd Circuit in New York.

Dennis received a J.D. from Stanford Law School, where he was associate editor of the Stanford Law Review, and holds a bachelor's degree in industrial relations from Cornell University.

**Legal**



**Kent Walker**  
**Vice President & General Counsel**

As General Counsel, Kent is responsible for managing Google's global legal team and advising the company's board and management on legal issues and corporate governance matters.

Before joining Google, Kent held senior legal positions at a number of leading technology companies. Most recently he was Deputy General Counsel of eBay Inc., where he managed corporate legal affairs, litigation, and legal operations. Previously, he was Executive Vice President of Liberate Technologies, a leading provider of interactive services software founded by Oracle and Netscape Communications. He also served as Associate General Counsel for Netscape and America Online and Senior Counsel for AirTouch Communications, which was later acquired by Vodaphone.

Earlier in his career, Kent was an Assistant U.S. Attorney with the United States Department of Justice, where he specialized in the prosecution of technology crimes and advised the Attorney General on management and technology issues.

Kent has served on the boards of a number of technology industry trade associations and is on the steering committee of the annual Computers, Freedom & Privacy conference. He graduated magna cum laude and Phi Beta Kappa from Harvard College and graduated with distinction from Stanford Law School.



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**David Lawee**  
**Vice President, Corporate Development**

As vice president of corporate development, David manages a worldwide team responsible for all of the company's acquisitions and investments. Previously, David was vice president of marketing, where he managed all of Google's consumer, advertiser and partner marketing, globally.

David brings significant entrepreneurial, general management, and investment experience to his role. Before joining Google, David co-founded Xfire, a leading online gaming community, where he led product development, marketing and international business development. Within 2 years of launch, Xfire became the

fastest growing Internet gaming site with over 5 million registered users. Xfire was sold to Viacom in early 2006.

David's prior experience includes co-founding 3 other start-ups including Mosaic Venture Partners, a leading Toronto-based venture capital firm. He also worked as a management consultant at McKinsey & Company where he served a wide variety of multi-national clients.

David holds degrees in law and philosophy from McGill University and the University of Western Ontario respectively, as well as an MBA from University of Chicago.



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**Megan Smith**  
**Vice President, New Business Development, and**  
**General Manager, Google.org**

Megan oversees teams that manage early-stage partnerships, explorations and technology licensing. She also leads the Google.org team, guiding strategy and developing new partnerships and internal projects with Google's engineering and product teams. She joined Google in 2003 and has led several of the company's acquisitions, including Keyhole (Google Earth), Where2Tech (Google Maps), and Picasa. She also co-led the company's early work with publishers for Google Book Search. Previously, Megan was the CEO and, earlier, COO of PlanetOut, the leading gay, lesbian, bisexual and transgender online community. Under her leadership, PlanetOut grew tenfold in reach and revenue. Prior to that, Megan was at General Magic for six years working on handheld communications products and partnerships. She also worked in multimedia at Apple Japan in Tokyo.

Over the years, Megan has contributed to a wide range of engineering projects, such as designing an award-winning bicycle lock; working on a space station construction research project that eventually flew on the U.S. space shuttle; and running a field-research study on solar cookstoves in South America. She was also a member of the MIT-Solectria student team that designed, built, and raced a solar car in the first cross-continental solar car race, covering 2000 miles of the Australian outback. She was selected as one of the 100 World Economic Forum technology pioneers for 2001 and 2002.

Megan holds a bachelor's degree and a master's degree in mechanical engineering from MIT, where she now serves

on the board. She completed her master's thesis work at the MIT Media Lab.

## Finance



### **Brent Callinicos** **Vice President & Treasurer**

As Vice President and Treasurer at Google, Brent is responsible for treasury and risk management activities. He joined Google early in 2007 after 14 years at Microsoft. His most recent role there was as Corporate Vice President and Divisional CFO for Microsoft's Platforms and Services Division, which encompassed the Windows, Server and MSN business groups. He was also Microsoft's Treasurer from 2000-2004. Brent has received numerous awards and commendations for his leadership at Microsoft, including a 2003 Alexander Hamilton award for Overall Treasury Excellence. Previously, Brent worked at Walt Disney, with financial responsibility for Walt Disney Records, and in various treasury and financial capacities at Procter & Gamble. Aside from his many other memberships and advisory roles, Brent served on Washington State's Governor's Council of Economic Advisors from 2001-2006.

Brent received a BS in business administration from the University of North Carolina at Chapel Hill and an MBA in finance from the Kenan Flagler school at UNC. Brent is also a CPA. He was honored with the Distinguished MBA Alumni Award from Kenan Flagler in 2004 and cited as a top alumnus in the Wall Street Journal and Princeton Review. In June 2009 he was named one of the "100 Most Influential People in Finance" by Treasury and Risk Magazine.



### **Mark Fuchs** **Vice President of Finance and Chief Accountant**

Mark is responsible for external reporting, technical accounting, the worldwide general ledger and consolidations, and Sarbanes-Oxley compliance and internal audit.

He joined Google in 2003 from the Securities and Exchange Commission in Washington, D.C. He has more than 20 years of finance and accounting experience and has held senior positions at Apple Inc., Ernst & Young



LLP, and a startup.

Mark earned a B.S. in Business Administration with an emphasis in Accounting from the University of California at Berkeley. He is a Certified Public Accountant.

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**Julio Pekarovic**  
**Vice President, Global Sales Finance**

As Vice President of Global Sales Finance, Julio is responsible for managing all of Google's sales-related finance operations, including revenue forecasting, expense budgeting, partner deal modeling, Sarbanes-Oxley compliance, sales team quota-setting, as well as sales operational analysis and reporting for senior management.

Prior to joining Google in 2002, Julio was Sales Controller for the Global Trading Web, an online community of B2B portals hosted and administered by Commerce One. Before that, he was Commercial Director for EXPO'98 - Lisbon, Portugal where he led planning and operation teams in ticketing sales, corporate sponsorships, concessions and merchandising, which generated over \$400 million in revenues. Earlier, Julio worked in Corporate Finance at PNC Bank and Australia New Zealand Banking Group.

Julio earned a Bachelor of Arts degree in Economics/International Area Studies from UCLA and a Masters of Business Administration from INSEAD, where he published two case studies in the area of strategic management.

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**David Radcliffe**  
**Vice President, Real Estate and Workplace Services**

David joined Google in early 2006 and is responsible for managing Google's global real estate portfolio and workplace-related services.

Prior to Google, David was at the Trammell Crow Company, one of the largest diversified real estate services companies in the world, where he was senior vice president of international operations. Immediately preceding that position, he served as group vice president of real estate and workplace services for PeopleSoft, Inc., where he managed PeopleSoft's global corporate services



organization as well as its real estate and facilities functions.

David earned an MBA with a concentration in real estate and construction management from the University of Denver and a Bachelor of Engineering from Carleton University in Ottawa, Canada.

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**Jason Wheeler**  
**Vice President, Finance**

Jason joined Google in 2002 and currently serves as vice president of finance. In this role, he is responsible for the finance business partnerships with all functions and regions, as well as leading Google's forecasting, management reporting and financial analysis efforts. Previously, Jason built and managed the corporate FP&A team and was most recently the head of finance for EMEA operations, where his responsibilities covered all financial functions including accounting & controls, financial operations and FP&A.

Before joining Google, Jason held various financial analyst positions at Hewlett Packard, and was a management consultant with Booz Allen Hamilton for a variety of companies in the communications, media and technology industries.

Jason holds an MBA from the Harvard Business School and a bachelor's degree in finance from Colorado State University, where he graduated summa cum laude.

## **Business Operations**



**Françoise Brougher**  
**Vice President, Business Operations**

Since March 2005, Françoise has led Google's Business Operations group, which helps the company to innovate at scale by designing business processes and solving strategic business problems. During her tenure the group has taken on increasingly complex projects such as partnering with the engineering leadership on the operating model for the global engineering organization, leading Google's market development efforts in Sub-Saharan Africa, and leading the company's "green" business operations efforts such as the solar panel installation on the Google campus.

Prior to joining Google, Francoise was Vice President of Business Strategy at Charles Schwab. Previously, she ran Ocean Gem, a wholesale business which imported black pearls from South Pacific; she also worked as a management consultant for Booz Allen Hamilton in Europe and the U.S. Early in her career, she worked in manufacturing for L'Oreal in Japan.

Francoise earned a Masters in Business Administration from Harvard University, and a Masters in Engineering from Institut Catholique d'Arts et Metiers in France.

## Google.org



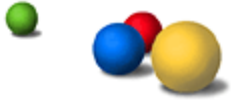
### **Megan Smith** **Vice President, New Business Development, and** **General Manager, Google.org**

Megan oversees teams that manage early-stage partnerships, explorations and technology licensing. She also leads the Google.org team, guiding strategy and developing new partnerships and internal projects with Google's engineering and product teams. She joined Google in 2003 and has led several of the company's acquisitions, including Keyhole (Google Earth), Where2Tech (Google Maps), and Picasa. She also co-lead the company's early work with publishers for Google Book Search. Previously, Megan was the CEO and, earlier, COO of PlanetOut, the leading gay, lesbian, bisexual and transgender online community. Under her leadership, PlanetOut grew tenfold in reach and revenue. Prior to that, Megan was at General Magic for six years working on handheld communications products and partnerships. She also worked in multimedia at Apple Japan in Tokyo.

Over the years, Megan has contributed to a wide range of engineering projects, such as designing an award-winning bicycle lock; working on a space station construction research project that eventually flew on the U.S. space shuttle; and running a field-research study on solar cookstoves in South America. She was also a member of the MIT-Solectria student team that designed, built, and raced a solar car in the first cross-continental solar car race, covering 2000 miles of the Australian outback. She was selected as one of the 100 World Economic Forum technology pioneers for 2001 and 2002.

Megan holds a bachelor's degree and a master's degree in

mechanical engineering from MIT, where she now serves on the board. She completed her master's thesis work at the MIT Media Lab.



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