

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

Benjamin Edelman
Harvard Business School

Google as Publisher

- Bias

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“[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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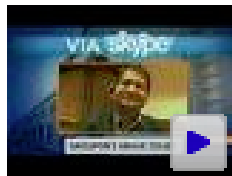
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www.youtube.com/watch?v=VFnhE8eJPCE

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.

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Eastern Sprints

Sprints continued from page 9

Dartmouth was rocking out there and Columbia's always been fast and Princeton's been the best in the 1F, and Harvard's always fast and I was saying "Why can't we have flat water?" But we had a good start. My stroke said after the third stroke he said, "Oh, this is going to be good" Somehow they just knew."

"After last year, we prepared for really tight racing," said Yale stroke Andrew Morley, reflecting on their loss in 2000 to Columbia in the closing meters. "The field was really tight to begin with and you can't rest on your laurels at any point."

Two of the pre-season favorites—Princeton and Columbia—struggled mightily in Worcester, eventually finishing sixth and fifth, respectively. Dartmouth took the silver ahead of Harvard, a crew the Big Green had lost

to in their season opener by 6.5 seconds.

For Yale, the next step is the quest for a second consecutive national title. Taking into account Yale's thorough thrashing of all their main competition a repeat national championships seems a given for Card and company.

And as if having Yale's varsity carry the day wasn't enough, the second varsity won by even more, a cavernous five-second margin of victory over Princeton.

"Two golds and three silvers," said Card, looking at his squad's overall performance. "The silver crews, although they were disappointed not to have golds, I thought they had good rows, so we think it was a pretty good day overall. Winning the Jope Cup is something special we've been looking out for. I'm really happiest for my seniors. The four guys in the stern [of the

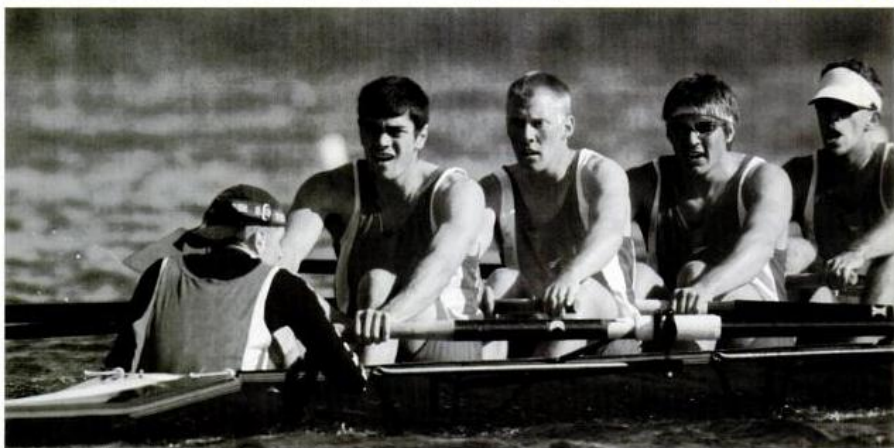
varsity] have never won it here."

Wisconsin's JV salvaged what was an otherwise disappointing day for the Badgers. The Wisco varsity failed to qualify for the grand final after finishing third last year, but the JV nailed down a solid win with an aggressive middle thousand. Brown finished a disheartened second and Northeastern third.

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

"It's been three straight years that the crew that won the 2F also won the 1F," pointed out Manning.

[Please turn to page 50](#)



SOME CONSOLATION Wisconsin's JV won their race while the varsity could only win the petite finals.

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

We have been informed that the Eastern College Athletic Conference (EACR) has allowed only one rowing shell manufacturer, Vespoli 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 boats, 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 EACR'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 exclusive 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 opinion on this issue to the ECAC to insure that this type of exclusionary action does not occur again.

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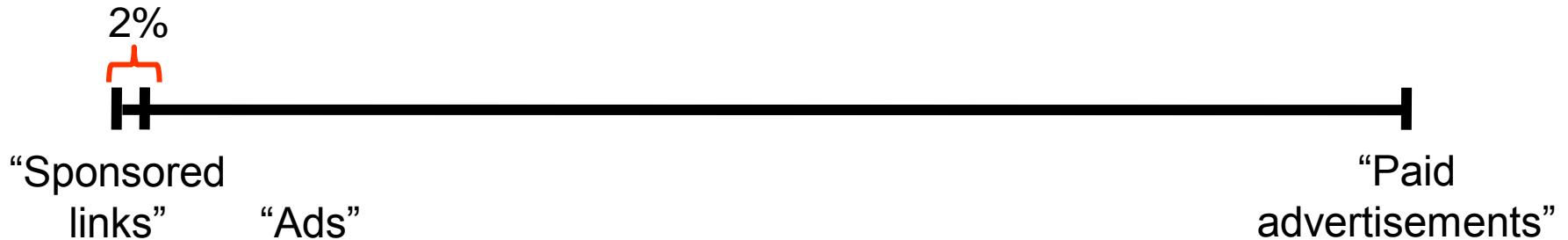
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These are some of the reasons why Otto S. Langum should be the next Mayor of Minneapolis. There are other reasons, but these are enough to show that you will not be making a mistake by voting for

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-US Communications Decency Act, 47 USC §230

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COUNTRY MUSIC TELEVISION, INC.,
PARAMOUNT PICTURES CORPORATION,
and BLACK ENTERTAINMENT TELEVISION
LLC,

Plaintiffs,

v.

YOUTUBE, INC., YOUTUBE, LLC, and
GOOGLE INC.,

Defendants.

Civil Action No. _____

**COMPLAINT FOR
DECLARATORY AND
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Plaintiffs Viacom International Inc., Comedy Partners, Country Music Television,
Inc., Paramount Pictures Corporation, and Black Entertainment Television LLC (collectively,

“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.

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

Benjamin Edelman
www.benedelman.org

March 18, 2013