Google as Publisher ... And What To Do About It

Benjamin Edelman
Harvard Business School
Google as Publisher

• Bias
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

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 Stock - 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 ...

Motorcycle boots manufacturers and producers | TCX BOOTS ...
www.tcxbots.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
“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
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- Primary sources
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.

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 Agrawal 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.
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February 6, 2011

Wonderful decor. Dimly lit with palms and white-painted wood; a nice blend of tropical Vietnam and France. Cheesy as it sounds, I was honestly impressed by the look of the place! But as vegetarian at the time of dining...

February 4, 2011

French Vietnamese? What the heck is that? Well, I am still not sure I know but what I can say is I had a fabulous dinner starting with the Aubergines - Eggplant Stuffed with Crab & Shrimp, Shallot Frites, Nuoc Cham. It was ta...

by empress744 at Citysearch - Jul 19, 2010

Very Disappointing We had gone to Le Colonial in San Francisco and enjoyed both the food and atmosphere. The New York location sounded perfect for my birthday celebration but I am sorry to say that the food left a lot to be...

NewYork.citysearch.com

John R.
11 Friends
175 Reviews
on 2/4/11

French Vietnamese? What the heck is that? Well, I am still not sure I know but what I can say is I had a fabulous dinner starting...

Oscar M.
5 Friends
26 Reviews
on 4/17/11

The beautiful room and great music make for a very romantic setting. The food is also delicious. I'd recommend in claypot chick...
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• Ads fill majority of the first on-screen page

• Disclosure – clear and conspicuous?

• Compelling advertiser to buy… or else…
Eastern Sprints

Dorothy was shaking three out of Columbia's always fast and Princeton's been the best in the 1-7 and Harvard's always fast and I was saying "Who hasn't been the fastest?" but we had a good start. My stroke said after the third stroke he said "Ok, this is going to be good. Something they just knew."

"After last year, we prepared for really tight racing," said skipper Andrew Morris, echoing in their loss in 2000 to Columbia in the closing seconds. "I feel like we finally win with our number six, a consistent third-year man of victory over Princeton.

"Second and third, we tried to keep a steady and even pace to show we thought. I'm happy for my seniors. The '98s in the stern of the varsity have never won it here."

Wisconsin's 7A outshone what was an otherwise disappointing day for the Badgers. The Wisconsin varsity lost to qualify for the grand final after finishing third last year, but the 7A would have been able to match an impressive middle thousand. Brown finished a distance second and Northeastern third.

On the freshman level, Harvard won for the second time in three years. Bill Manning's crew opened on an early gap on Princeton and Brown and cruised to an open water win. Winning the day was a complete success, as his second boat won earlier in the day by a similar margin.

"It's been three straight years, that the crew that won the 7A also won the 1," pointed out Manning.

We have been informed that the Eastern College Athletic Conference (ECAC) has allowed only one rowing shell manufacturer, Voepel USA, the exclusive right to display and sell merchandise and provide on-site customer service at all ECAC-sponsored events this season.

For the first time at any regatta, all other rowing shell manufacturers are prohibited from displaying boat, merchandise, company signage, or conducting customer service at any of these ECAC regattas.

We believe that this act of preventing the majority of rowing shell manufacturers from participating in these regattas conflicts with the ECAC's stated mission of "providing a quality experience for all competitors..." and of "...conducting Association business in an atmosphere which will foster camaraderie amongst the member schools".

The purpose of this memo is to inform the rowing community of this action, to express our collective disapproval, and, in the interest of simple fairness, to prevent this type of exclusionary contract from occurring at any other regatta or rowing-related event in the future.

When only one rowing shell manufacturer is granted a monopolistic presence at a regatta, members of the rowing community are deprived of the opportunity to compare products, talk with different representatives, and be provided with essential customer services such as purchasing essential spare parts and emergency repairs.

We encourage all members of the rowing community who feel as we do to express their opinions on this issue to the ECAC to ensure that this type of exclusionary action does not occur again.

Boat Manufacturers

POCock RACING SHELLS
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TO: Members of the USA Rowing Community
FROM: A number of rowing shell manufacturers and their sales representatives
RE: ECAC Regatta Series
DATE: 12 May 2001

We have been informed that the Eastern College Athletic Conference (ECAC) has allowed only one rowing shell manufacturer, Voepel USA, the exclusive right to display and sell merchandise and provide on-site customer service at all ECAC-sponsored events this season.

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Some Reasons Why Otto S. Langum Should be Elected Mayor of Minneapolis.

Otto S. Langum was selected by voters of all parties and in all walks of life, as the man best qualified to administer the affairs of the city government.

Desiring a truly representative city government, the Citizens' Mayoralty Committee was organized for the purpose of securing the election of Otto S. Langum.

This committee is non-partisan. Its membership includes working men, business men and professional men, and all are giving support to Otto S. Langum.

WHY?

Because Otto S. Langum's official record has won the approval of the people.
Because he is just, honest and fearless in the performance of his duties.
Because he will administer the affairs of the city in a manner that will make for a better and greater Minneapolis.
Because he is not ruled by a political machine.
Because he has the confidence of the people.
Because he will take to that office every qualification necessary to the proper administration of its affairs.
Because he has been tried and not found wanting.
Because he will be for ALL the people, and
Because Labor Will Get a Square Deal.

These are some of the reasons why Otto S. Langum should be the next Mayor of Minneapolis. There are other reasons, but these are enough to show that you will not be making a mistake by voting for

OTTO S. LANGUM for Mayor of Minneapolis.
“Ads”: A step forward?

2%

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- Responsibility
“No provider or user of an interactive computer service shall be treated as the publisher or speaker of any information provided by another information content provider.”

- US Communications Decency Act, 47 USC §230
Google as Publisher

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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).

Soweit nicht ausdrücklich anders bestimmt, sind alle förmlichen Mitteilungen an die in diesem Vertrag ... genannten Adressen mit einer Kopie an die Rechtsabteilung zu richten und zwar (a) als Telefax mit einer Kopie via Briefpost oder (ii) als Kuriersendung.
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- Integrity
Plaintiffs Viacom International Inc., Comedy Partners, Country Music Television, Inc., Paramount Pictures Corporation, and Black Entertainment Television LLC (collectively, "Viacom") bring this action against Defendants YouTube, Inc., YouTube, LLC, and Google Inc. (collectively, "Defendants") for declaratory and injunctive relief and damages.
“It's all ‘bout da videos, yo. We'll be an excellent acquisition target once we’re huge.”

- Jawed Karim, YouTube co-founder

“Jawed, please stop putting stolen videos on the site. We’re going to have a tough time defending the fact that we're not liable for the copyrighted material on the site because we didn’t put it up when one of the co-founders is blatantly stealing content from other sites and trying to get everyone to see it.”

- Steve Chen, YouTube co-founder
replying about “obviously copyright infringing stuff”:

“We can presumably claim that we don’t know who owns the rights to that video and by uploading, the user is claiming they own that video. We’re protected by DMCA for that. We’ll take it down if we get a ‘cease and desist’”

- Steve Chen, YouTube co-founder

 “[We] implemented a flagging system so you can flag a video as being inappropriate or copyrighted. That way, the perception is that in we are concerned about this type of material.”

- Steve Chen, YouTube co-founder
Google hired Credit Suisse for due diligence on YouTube. CS found that 60% of the views on YouTube were “premium” (copyrighted) content.

An analysis by Google in May 2007 showed that while the average YouTube video was viewed 110 times, videos that had been removed for copyright infringement were viewed an average of 765 times.
Living With Google

• Know their weaknesses
  – Play tough guy? Puppy dog? A middle ground?

• Avoid depending on Google
  – Seek alternatives to algorithmic search traffic
    • Email/newsletters, apps, social
  – Seek alternatives to search ads
    • Are ads in other media plausible substitutes?

• Help preserve competition
  – Support competing offerings when possible
Google as Publisher ... And What To Do About It

Benjamin Edelman
www.benedelman.org

March 18, 2013