

**From:** Neal Mohan <nmohan@google.com>  
**To:** Jason Harinstein <jharinstein@google.com>  
**Sent:** Mon, 11 Oct 2010 14:28:06 -0700  
**Subject:** Re: how are we doing building out our YM services capability?

yes

On Mon, Oct 11, 2010 at 2:27 PM, Jason Harinstein <jharinstein@google.com> wrote:

ok. you are referring to admeld's ceo?

On Mon, Oct 11, 2010 at 5:20 PM, Neal Mohan <nmohan@google.com> wrote:

looks like there is going to be interest in YM. if we go down that path it will become my top priority like invite was. maybe the first thing we should do is have a prelim meeting (you and i probably) with their CEO.

----- Forwarded message -----

**From:** Neal Mohan <nmohan@google.com>  
**Date:** Mon, Oct 11, 2010 at 2:19 PM  
**Subject:** Re: how are we doing building out our YM services capability?  
**To:** Jonathan Bellack <jbellack@google.com>  
**Cc:** Scott Spencer <scottspencer@google.com>

ok, good. this seems like progress. see below...

On Mon, Oct 11, 2010 at 2:12 PM, Jonathan Bellack <jbellack@google.com> wrote:

Answers in-line:

On Mon, Oct 11, 2010 at 4:52 PM, Neal Mohan <nmohan@google.com> wrote:

A few questions:

1) Where are we with aligning behind a unified product vision for YM? I have shared with both of you my views. Can we reach a workable solution or do the three of us need to meet?

Scott and I just met to discuss this. Scott, correct me if you have different understanding but to summarize, we're going to work on 1) a combined YM dashboard including AdX, XFP, and services needs, that he & I both agree to, and 2) a segmentation & vision model for the two doors (ASFE & XFP) that we can both sign up for. That's a top priority and we'll set up time to review them with you, either for sign-off or to tie-break if we haven't reached agreement. Then when all three of us have agreed we're talking about an all-day summit to promulgate it and get everyone on board (like Jason's buy-side summit). That'd be in Nov or early Dec.

**PTX0058**

**1:23-cv-00108**



nov, dec for YM summit makes sense. you guys should try to plan around when i will be in NYC since i would like to attend this.

however, i think the 3 of us need to be synced well before then. do you think we can get to the "sign-off" or "tie-break" stage by the end of this week or next?

2) I agree that turning any existing YM meeting into a YM commercialization meeting is the way to go. Who is going to drive that and who will own the agenda?

I'm working with Lexi to transform her meeting into a commercialization meeting; I think we can jointly drive agenda assuming we've got that solid combined backlog approved. Expect it'll be fully evolved into that before Thanksgiving.

great. i think this needs to be driven from a product standpoint though. thats what all the teams are telling me. if you are the owner you should make that happen.

3) What do you guys think about acquiring one of them? Is that like giving up before trying? I am concerned that it will take a long time to sort out the org stuff internally. One way to make sure we dont get further behind in the market is picking up the one with the most traction and parking it somewhere.

Scott and I have not talked much about this yet. I have come around to believing we should go into due diligence and probably make a buy. It does not solve a ton of problems by itself, but as you say if we bought one and parked it, it would let us solve the problems from a position of strength (market share, knowledgeable team members). Kind of like how we had time to build XFP because DFP was doing so well. The biggest problem is having two inventory pools (AdX and YM-RTB system) which if we leave it up could be confusing to buyers and to publishers deciding which to use; or if we tried to combine them fast could yield a Falk-like situation (a mix of advantages and feature gaps, and some pubs upset about what they lose).

ok. do we have an organized collection of what we know about all three? i realize that admeld is the favorite but it also will be the most expensive by far so we need a good comparison with the others.

On Fri, Oct 8, 2010 at 7:23 PM, Jonathan Bellack <[jbellack@google.com](mailto:jbellack@google.com)> wrote:

Caught up with Russ in email. Sounds like he honestly thinks Lexi's effort is so far along that the YM consulting should just fall in with what she's hiring up for, instead of building a whole 2nd group. I want to learn more about Lexi's intent but I definitely agree there should be one unified group doing this as much as possible.

-- Jonathan Bellack  
Product Management Director, Publisher Ad Platforms  
[jbellack@google.com](mailto:jbellack@google.com)  
+1 212-381-5443

On Fri, Oct 8, 2010 at 9:26 PM, Jonathan Bellack <[jbellack@google.com](mailto:jbellack@google.com)> wrote:

I know what is happening here. Lexi is hiring the director of yield management from NBC (Michelle Sarlo) to run AdX Optimization (whatever that is). This never came up during any of the YM strat planning -- I just found out about this yesterday when meeting with Craig DiNatali to talk about AdX vs. Yield Managers. I contacted Russ and Lexi together as soon as I found out to ask about why there's an overlap; they met (sales+services) today (Fri) at 4pm ET to talk it over. I was waiting to find out what happened. Sounds from Russ's email that it did not go well. I will find out more as soon as I can.

To make this run better I am in process of converting Lexi's biweekly steering meeting into a weekly Yield Management commercialization meeting with a consistent agenda and better information-sharing. Stay tuned.

On Oct 8, 2010 8:44 PM, "Scott Spencer" <[scottspencer@google.com](mailto:scottspencer@google.com)> wrote:

> Not entirely sure, but can talk with Russ and Lexi to find out.

>

> The latest meeting that I've had with Russ and team we were discussing the  
> org design and headcount (and they mentioned they had spoken to Jonathan as  
> well). It seemed to be heading in the right direction. Lexi doesn't have any  
> services team (it would be under Kate) so this seems odd. My understanding  
> was that we had already decided this was better aligned with platform sales.

>

> I think the next step is to meet together (Jonathan, Russ, Lexi, myself) and  
> find out where things slipped off the tracks.

>

> -scott

>

>

> On 10/8/10 7:30 PM, "Neal Mohan" <[nmohan@google.com](mailto:nmohan@google.com)> wrote:

>

>> what is going on here guys????

>>



>>

>> ----- Forwarded message -----

>> From: Russ Laraway <[russl@google.com](mailto:russl@google.com)>

>> Date: Fri, Oct 8, 2010 at 4:24 PM

>> Subject: Re: how are we doing building out our YM services capability?

>> To: Neal Mohan <[nmohan@google.com](mailto:nmohan@google.com)>

>> Cc: Jonathan Bellack <[jbella@google.com](mailto:jbella@google.com)>, Scott Spencer <[scottspencer@google.com](mailto:scottspencer@google.com)>, Lexi Reese <[lexir@google.com](mailto:lexir@google.com)>

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>> I know I'm waffling more than John Kerry, but let's assume there is significant overlap between Lexi's Task Force and what we should be doing. That means that we have an org, Lexi's, that already has capability and thinking, and I don't know why we should start that same thing up in our group.

>>

>> Let's just put this whole effort under Lexi. Maybe in the long-run it belongs with DFP, maybe not... for now, Lexi has momentum, and we should just go with that. We'll join the meeting and support.

>>

>> We all ok with this?

>>

>> On Fri, Oct 8, 2010 at 4:18 PM, Neal Mohan <[nmohan@google.com](mailto:nmohan@google.com)> wrote:

>>> +lexi

>>>

>>> ok, we need to sort this out soon. how are we solving this problem? we need to get out of our own way on this stuff so little companies stop eating our lunch everyday.

>>>

>>>

>>>

>>> On Fri, Oct 8, 2010 at 4:13 PM, Russ Laraway <[russl@google.com](mailto:russl@google.com)> wrote:

>>>> Hi, Neal -

>>>> Was just writing you a note. In the background we're not slowing down hiring, but the YM effort is a mess.

>>>>

>>>> There is a pretty significant mis-alignment among the major stakeholders on this whole topic, which is what we discovered last week. Two examples - almost no one thinks we can be successful with a services response. I can't explain why no one spoke up about that at the GPS. Another example is that Lexi is 9 miles down the road running this weekly YM task force and has been building capability for some time. We were quite surprised by the progress already made (we were invited to the meeting today) and even more surprised no one ever mentioned this. We are following up with Lexi to confirm/deny that what she's doing is what Google needs to do, and then we're in a better position to decide if we should consolidate that effort in my group or just leave it there and support it.

>>>>

>>>> In sum, there is poor alignment on the winning answer and there are three  
>>>> potentially competing, if not overlapping efforts in sales/services going  
>>>> on, including what we're trying to do, Lexi's stuff, and Casey S's stuff.

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>>>> On Fri, Oct 8, 2010 at 4:07 PM, Neal Mohan <[nmohan@google.com](mailto:nmohan@google.com)> wrote:

>>>>>

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