

Produced in Native



Viewers All Hands



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Agenda

- The Goal
- How will we do it
- Are we setup the way we want to do it
- Q&A

The Big Hairy Audacious Goal

175Mhr/day today



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In scaled font and graphics size, if today's YT traffic is on the left, the goal we are shooting for will look like that on the right. Added for dramatic effect.

The Big Hairy Audacious Goal

1Bhr/day by 2016

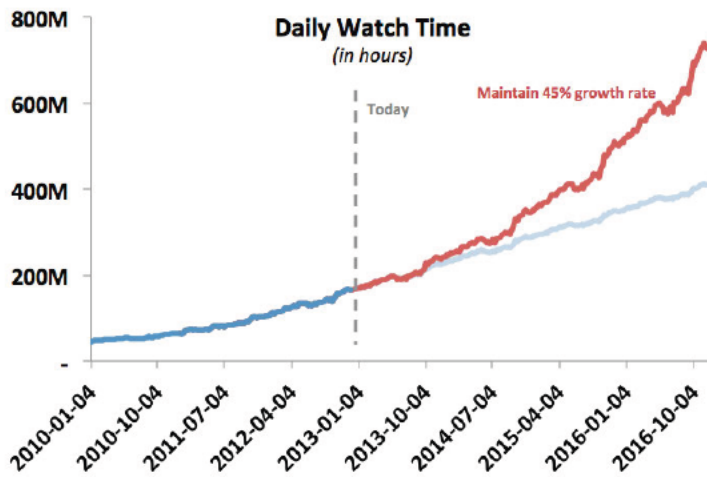


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In scaled font and graphics size, if today's YT traffic is on the left, the goal we are shooting for will look like that on the right. Added for dramatic effect.

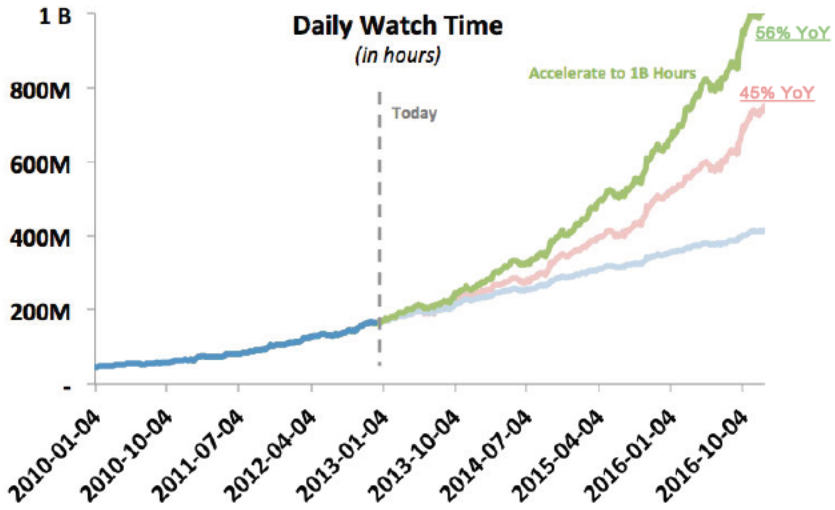
Trajectory assuming constant growth rate?



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What growth rate do we need?



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Growth rate is trending down for watch time



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Big Rocks Summary

How will we do this

Remember we talked about it a month ago?

Let me give you example of some projects we might do in some of these areas.

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Noam: PTAL

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The Viewer Big Rocks Exercise

Theme:

- Increase number of daily users, F (or DAU/MAU)
- Continue to increase Watch time per visit (E) as daily users increase

		U	F	E
Increase Daily Usage (F)	X-Device Consistency	↑	↑	
	Bring more users in, and back		↑	↑
	Setup users into ideal state		↑	
	Make YouTube Faster		↑	↑
	Make YT more current	↑	↑	
Increase Watch Time Per Visit (E)	Autoplay, Queueing, Resume			↑
	Support vertical modes like kids, music	↑		↑
	Make our house channels awesome			↑
	Autoplay, Queueing, Resume			↑
	Fix our home channel			↑

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CURRENT ORG

Older IA	Teams
Devices & API	Mobile and Tablet TV API
Enter, Watch, Share	Onboarding Accounts Guide Watch Comments Player Social
Search & Discovery	Search Legos Personalization Related Videos Mindstorms YouTube Radio Channel Recommendations VCA infrastructure

Before we start on these and other projects, are we setup to go to towards 1B?

What a good setup will look like?

- Each team has a clear mission.
- Teams own their goals end to end, and are directly accountable for results.
- Whatever features a team works for, are available to users across devices.
- Cross-team work is easy to do, contracts with and dependencies on others are clear with doing more things with more people.
- Decision making and escalation (who decides X and when) is obvious.
- Each team has a clear mission which obviously connects to the broader mission in a manner

Diffs:

- People are being asked to go deeper, increase focus and solve specific problems m
- Fewer owners for each specific problem so decisions get made faster and accounta

Diffs (to be moved to a different slide)

- Clients: Desktop is not the only place where many features get built. Contract is clea feature and client teams and its easy to build for all clients. Clients are part of Viewe can build the right API, Viewer has the most surface area of the clients today.
- Certain teams are being split and each part is being asked to increase investment in Go deeper, increase focus. This is going to help people not be spread across many Onboarding being split into A&R and Setup. P13N into Channel Recs, User Profile, W

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Noam: To reword and add the devices welcome and touchy-feely stuff

- Fewer owners

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Are we set up the right way? Welcome our devices team.

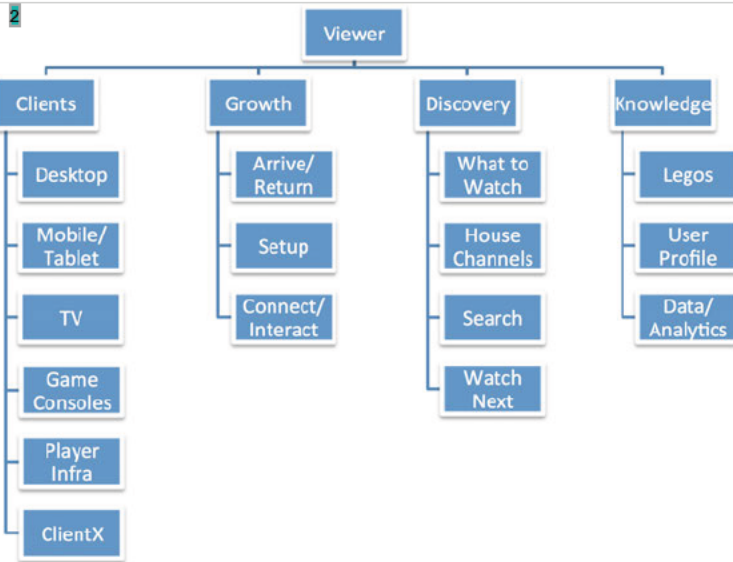
Organizing our 2013 efforts

IA	Mission	Metric
Clients	Provide best YouTube experience across all clients	7DA/Quarterly active viewers per client CSI and QOE performance metrics
Growth	Increase number of daily active viewers across all clients	Total # of Daily Active Viewers
Discovery	Ensure there's always something good to watch for each and every viewer across all clients	Watch time per Daily Viewer
Knowledge	Know everything there is to know about viewers, videos and channels	Coverage and precision

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Teams within IAs



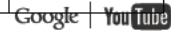
Slide 1

- 1 Need "Core API" and "MDx" entries under Clients.
- (Could collapse TV and Game Consoles into one if that helps layout)
Andy Berkheimer, 3/18/2013 5:39:22 AM
- 1 Adding Noam, who is working on prettifying the deck. Can you please
also
suggest mission/metrics for them. We went through everything today
and have
mission/metrics for everything else.
- Peeyush
Peeyush [REDACTED] 3/18/2013 5:20:07 AM
- 2 Yes I'm IM'ing with Noam now and adding these rows to deck. Had to
add comment on this slide because I can't edit the bitmap.
Andy [REDACTED] 3/18/2013 5:39:22 AM

Clients Teams

Area	Leads	Mission	Metric	Current projects
Desktop	Mathieu, Nundu, Josh	Provide best YouTube browse and watch experience for web.	7DA/Quarterly active viewers on web CSI	Watch, Player, Search FE, Channel FE, Latency
Mobile and Tablet	Horia+MattS, Andrey, Andrew+David	Provide best YouTube browse and watch experience for mobile and tablet.	7DA/Quarterly active viewers on mobile and tablet CSI	iOS clients
TV	Luke, Sarah, Marc	Provide best YouTube browse and watch experience for tv.	7DA/Quarterly active viewers on tv CSI	
Game consoles	Emmanuel, Sarah, Jenny	Provide best YouTube browse and watch experience for game consoles.	7DA/Quarterly active viewers on game consoles CSI	Steel, Xbox, Wii
Player Infra	Richard	Never see the spinner again	QOE	MYTF, Prefetching, Sliced Bread
Client X	MattS	From idea to prototype in 10 mins or less	Do we have a ClientX that X% of teams use to prototype, design, etc.	None
Core API	Mathieu, Vlad	Spread YouTube beyond the walls of Google	Daily active apps/devkeys Usage with API referral	
MDx	Daniel, Sarah, David	Seamless multi-screen interactions	% of TV usage initiated by MDx	Eureka, MDx on Desktop, Queuing

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Sample 2013 client projects

- Inertube
- Autoplay
- Queuing
- Offline
- Protected content
- Multiuser watch
- Resume from last time watching
- Better use of watch later and history
- Topic and mood based journeys
- Make Youtube faster
- Various safety modes
- Various vertical modes
- Non video media types
- Gapless seamless playbacks
- ClientX
- Watch While

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Add value beyond the video

Connecting people through video.

Add value to video through engagement


Make videos on youtube valuable through off-youtube connections

Add value to YouTube above and beyond the video.

Make Youtube more valuable through richer interaction.


Connect Viewers with the videos, channels and YouTube features they will love

Connect Viewers with what they will enjoy on YouTube



Growth Teams

Team	Leads	Mission	Metric	Current projects
Arrive & Return	John Benoit, Kevin [redacted]	Bring viewers to all YouTube clients	DAU/MAU	Popular on YouTube email, Digest Emails, Inbox, Notification Infrastructure
Connect & Interact	John F Sherry, Kevin [redacted]	From a lonely one way experience to a communal, shared 2 way experience. Unlock meaning	Engaged user and video coverage %?	Social Actions, Comments, ID Merge, Google+ Integration, FB Integration, Social Graph Merge
Setup	Peeyus, Norberto, Kevin [redacted]	Turn occasional onlookers into deeply engaged YouTube Viewers	# of DAU w/ Active Subscriptions / MAU	Channel Recs, Eng Wizard, Guidebuilder, Guide, Login

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Slide 1

1 We have a couple of issues here. Accounts & Identity is really part of setup. I just don't buy that it's really part of social. I think that's a stretch. We have a team called setup and their main goal is to continuously work to get users into the right state. That may mean connecting them with content they love, but it also means getting them to login, getting them to fill out their profile, get their account into the right state and so on. This is what our accounts and identity team do and that means they are technically in Setup. However, given the state of ID merge and everything that team is doing, I don't think it's prudent to change anything about their reporting structure or what team they're on really. They're almost done. We should let them complete and then when they're done and we have resources free to start doing accounts type work we can think about where to put those resources, which teams and so on.

My proposal is change "Identity and Social" to "Connect & Interact" or something like that. The projects in there are social actions, comments, ID merge, Google+ integration, FB integration and so on.

Noam [REDACTED]; 3/17/2013 6:03:22 AM

2 Fine. I think I am putting Google+ integration in Social, which covers ID merge, and goes on to social graph merge. Increasing sign in is in Setup.

Peeyush [REDACTED]; 3/17/2013 6:03:22 AM

Sample 2013 Growth projects

- | | |
|--|---|
| <ul style="list-style-type: none">● Time based notifications● Communication smart about context● Personalized content in email● Notification on other websites● Bring from embeds to site● Social networks connectivity● Contextual signin promos● Mobile sign in on app start● Android autlogin upgrades● Assisted Setup● Social Setup● Feature setup● Device setup● Increasing Sign-in● Peer programming● Guide Sharing | <ul style="list-style-type: none">● Run ads on TV for YouTube● Implicit subscriptions● Guide scaping● Peer programming● Cross device setup● Channel bundles● Guide gamification● Reviews on videos● Help build curated destinations● Build relationship with creators● Share sets without playlists● Group channels● Feedback● Support requests● Distiller v2● Shared interactions● Retweeting● Rewards, polls, forums |
|--|---|

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Discovery Teams

Area	Leads	Mission	Metric	Current Projects
What to Watch	Ben, Trevor, Josh	Reduce abandonment and increase daily unique long starts.	Watch time from daily unique non-nav trails / total watch time	LIHP Feed, LOHP Feed, Video Recs channel
Search	Jeremy, Trevor, Chris	Turn every query, broad or narrow, into an enjoyable long YT session	Watch time from nav trails	OneTree
Watch Next	Su-Lin, Trevor, Taeho	Maximize session watch time	Trail watch time from watch experiences	Related Graph, Systems
House Channels	Ross, Kurt, Josh	Create the best channels YouTube on top 10 topics.	# of daily active subscribers	House Channels

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Sample 2013 Discovery projects

- Move from watch time to long term watch
- Better Longform content
- Better newsy experience
- Paid content discovery, transaction
- Device centric discovery
- Related with shorter memory
- House channels quality for top N topics

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Knowledge Teams

Area	Leads	Mission	Current projects
Legos	Vincent, Kurt	Understand everything there is to know about YouTube videos, playlists and channels	
Viewer Profile	TBD	Understand everything there is to know about the Viewer	
Data and Analytics	TBD, ScottZ	Be the source of truth about YouTube viewers	Youtube RASTA, Mobile Device Logging

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Sample 2013 knowledge projects

- Smarter Experiment reporting
- Candidate Selection
- User Store
- YT Session Seeker
- Separate Viewer Model, Viewer Surveys
- User Interests
- User demographics
- User behaviors
- User current state
- User long time watch
- Desktop client
- Understand content of our videos better
- Build reliable metrics and analysis tools
- Mobile experimentation
- Allow easy experimentation
- Face detection

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Plan from Mar 19-EOQ1

Roadshow: Noam, Peeyush will talk to each new team and answer the questions they have.

Homework: Teams need to do the following:

- Look at the mission and understand it. Its the team's goal, and the team is empowered to do what takes them towards it.
- Look at the metrics and see if they accurately represent progress towards the mission. If not, please propose new metrics. If yes, please confirm.
- Look at the team name. Is that how you want to be known. If not, please propose a new name which is understandable.
- Prepare a plan for Q2/M4. Look at current plans, the suggested projects in big rocks etc and prepare. Propose any headcount change.
- Identify need for any new team meetings, attendees, mailing lists.
- **TODO: Fill in the details for the roadshow and homework. How will further questions get answered + what do we expect people to do in the next two weeks should be very clear.**

Q2
View

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Backup

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But wait...

Before we start on these and other projects, are we setup to go to towards 1B?

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Diffs:

- People are being asked to go deeper, increase focus and solve specific problems more deeply.
- Fewer owners for each specific problem so decisions get made faster and accountability is clear.

Diffs (to be moved to a different slide)

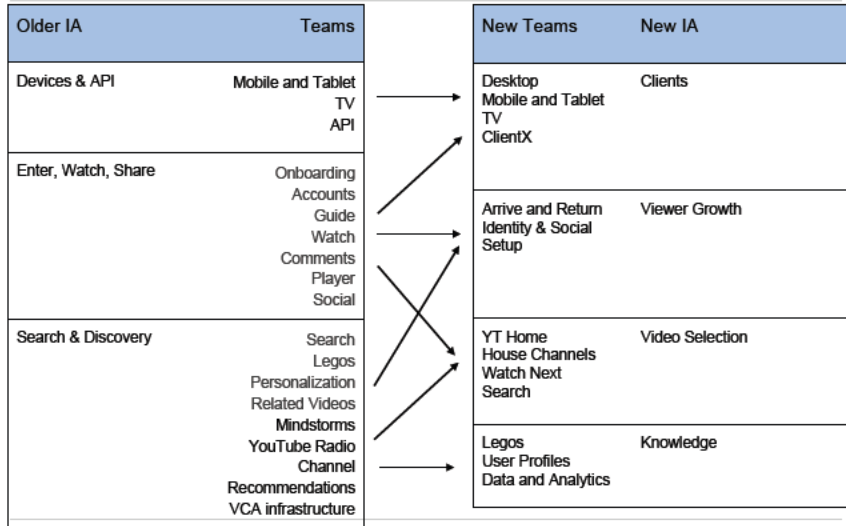
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- Certain teams are being split and each part is being asked to increase investment in their area. Go deeper, increase focus. This is going to help people not be spread across many things. Ex:

Onboarding being split into A&B and Setup. B12N into Channel Page, User Profile, W2W, LOHP
Google Co. Noam: To reword and add the devices welcome and touchy-feely stuff Google | YouTube

Are we set up the right way? Welcome our devices team.

Remapping



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3
 Neum suggested: Instead of mapping this way, lets light up the teams which need to solve a specific problem or two.

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Slide 1

3

I am not sure we should do it that way.. we can instead talk through with some sample scenarios.

Peeyush [REDACTED]; 3/17/2013 6:15:08 AM

Some scenarios for Watch Growth

Watch time = Users (U) X Frequency (F) X Engagement (E)

What we see:

We cannot call 'check' on any variable, we need to raise on all variables and go all-in on one of them.

MAU (U)	DAU/MAU (F)	Watch/DAU (E)	EO16 Watch
- or ↑	- or ↑	- or ↑	< 1 B
↑↑	↑	↑	> 1B
↑	↑↑	↑	> 1B
↑	↑	↑↑	> 1B
India, China, other countries, Connected TVs activated. Primarily distribution.	Get users to visit back more often through emails and notifications. Live events, Newsy events. Marketing our shows. x-device support.	Connect users to content they love. Make YTF. Higher quality (paid) content. Better house channels on top 5 verticals. Autoplay, queueing.	

Noam: PTAL.

Increase U and E, significantly increase F

Increase U

- Penetration in India's mobile population is equivalent to US (currently at XXX)
- 75% of users use their mobile devices to use YouTube atleast once a quarter
- 25% of smart TVs buyers use YouTube on TV atleast once a quarter
- 50% of tablet use Youtube on tablet once a month

Increase F

- 60% of mobile and tablet monthly users are daily active users, just like Facebook. (Today XXX)
- 25% of monthly desktop users are daily active users. (Today 21%).

Increase E

- Average watch time on TV is 1 hr.
- Average watch time on desktop is

Watch time = 1.18B Hr/Day

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Noam: PTAL. Peeyush: fill in current numbers

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Slide 1

2

Can we get some stronger conclusions here? Otherwise, I think this slide is just not worth doing. "Some penetration in India" is a very weak statement. What does "70% of mobile devices activate" mean? What do you mean by activate? "Watch time grows on mobile, TV, Tablet" is not saying anything. I don't know what "Desktop goes from 21 -> 27%" means?

Noam [REDACTED] 3/17/2013 4:36:00 AM

4

Thanks for pointing out what is not working. I will try to change it. Maybe you can suggest what I should have changed these to?

Peeyush [REDACTED]; 3/17/2013 4:36:00 AM

Q2 onwards

The teams follow the project management process for 6x26 rhythm.

The other meetings in Viewer as following:

- Design reviews, Eng reviews, Tech forum
- Release planning meetings per client per release
- 15 mins per IA x 4 for the plan for the month
- Viewer Stats weekly
- Launch Review weekly
- Product review, How often? Whats the criteria for review with Shishir?
- UX review, How often?
- TMNT, when are the meetings?
- xFN meetings with Marketing, Content, etc

TODO: Fill in the following process to stay in sync. Not all need to be discussed in all hands. Questions: Who all attend, how often is this held, who manages agenda etc.

TODO: What about xFA, xPA, Escalations, Snippets, Tagups, Updates.

Mapping Big Rocks to IAs

	IA
Bring more users in, and back	Viewer Growth
Setup users into ideal state	Viewer Growth
Fix our home channel	Video Selection
Make our house channels awesome	Video Selection
Make YT more current	Video Selection
Autoplay, Queueing, Resume	Clients
Support safety modes	All
Support vertical modes like kids, music	All
MYTF	Clients
X-Device Consistency	Clients
Data and Analytics	Knowledge
User Profiles	Knowledge

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What does a 2016 YT look like?

Unlike TV

- Availability on all screens of every form factor is the norm, not the exception.
- Global availability of the content catalog is the norm, not the exception.
- Youtube learns about the user and finds for them the content they would like to watch.
- Youtube content experience is not passive. Instead it provides interaction, like annotations, conversations and sharing, that increases engagement.
- Youtube setup and onboarding get user into a state where it becomes a daily habit.
- YouTube brings back users from wherever they are back to YT on a regular basis using internal signals and viral techniques.
- Every individual has a version of YT they call their own.

Just like TV

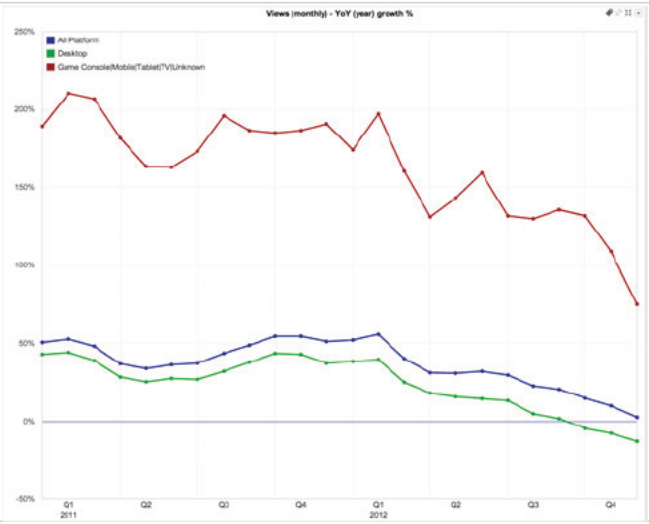
- Youtube provides an excellent lean back and auto play experience.
- Youtube provides top of the line paid content without compromise.
- YouTube is highly adopted in currently lagging geographies like India, China, Brazil etc.
- YouTube caters to many vertical needs such as kids, education, music consumption, etc.
- When you are bored, you can turn on YouTube.

We need to make this succinct and crisper and connect to omnipresent, regular and engaging.

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..and for views



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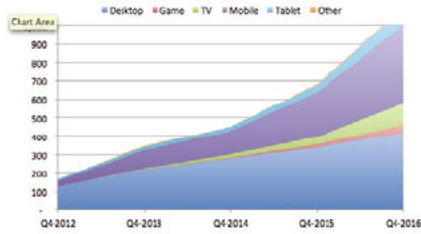
"What if" #1 : Lot more Users

What if...

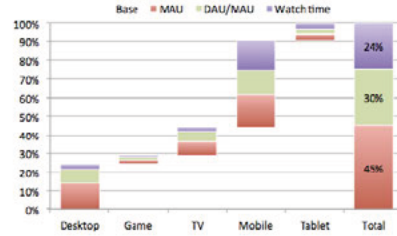
- We had extremely aggressive growth in desktop user base, with 75% adoption in India, China, other countries.
- We had 75% of Mobile devices, Tablets, Smart Televisions and Gaming devices connected, activated and visit YouTube monthly

Watch time = 1.1B Hr/Day

Daily watch time, millions of hours



Share of total growth from each watch time driver, %



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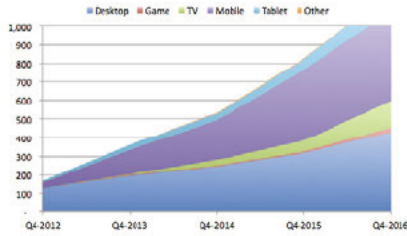
"What if" #2 : Lot more frequency

What if...

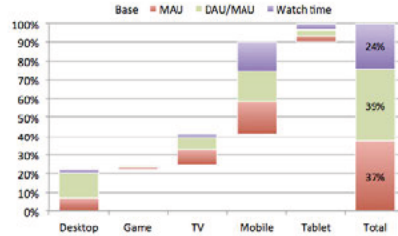
- Number of users coming daily to YT on desktop rises, and on all other devices reaches 60%, rivaling rivals Facebook (60%) and TV (88%)

Watch time = 1.2B Hr/Day

Daily watch time, millions of hours



Share of total growth from each watch-time driver, %



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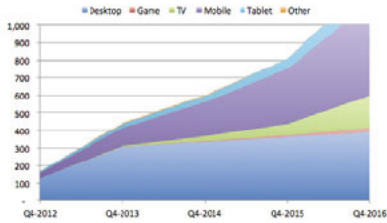
"What if" #3 : Lot more watch per user

What if...

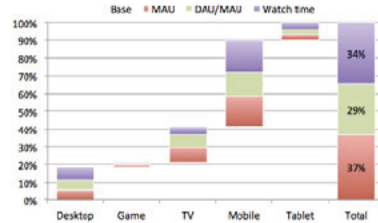
- Get users to double their watch time to 1.5 hr/day on TV and 1 hr/day on other devices

Watch time = 1.25B Hr/Day

Daily watch time, millions of hours



Share of total growth from each watch time driver, %



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