

Message

From: Paul Haahr [Redacted@google.com]
Sent: 6/8/2020 4:33:18 PM
To: Berthier Ribeiro-Neto [Redacted@google.com]; Cody Kwok [Redacted@google.com]; Hyung-Jin Kim [Redacted@google.com]; Pandu Nayak [Redacted@google.com]; Bruno Possas [Redacted@google.com]; Alexander Grushetsky [Redacted@google.com]; Eric Lehman [Redacted@google.com]; David Bailey [Redacted@google.com]; Reese Pecot [Redacted@google.com]; Danny Sullivan [Redacted@google.com]; Fab Caillette [Redacted@google.com]; Sophie Wang [Redacted@google.com]; Abhinandan Das [Redacted@google.com]; Dimitra Papachristou [Redacted@google.com]; Matthew Gray [Redacted@google.com]
Subject: Nayak Staff

- **Paul Haahr**, 2020-06-08 09:33:18

I agree from an honest results perspective, these are not the teams we're worried about. But, there can be pressure via Ads to change the product to favor Ads in general more – not individual advertisers, but, say, holding back Search changes that are good for users but bad for revenue. I think Prabhakar, and Sridhar before him, have both been very good on holding that line in appropriate places, so I'm not worried right now, but relying on people rather than institutional structures isn't necessarily a good idea for the long haul.

- **Danny Sullivan**, 2020-06-08 09:38:29

From a newspaper perspective, the typical person in a newsroom wouldn't freak out because you have someone who sits over ads and editorial. That's the publisher. It's normal. And if Search is effectively a publication, then Prabhakar seems to fill that role (Sundar does potentially, as well -- but really, he's the publisher for all of Google, which is more than Search). A newsroom won't freak out because there's going to be an editor-in-chief running what the newsroom does, and in particular providing that protection against counterparts in ads pushing for things. One difficulty in all this, I'd presume with the staff, is that we've gone from Ben effectively being our editor-in-chief over all of Search to multiple editors.

- **Pandu Nayak**, 2020-06-08 09:41:09

Eric: you started by talking about the skepticism that some people have expressed. Can you say more about what the concern is? As noted here, there are two things that we should be alert to. First, there's honest results, which as you point out really has to do with GBO. Second, there's the search/ads wall where we don't use ads signals in search and so forth (what Paul mentioned). It is entirely possible that this second thing is also viewed as "honest results". In any case, both are important, and I believe Prabhakar will continue to uphold both principles.

- **Pandu Nayak**, 2020-06-08 09:41:26

And, importantly, we all should be alert that these principles continue to be upheld.

- **Pandu Nayak**, 2020-06-08 09:42:34

BTW, can we turn history off by default in this chat room?

- **Matthew Gray**, 2020-06-08 09:44:16

Ex. No.

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I have heard a couple different concerns similar to Eric's and agree the lack of a single "editor in chief" role is a lot of the concern. I think it would be worth rearticulating exactly what those principles are, since a lot of the understanding of them is an oral history.

- **Pandu Nayak**, 2020-06-08 09:46:29

Maybe not quite what you want, but after much effort, we published the following on our How Search Works site

- **Pandu Nayak**, 2020-06-08 09:46:31

<https://www.google.com/search/howsearchworks/mission/>

- **Reese Pecot**, 2020-06-08 09:46:52

History off (today and prior as well)

- **Matthew Gray**, 2020-06-08 09:47:08

In particular, I think the principle of "do what's right for the user" (and essentially don't worry about whether it's "right for Google" or "right for advertisers") is what I've heard people are worried is muddled by this reorg