September 9, 2010: Strategy Sync

Attendees
Neal, Joerg, Henrique, Jag, Bram

Action Items

- Look into Circular and coupon opportunity
- Set up Steering meeting with Phillip Brittan to review plans for Google Finance

Notes

- Generally aligned on key initiatives
- A few big questions remain
    - Premium space and reservations
        - Create destination properties like Finance in Travel, Sports, Auto etc.
            - Automated version of what Demand Media is doing - NOT based on armies of cheap writers BUT based on crawling technology (e.g. Narrative Science)
            - 3 flavors of content - premium (good writers & editors), aggregated (AP, Reuters etc.), UGC
        - Laurent idea - Audience reservations + revenue guarantee across pool of sites (spur dynamic allocation)

    - Offline DR: circulars (e.g. ShopLocal, Valasys?), coupons (e.g. GroupOn etc.) - Moving to Mobile
        - Creative Enabling e.g. Teracent
        - Outbound Media
        - Redemption & Clearing Management - Handling fees almost equal discount so large friction costs
        - What are Search/Local, Stephanie and others doing on this?
- DSP and Network increasingly likely to compete over medium-term
    - Over next 12 months still need the network to gain share
    - Over longer term incent sales team either to use our DSP AND/OR use our network (value-add service)
        - May need different skill-set for DSP-world - NOT AEs or AMs but also optimizers

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August 26, 2010

Attendees
Neal, Susan, Jeff, Scott Spencer, Lexi Reese, Sean Downey, Laurent Cordier, Eyal

Agenda
1. AdX to $500m: Options to accelerate growth

PTX0088
1:23-cv-00108

Action Items

- Lexi: Send Yield Management response strategy to Jeff/Susan
- Scott: Provide Jeff with a GMail Display mockup and examples of good, tasteful campaigns on Yahoo Mail

Summary

- Yield Managers are a threat we need to take *very* seriously - functionality, services and strong marketing - Current lack of marketing is *egregious*
- Need to build a network management group until functionality is automated - key gap versus YM competitors
- Key AdX team asks
  - **Get O&O inventory onto AdX**: YouTube, GMail (enabled for Display), Finance, Image Search
  - **Resources**: Needed to get to feature parity with Yield Management (New formats e.g. Video, Reporting Insights, UI Workflow, Brand safety controls

Notes

- Background
  - AdX on track to be $180m business this year - 170% growth. Focus today on forward looking what keeps team up at night
  - This is a spectacular opportunity - would be great to accelerate even further. Move from linear to exponential growth. Marketplaces should show accelerating grwoth if you get dynamics right
  - Currently we are supplied constrained
- No single silver bullet solution found
- Key findings: Strategic
  - Sell-side platform solution: Yield managers - Most important issue is getting high quality inventory. YM break our ability to dynamically allocate from DFP
    - Key competitors: AdMeld, Rubicon, Pubmatic. AdMeld is the largest concern. Typically take ~7% rev share
    - How do we argue against their strong conceptual story?
      - Functionality: Manage across all network buys
      - Services: Features alone is not enough. Need to create an outsourced network management team
      - Integration: Better integration with DFP/XFP
  - Opening AdX target market beyond current focus - Top 1000 US pubs etc.
  - Increased differentiation vs. AdSense
- Key findings: Tactical
  - Access to exclusive inventory
  - Agency holding company deals
  - Accelerate non-US deals
  - Better internal sales team alignment
  - Faster release of roadmap items
- Other parallel strategic work is on DSP (AdWords for big advertisers) - Powering trading desks at agencies and large advertisers (e.g. Amazon, P&G) etc with Google DSP stack

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June 3

Attendees

Neal, Henrique, Brad, Jens, Susan Jasper, Jessica, Noah, Benjamin Faes, Bram

Agenda

1. European AdOps resourcing/operations
2. Quote-to-collect

Action items

- Noah: understand why German 3PAS adoption is different from others
- Noah: work with Adrian & Patrick to create AdOps plan, share progress/best practice regularly wit broader AdOps team, review quarterly with Product (coordinate with Susan, extend to JAPAC when JAPAC resources come on board)
- Neal: help push for different hiring bar for AdOps resources
- Jens & Susan: whittle down the list of requests to the top 40 that we really need to implement (by mid June); Target end of June to have a finalized and fully resourced road map for these
- Jens & Susan: Come up with list of KPIs / OKRs that we want to track regularly going forward to measure whether we're making progress
- Susan: add similar perspective for Partnerships

Summary

1. European AdOps
   - Differences in European 3PAS adoption explained largely by market differences, except for Germany
   - Europe has a plan in place to create a centralized AdOps team that can handle requests from multiple countries, with overflow/backup deals with other regions
   - Adrian & Patrick talking every week to align US & Europe, share best practices -> opportunity to facilitate more collaboration & best practice sharing

2. Quote to collect
   - Revenue and product adoption (eg 3PAS) all growing, but HC growing almost as fast -> need improvements in effectiveness, efficiency. If we are to hit our $10bn goal, we need more transformational change, in addition to the improvements already underway
   - Both auction and reservations processes have many steps and many variants. For some, a manageable process is in place, but for none a truly scalable solution is available
   - Team has developed a prioritized list of requests (across 7 areas), based on $ impact, ease of implementation, etcetera, and mapped these against what is currently on the road map
   - Next step is to boil this down to the 'uber road map' of the top requests from the top 4 areas, some 40 or so requests that we'd really want to have on the road map. Product team can then discuss this with Joerg to move resources around to accommodate this as much as possible

April 29, 2010

Attendees

Neal, Henrique, Joerg, Shishir, Bram, Jag
Christian, Brad Bender, Scott Spencer, Ari Paparo, Sean Downey, Chip Hall

Agenda

1. Social Ads strategy [postponed]
2. Agency Deals Update

Action Items

Summary

1. Don't bundle DFA and media together BUT bundle all of Media together (YT, GCN & AdX)
    - Get global platform deal (DFA + AdX infrastructure) - Incent agencies to build trading desks
    - Then get local media commitments - Include AdX as well as GCN and YT in quotas for rebates
2. Should have all DFA deals done but IPG by end of June
3. AdX little more difficult - don't have Omnicom yet but hoping to wrap it up by end of week
    - WPP looking to renew

Notes

Agency Deals Update

- Why are deal structures different for each Agency Holding Co? Why does mix of DFA, YT, GCN and AdX vary so much?
    - Publicis and Omnicom are similar
    - 3 competing structures now - need to decide on optimal structure
        - Vivaki, Omnicom (combined across YT, GCN, AdX) Aegis/WPP (AdX only)
- Baseline structure of Global deal - 5% rebate, vetted by Sales Finance
    - Regional deals add additional rebates - need to understand impact
- Single target across DFA, Media (YT, GCN), AdX OR individual targets?
- Only give incentives for YT not auction products (e.g. GCN) - count GCN for the volume but apply discount only to YT
- Don't bundle DFA and media together BUT in general bundle all of Media together (YT, GCN, AdX)
    - Similar to Vivaki deal (although they were not interested in YT)
- Bidder needs to be neutral NOT bundled only with AdX
    - Make it easy to spend on AdX - Display version of conversion optimizer
- Should have all DFA deals done but IPG by end of June
- AdX little more dififcult - don't have Omnicom yet but hoping to wrap it up by end of week
    - WPP looking to renew

April 22, 2010

Agenda:

1. DFA Q2 OKRs
2. DFP Q2 OKRs
3. AdX OKRs

Attendees

Ari, Sean Downey, Alex Vogenthaler, Scott Spencer, Lexi Reese, Laurent Cordier, Jerome Grateau
Bram, Jag, Neal, Henrique, Joerg

Action Items

[Neal/Ari] Raise Rich Media issues with Joerg/Vlad
[Ari/Sean] Package product roadmap including key gaps. Create exciting marketing story & pitch
[Laurent] Sync with Bruce on ways that GCN can serve effectively as a buyer on AdX

Notes

DFA Q2 OKRs

Product

1. 95% of DFA impressions on DFA6
2. Launch conversions and Assists in DFA analytics
3. Launch AdPlanner 1000 and Ad Planner - AdWords Export
4. Finalize Teracent integration product plan: Wireframes etc.

- Rich Media has gone to Code Red: Entire London eng. team for Studio has quit so reworking entire roadmap
- XFA AD server will open up new product development opportunities

Sales

- DFA: $20.7m target (25% YoY growth) - targeting 4 of top 15 online advertisers
    - $17m of revenues up for renewal
- Continue RM acceleration
- Key wins left from Atlas: Netflix, IPG, ATT, Lending Tree
- Key risks: LATAM Billing, DCLK Search weakness, Point player solutions, Data
- Boomerang: Up 20% in active accounts in first month since we made it free - leads to new spend on GCN so very beneficial
- Europe: Behind main competitors on service in RM

- Market gaps
    - Analytics - Behind plan but doubled team to wrok through - difficult problem
    - tearsheets - Not likely for at least a year
    - Post-impression floodlight - Available by summer
- Performance agencies and advertisers - social media

- Bring Campaign Insights (CI) and other GOOG products to DFA clients - all gated on new ad server (Q3 testing)
- RM Dynamic Ads

AdX Q2 OKRs

Product

1. OKR revenue targets are $24m sell side and $23m buy-side
2. Doing fewer, bigger things
3. Focus on operational planning around common goals

Sales

- NA focus is on access - queries have been flattening, offset by higher match rate
  - Focus on big whales - DFP 500
  - Also focused on OSO Tier 1 optimization to get more queries
- NA also focused on Top 3 networks on buy-side
- Europe: 37 pubs signed, wins in all 6 top countries
  - Getting access to premium inventory never got through AdSense - mostly on a trial basis. VP has worked very well but long road to convince pubs and win
  - Seeing some of the same competitors as in US e.g. Rubicon in UK
- Europe buy side signed AdConion, ValueClick. DSPs not yet present in Europe
  - Biggest issue is Ayache especially in UK

April 15, 2010

Agenda: Deck here

1. Q1 & Q2 quotas
2. GCN Product Roadmap and Sales Plans

Attendees

Henrique, Neal, Brad, Bram, Maya, Jag

Action Items

[Brad] Clarify and communicate to sales what is not being done
[Henrique] Resolve EMEA Ad Ops challenges as appropriate
[Brad] Track verification services
[Maya/Brad] Need to have dashboards with the right views
[Bram/Maya] Do same planning for OSO as DSO

Notes

1. Q1 & Q2 quotas

- Americas did particularly well - 3PAS and AdX helped
- Need a cookbook deliverable for Q2: Scale CYN and Remarketing

- Is AdOps a concern? Globalize AdOps (Adrian)?
    - Sub-scale to consolidate: 10 in EMEA
    - Adrian did cross-training across YT and GCN
    - Henrique: Not worried about AdOps - issue will be solved

2. GCN Product Roadmap and Sales Plans

- N.A. Display growth much higher than other regions - AdX, Remarketing, 3PAS, Scaling (incl Training). Need to figure out how to accelerate in NACE, SEEMEA
- Gaps btw current roadmap and sales requirements - let's be clear on what can't be addressed in 2010 so expectations are clear
    - Billing
- IBA: We have behavioral but how about demographics (e.g. Axciom) - related to AdPlanner roadmap (Ari) (equivalent to Quantcast - DCLK cookie)
    - Will work across entire buy incl. GCN
- Need to get the goals filtered into OKRs

April 8

Agenda

- DCJ update
- OCQ look-back and follow-up

Attendees

Henrique, Neal, Shailesh, Akira Tanaka, Bram

DCJ

- Client interface
    - Identify ~30 clients based on size/importance, and flight risk
    - Henrique & Neal to meet with these in person to build strong relationships
    - Press announcement/interviews while in Japan
    - Also start looking at top publishers in Japan and other JPAAC markets, for acquisition purposes (10 pitches/month)
- People interface
    - All hands on being part of Google, commercial relationships and product roadmap/vision
    - No special incentives/bonus, but reach out to those account managers that have clients up for renewal in next 6 months
- Progress tracking
    - People (names, performance, issues, risks)
    - Clients (names, key issues, risk)

OCQ

- Follow-up on internal tools (incl. billing piece) -> Neal to schedule separate discussion on this (Henrique, Neal, Joerg and Jeff [or someone in his team]). Henrique (Susan J) to share the requirements list with Neal (30 min presentation), then Neal to come back with proposal
- Mobile: Neal to ensure alignment with Paul Feng

- DFA: Neal to share road map (DFA/Ad Planner/Rich Media) with Henrique & team, to package and take to market
- "Wild ideas" steering committee topic

Next meeting:

- Q1 quotas
- Product/sales priorities and commitments (GCN/YT)

March 25th, 2010

Agenda

1. Publisher Roadmap: XFP, ASFE, AdX
2. DCJ Acquisition Review

Next meeting (April 8th) Agenda

- OCQ Review Lookback
- GOOG Reserve Publisher Value Proposition review
- DCJ Progress review

Attendees

Publisher Roadmap: Crid Yu, Jonathan Bellack, Scott Spencer, Jens Skakkebaek, Scott Sheffer
Neal, Henrique, Jag, Gabe

Sales Asks

- Need to be able to tier revenue share
- Auto optimization for pubs - Ad unit (font-size, font-type etc.), ad unit placement (# and size), measurement. Eventual goal - we render the page to optimize but in the meantime we need pubs to do it
- Single monetization console & single publisher pitch - reduce the number of products
    - Large pubs - XFP + AdX yield mgmt (pubs 1 - 2000)
    - Smaller pubs - double down on AdSense - cover lots of OSO asks and make more robust
    - BUT there are differences in requirements
    - BUT need to make transition between the two more seamless
- NOT on Roadmap given other priorities- Publisher ATM (reduce service load for long tail)

- Allow us to compare ARROW offerings vs. competitors

1. Publisher Ads Roadmap Notes: Preso

- Survey of current work underway and likely projects in 2010 NOT a comprehensive vision
- 4 key product prioirities
    - ASFE3 Nip/Tuck
        - Open Beta by early May
        - Q3 focused on parity and robustness work
        - Forced migration for Online
    - Pub controls/ARC
    - "Pub Insights" - Vision & roadmap and eng. recruiting in Q2: From basic functionality to proven revenue generator for pubs
        - Pub benchmarks and "health score"
        - Opportunity Center - based on OSO "Deep Thought" analyses
    - ASFE/XFP Technical Convergence
        - Organization of sites & zones in XFP and AdSense does not map directly - project to make inventory schema the same across ASFE, XFP, AdX
        - Big engineering effort

- ARROW
    - UI projects & ideas - bolding, font size, background etc.
    - Experimenting with layout
    - Text+ - extend ideas from Google.com
    - Increase # of ads per ad unit, ads refresh
    - Auto-optimization across spectrum

- AdX
    - Data transfer feature to allow pubs to dump their own data in
    - Private ad slots different from public prices

- XSM first release by end of Q2

2. DCLK Japan acquisition: Preso

DCJ Acquisition: Shailesh Rao, Rohit Dhawan, Brad Stein, Sylvia Benavidez, Estee Cheng
Neal, Henrique, Jag, Gabe

Action Items

[Shailesh] KPI post-close: Anchor people within 30 days. 3-4 people hired by end of April (Service & Sales)
[Jag/Rohit/Shailesh] Put 15 on schedule in 2 weeks to discuss progress on sales/ service hiring AND client migration (incl. product issues e.g. Solaris)

DCLK Japan acquisition Meeting Notes

- A few large customers at risk (e.g. Recruit)
- 5 support team members to be seconded over for 18 months - support expectations are higher in Japan
- Try to higher at least one or two sales and one or two service person - good people will find a job long before 18 month contract is over. Current approach is naive
- A few security issues on DE being illegally downloaded - Legal wants to determine if they are trustworthy but can then pursue full-time hiring
- What is product plan? How to reassure clients? Should we ask them to change as first act after acquisition?
- 15 min weekly mtg to review integration issues (product/client migration e.g. Solaris issue AND sales/service hiring)

March 4th, 2010

Attendees: Scott Sheffer, Crid Yu, Jim Gerber, Jen Schindler, Jens Skakkebaek, Jonathan Bellack
Bram, Jag, Neal, Susan, Henrique

Agenda: Monetization partnerships - preso here

Action Items:

[Jonathan/Jens/Scott] Publisher ASFE weekly meeting should handle Optimization opportunities (e.g. Deep Thought)
[Jen/Aitan/Neal] Develop compelling publisher-facing ICM pitch

Notes

Text/Low-CPM Display

- Lead with yield management story

    - Start with AdX and then GCN
- Should we add premium rep in addition to network and exchange conversation
- Platform & complete revenue management story can be added
- Lots of variation in links per page and $/1000 links from top to bottom quartile - 55% revenue improvement potential
    - Should look by ad slot as well
- Big opportunity: Asset maps for pubs & other pub tools (built into ASFE and AdX FE)
    - Need resourcing & prioritization
    - Could build for sales force before customers
- Deep thought example - automated opportunities for ad size optimization - $60m incremental revenue
    - Like a "Cast your net for publishers"
    - Need to make more scalable
    - Should be constantly experimenting with publisher optimizations

Premium inventory

- Change perception of Adsense away from network of last resort
- Even if we just break-even

AdSense Product Initiatives

- Could we guarantee uplift on pub-side (e.g. revenue uplift) for Interest Category Marketing (ICM)? Analogous to CPA for DR advertisers
    - Challenge: We don't know what the uplft is?
    - Two challenges
        - Need to ascribe value to the publisher for the data they provide - Data Exchange initiative. Move beyond all boats will rise argument
        - Data democratizes value away from top publishers - buy WSJ users elsewhere for lower CPM. Devalues their content by decoupling data and inventory
    - Premium pubs know they are getting extra rents beyond media+data value - wary of decoupling of data and audience-buying model
    - Put money on the table to accept ICM over the next 12 months? Is this feasible?
    - Try to hire at least one or two sales and one or two service person

Feb 18th - Key sales issues at mid-qtr

Attendees: Neal, Jag, Bram, Henrique , Susan

Agenda

1. GFM: Open Items - AdX
2. Product launch tracking framework
3. Mid-Qtr Rev Update

Action Items

[Bram/Lexi] Add sales issues to cleaned-up product hot-list - identify rough impact of key gaps. Add as separate sheet to keep product items separate
[Jag/Neal] Send Big Bets slide to Neal/Henrique for GFM

Notes

1. GFM Open Items - AdX

- AdX Q1 revenue popping up this week - sellers coming online
    - Product changes this week should further increase trend
- Still substantially below Q1 target
    - 71% on pub
    - 61% on adv
- Publishers have mostly migrated but not getting as much revenue as in v1
    - Migrated pubs not ramping up
    - 75% of migrated pubs not getting as much revenue as v1
    - AdX buyers spending more on AdSense than on AdX pubs - half the RPM
    - Premium placements may be getting lost in long list - surface to the top using Brand Rank etc.
- Punch-list of key product issues: https://spreadsheets.google.com/a/google.com/ccc?key=0AmAMkG-cKdOKdFlMR3pNU29mVl9kZ2VhRnVkb1ZZaUE&hl=en
- Sales-side: Need to codify steps to ramp-up post-migration. Have codified steps on buy-side but not yet on sell-side
- AdX Dashboard: **goto/adxdashboard**
- Two types of issues: Should highlight hotlist
    - Hotlist: Migration and spend blockers
    - Critical but regular roadmap

Display Steering Committee meeting notes

Feb 4th - Platform: issues/bottlenecks, how to address them and operational implications

Attendees: Neal, Henrique, Aidan, Ari, Jonathan

Agenda

1. **Platform: issues/bottlenecks, how to address them and operational implications**

XFP:

- Feb 22 launch (Susan @ IAB), new micro-site, several blog posts, blast emails
  - sales & services training ongoing
  - reach out to large DFP & large GAM pubs (some off-hook as too many to do all at once)
  - Branding: Transition logo for one month. Flip switch to DFP Small Business thereafter.
  - Adapt resolved, communicating that it's there but not that it's there in an automated way. Buy-up option for Adapt V2.
- Red flags:
  - Outside US (all large cos to be contacted pre-launch). AI: Trix page: double-check on Feb 11th, consolidate onto one trix. Aidan
  - APAC: Only starting to get moving
- Add-on products: product commercialisation (Mobile, XSM, Video) - communication, pricing changes: sales resources required
- Track upgrades weekly in commercialisation meetings
- Social pricing - to be passed by BC: email or meeting?

Buy-Side

- Plumbing issues on buy-side (billing, contracts)
- Poor Service in EMEA
- SEEMEA problems not being escalated to PM in sufficient time
- Sales/AM issues in EMEA being addressed but will take time
- Client perception of roadmap is not good

Next Steps

- Follow-up at off-site on Feb 11th in NYC

Jan 28 - GCN Tools, reservations, and rebranding

Attendees: Neal, Susan, Henrique, Rikard, Brad, Neha, Emre, Jag, Bram

Agenda

1. GCN bottlenecks: Tools and Reservations
2. Re-branding GCN

Tools

- Focus on automating manual activities: campaign setup, optimization

Reservations

- Reservations do not require changes to tagging for pubs, but front end for sales teams will be the same as it is for YT and O&O
- Acquisition wil focus on verical networks, reservtions will be offered as bundles (not individual placements)
    - Finance: we have an anchor, but not much available inventory
    - Entertainment: YT good anchor
    - Other (eg sports): we don't have a good anchor, so will have a harder time repping inventory
- How we'll sell: YT, O&O, High Value, Network blast -> one bundle
- Also opportunity to build strong vertical bundles that can stand alone (without an O&O anchor property)
- AOL Europe interesting case study, Laurent analyzing inventory and building a deal structure on how to acquire
- Next steps
    - Jag to connect with Laurent to get more insight on the vertical inventory available (and Jim/Crid for US)
    - Jag & Bram to connect with Joerg to discuss various deal structure options available
    - Resolve dedicated AdOps resources to help set up the product so the sales teams can sell it

GCN Rebranding

- Need one simple name: AdSense or Display Network
- In principle interest in Display Network name, but
    - Need to confirm % of revenue that is not managed by a sales team (and therefore potentially at risk from a change in front-end) [Rikard]
    - Need to test impact of front-end change on self-serve users [Rikard]
    - Get L&S point of view

20100121 Display Agenda Meeting

Attendees

Neal, Henrique, Joerg, Jag, Bram
Rikard, Anna, Brad, Neha

Agenda

1. **GCN ReBranding: http://www.corp.google.com/~jagduggal/GCN to Google Display Network draft 3.ppt**

2. **Future meetings: https://spreadsheets.google.com/a/google.com/ccc?key=0AkAqHE9WxiXKdHR0OXRtWVdvbjNtSHZ1QzM0X1duNkE&hl=en**

Summary

- Still working on finding consensus solution to name change: potential confusion for Search/ Content advertisers (long-tail especially) vs. poor legacy with large Display buyers of current brand
- Need to agree on name independent of timing issue - AWFE testing is critical but want to have marketing push soon
- Sub-team will meet ahead of meeting with Susan next week

Notes

- Poor awareness and poor perception of GCN or Adsense - Recommend switch from GCN to Google Display Network
    - Content is a Google-centric way of positioning
- Google Display Network: Introducing idea of environment - Search, Display, TV. All ad formats on all environments
    - Potential confusion between Environment & Format - how do text ads fit in?
    - Need to test implications of name change in AWFE: Risk of confusing 1m+ advertisers and may even reduce opt-in to Content/Display network by changing name to Display
    - GCN as a name that means nothing in the market - allows us to build brand attributes we want around it (like Verizon did around a made-up name)
        - But category exists already and we are marginal in the space today
        - How much are we willing to invest to build brand?
- Is change radical enough to change negative perceptions around GCN?
- Risk/reward of name change is unclear - should not rush
    - Big marketing push without name change may be a safer choice
- Important but separate issues from name change
    - AdSense as a publisher-only brand?
    - YouTube is not positioned in Agencies as part of GCN
- Marketing push will happen independent of name change decision
    - Name change may delay a little and ad some expense
    - But negative legacy is against us
- Alternative Idea: Parallel track big marketing push around Display and AWFE testing
    - Change Search, Display & TV Network to Search, Display & TV Solutions
    - Keep GCN as a name
    - Test AWFE change to see how to increase opt-in rate
- Alternative: Google Display & Content Network?
- Agreed on Google Ad Network as an umbrella name but not agreed on Name change
- Need to agree on name independent of timing issue

20100114 Display Agenda Meeting

Attendees

Neal, Henrique, Joerg, Jag, Bram
Eileen, Lexi, Scott S, Sean D

Agenda

1. AdX Review: https://docs.google.com/a/google.com/leaf?id=0B2AMkG-cKdOKYmI5ZjUyYzMtODRiNC00NWZhLWJiY2YtMjJhMjQ1MmZjZDMz&hl=en

Action Items
[Neal/Lexi] Reach out to Shishir & Suzie to get YT inventory
[Scott] Provide API client development resources ask
[Lexi] Estimate of migration loss now versus delayed

Notes

- Good news: AdX is getting migration volume. Bad news: We've identified some product issues that need resolution
    - 60% transacting on V2
    - Ad.com starting shortly. Big asks: API, YouTube
- Some product challenges (e.g. # of campaigns, spreadsheet upload etc, ARC not showing all creatives) identified
- Which buyers will use API?
    - ~15 for whitelist
    - ~15 fast followers
    - Minimum of 8 weeks of API development
    - What can we do to accelerate client API development (e.g. developer time)?
- Ad Review requirements for AdX fairly different than traditional Google approach: Basic approach required agreed to with AdX
- V1 scheduled to end on 1/22 Do we need to extend?
    - Cost-benefit favors NOT extending V1
    - Key issue for extension is legal
    - Migration expected to reduce revenues by $7m but we'll make up in later quarters. We need to take hit sometime - better to take in Q1.
        - Can delaying and resolving feature issues eliminate migration loss?
        - Will sellers consider non-Google alternatives instead of V2?
    - Most sellers willing to endure feature pain if we provide the buyers & sales volume
- Working on buy & sell-side deals with MSFT, Yahoo and AOL (Ad.com)
    - What is the KPI of success at Yahoo? Need min # of impressions from Yahoo
    - Should be couple buy-side and sell-side?
        - Yahoo and MSFT are much more important as sellers than buyers.
        - Position ourselves on behalf of agency buyers for audience buys
        - 2 steps - Get them on the platform and THEN use Publicis to force scale of sell-side inventory
    - Need to make sure we don't do a buy-side deal without a sell-side deal

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20091217 Display Agenda Meeting

Attendees

Henrique, Neal, Susan, Joerg, Jag, Bram

Notes

Q1 sales priorities

- Re-marketing: Add 'available market' to the sales requirements, e.g. # of advertisers/re-marketing campaigns available [AI: Jag/Neal]. Also would like to track this in GRM (but

realistically cannot be done this quarter) - [AI: Bram/Henrique to add adoption goals and tracking to Q1 plan]
- Campaign insights: prefer to do X GCN-Blast campaigns, and include Campaign Insights for every campaign above $x (and include this in the p-cube proposition/pitch) [AI: Jag/Brad to refine]
- Reservations: would like AdOps resources to support O&O reservations [AI: Henrique to get back next week on whether we have capacity in Q1]
- Partner opt-in: perhaps phrase as 'have these 40 clients adopt at least one of these 5 features (Mobile, IBA, DIsplay, CAN)
- AdX: change from 100% to absolute numbers for a) migration, and b) addition (for both buyers and sellers) [AI: Bram/Henrique get back with the right number], and add 'pipeline for Agency deals, e.g. close one deal and/or have two (Havas and Group M) 60% down the pipe
- Add Marketing: road shows are booked for March, [AI: Neal to finalize naming (Ricard), Henrique to share marketing plans (Anna/Lorraine), Bram/Jag to add to agenda for 30 mins next week]
- Split the page in sales & partnerships
- Add a target for selling pre-roll video ads on GVN (leveraging the YT sales team) [AI: Jag to come back with a proposed target, based on data from Rany]
- Susan: wants to see marketing strategy and approach to high end publishers (potentially including guarantees for inventory acquisition) [AI: Reservations AGPS - Jag]

20091217 Display Agenda Meeting

Attendees

Henrique, Neal, Joerg, Jag

Agenda: 2010 Display Product Roadmap

Action Items

[Neal/Jag] Clarify priorities across products, needs from Sales and success metrics by Jan 7th
[Jag] Iterate Roadmap to incl. Q4, 2009 and Clarify Beta vs. Launch
[Neal/Joerg] Attend Henrique's first Friday call in January and then once a quarter to communicate Roadmap to Sales

[Jag/Brad & Bram/Maya] Stay synched on International Premium Rep opportunity
[Neal/Brad/Emre] Publisher-side review for Internal Optimization Tools similar to Advertiser-side: Incorporate findings into Roadmap
[Neal/Jonathan] Robust pricing analysis for XFP features
[Neal/Jonathan] Feature analysis on Smart AdServer & Wunderloop

Notes

Summary

- Roadmap is good summary. Additional needs to take to next level
  - Clarify priorities across products, needs from Sales and success metrics by Jan 7th - global OR by region
  - Clarify Beta vs. Launch (full sales support required)

    - Add Q4, 2009 launches (sales support required in Q1, 2010)
    - Neal & Joerg: Attend Henrique's Friday call once a quarter to present Roadmap & Priorities

Network

- **Product Highlights**: Re-Marketing, Above-the-Fold Targeting, Vertical Brand Network/Reservations, Internal Tools, Explorer (Optimization), ARROW (Text Ad Optimization), Category Targeting, Teracent-DAB Dynamic Templates
- **Sales Comments**
    - International Premium Rep Opportunity requires Reservations ($400+m opportunity) - Jag/Brad met with Bram/Maya and are coordinating with overall Reservations Reboot
    - Publisher - Need more ad coverage above and beyond yield management
    - Publisher - Emre should look at Publisher-facing tools similar to Advertiser-effort to ensure Sales needs are incorporated into Roadmap
    - Internal Tools - Hole around optimization?
        - Should be incorporated as part of Explorer efforts - aiming for Q2

AdX

- **Product Highlights:** API (Q1), Analytics (Q2), GCN Bidder (Q2 Beta), Data Exchange (2H)
- **Sales Comments**
    - Risk: Agencies may not buy on AdX unless they are able to get publisher's tag?
        - Third-party ad serving (3PAS) independent of AdX or GCN
        - Pixel in Ad to compile lists - Tag the ad NOT the publisher. Violates publisher policies but no means of enforcement
    - Data Exchange project will allow trading of data/lists - Rental model similar to BluKai to prevent commoditization of publishers' impressions

Platform

- **Product Highlights***:*
    - Publisher: XFP and Video
    - Advertiser: XSM and Teracent-Rich Media integration
- **Sales Comments**
    - Why not acquire in Video space?
        - FreeWheel very expensive price - trying to cement position as DCLK of Video
        - Build effort underway
    - Need proactivity on pricing plan for DFP features - More robust analysis
    - Make DFA on-ramp for GCN e.g. Boomerang for GCN
    - Need feature comparison for Smart AdServer & Wunderloop
        - More risk in Europe than US given turmoil at Yahoo, MSFT and AOL
        - What are the bells and whistles needed to win?
        - Group M (WPP) is key

20091203 Display Agenda Meeting

Attendees

Henrique, Neal, Bram, Jag

Presentation

M&P 2010 plan: https://docs.google.com/a/google.com/present/view?id=0AUAqHE9WxiXKZGd6ZnBzOWpfMTgxNmc1Zmoycmdk&hl=en

Action Items

[Henrique/Bram] Keep tabs to ensure Platform sales team is not under-resourced - track sales productivity
[Henrique] Develop KPIs for Platforms similar to GCN & YT
[Bram] Share partnership and account plan from Susan Jasper
[All] Align into ongoing, integrated product-sales strategy - Let's be specific on where there are disconnects (e.g. agency discount framework) and act on
[Bram/Jag] Jointly develop and liaise with owners on Execution plan
[Neal/Jag] Share short term and long term product road map and priorities for Q1, to ensure alignment between product and sales on focus areas

Notes

- Growth of 23% overall
  - 6% text
  - 58% media
  - 65% display

- Plan will make us largest ad network in North America next year
  - AOL is pulling back premium inventory from Ad.com

- Suzie Reider's team will transition from selling only YT to selling GCN Display as well
  - Still overly-focused on YT
  - Now have refined pitch
  - All sales people are going through tough certification process - sales capability building
  - Merging Suzie Reider's and Bruce Falck's team closer

- What is the incentive structure on Denis' team?
  - Two numbers: Search + Text AND YT & GCN Non-Text (Display)
  - Number varies by pod e.g. Entertainment & Tech is 50%-50%
  - Claire's team will have additional quota
  - Richard Alfonsi's team will have two quotas as well: Text and non-Text (Display)
    - No YT quota - all of YT is GCN backfill so included that way
  - Same framework as US across the world starting in Q1

- In smaller countries (outside UK) we are going to invest in Top 5 Display spenders

- Platform business expected to grow 20% next year - split by Advertiser and Publisher-side

- HC Investement - 29% overall
  - 35% for Media
  - Sales productivity per head gets more consistent across regions in 2010

        - Why is Platform productivity higher than Media productivity? Seems counter-intuitive
            - May be under-resourced in Platforms especially internationally
            - Recurring sales in Platform

- Platform
    - Shift from Cost VP to Value VP
    - Rich Media need to change the model - need to be able to scale
        - Strategic area
    - Text - 3 problems
        - Need a way to scale quicker - need heads
        - Need better organizational model - text is NOT Search and NOT Display.
            - Maybe one person per pod
            - But first figure out recipe

- KPIs for GCN and YT - Measuring for first time
    - E.g. # of accounts > $300K/qtr - Aligned with "Big Fish" strategy

- Partnerships
    - Working on account strategy to get inventory to match sales projections
    - Susan Jasper and PSO team leading this - should have by 18th

Media Strategy Presentation

1. Build team: Align org with pods, align incentives, hire leadership
2. Execute on basics: Dashboards, KPIs, VP development, pricing
3. Prioritize growth options - ATF/Elite network

- Better product roadmap alignment. Let's have 1 product-sales strategy/execution plan NOT product OR sales strategy
- e.g. Marketing efforts, Agency discount framework, Missing Pub Yield Mgmt story
- Let's be specific on where there are disconnects (e.g. agency discount framework) and act on