

Pitch on Adam Juda Delivering Next-Level Performance

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Introduction

I am in the PM Lead for Core AdsQuality (both Search and Shopping), as well as SearchAds Syndication. We manage and optimize the serving, quality and pricing of the Confidential business that is SearchAds. Over the past 5 years, we have launched Confidential of revenue innovation per year on average, while additionally enabling a few points of growth each year via companion pricing and tuning launches of our sibling AdsUI team's work.

In addition, I am also a steward of quality within the Ads PA, ranging from the ads we show to the rigor of analyses of our launches to the internal policies Ads has implemented. I am the longest standing member on the HouseAds Review Committee, have been the Product lead for our Data Sharing committee governing what data Sales may share externally, am the Product rep at Google's FMG, have contributed ~8,000 posts to the AdsQuality launch approvals process by virtue of being one of the most prolific reviewers of AQ launches in its history, and spend an incredible amount of time with tons of lawyers ensuring people throughout the planet appreciate that we operate a clean and law-abiding product.

Some Historical Major Accomplishments

*Ranking ads other than by Bid*pCTR.* Prior to my joining the auction team, we ranked ads solely based on expected short-term revenue. Not only did this fail to capture important user quality considerations such as the relevance of the landing page, but also it was a framework which limited innovation in the ranking and pricing of ads. I was the PM of the LTV project, whereby we explicitly incorporated other quality signals into the ranking function, and which has subsequently spawned several billions dollars per year of further improvements.

Incorporating the impact of formats into the auction. When ad formats were first introduced, they had zero influence on the ranking and pricing of ads. This resulted in inefficiencies in ranking (ads more likely to be clicked could appear low on the page) and pricing (advertisers were getting increases in surplus without paying much for the benefit). I PMed the original incorporation of ad formats into the ranking and pricing of ads, which not only increased revenue by Confidential but more importantly established a precedent and framework for unlocking additional value from AdsUI launches. Since that launch, several billion dollars per year of additional revenue has been generated by pairing AdsUI launches with pricing adjustments (where to my team's credit the pricing mechanisms have improved since the original launch).

FTC vs. 1-800-Contacts. I fulfilled the FTC's subpoena of Google when the FTC was seeking someone to speak broadly about SearchAds (where the FTC initially requested Susan, and then Sridhar when informed that Susan was now CEO of YouTube). This is a highlight of many years of close collaboration between myself and the legal team, ranging from being a contributor to Google's original defense to the DoJ on antitrust concerns (Project Eagle), to being deposed on

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IP matters, to being a subject matter expert on many of the incoming government and 3rd party requests around our business (which is regularly under scrutiny).

Keeper of many skeletons within Ads. By migrating GoogleGrants to a remnant scheme, introducing additional quality filters on HouseAds, serving on the House Ads Review Committee, co-authoring Data Sharing rules governing what buyside Sales may tell our partners, prohibiting email as a source of traffic for AdSense for Domains, poking at deal terms as the Product rep at FMG, and many more projects, I have been a steward of the Ads PA who has proactively prevented a number of goodwill fires from ever starting by upholding product excellence.

Recent Influence within AdsQuality

tGPCA. I proposed in a [one-pager](#) at an AFS SmartPricing summit that the team should aim to disband, replacing their technology with AP's automated bidding tech. Teams at Google are unaccustomed to leaning on others this heavily, but my pitch was ultimately persuasive, and resulted in a [tGCPA launch](#) in April 2019. The launch improved the advertiser ROI story on AFS, increased AFS RPM by confidential (benchmark of significance: AFS' annual RPM goal is confidential) and was acknowledged as a 2019 PGP-wide annual award recipient.

Merging BMM and Phrase Keywords. Leading into 2019's Semantic Phrase/BMM launch, I challenged the team on whether we should at that time combine the behavior of Phrase and BMM keywords, on account of both keyword types being syntactic at their root, whereas we are migrating our system to be ever more semantic. While we chose to focus 2019 on semantification technology alone, the Targeting team now has a PO objective for 2020 to merge the two keyword types, which ought to simplify our keyword portfolio nicely for advertisers.

Some Recent Leadership across Ads and/or Google

PLA VCAP explorations. I believe I was the first person to approximate the extent to which Shopping should be exploring taller experiences when text ads are absent. Per [this email thread](#) (which I sent after being encouraged to nudge Shopping in interesting directions), I think it also highlights the extent to which I can influence leaders (like VP Surojit) to make good things happen, and demonstrating my own growing maturity in navigating orgs. Shopping [launched Quattro](#) in 4Q19, infrastructure which will enable serving of many different PLA and text configs, which I expect within 2020 will help us realize the opportunity I highlighted.

Budgeting BFM companion metric. Based on concerns expressed by Philipp at a BFM meeting I attended, I [proposed](#) to Andy revamping the BFM metric around budgeting to better highlight how launches may be hindered by campaigns nearly budget constrained. (Aside: please note Andy's comments about my contribution at that Coverage Score BFM, "... thanks for joining BFM yesterday. You added expertise and credibility exactly when we needed it."). The metric was implemented in time to assist the Mobile Card Cap launch, and [has shown promise](#).

Search Acceleration Program. I was quick to observe at FMG the lack of consistency among agency Search incentive programs, and was calling for standardization in 2020 at every 2019

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renewal. In response, the Search Acceleration Program has been created for 2020 to achieve exactly that. ([Email](#) noting my provocation, and also the BC thread describing the program.)

Incognito. I have been collaborating with the Search team on their incognito ambitions, and have helped them at arm's length evolve some of their ideas from ones which would not have met user needs well but potentially cost Google billions/yr in revenue, to ones which ought to meet user needs better and impact Google SearchAds revenue by only **Confidential**

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