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**From:** Joan Braddi <joan@google.com> on behalf of Joan Braddi  
**Sent:** Wednesday, September 03, 2008 5:46 PM  
**To:** Neal Mohan  
**Cc:** Susan Wojcicki  
**Subject:** RE: Display Strategy Status and Next Steps

Neal:

Thank you for sending the notes and action plans. For future reference and for the GPS next week, would be good to articulate which AdSense products fit into Ad Exchange. You mentioned "all our AdSense deals" but think you mean AFC deals as AdSense reaches across audio, mobile, tv, search, etc.. Unless we plan to move these entire products over under AdExchange, we should target the sales team with the core adsense product most closely needed to fulfill our AdExchange goals and not confuse the ad sales or spd team on the goals.

Thanks for sorting this through with us.

Joan

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**From:** Neal Mohan [mailto:nmohan@google.com]  
**Sent:** Tuesday, September 02, 2008 10:15 PM  
**To:** ostaff@google.com  
**Cc:** Susan Wojcicki  
**Subject:** Display Strategy Status and Next Steps

OStaff,

Thanks again for making the time to meet re: our display ads strategy today. We certainly appreciated your feedback very much and I hope you found the discussion useful as well. A few follow-up notes:

- Current State of product strategy (three pillars)

a) Platform to ACCESS the desired inventory. As we discussed last week, here I think we have both the strategy as well as detailed roadmap figured out. We also completed a detailed pricing review and refresh across all products (for NA region only - working with sales for other regions).

b) Ad exchange to AGGREGATE the inventory that the platform piece gives us access to. Here I think we have the strategy (including positioning to advertisers and publishers) and the roadmap features and timing mostly figured out. One major component we are working on and will seek detailed feedback on is AdX pricing.

c) Google Content Network to MONETIZE the inventory we aggregate via Ad Exchange and all our AdSense deals. Here we believe that our high level strategy is in place (focus on performance: targeting and optimization) but the roadmap is NOT ready yet. As discussed, we are working hard on this part and hope to have an initial plan cover the first half of 2009 in place in the next few weeks. It is my highest priority across all the elements of the display strategy.

Given that most elements of our high level strategy is in place, the next steps are the specifics of course. Based on Omid's feedback and requests, one of the items I am preparing is a quarter by quarter review that will include the following information:

1) Detailed roadmap for each pillar in that quarter: platform, exchange and network



- 2) Our positioning and value proposition to advertisers and publishers for that quarter (tied to our overall themes of reach, results, relevancy for advertisers and yield and control for publishers) - related to Nikesh's point re: overall theme and communication to clients
- 3) Suggested specific objectives related to display for that quarter: target publishers, agencies, growth goals, etc. - related to Omid's closing comments re: specific tactics

I will plan on including a first cut at this information for Q4, Q1, and Q2 in our upcoming EMG GPS next week.

Please let me know if I missed anything or if any other information would be useful as we continue to solidify the strategy and roadmap. Also any suggestions on who else we should communicate our display plan to would be very helpful!

Thanks,  
Neal

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Neal Mohan | Google | 917-287-7981 | [nmohan@google.com](mailto:nmohan@google.com)