Dominance in Search: Harms and Remedies

Benjamin Edelman
Harvard Business School
About me

• Assistant Professor, Harvard Business School
  – Teaching: starting and running .COM’s
  – Research: Internet architecture and business opportunities, especially vis-à-vis law and regulation

• Consulting: advertising fraud, privacy, compliance
  – Some clients adverse to Google
Google’s dominance

• >75% of web searches in US
• >90% of web searches in many large markets
• >90% of mobile searches
Potential concerns

• Does Google treat consumers fairly?
• Does Google treat advertisers fairly?
• Does Google treat publishers and emerging competitors fairly?
• Does Google impede competition?
laptop
Search

About 166,000,000 results (0.19 seconds)

Ads related to hotel in toronto

125 Hotels in Toronto - Lowest price guarantee | booking.com
www.booking.com/Toronto-Hotels - ★★★★★ 1,360 seller reviews
Book your Hotel in Toronto online
4,364 people +1'd Booking.com

Most Popular Hotels  Best Reviewed Hotels  Luxury Hotels

Hotels in Toronto, ON | HolidayInn.com
www.holidayinn.com/
Great Hotels in Toronto, Ontario. Official Site-Best Price Guarantee!
Explore Hotels & Destinations - Book Early and Save Up to 20%

223 Hotels in Toronto | Hotels.com
www.hotels.com/Toronto-Hotels - ★★★★★ 315 seller reviews
See All Cheap Hotels in Toronto. Lowest Rates Guaranteed!
Downtown Toronto - Budget Hotels - 3* Hotels - 4* Hotels

Places for hotel near Toronto, ON, Canada

Metropolitan Hotel Toronto
www.metropolitan.com
23 Google reviews - $130

Gladstone Hotel
Google Street View

• Taking photographs in all directions
• Recording wi-fi data
  – Initially denied doing so
  – Later, called this a “mistake” by a “rogue” engineer
• Impeding government investigation
  – Google: “time-consuming and burdensome” to search emails
  – FCC: Google “deliberately impeded and delayed” investigation
Potential concerns

• Does Google treat consumers fairly?
• **Does Google treat advertisers fairly?**
• Does Google treat publishers and emerging competitors fairly?
• Does Google impede competition?
Lufthansa Official Site - Buy tickets to Europe | lufthansa.com
www.lufthansa.com/
Book, save & fly.
Lufthansa Trip Finder | Lufthansa Top Offers
Lufthansa Web Check-In

Lufthansa USA - Flight
Official USA site of Lufthansa German Airlines - book your flight to Europe and fly via Frankfurt, Munich and Zurich. Flights to Germany, Italy, UK, France at ...

Lufthansa @ - Flight Status
Would you like Lufthansa to notify you about your current flight ...

Plan & Book
Book flights Book Lufthansa flights to destinations worldwide ...

Baggage Here you find ...
Book flights Book Lufthansa flights to destinations worldwide ...

More results from lufthansa.com »
Saks Fifth Avenue
Shop Saks.com And Take Up To 60% Off Select Designer - Limited Time!
www.saksfifthavenue.com

Shop Bloomingdales.com
Shop The Latest Designer Fashions at Bloomingdale's. Official Site.
www.Bloomingdales.com

Coupons & Promotion Codes
Save now with Discount Codes 20000+ Promo Codes at CouponAlbum
CouponAlbum.com

J.Crew - Official Site
Shop the Official Site for quality clothes for her, him, and kids.
www.jcrew.com

Rachel Zoe's Picks
Check out Rachel Zoe's holiday picks at Piperlime. Free Shipping.
www.piperlime.com/RachelZoe

Off 5th Saks Fifth Avenue
Find great deals and save! Compare products, prices & stores
www.Shopping.com

Macy's ® Wedding Registry
Lhufthansa.com
What you need, when you need it

Sponsored Listings

- **BEST AFFILIATE MANAGERS**
  Recruiting 1000s of Super-Affiliate Build Your Affiliate Program Huge
  www.ExperienceAdvertising.com

- **PRICELINE: OFFICIAL SITE**
  Get Great Deals On Flights, Hotels, Rental Cars & Vacation Packages!
  www.priceline.com

- **81% OFF IN RANDOLPH**
  $33 for 3 oil changes & more (up to $180 value)
  www.google.com/offers

- **2 FOR 1 BUSINESS CLASS**
  International Fares. Save on Big on Elite Air w/ Cook Travel
  www.cooktravel.net

- **LONDON IS CALLING**
Smiley Central™
A world of fun. All in one toolbar.

Toolbar Features:

- Works with most IM, Email & Blog applications - as well as social sites like My Space and MSN Spaces!
- Bonus: Also includes cursors, screensavers, e-cards, the MyWebSearch® search box and Search Assistant - relevant search results in response to misspelled or incorrectly formatted browser address requests.
- No Spyware. No Adware. We take pride in our products!

Click Here!

Please read carefully. By clicking the "Click Here" button above and downloading Smiley Central, I accept and agree to abide by the End User License Agreement.
www.dell.com
Customer understands and agrees that ads may be placed on any other content or property provided by a third party ("Partner") upon which Google places ads ("Partner Property"). Customer agrees that all placements of Customer's ads shall conclusively be deemed to have been approved by Customer unless Customer produces contemporaneous documentary evidence showing that Customer disapproved such placements in the manner specified by Google.
10 Miscellaneous. The Agreement must be construed as if both parties jointly wrote it, governed by California law except for its conflicts of laws principles and adjudicated in Santa Clara County, California. … Any notices to Google must be sent to Google Inc., Advertising Programs, 1600 Amphitheatre Parkway, Mountain View, CA 94043, USA, with a copy to Legal Department, via confirmed facsimile, with a copy sent via first class or air mail or overnight courier, and are deemed given upon receipt. Notice to Customer may be effected by sending email to the email address specified in Customer's account, or by posting a message to Customer's account interface, and is deemed received when sent (for email) or no more than 15 days after having been posted (for messages in Customer's account interface).
Potential concerns

• Does Google treat consumers fairly?
• Does Google treat advertisers fairly?
• Does Google treat publishers and emerging competitors fairly?
• Does Google impede competition?
TCX - Tucows Inc. (USA) (NYSEAMEX)

1.60 +0.20 (14.29%)

May 25 3:59pm ET - Disclaimer
Open: 1.37  Volume: 2,061,159
High: 1.62  Avg Vol: 461,000
Low: 1.36  Mkt Cap: 73.98M

Motorcycle boots manufacturers and producers | TCX BOOTS...
www.tcxbotts.com/
Novation Motorbike Spa manufactures leather motorcycle clothing and gear with the brand TCX. The company mission is to offer the maximum safety to the end ...
Off-Road Line - Touring line - Racing Line - Boots finder

TCX Investment Management Company
https://www.tcxfund.com/
TCX is a special purpose fund providing market risk management products to its investors and their clients active in emerging markets. This unique fund focuses ...

TCX: Summary for Tucows Inc. Class A Common Stoc- Yahoo...
finance.yahoo.com/q?s=TCX
View the basic TCX stock chart on Yahoo! Finance. Change the date range, chart type and compare Tucows Inc. Class A Common Stock against other ...
“Our ... philosophy: no manual intervention... The final ordering of the results is decided by our algorithms..., not manually by us. We believe that the subjective judgment of any individual is...subjective, and information distilled by our algorithms...is better than individual subjectivity."

“‘Don't be evil’ [means] providing our users unbiased access to information.”
“[When] we roll[ed] out Google Finance, we did put the Google link first. It seems only fair, right, we do all the work for the search page and all these other things, so we do put it first... That has actually been our policy, since then, because of Finance. So for Google Maps again, it's the first link.”

-Marissa Mayer, 2007
Vice President of Search Products and User Experience, Google
Agrawal on Groupon's Accounting, Liability of Gift Cards - YouTube
www.youtube.com/watch?v=VFnhE8eJPCE
4 min - 6 days ago - Uploaded by Bloomberg
8 (Bloomberg) -- Blogger Rocky Agrawal talks about Groupon Inc.'s accounting and the liability of its gift certificates.

More videos for groupon rocky agarwal »

Why Groupon Is Poised For Collapse (Rocky Agrawal/Tech... | XYDO
www.xydo.com/.../22092221-why_groupon_is_poised_for_collaps... - Cached
Rocky Agrawal / TechCrunch: Why Groupon Is Poised For Collapse — Editor's note: This guest post is part of an in-depth series looking at the daily deal in...

Street Fight Daily: 06.10.11 | Street Fight
streetfightmag.com/2011/06/10/street-fight-daily-06-10-11/ - Cached
Jun 10, 2011 – A restaurant owner talks to Rocky Agarwal about why Groupon was "the single worst decision I have ever made as a business owner. ..."

Everyone Wants You to Fail: Groupon's Bad Press Keeps Up with Its ...
Jun 17, 2011 – On TechCrunch, Rocky Agrawal has been writing a series of posts about Groupon — which as you surely know recently filed for a $750 million ...

Agrawal on Groupon's Accounting, Liability of Gift Cards: Video ...
www.bloomberg.com/.../agrawal-on-groupon-s-accounting-liability... - Cached
6 days ago – Blogger Rocky Agrawal talks about Groupon Inc.'s accounting and the liability of its gift certificates.
Search results for "toronto hotel".
Hilton Garden Inn Toronto Downtown
92 Peter Street, Toronto, ON M5V 2G6, Canada
+1 416-593-9200
hiltonarchiveinn.hilton.com
Directions Search nearby more

Categories: Hotel, Restaurant
Transit: King Street West at Peter Street (122 m SE) 504, 508

★★★★★ 14 reviews Your rating: ★★★★★

At a glance: on tower · valet parking · high speed internet access · princess of wales · breakfast and dinner

Book now:
Check-in Sun June 3 Check-out Mon June 4

Book $148

Expedia.com $148
$167 incl. taxes & fees
Priceline $148
$167 incl. taxes & fees
Booking.com $148
$167 incl. taxes & fees
Hilton.com $148
$167 incl. taxes & fees

125 Hotels in Toronto
Lowest price guarantee!
Book your Hotel in Toronto online
www.booking.com/Toronto-Hotels

Toronto Hotel
Best Price Guarantee, Free In-Room Internet & Hot Breakfast. Book Now!
www.hiexpress.com/

Hotels in Toronto, ON
Great Hotels in Toronto, Ontario. Official Site-Best Price Guarantee!
www.holidayinn.com/

235 Toronto Hotels
Potential concerns

• Does Google treat consumers fairly?
• Does Google treat advertisers fairly?
• Does Google treat publishers fairly?
• Does Google impede competition?
Conversions and Synchronizations

Synchronize Outlook and Apple iPhone or iPod

Synchronization of contacts between Microsoft Office Outlook 2007 and your Apple iPhone or iPod touch requires Apple iTunes. You can configure which items are synchronized during a one-time set up process.

After the initial setup, each time that you connect your iPhone or iPod touch to your computer, the changes made on your computer or device are synchronized.

1. Connect your iPhone or iPod touch to your computer using the cable provided with your device or by placing the iPhone or iPod touch in the Apple Universal Dock.
2. In iTunes, in the source list, under Devices, click the entry for your iPhone or iPod touch.
3. Click the Info tab.
4. Under Contacts, click Sync contacts from, and then click Outlook.

WordPerfect 5.x (*.doc)
WordPerfect 6.x (*.wpd;*.doc)
Works 6 - 9 Document (*.wps)
campaign export
AdWords API Terms & Conditions

Functional Separation. Any information collected from an input field used to collect AdWords API Campaign Management Data may be used only to manage and report on AdWords accounts. … Any information or data used [for] AdWords … must have been collected from an input field used only to collect AdWords … For example, the AdWords API Client may not offer a functionality that copies data from a non-AdWords account into an AdWords account or from an AdWords account to a non-AdWords account.
Current Antitrust Inquiries

- European Commission
- India
- South Korea
- US FTC
- US states: California, New York, Ohio, Texas
Remedies

• Disallow consideration of improper ranking factors
• Require disclosure to appropriate regulators of any manual ranking adjustments
• Let users swap “integrated” components
• Disallow Google from tying its ancillary services to its dominant search offering
Dominance in Search: Harms and Remedies

Benjamin Edelman
Harvard Business School