



# 2019 Commercial OKR

April 26, 2019

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Query growth is slowing

Query growth is slowing...

...with commercial query growth closely following

# Redacted

HJK speaking points

# Redacted

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## Our 2019 OKRs to drive growth

### 2019 Search OKR

*Deliver substantially better and more modern search experiences.*

Redacted

### 2019 Commercial OKR

*Significantly improve the search experience for users who express commercial intent,* Redacted

Redacted

*Owner: Ben, Prabhakar, Hiroshi*

Google Source: go/OKRs

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HJK speaking points

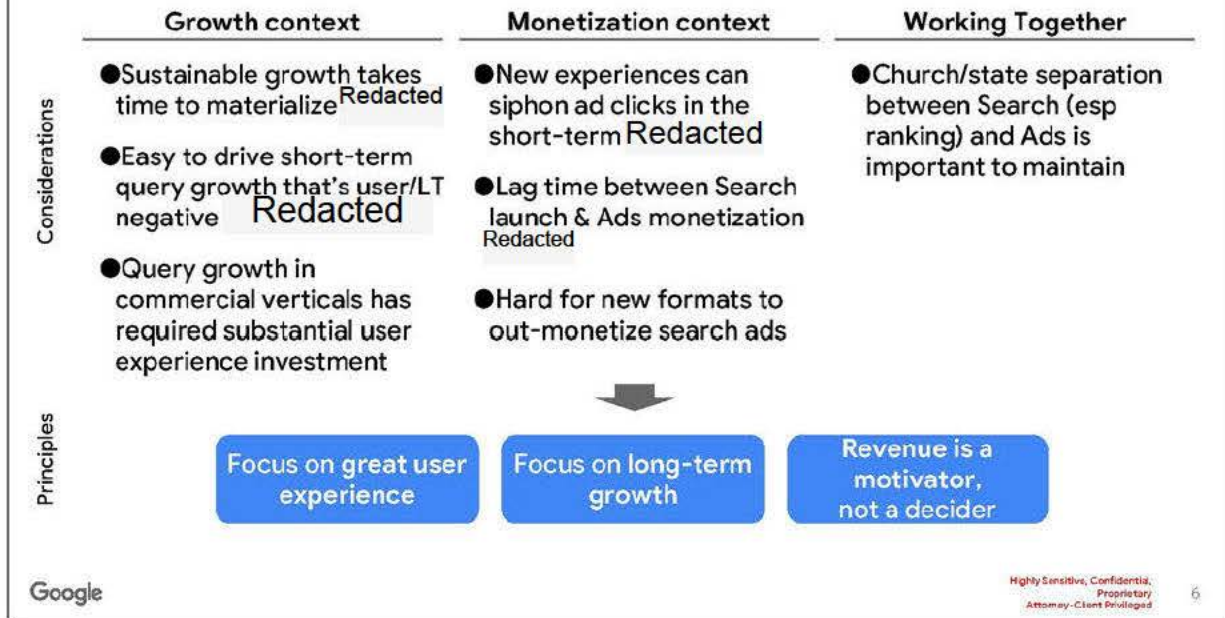
Redacted

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# Driving commercial growth is not a simple effort



HJK speaking points

Range of challenges that make driving growth difficult... and particularly for commercial growth.

We've aligned around a set of guiding principles to ensure success.

This is truly a cross PA effort where we are all working together. This will lead to better outcomes for users and Google.

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### Historically, commercial intent has been underrepresented and underserved in Search

- We have strong separation between Ads and Search
- However, Ads strongly affect Search: <sup>Redacted</sup> of clicks<sup>1</sup> go to Ads (when an ad shows), and Search has underrepresented these commercial intents
- Now, Ads and Search are working together to recapture this commercial intent in Search, while also improving Ads quality via the latest signals
- These foundational improvements will help users through complex commercial journeys



Eliminate Friction

Re-Engage through Entry Points



<sup>1</sup>Based on US mobile data of clicks when Ads appear on the SRP

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By aligning signals, we can make foundational improvements to improve quality and recapture this commercial intent in Search. Additionally, we can target the same horizontal growth techniques (alluding back to horizontal growth framework) of reducing friction and re-engaging through new entry points in order to drive more traffic towards commercial use cases.

Redacted

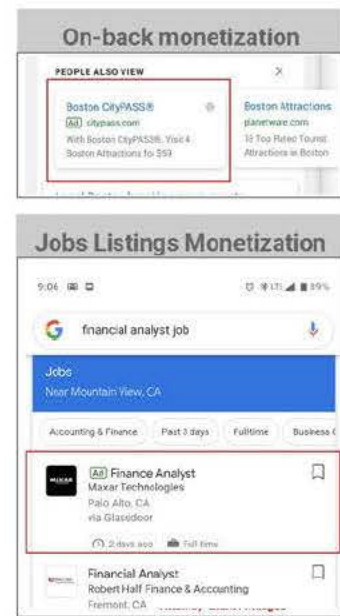
## Search and Ads are working together to accelerate monetization path

As search experiences evolve, ad experiences also need to evolve (but today lag organic significantly)  
e.g., jobs

With Mercury, Search and Ads are working together at the onset to accelerate monetization velocity.

- Building new ad experiences e.g. list views
- Scaling advertiser demand and inventory

Google



HJK speaking points

What we've learned from the previous slide is that we should be working together sooner, which is what we're doing now.

For example, in Jobs, we've actually created a large opportunity for a new paid listings ad format within Jobs. (This means more queries + new ad formats = larger revenue opportunity)

Project Mercury is approaching our commercial verticals with Search/Ads from the onset.

Challenges:

New UI formats

New inventory formats from advertisers

Accelerating monetization recovery (Jobs was an example for what happens if we don't work together early enough)  
Working together from stats to increase velocity and consult on commercial viability

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# Our 2019 goal is to increase commercial visits by Redacted

Project Name: Project Mercury

## 2019 Commercial OKR

*Preamble: Ensure Google is an essential part of the fulfillment of commercial intent*

*Significantly improve the search experience for users who express commercial intent, launch >3 deep vertical experiences in Search and at least 1 in Chrome.*

*Owner: Ben, Prabhakar, Hiroshi*

- **Grow commercial visits by Redacted ppt (via commercial specific efforts)**
- **There are short, medium, and long-term efforts**
- **Revenue growth may lag commercial visit growth**

Google

Source: go/OKRs, "increase the health of key ecosystems" section (as of April 2019)

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