

Message

**From:** Darin Fisher [Redacted@google.com]  
**Sent:** 2/5/2019 6:13:51 PM  
**To:** Benedict Gomes [Redacted@google.com]  
**CC:** Anil Sabharwal [Redacted@google.com]  
**Subject:** Fwd: CONFIDENTIAL: Search revenue code yellow

Hey Ben,

Would love to get your thoughts on this. I imagine Edge and the rise of Win10 is a significant factor here (especially with the recent holiday device sales). I will dig into what we are seeing on the Chrome-side. I would love to get insight into what you see from your side and any thoughts you have on how we should approach this together.

Thanks,  
-Darin

----- Forwarded message -----

**From:** Jerry Dischler [Redacted@google.com]  
**Date:** Tue, Feb 5, 2019 at 9:53 AM  
**Subject:** CONFIDENTIAL: Search revenue code yellow  
**To:** Prabhakar Raghavan [Redacted@google.com], Philipp Schindler [Redacted@google.com], Ross Monro [Redacted@google.com], cersei-2019 [Redacted@google.com], Surojit Chatterjee [Redacted@google.com], Ben Gomes [Redacted@google.com], Anil Sabharwal [Redacted@google.com], Darin Fisher [Redacted@google.com], Nick Fox [Redacted@google.com]

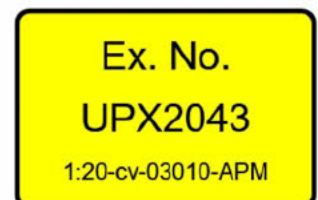
All,

Shiv and I are **calling a code yellow for Search revenue** starting today. We've seen steady weakness in the daily numbers and are likely to end the quarter significantly behind if we don't turn things around.

This is material non-public information, so please do not share this message broadly. We also pride ourselves in not asking our teams to worry about revenue, so please keep this message within this core team.

If we divide up the weakness, there are three contributing factors:

- 1. Search query growth is significantly behind forecast**, particularly on desktop. There is a chance that Chrome is a contributor to this weakness.  
=> **Ben and Darin:** We would like a **single owner from the Search and Chrome teams** to conduct urgent analysis to understand the nature of the weakness.
- 2. The timing of our revenue launches is slightly behind** where it was last year. +Darshan Katak and +Sunita Verma will lead this workstream and the Code Yellow effort overall. Our top priority in this stream is to deliver Q1 revenue launches during February. +Surojit Chatterjee, **we'll need a lead from your team** as well in the core team.
- 3. There are several advertiser-specific and sector weaknesses**, including Confidential US Financial Services, and Autos. +Andy Miller will lead efforts on this workstream, working on advertiser/sector analysis and sales program acceleration.



Redacted

GOOG-DOJ-03836063

**REDACTED FOR PUBLIC FILING**

The code yellow core team will meet 3x/weekly on M-W-F and will work on the mailing list [cersei-2019](#) (if you must ask, search revenue code yellow ==> srcy ==> cersei, and, besides, the next season of Game of Thrones is coming up). We'll report progress via email to this broader team and weekly on Monday in the Sales BFM meeting. We'll establish a standard short slide deck that we'll update regularly.

We will exit the Code Yellow when we have hit our forecast numbers for at least a week and we believe we're on track to achieve 1.0 on our launch targets for our revenue OKRs.

Please let us know if you have any questions.

Best,  
-Shiv and Jerry.