

Message

**From:** Prabhakar Raghavan [Redacted@google.com]  
**Sent:** 6/21/2019 12:53:52 AM  
**To:** Benedict Gomes [Redacted@google.com]  
**CC:** Cory Ondrejka [Redacted@google.com]; Jen Fitzpatrick [Redacted@google.com]  
**Subject:** Re: consumer council follow up ahead of notes

(dropping Nick)

Ben - I don't think that simply repackaging the content and telling us to not talk past each other is a good use of time, or will materially change the outcome. Let me try again.

- I agree that there's something worth exploring in this space of private search. But the working teams have to do **MUCH** more careful work before wasting our valuable time.

- I want to see evidence that there's a real impact on Google users, attributable to this factor.

- I disagree that this is "has to be gut". I even gave a clear example of a closely related question that we didn't resolve with "just gut". I'd have at least expected some curiosity of the form "Oh really, how?" A company at our scale and with our resources can't be run on gut when we have data available.

- I disagree with a methodology that consists of conflating "people care increasingly about privacy, DDG is making a lot noise about it, Sundar mentioned it in I/O" (all true statements) then concluding that this needs a product change.

- If the data supported it, I'd have expected the team to consult with Policy, Comms, Privacy and Revenue, before arriving at any product proposal. I recognize they're trying to move fast, but surely not at the expense of quality work?

- I was dismayed that we conducted 58 minutes of yesterday's meeting on "gut" then - the one place we had a real model (revenue) the reaction was "I don't believe it" (without seeing the analysis) and "I instead happen to think it's \$X" (i.e., the people who do incredibly precise revenue analysis week after week are surely wrong).

Net - I do want us to consider this topic again, but we have to go through the diligence suggested in Cory's and my emails.

On Thu, Jun 20, 2019 at 4:45 PM Benedict Gomes <Redacted@google.com> wrote:

In thinking about yesterday's conversation, I think we ended up talking past each other. I think there were two points of confusion:

- I think the original goal of the meeting was to look at DDG's privacy and what we could do in that context. So the framing was very DDG focussed (that was actually the explicit topic, I believe). I don't think anyone feels like we should strongly frame our external positioning w.r.t. DDG, but the meeting and our conversation ended up skewing in that direction.

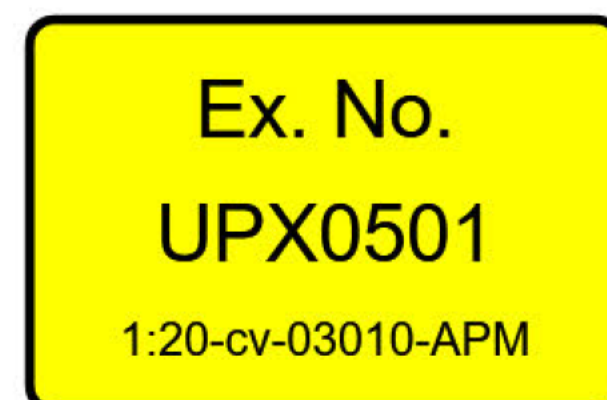
- I also think that there were many things explored and we were talking about different things in terms of product and money. What I personally had in mind was fairly modest and I think we need to come back with a more focussed version that has the right ad numbers for that proposal.

Overall, I think we mostly agree the privacy sensitive search spot is an important positioning point that is a potential threat (whether it is DDG, Qwant or something else) that we need to think about in the context of our environment and what we should do from both a product and marketing perspective.

Could we redo a part of that meeting with the more modest proposal and then see if we have the same AIs?

ben

ben



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On Thu, Jun 20, 2019 at 7:58 AM Cory Ondrejka <Redacted @google.com> wrote:

Before sending notes around, I wanted to share my reactions to the DDG discussion to the smaller group. I was a little surprised that this discussion was about a reaction to DDG, as prior DDG conversations had made clear a) there wasn't shared state around exactly the claims DDG was making, b) what they are actually doing related to those claims, or c) whether people are making substantial changes in behavior because of a and b.

I think we all agree DDG is having a successful marketing moment and is doing a good job telling an anti-Google search story. Furthermore, I think we all agree that we should have incognito mode, that incognito mode should probably be roughly similar across our surfaces and products, and that we should apply our pro-user privacy improvements everywhere it makes sense, including search.

Where it felt like we're skipping a step is to tie those privacy improvements to a reaction to DDG, because DDG might also not be the best model for Google users' privacy needs (e.g. Google users are logging into other services, we should be investing in personal/logged in search results like your photos or messages, etc).

So, my suggestions for action items would be roughly:

- \* Cathy (or I could take if useful) - to pursue any deeper analysis on the scale and mechanism by which users are migrating to DuckDuckGo. Do they migrate wholesale? Or try and return? Is there data we can leverage from Lockbox, Search cohort analysis, or Chrome to better understand?
- \* Gomes (or I could take if useful) - work with comms/marketing to get their current recommendation for how we approach search and DDG? I/O demonstrated that when we message around the user benefits of services we create with data, it resonates, so is there a similar opportunity here?
- \* Gomes - rather than framing around DDG, what version of Incognito for xGSA would be best for Google users? What revenue impact would that have?
- \* Jen - to consider a PDPO conversation: is the potential vulnerability of Search with respect to private browsing indicative of a broader area of improvement to our privacy approach X-Google

Sorry for the detail, but that meeting moved around enough -- and is such an important topic -- that I thought it useful to push for some additional clarity before sending notes around.

Remember that we don't have a July 3rd meeting, so it's a month before we discuss again. Happy to set of 30 minute GVC sooner if useful.

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p.r.