**From:** Benedict Gomes [Redacted@google.com]
Sent: 11/2/2018 6:50:43 AM
To: Nick Fox [Redacted@google.com]; Shashidhar Thakur Redacted@google.com]
Subject: Fwd: Wired: The Privacy Battle to Save Google from Itself

Note the point about growth focus - I think growth is right but translating to user benefit first seems critical so that we don't screw up the long term (excessive notifications etc).

ben
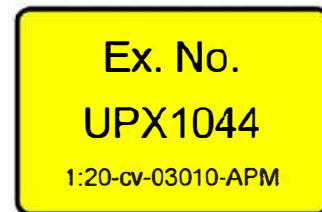
---------- Forwarded message ---------
From: **Danny Sullivan** < Redacted @google.com>
Date: Thu, Nov 1, 2018, 10:38 PM
Subject: Re: Wired: The Privacy Battle to Save Google from Itself
To: Meredith Hoffer <Redacted@google.com>
Cc: Matt Holden <Redacted@google.com>, Lara Levin <Redacted@google.com>, Ben Gomes <Redacted@google.com>, Nick Fox <Redacted@google.com>, Emily Moxley <Redacted@google.com>, Cathy Edwards < Redacted @google.com>, Pandu Nayak <Redacted@google.com>, Shashidhar Thakur <Redacted@google.com>, Sergio Civetta <Redacted@google.com>, Crystal Dahlen <Redacted@google.com>, Robin Bhaduri <Redacted@google.com>, Emma Higham <Redacted@google.com>, Paul Shaw <Redacted@google.com>, David Akers <Redacted@google.com>

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> 1:20-cv-03010-APM

I actually thought the article was fairly positive. We have challenges, we've made mistakes, but we came out mostly trying hard and doing better than I think many might have realized.

That said, I come back to what I've said before:

Data auto delete: Set the default that we automatically delete search history after six months, a year or 18 months. Whatever -- the fact that we'd automatically delete data speaks volumes that no, we don't want to suck up all your data and keep it forever. It's so unimportant to our supposed "got to profile you all because we're an ad monster" profile that we're not going to keep it.

I keep loving the idea that we announce this. Hey world. You've got six months to proactively indicate if you want us to keep your data longer than this -- and the exact opposite of the articles we typically see, tech blogs and publications warning that you'd better act to help us KEEP your data. Which also, gets people realizing that there is value in us having things like search history, because they might find it useful to remember what they searched for and visited before.

If not changing the default (which would have various issues), just offering an expiration data option would go a long way. It means that people don't have to constantly worry that we've accumulated more than they'd perhaps want. They can tell us after a year, yeah, don't keep my stuff. Very Snapchat like -- and as a user on that platform, I've come to appreciate that actually, I don't need to be thinking of all the Snaps I've done forever and ever.

Power / Private Google: At the end of my suggestion here, I note that if we had a private Google, one that doesn't log data, we could also have the option to offer it subscription-based. And why not? Because it would be

interesting to put a real price tag on the "free" search that people want to dismiss as some type of "well, they're just stealing people's data or publisher's content and not giving back" type of thing. $10 per month buys you, I don't know, 1,000 searches. Or maybe it's much more -- because maybe it should be more. People have no idea what the pricing was like when you'd have to pay to use services like Lexis/Nexis. Or maybe we just bundle it

into something like YouTube Premium. If we're happy to offer that ad-free, maybe it is time we experiment with ad-free search. It could always be positioned as just that.

In terms of aligning with users and data, the personalization post is coming along and hopefully will go out in the middle of this month. Still some last changes to get to a final draft. But I'm hoping this will help mark a real shift away from all the negatives people tend to think (filter bubble! they know everything about me!) and more to how if you want to get more out of research, either when talking with a human or dealing with a search engine, you want it to remember things and help you recall them. There is real use and value in that.

On the gap with Facebook, I think we already do have that in some quarters. Casey Newton probably put it best last month, echoing what we have heard others say:

> Google has focused consistently on being a utility. It builds powerful services that don't require an understanding of your family structure or your friend relationships. Google Maps iterates constantly in search of the perfect commute; Gmail adds automatic replies to speed up your inbox; Google Photos absorbs all the pictures on your phone and uses machine learning to understand their contents and make them searchable.
>
> **Google gives us sincerely new and useful things. And so, when we learn that it has exposed our data inadvertently, we might be more likely to give it a pass.**
>
> At Facebook, on the other hand, the prime directive is still user growth. The company talks about a shift to foster more "meaningful" connections, but in practice this simply means growing different parts of its product suite. Facebook is useful, but it is useful mainly in the way that a phone book is useful, and after you have reached a certain number of friends that usefulness plateaus.

But ultimately, there are going to be some people who, for whatever reason, simply don't want to feel they're giving us data or somehow being "the product." We can talk utility all we want, but it's not the product they want. They'll get that from somewhere else (chiefly in search, with Duck Duck Go). Of course, they'll still see ads there, but they at least feel they're not being datamined. If we want to win over this audience, we need to offer them our own alternative to ourselves.

On Thu, Nov 1, 2018 at 9:25 PM Meredith Hoffer <Redacted@google.com> wrote:
I agree this is a very tough narrative to counter. At heart it comes off that Google's incentives are not aligned with user's best interests.

Whether a user is on or quickly moves off Google.com is a pretty nuanced point and probably not especially relevant -- Google places ads all across the web.

There are already teams of people who work on showcasing the positive economic impact Google has on small businesses and communities everywhere.

I think the best way to counter this narrative is to show how our interests are aligned with those of our users. Should we offer a paid subscription ads-free experience? Cut users in on the deal (like the bottom of this article)? Aligning interests would be a good place to start brainstorming.

Meredith Hoffer | Director of Marketing for Google Search, Google Pay and Google Account | Redacted@google.com | Redacted

Redacted

On Thu, Nov 1, 2018 at 6:38 PM Matt Holden <Redacted@google.com> wrote:
This is a tough narrative to counter in people's minds. Most of my family is distrustful of both Facebook and Google (both are big ad-based tech companies) and aren't going to grasp nuanced differences in our products, cultures, or business models. There's some fear of Amazon eating brick-and-mortar, but not as much anxiety about the consumer service itself (possibly because the commerce biz model is easier to understand than "ads"). MSFT is bigger than GOOG in market cap, but people are surprised to learn that - massive revenue from businesses, but not perceived as strong or scary in consumers' minds. Apple is expensive and elitist, but associated with Steve Jobs and high end designs and status and an iconic brand (#anecdotes from CO).

We saw in the Brand Health survey that people assume companies are motivated by profit, so question their stated motives or integrity. Ads-based businesses involve a layer of indirection that people either don't understand or can make them wonder if they're the product being sold.

So we get lumped together with FB even though in a real sense, our **business model is pretty different**. This narrative (collect exhaustive data to sell micro-targeted demographics to advertisers across our network) seems very fair for FB. It's not totally off base for Google (e.g. YT's model is more FB-like, and retargeting can be creepy), but we still make most of our $ from Search - whose goal is still often to get you off our site quickly to a 3P site that has what you're looking for. And we're still selling keywords and intents more than actually selling people/demographics.

I wonder if we could do more to put a wedge between us and FB (and counter the Yelp narrative) by talking more about the economic value we create for 3Ps. $s and actions speak louder than words. Maybe we could use more launches and stats / proof points to illustrate how we grow the ecosystem pie, and are not trying to keep the pie to ourselves.

Examples:
- Could we publish stats or infographics about how much traffic or $ we send to website owners every day? Could imagine versions of this for local markets - like how much did we help web businesses grow y/y in India last year?
- If we reduce latency, could we have a headline about how much faster we are getting users *off* of google.com?
- Could we talk about the high % of search pages that have no ads, or an ads quality launch that *reduces* how often we show ads?
- Could we have an infographic that talks about the # of businesses in all 50 states that we help, or across many sectors of the economy (SMBs, mom & pop shops, sectors like manufacturing that you wouldn't expect)?
- Could we talk about how we only show answers on google.com when they clearly help users, and we make ~0% of our revenue from keeping users on google.com?

People hear "ads" and they think "Google making money by selling me or my data".

But behind every ad is a business with real people. "Google only succeeds when others succeed" is still very true of Search in a way that's different from content platforms like FB and YT that make $ by keeping your eyeballs on the platform.

The article is framed around data and privacy, but the anxiety is connected to our business model. We're on a much stronger foundation than FB (more than people understand) - talking more about how much of the pie we genuinely share to support the web might be one angle to put distance between us and the FB/ads/data vacuum narrative.

<p style="color:red; text-align:center">REDACTED FOR PUBLIC FILING & ABRIDGED</p>

APPROVALS

Role	Name/LDAP	LGTM date
Author/Byline	dannysullivan	
Product	nayak. gomes	
Policy	Emmah, pshaw	
Privacy Policy	Arlange or mcphillips	ARL LGTM 11/16 -- added some comments for your consideration
PR	lrl, cdahlen, chihea	
Privacy PR	Redacted@google.com	
Legal	Dwp OR reden (as DWP away)	
Keyword Editorial		
Other (add lines as needed for partners, etc.)		

A reintroduction to how Google uses personalization in search

Over the years, a myth has developed that Google Search personalizes results so much that for the same query, different people might get significantly different rankings from each other. This isn't the case. We do personalization in a limited fashion, only when it's deemed especially helpful to users, and often just to better understand what someone's seeking or to help them continue on search journeys they've begun. In this post, we'll explore these aspects of personalization, as well as reasons why results might differ from person-to-person for useful reasons which do not involve personalization.

What are personalized results?

Let's begin with a definition. At Google, we say "personalized results" to mean when our results have been customized in some way based on information unique to an individual, such as their search history. This personalization may include:

- **Ranking**: such as how results are ordered.

- **Understanding**: such as using your search history to better understand what you're searching for.

- **Recollection:** such as providing autocomplete predictions of what you've searched on before or features that help you continue research you've begun.

These are some of our guidelines we use in doing personalization:

- Personalize only when and in ways that are useful for an individual.

- Personalize based on relevant activity. We do not personalize results based on any type of demographic profile, nor do we create such profiles for use in Google Search.

- Personalize lightly, so that everyone has a largely common, shared search experience. In other words, everyone sees generally the same results.

Personalization rarely changes rankings

In keeping with these guidelines, personalization does not cause dramatic ranking differences between what two people may see, nor does it place them into what are sometimes called "filter bubbles."

Personalization never happens with listings in the "Top Stories" section of our search results. For search results beyond this section, personalization only rarely happens as part of the ranking process. Why rarely? Because it is usually not needed nor helpful.

When someone searches, the words they enter into the search box generally provide all that's necessary to deliver good results. The query itself—not any data about the user—is by far the most powerful signal for which results are most relevant and useful.

On the occasions when personalization is used for ranking, it is usually so lightly applied that the results are very similar to what someone would see without personalization.

For example, we might slightly elevate a video provider you often use to watch movies, which is useful. Or if you search for a movie, and you've already viewed the trailer before, we might list the showtimes a bit higher. In both cases, everyone would still see the same overall set of results, but the order might slightly change to make them more useful for each individual user.

Personalization to better understand what you're searching for

Another way personalization may happen is when we look at the context of a series of searches to better understand what someone is seeking.

Imagine that you search for "travel" and then search for "Spain." In that case, perhaps we might refine the second search to include things that are related to travel to Spain. More likely, this history might automatically be used by autocomplete to predict relevant popular search topics like "spain travel" that you might be about to type next: