

Produced in Native



Intro Video Upon Entry





YouTube All Hands

Thursday, January 24, 2013

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Executive Summary

- **Watch time** grew steadily throughout 2012 as traffic mix shifted towards mobile (~25% of traffic) and as we optimized for watch time instead of views (aka Sibyl); developing a 1B hour/ day plan by end of 2016 (> 2x organic!!) to become daily destination for 18-35
- **Revenue** to deliver ~\$1.7B in 2012 (95% of plan) on the strength of TrueView (passing a \$1B run rate) and against headwinds in FX
- **Product** - ordered from strong to weak progress:
 - Related video recommendations
 - Mobile - iOS app experience; Android app content availability; \$100M Trueview
 - Site redesign around Channels, and overall usability and aesthetics
 - TV interface (figured out basic UI, but haven't scaled)
 - Streaming infrastructure (live, adaptive bitrate, and html5)
 - Feed/ Homepage recommendations
 - Curation
 - Infrastructure (front-end, dev environment, etc)
- **Music deals** - next steps not obvious
- **Video Delivery Quality** - we may be dramatically underinvesting; key for BRIIM also
- **Content industry** - amazing progress in last two years in creating a sense of momentum and inevitability around YouTube; **Ads industry** not yet
- **Team** - very happy with strength and alignment of team; just missing senior **IC eng**

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Executive Summary

- **Records in 2012**
 - Felix Baumgartner's 8M concurrent live streams - game changer for sports
 - PSY's 1B views in 6 months - game changer for music industry
 - iOS app's 100M downloads in 100 days - game changer for platform distribution
 - TrueView hits 100M runrate on mobile - game changer for mobile monetization
- **New efforts for 2013**
 - Reducing latency and rebuffering worldwide
 - Paid Subscriptions, including Music Subscription service
 - YouTube on your phone/ tablet/ PC will control your TV, not your remote control
 - Need to break logjam in recruiting more *senior* engineers

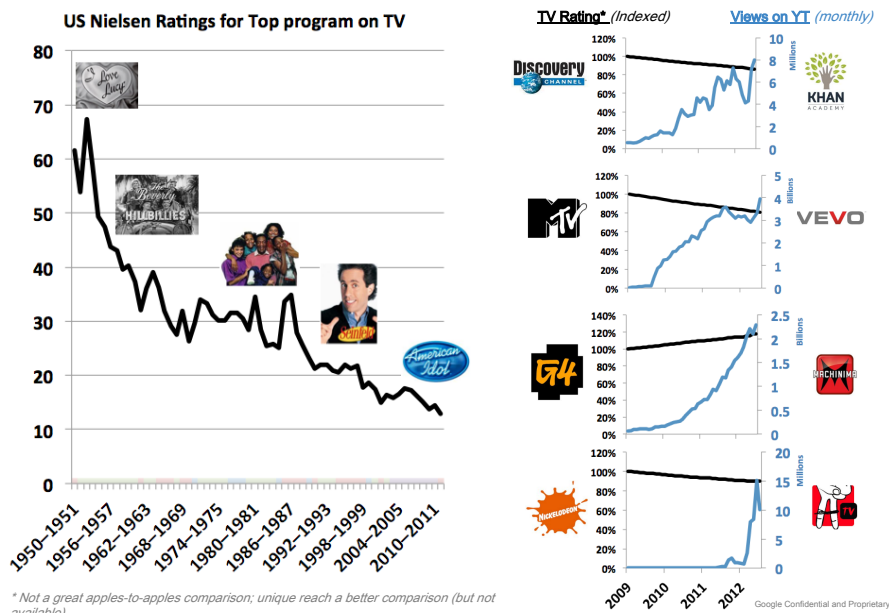
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Agenda

1. Recapping the YouTube thesis & big picture
2. 2012 in review
3. Big bets for 2013
4. Financial performance
5. YouTube Space LA & Leadership Summit
6. 1 Billion Hours Ideas
7. Q&A

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THE YOUTUBE THESIS: The "post-cable" generation of channels is coming here



THE BIG PICTURE: YouTube is focused on driving usage... & high watermark is TV

	Users		Usage		Revenue	
	MAU Est.	DAU Est.	Time on Site* (Hours/day)	Hrs/Usr	Annual Run Rate (MM)	Per Hour
Google.com	1400 M	1000 M	106 M	0.11	\$28,025	\$0.73
Gmail	425 M	202 M	17 M	0.08	\$313	\$0.05
G+	136 M	10 M	2 M	0.15	-	-
FB	1000 M	550 M	504 M	0.92	\$4,270	\$0.02
Netflix	22 M	19 M	33 M	1.73	\$4,000	\$0.33
TV (Global)	3000 M	1650 M	5225 M	3.17	\$450,000	\$0.24
YT	850 M	250 M	320 M	1.28	\$2,632	\$0.02

* Represents approximations for time-on-site (not to be confused w/ watch time)

** Estimates for all metrics aggregated from: gaia_stats, jigsaw, esdash, carioscope, ComScore, Nielsen, Facebook and Netflix SEC filings, and Arcata. **Meant to be directionally informative, not precise.**

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YOUTUBE's *BIG HAIRY AUDACIOUS* **GOAL:**

1 Billion Hours/day in Watch Time by the end of 2016

- Current course: 400-500M hours by 2016
- Bandwidth: 2x today's total internet usage
- 20% of TV daily usage
- @ current YT monetization rates = \$15B revenue
 - Although 20% of today's video market = \$90B
- Usage per user per day
 - 30 minutes per internet user
 - 10 minutes per person on the planet

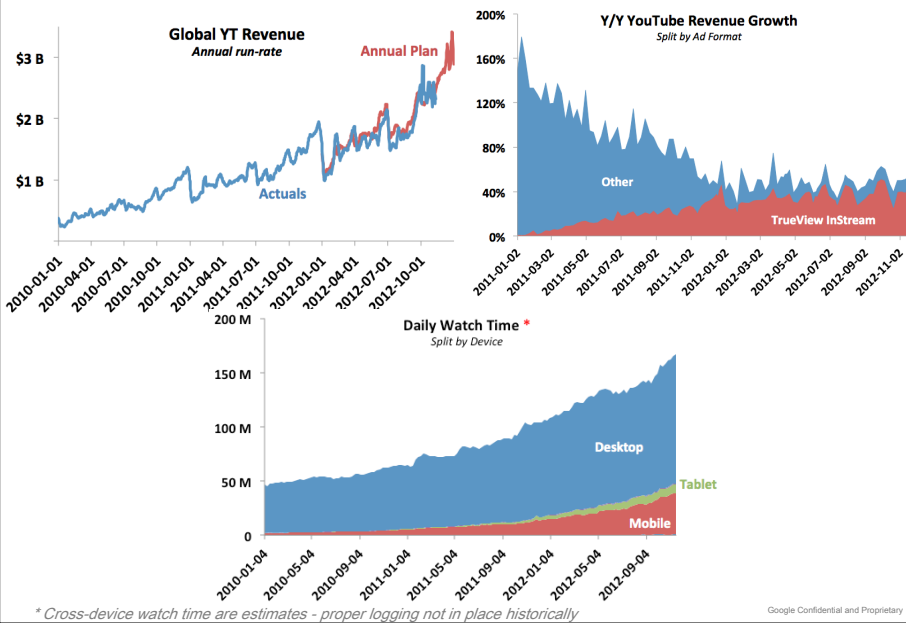
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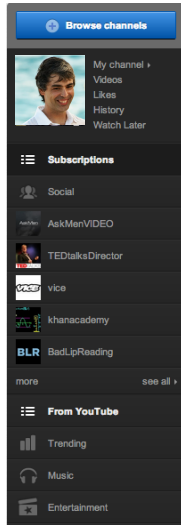
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2012: METRICS - Momentum continues; TrueView and mobile the key stories



2012: CHANNELIZING YOUTUBE

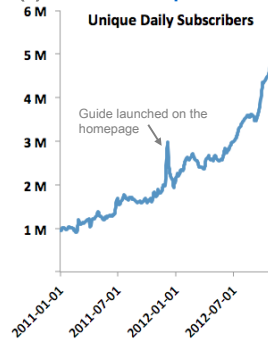
(1) Established **the Guide**



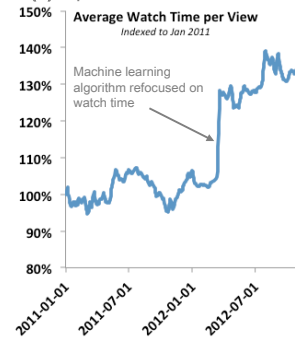
(2) Initial investments in **Original Programming**



(3) Drove **subscription activity**



(4) Optimize for **Watch Time**



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2012: DEVICES

(1) **Laid foundation:** YouTube controlled app on all major platforms



300M Android

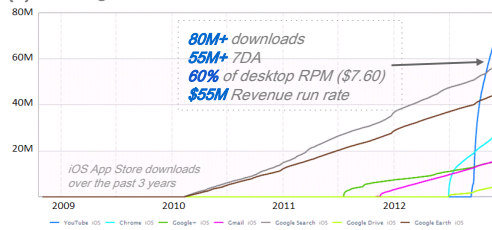


100M iOS

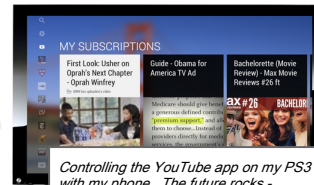
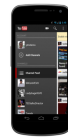


60M TV & Game

(2) The Big **iOS Gamble**



(3) **Seamless mobile pairing:** the future of usage on TV



Controlling the YouTube app on my PS3 with my phone. The future rocks - @AgentAce7

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2012: SOCIAL

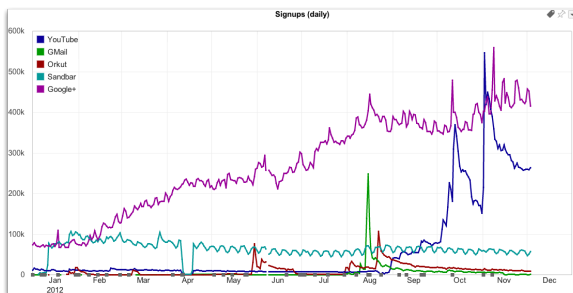
Merged 80M YT channels, created 20M G+ profiles with PR positive/neutral

Of our 148M 30DA existing channels:

- 43M have seen a flow and merged
- 50M have seen a flow and opted out
- 55M haven't seen a flow

Of our 491K daily new channels:

- 295K are choosing to use G+
 - 236K with existing G+
 - 59K getting new G+
- 22K are opting out of G+ and choosing username
- 174K are not seeing the G+ flow and getting a username
 - 125K API users, 49K non-nameshaped-name users

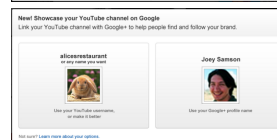
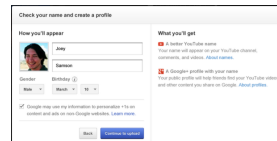
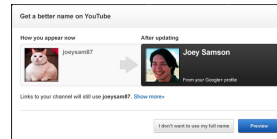


But still not at 75%/75% goal:

- 29% of comments from merged users
- 12% of views on merged channels

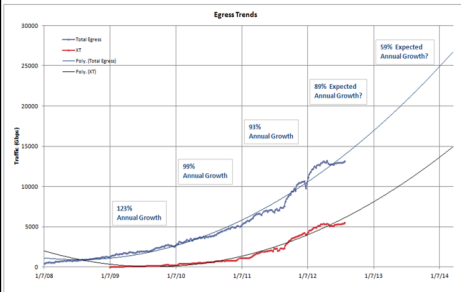
Next step: +Pages

- Under development for Q1
- Complex usability challenges

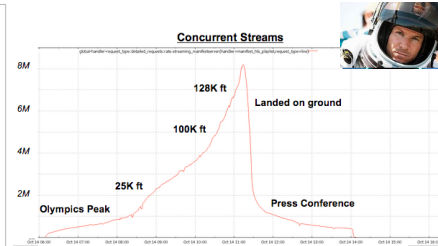


2012: VIDEO DISTRIBUTION AT SCALE

(1) **Bandaid Scale**: Peaked over 15Tbps (Stratos), Targeting 25Tbps in 2013, \$/bit -33% Y/Y



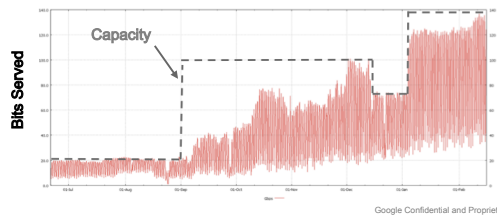
(2) **New Live Platform**: Streamed Olympics (550k peak), Redbull (8.2M peak), capacity for 2k+ concurrent channels



(3) **Launched Adaptive Bitrate Streaming**
40% playbacks dropping aggressively:
Global +1.2%
Watchtime -38%

Brazil	+ 2.56%	- 41%
Russia	+ 2.35%	- 45%
India*	+ 5.30%	- 38%
Mexico	+ 1.23%	- 49%

(4) **Removing Congestion** = Increased Usage
Russia: Impact of Moscow Capacity Upgrades

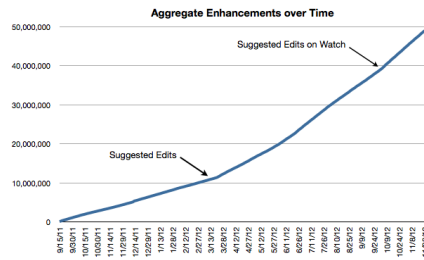


*Poorest quality last mile countries have highest watchtime uplift

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2012: CREATORS

(1) ~50M videos enhanced to date (~9%)



(2) **YouTube Capture**: making personal sharing easy



(3) **Song Eraser**: Innovating to help casual creators share any moment



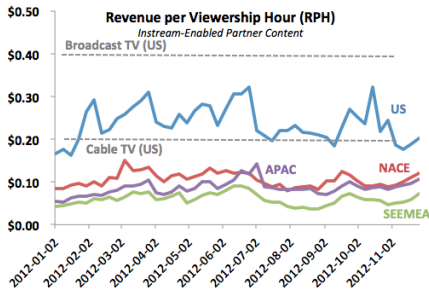
(4) Launched **Creator Spaces**



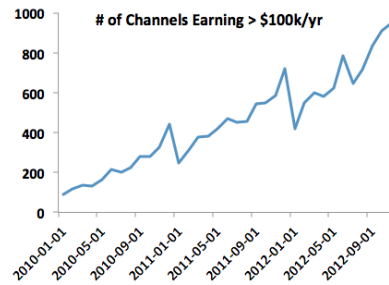
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2012: MONETIZATION

(1) Monetizing YT content at **cable rates** (ads only)



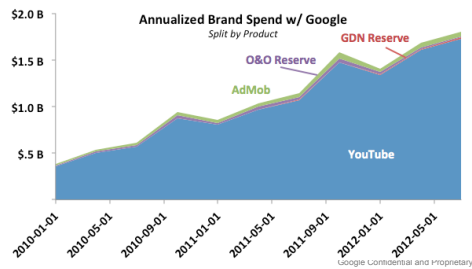
(2) An **ecosystem** that pays creators



(3) Launched the **Brand Lab**



(4) Leading the way for **Google's Brand efforts**



RPH - \$0.04 global, \$0.08 NA \$0.02 LATAM, \$0.10 Global instream-enabled
[Link to Dashboard](#)

2012: MUSIC

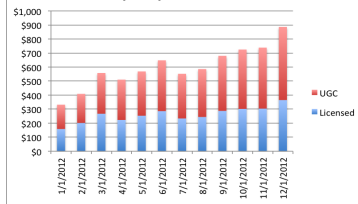
(1) Music is core to YouTube

48% of partner views (2012 YTD)

14% of user uploads have
partner-claimed music
(11/12)

(2) Music on YouTube working... ~\$1B business

Music Run Rate (MMs)



UGC revenue bigger
than licensed

8M heavy music users
- consumption @ \$51
ARPU/ year at US
Premium RPMs

(3) YouTube is core to Music...

YT is Launchpad for New Stars



YT Bellwether of Success



Nielsen adding
YouTube to radio-driven
Hot 100 charts in 2013

YT Revenue Real Digital
Growth for Labels/Artists

Lady Gaga's YT revenues were 50%
of est. MP3 sales in Q1 2012, up
from 20% in Q1 2010.

Warner Music US reports YT is 3rd
largest digital partner behind iTunes
and Pandora.

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1. Channelize YouTube to become a daily destination

[Discovery walkthrough](#)

YouTube

Noam Lovinsky

Watch Later 8

Watch History

Playlists

Purchases 3

Notifications 24

Now Playing

Recommended

Social

My subscriptions 32

SUBSCRIPTIONS

Filter subscriptions

From YouTube 36

Sports 6

Music 34

Movies

Marc Hememon

Mystery Guitar Man 17

Radiohead

Khan Academy 2

CNN News

Lost 16

Weeds 23

Manage Subscriptions

Browse Channels

Overview

All Activity

RECENT ACTIVITY (22)

RedVsBlue uploaded Season 5 Episode 11 The attack of the w... 5 mins ago

KittenDonut liked Coachella 2012 highlights and lowlights 6 mins ago

RedVsBlue commented Turtle man speaks to public for first... 16 mins ago

hazCheezBurglars uploaded The View can has cheezburgers 20 mins ago

MakerMusic uploaded Man talking about a red car very fast. 21 mins ago

JohnnyCarson liked Wilco live performance on the tonight sho... 25 mins ago

JUST WATCHED (97)

Chris Pine Memorable moment on Ellen by ManiaMok 1:41 391,462 views

UP NEXT (35)

Episode 4: The attack of the clone unicorns by redshib 2:24 391,462 views

WATCH LATER QUEUE (13)

Lance Armstrong yellow bracelet megamix by ManiaMokChannel 2:59 391,462 views

RECOMMENDED VIDEOS (42)

Carpe Diem Crappy Dime 2:24 351 views 2 hours ago

When rainclouds cry gumballs 1:08 3,678 views 2 hours ago

What we're learning from out offline education 4:57 1,237 views 2 hours ago

Margot & Trailer (t 8:765 vieq

NEW AND NOTeworthy

FEATURED

New York Times 519 subscribers

Channels you may know

Heather Traher 519 subscribers

Kurt Wilms 8,145,358 subscribers

Marc Hememon 39,562,189 subscribers

Recommended for you

Manu 19 subscribers

The Dog Whisperer

Britney Spears VEVO 8,145,358 sub.

Madonna Official 39,562,189 su...

BBC America 39,562,189 subscribers

Danielle

NEXT UP FROM MY SUBSCRIPTIONS (9)

Red vs. Blue

Season 5, Episode 11: Wolf fingerstache irony bright color... 3:31

Season 5, Episode 12: Peanut testa donner andorra mounts. 2:27

Season 5, Episode 13: minecraft koda pawn accenture far... 3:24

Season 5, Episode 14: Peanut testa donner andorra rainbo... 4:41

National Geographic

Lions tigers bears oh my. The true story. 3:31

Shark week rainbow unicorn flower bank robbery coffee high 2:27

The Dog Whisperer featuring Cesar Milan 3:24

The shantank redemption starring Morgan Freeman's son 4:41

Radiohead VEVO

Creep 3:31

Karma Police Official Music Video [HD] 2:27

I've seen it all 3:24

Thom Yorke is a hipster 4:41

Huffington Post

Running with the bulls at the McDonald's playplace on mars 3:31

Chuck E Cheese wine tasting society meet in the community room at Hop 2:27

Wanda the irish golden doodle competes for the gold 3:24

Peanut testa donner andorra rainbow button flowers 4:41

ABC News Network

Lions tigers bears oh my. The true story. 3:31

Shark week rainbow unicorn flower bank robbery coffee high 2:27

The Dog Whisperer featuring Cesar Milan 3:24

The shantank redemption starring Morgan Freeman's son 4:41

ESPN

Creep 3:31

Karma Police Official Music Video [HD] 2:27

I've seen it all 3:24

Thom Yorke is a hipster 4:41

TRENDING ON YOUTUBE

Lady Haha sings the blues on a tire swing

5,189 views 2 hours ago

Gluten-free veniam, godard twee wolf. fanny pack blog reprehenderit artisan accusamus next level. 2:24

Yackadee Schmackadoo blah blah blah [Official HD]

5,189 views 2 hours ago

Gluten-free veniam, godard twee wolf. fanny pack blog reprehenderit artisan swag tempor marfa wolf pork. 4:57

The Care Bear theme song (Dub-Step Mix)

5,189 views 2 hours ago

Gluten-free veniam, godard twee wolf. fanny pack blog reprehenderit artisan swag tempor marfa wolf pork. 6:00

I promise more bubbles and candy for everyone, including kittens

5,189 views 2 hours ago

Gluten-free veniam, godard twee wolf. fanny pack blog reprehenderit artisan accusamus next level. 2:54

Under my leadership every town will have a petting zool

5,189 views 2 hours ago

Gluten-free veniam, godard twee wolf. fanny pack blog reprehenderit artisan swag tempor marfa wolf pork. 4:57

Pointing and talking at the same time is tough work. vote for me!

5,189 views 2 hours ago

Gluten-free veniam, godard twee wolf. fanny pack blog reprehenderit artisan swag tempor marfa wolf pork. 4:31

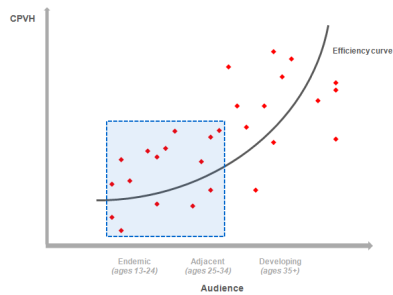
That is not my coat on the bathroom floor and how dare you imply thank you very much

EX. 04857.00020

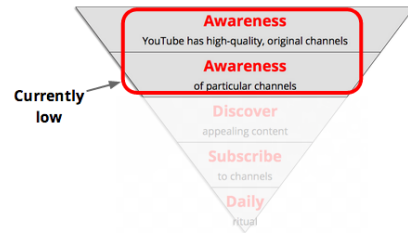
1. Channelize YouTube to become a daily destination

Content: Target the audience whose **daily habit** we can influence (Gen C - 35 & below)

Marketing: "a library of random awesomeness" to "a **daily destination** for Gen C"



- YT's **endemic demo** (under 35) is highly engaged => better ROI
- **Divergent from TV** (where audience is 45+); expand in the future as we grow awareness
- **Paid subscription channels** will unlock new content and drive watch time
- **Prioritizing CID** globally will provide stronger revenue opportunity for UGC and establish starting point with major producers



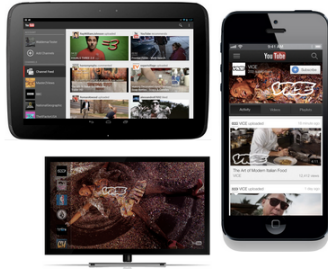
- **Create destination moments** that package content and promote subscriptions
- **Build awareness and subscription** for tent pole partners
- **Activate YouTube on devices**

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Danielle

2. X-Device Experience [AKA YouTube != website]

Focus on **beautiful apps**



Mobile first...Unlock features

- Live
- Adaptive Bit Rate
- Programming (annotations)
- Publishing (channels)
- G+ comments & sharing
- Radio
- ...and more

Seed and scale **connectivity to TVs**



- **Q1:** Launch Eureka dongle supporting Cast protocol
- **Q2:** Cast SDK available for OEM and mobile app developers

Drive usage

120M hours/day

Watch time from devices by EOY 2013 (3X 2012)

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Shishir

3. Social-ly supercharge YouTube, and YouTube-ly supercharge social

Complete merging graph nodes ("id merge")

- Variations on profile creation (e.g., first-name-last-initial) [Q1]
- +Page usability work [Q1-Q2]
- +Page adoption (partners and pseudonym users) [Q2-Q3]
- End game [Q3-Q4]

Merge graph edges

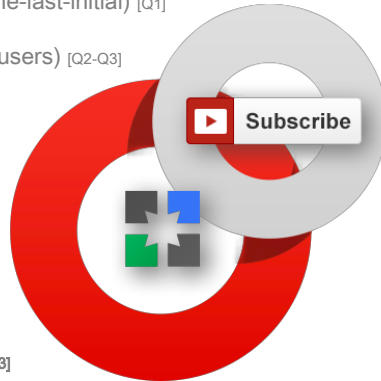
- Suggestions [Q1]
- Common infrastructure (crazyglue) [Q1-Q2]
- Unify the audience of merged users [Q2]
- Content merge [Q3]

Add carrots on YouTube

- Social recommendations [Q1]
- **G+ comments (on channel and watch)** [Q1-Q3]
- Integrate hangouts/live [Q2]
- New features related to presence, squares, etc [Q2-Q3]

Add carrots on Google+

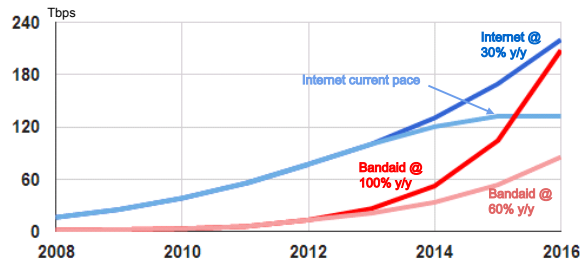
- Best YouTube playback experience outside of YT [Q2]
- Enhance the G+ profile and stream [Q1-Q2]
- **YouTube-operated video upload** [Q2-Q3]



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Shishir

4. Infrastructure for a 1B daily hours / 100+ Tbps scale property



Bandaid on pace to outgrow the Internet

Bandaid = ~15 Tbps

- Peak = ~20% of est. Internet edge capacity
- Forecast growth = 60% as usual, ~100% y/y on 1B hrs trajectory

Internet = ~75 Tbps

- Growth rate declining from 40% to 30% y/y

Competitive Dynamics and Risks

1. **ISP Incentives:** Misaligned economics w/ISPs, leading to the aggressive use of metered billing and/or paid-peering
2. **Internet growth:** ISPs fail to keep pace with infrastructure growth
3. **Demand / cost change:** Other providers (Netflix) consuming capacity and driving-up costs

Goal: The network of the future: A 100+ Tbps network with HD-quality, <100ms startup, instant latency, <1% rebuffer, with open standards (VP.Next, DASH, EME) while reducing unit cost

Scaling Strategies

(a) Increase footprint

- *Organic:* Expand peering/caching footprint w/ISPs
- New topologies and caching strategies (hybrid P2P, micro-caching, off-peak cache fill, third-party equipment)
- Revisit cost/incentive alignment w/ISPs (decouple cost/capacity, transparency to viewers, consider rev-share models)

(b) Efficient usage

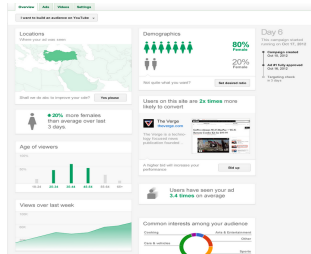
- *Organic:* Double platform density on existing footprint (riding hardware/storage cost curves)
- Advanced encoding (VP.Next - 30% efficiency gains over H.264)
- Sophisticated bandwidth & route mgmt (managed traffic classes - paid/live priority)
- New transports (**QUIC**) - lower latency, faster congestion convergence and less overhead
- Edge transmuxing / transcoding

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John

5. TrueView unlocks content and anchors Google Brand sales

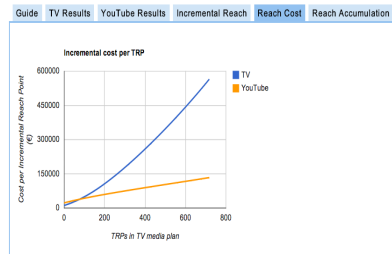
Get to **100k successful advertisers** in AdWords for video



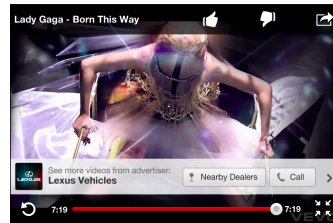
Prove and improve value of TrueView through scalable brand lift platform and **user ads quality**



Brand anchor for Google by through x-media planning and measurement



Mobile monetization parity & mobile-first formats

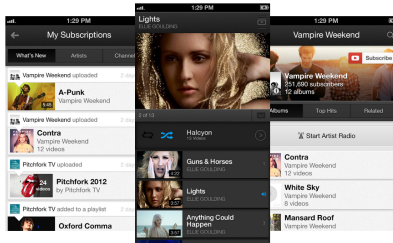


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6. Commerce & Music: Laying the foundation of a billion dollar subscriptions business with Music as an anchor

Anchor with video music subscription

- Launch two tier subscription
 - Cross-authenticate with Google Play
 - Ads and no-ads tiers
- Targeting 10M subs in 4 years (~\$1B annual revenue)
- Unlocks "music" features - offline, background play, radio, etc



Open platform for paid subscriptions

- Q1 '13 Launch Self-service subscriptions
 - Expect 25 partners
 - Mostly new content offerings, some "ads-free"
- H2'13 Launch Multi partner packages
 - Discounting and scale



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Big bets for 2013

1. Channelize YouTube to become a daily destination

- **Site Redesign Phase 3:**(a) Get users to subscribe to the right channels and (b) come back because of those subs
- **Content:** Expand globally, shift from initiation to acceleration, refocus on endemic demos
- Shift from CAC to **Marketing Investments:** Drive awareness and scalable trial of channels

2. X-Device Experience [AKA YouTube != website]

- **Mobile:** Shift to mobile 1st development, integrate Android/iOS with core site features
- **TV & 2nd Screen:** YT available on all TV-connected devices, controllable by easily-connected mobile experiences

3. Social-ly supercharge YouTube, and YouTube-ly supercharge social

- Finish **identity foundation**
- **Integrate activity:** (a) Comments (b) Graph V1 (c) G+ uploads (d) Live/HOA (e) Full Graph & Verbs

4. Infrastructure for a 1B daily hours / 100+ Tbps scale property

- **Scalable dev environment:** Consolidate on borg, tools/code refactoring for experiments and full daily releases
- **Invest in network of the future:** A 100 Tbps network with HD-quality, <100ms startup, instant latency, <1% rebuffers, with open standards (VP.Next, DASH, EME) while reducing unit cost

5. TrueView unlocks content and anchors Google Brand sales

- **Anchor Google Brand sales** with x-Google brand solutions and x-media planning
- Scale to **100k successful advertisers** with easy onboarding, campaign creation, and improved retention
- **Prove and improve effectiveness** with new panel and survey platforms, and refocus **ads quality systems** on user signals
- Keep **Mobile monetization near par with desktop** with format, quality, and effectiveness innovation
- **Grow inventory value** with ad enablement, dynamic ad load tuning, fan-uploads, n-way rev share

6. Commerce & Music

- Turbo-charge music on YouTube with **new music subscription service**
- Open up **paid subscription model** to all YouTube creators

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Process - faster releases, bugs, etc - codebase and toolset for 4 years out

- combine 2, 4, and process?

Curation

Fan-uploads, n-way rev share

Mobile first?

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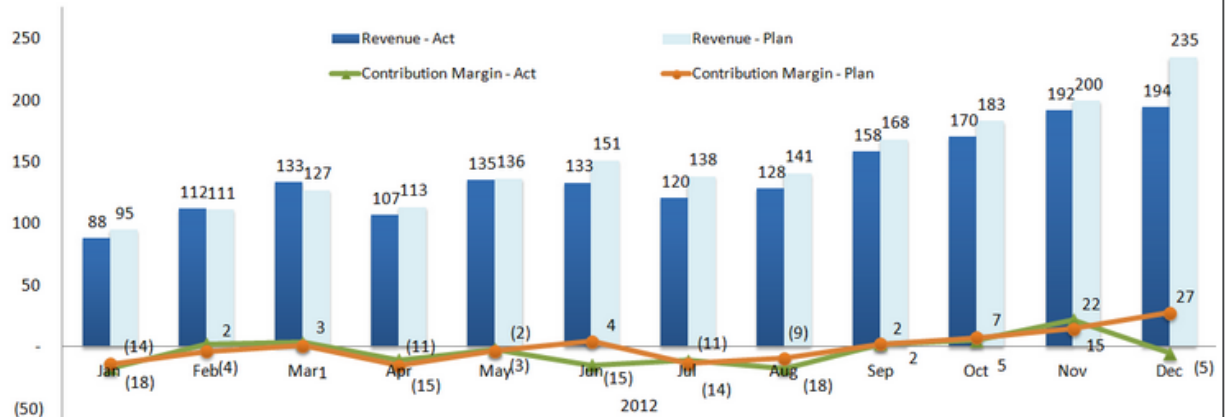
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**REMINDER: ALL FINANCIAL DATA IS HIGHLY
CONFIDENTIAL**

DO NOT SHARE OUTSIDE OF YOUTUBE

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2012 P&L: Contribution margin close to Plan



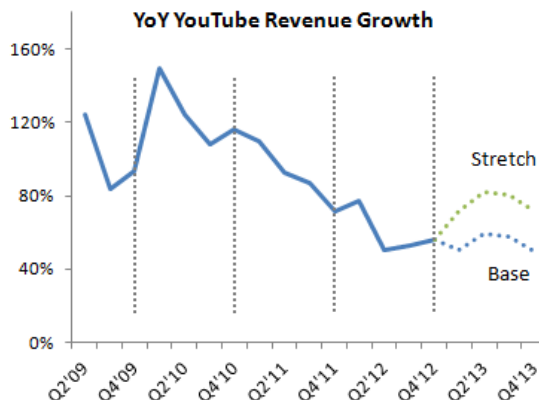
2012 closed at **slightly below** the profitable line, approximately \$41M below our full year target :

- Revenue of **\$1.7B** was 7% or \$127M below plan
 - Majority of variance driven by weakness in home and watch page, additional unfavorability due to FX and higher than anticipated sale's rebates
- Downside on revenue offset by reduced at-risk CAC deals
- OpEx savings driven mostly by reduced headcount forecast and hiring ramp, offset by Legal costs that are trending higher due to increased intellectual patent litigation across several cases

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2013 Revenue growth rate steady with identified opportunities for further growth



- "Finance" revenue forecasted to grow 54% YoY in 2013 (vs. 58% in 2012*)
- 2013 finance revenue of \$2.6B vs. \$1.7B in 2012

Assumptions to Deliver \$2.6Bn Base Plan

- +47% sitewide viewership to deliver +51% inventory value
- 36% x-platform monetization rate (flat Y/Y): 39% desktop, 19% mobile
- 130k active video CIDs (+110% Y/Y) driving \$1.7Bn video revenue (+91% Y/Y)
- \$180M mobile revenue (+354% Y/Y)

Assumptions to Deliver \$3.0Bn Stretch Plan

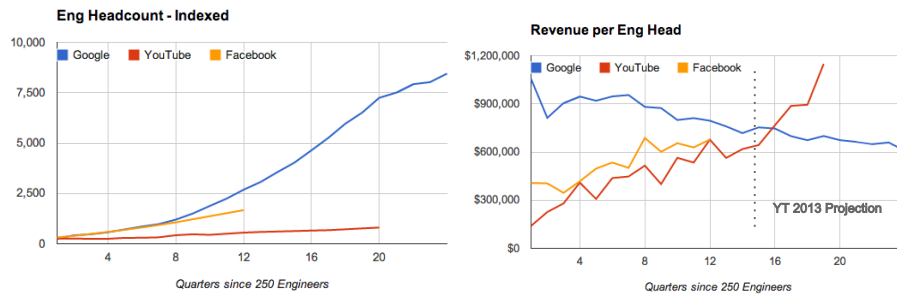
- +\$60M upside from brand advertisers
- +\$68M if business delivers 150K active video CIDs
- +\$58M if mobile monetization parity with desktop
- +\$71M from geographic development
- +\$50M homepage sales upside
- +\$16M partner-sales effectiveness

*2011 included house ads, so made adjustment to be apples to apples

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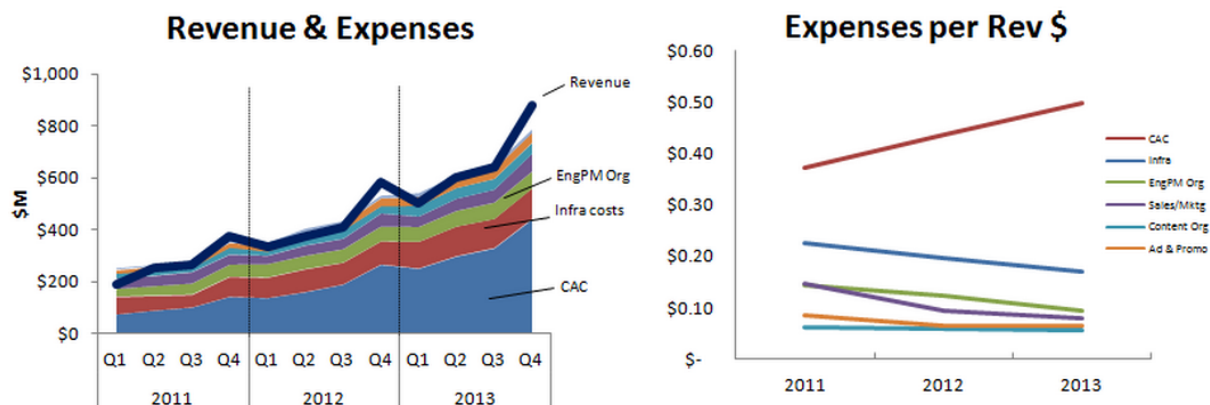
YouTube headcount growth well behind other tech examples; efficiency improving as business scales



Source: Google and YouTube figures from finance & HR; Facebook figures estimated from SEC filings

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Business scaling and delivering positive contribution in 2013

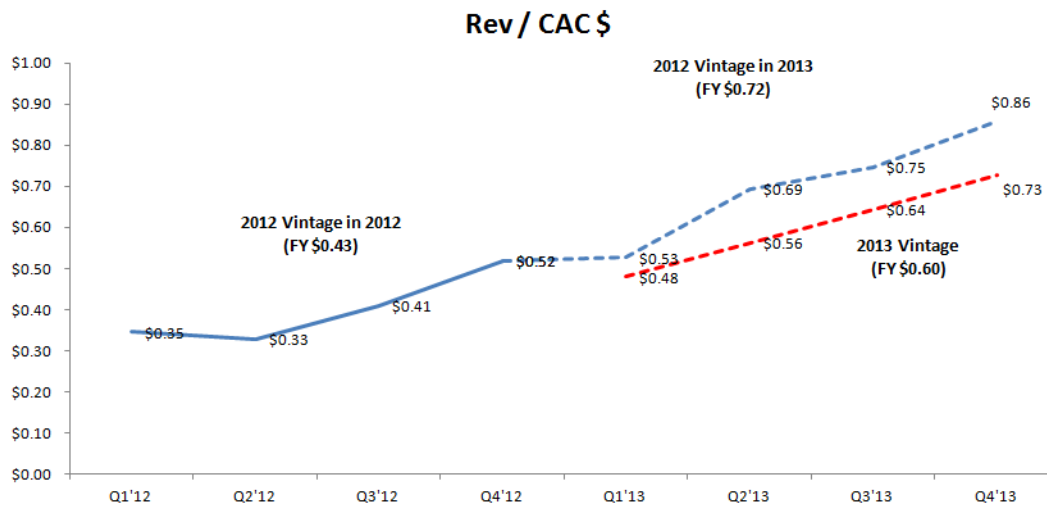


- Revenue continues to grow at a fast pace, similar growth rate to 2012
- All expense buckets except for CAC are growing slower than revenue and achieving scale
 - Continuing to invest in new content, similar levels as 2012
 - Marketing spend growing 50% YOY growth
 - Headcount growth of 310 heads or 26% YOY growth

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Return profile of 2013 vintage projected at 40% improvement over 2012



- **Return profiles** of the 2012 and 2013 vintages in the year 2013 will dramatically impact profitability
- In 2013, expect the 2012 vintage to return \$0.72 for every CAC dollar, and the 2013 vintage to return \$0.60 (a 40% improvement of the 2012 vintage in 2012)
- 2013 projected vintage performance improvement largely based on investment framework (demographics and country focus)

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BRIIM: Investment by Country and Function

2013 Baseline				
Country	Infrastructure	Platforms / Content	Marketing	Overall
Brazil	20	4	0	24
Russia	16	3	0	19
India	8	11	0	19
Indonesia	5	1	0	6
Mexico	17	2	0	19
Total	65	21	0	86

* Excludes cost of incremental HC

2013 Go Big -- TOTAL				
Country	Infrastructure	Platforms / Content	Marketing	Overall
Brazil	29	13	18	60
Russia	22	10	7	39
India	9	36	10	55
Indonesia	5	5	5	15
Mexico	21	10	6	36
Total	86	74	45	205

* Excludes cost of incremental HC

2013 Go Big -- INCREMENTAL				
Country	Infrastructure	Platforms / Content	Marketing	Overall
Brazil	9	9	18	36
Russia	6	7	7	20
India	1	25	10	36
Indonesia	1	4	5	9
Mexico	4	8	6	18
Total	21	53	45	119

- **Overall** near-term return profile less than required vintage return (\$0.60), so requires different lens to prioritize
- **Infrastructure**: High correlation between service quality & watch time -- estimate "Go Big" to lift watch time
- **Marketing**: Increase awareness by ~20% in each of the 5 markets
- **Content**: Increase deal coverage w/ top broadcasters to 60+% for CID/SF. Build cultural tentpoles around music & sports. Kickstart creator ecosystem with funded OP, MCNs, & YPE
- **Headcount**: Incremental 22 Content & Ops HC + 4 Marketing HC in-market

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Agenda

1. Recapping the YouTube Thesis & big picture
2. 2012 in review
3. Big bets for 2013
4. Financial performance
- 5. Recap, Leadership Summit & YouTube Space LA**
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YouTube Space LA



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Most Popular

"SMS Alerts option and Google Now Notifications. Have users opt in for alerts when a new live event is happening or when a new video has been uploaded, etc."

Perry Tobin ([tobinperry](#))

Most Out-of-the-Box

"Watch-time idea: make YouTube the eyes of the planet. Put webcams on every intersection, in front of every business and get Closed-circuit television (CCTV) onto YouTube. Viewers will go to YouTube to see traffic, ski lift lines, Costco, DMV lines"

Sumeet Sharma ([sumeetsharma](#))

Most Resourceful

"1 billion hours: Estimate watch time better - acknowledge that more than one person can be watching the same playback. Also, stop using the lower bound as our estimate."

Ted Hamilton ([hammy](#)), Zurich

Honorary Mention: Best Written

"1 Billion hours: KidsTube. Suck it up, jump through the legal hoops needed to make it happen."

[Ted Hamilton](#) ([hammy](#)), Zurich

Honorary Mention: Salar's Favorite

"Billion Hours: WAY more human curation. Put tastemakers on the map. Displace Twitter, fb, reddit, and email as best curator platform: shared playlists; 24-hour stations; bring back the VJ. Incentivize (\$) curation; surface great curators."

Michael Brandt ([mdbrandt](#)),
Mountain View, California

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