

From: [REDACTED]
Sent: Tuesday, June 20, 2006 1:47 PM
To: [REDACTED]
Cc: Google Discussion
Subject: Litebulb - Ideas and Resources (FTE); Harry Emil; Paul Donnelly; Dan Bean
RE: "Office 2007 is the Bravest Upgrade Ever" [was] RE: E. Schmidt at Conde Nast's event for its new business magazine

For years before joining Microsoft, I have tried my hardest to send in feedback and get my voice heard. Simply listening isn't enough, we also need to let people know that we are in fact listening. Product Feedback Center and the VS.net 2005 beta was the only time I ever felt truly listened to. When users felt as though they are being ignored, they will stop speaking because they think they are simply wasting their time. The users who are smart and important enough to have precious time that shouldn't be wasted are the ones we really want to hear from!

I'm actively using Office 2007 and sending smiles and frowns daily, but I have no clue if anyone is actually reading them. No one tells me "thanks for the idea!," "we are going to do this in the next version," "this has already been suggested, we are investigating it" like I would see in Product Studio.

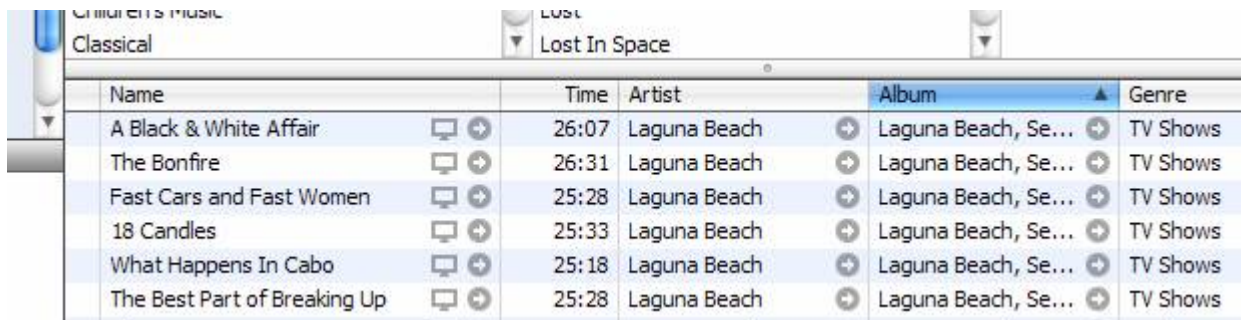
I understand that Microsoft products reach so many people that it would be impossible to have a developer personally respond to every little suggestion on every single product, but I'm sure we could come up with something better than the inconsistent, disparate, and inadequate solutions we have today.

P.S. I'm a lowly intern; I'm a little terrified replying to Steven Sinofsky. ☺

From: Steven Sinofsky
Sent: Monday, June 19, 2006 9:23 PM
To: [REDACTED]
Cc: Litebulb - Ideas and Resources (FTE); [REDACTED]
Subject: RE: "Office 2007 is the Bravest Upgrade Ever" [was] RE: E. Schmidt at Conde Nast's event for its new business magazine

I think this thread oversimplifies "listening to customers". Pardon me for a bit of history and my own views...

Usually when people say this they mean "listen to me" – like what I mean when I am sitting looking at the iTunes interface for buying tv programs and I can't for the life of me figure out what order to watch Laguna Beach episodes! Why isn't there a feedback button there? Then again, I would bet anything they know this already. How could they not? And while I'm at it, why does it list "Artist" and "Album" for Laguna Beach?



Name	Time	Artist	Album	Genre
A Black & White Affair	26:07	Laguna Beach	Laguna Beach, Se...	TV Shows
The Bonfire	26:31	Laguna Beach	Laguna Beach, Se...	TV Shows
Fast Cars and Fast Women	25:28	Laguna Beach	Laguna Beach, Se...	TV Shows
18 Candles	25:33	Laguna Beach	Laguna Beach, Se...	TV Shows
What Happens In Cabo	25:18	Laguna Beach	Laguna Beach, Se...	TV Shows
The Best Part of Breaking Up	25:28	Laguna Beach	Laguna Beach, Se...	TV Shows

Way back in the dark ages we built software that was possible. Neat.

Then we developed the golden rule – only build software that you really want to use yourself. That yielded a lot of good development tools. It yielded the GNU movement as well. But that methodology peaked pretty quickly.

Some folks then had some great ideas about doing “usability tests” to figure out if the software worked. But when the results came back all we concluded was that we found 10 dumb people to come and take the test since obviously the feature worked. After we repeated this a whole bunch we finally concluded maybe we could do a better design. But still, that was optimizing the features we had already chosen to do because we thought it was neat.

We then moved to the era of “listening to power users”. We spent a ton of energy on user groups, the influential down the hall, and reviews in places like PC Magazine and Software Digest. This yielded lots of keyboard shortcuts, customizable menus, and a whole lot of other cool features for the era. We were definitely listening to customers. But in hindsight we listened too much to the vocal minority. We got “neat” ideas from anecdotal data and people used to claim we added things because of them, for sure. But the breakthroughs like pivottables and background spelling were just dreamed up without anyone “customers” telling us the solution.

We got more sophisticated and ventured into the world of very targeted listening. We created “advisory” councils made up of representative customers of certain types (like IT Pros). We spent hundreds of hours listening to these customers. We built in all sorts of ways for these customers to be happy. That yielded the TCO-friendly wave of 2000 products. Most individuals said we didn’t listen to them, which we didn’t, but we did listen to the customers that paid us.

With Watson (and later SQM) we entered the data-centric way of listening to customers. The truth is listening this way is far more interesting than the previous generations of qualitative feedback and anecdotes. Through this mechanism we get, to use internet terms, tagged data telling us much more than verbatims. Verbatim comments are super hard to act on and super hard to deal with in any systematic way. But designing a new user experience based on how people really use the product (not how they tell us they use it) is very reliable. So is fixing the bugs people actually experience in quantity, not just fixing the ones a vocal customer we are “listening to”.

Of course we still continue deep engagement with specific qualitative audiences, like MVPs, newsgroups, bloggers, and even our own management. We also have “send a smile” as described which yields hard to act on data but nonetheless we pay attention.

I think the real problem is that when a product feels lacking the assumption is that someone wasn’t listening. But when a product does well, there is a great story to tell behind the scenes. People write books about these “ways to listen to customers”. Usually there are three ways you read about listening with a successful product:

- Inspired iconoclast – this is the Apple way of doing things. A single enlightened person. This is very hard to repeat, a risky proposition for shareholders, etc. It is also what everyone with an idea says the right methodology should be. People with ideas, entrepreneurs, often have a lot of faith in their ideas and just need the resources. Inside a company the success rate is no higher than startups.
- Some systematic mechanism that sounds novel – this is the “we realized soccer mom’s don’t have the right car” or “at 3M we listened to *lead users*”. This is usually the mechanism used to articulate a product during launch by marketing since it sounds very neat and is an easy story to tell.
- Relentless incremental improvement – this is Toyota. When all else fails you talk about the mistakes that were made previously and how you fixed them. There were 100 defects in 1995 and 43 defects in 2000. For certain audiences this makes a lot of sense.

The truth is as it always is in business—somewhere in between and a combination of all of the above. There are successful ways to listen to customers and when combined with the right execution of the right set of inputs there is a winning product. Which then when combined with the right business strategy can make for a successful initiative, assuming some luck at every step of the way. But with a cool product you have to tell a story so you omit all the yucky details, shades of grey, and other stuff and just pick from the above and tell a cool story. When we read about the ipod or google we are hearing their marketing view, not the factory view.

The Office Assistant was definitely an iconoclastic initiative. Listening to our leading edge customers reducing cost of ownership was definitely a *lead user*. And Office XP was all about relentless improvement in quality through Watson. All were successful from a revenue point of view, but I think I could make a case that while successful (and while having 100’s of millions of customers) they were not “out of the park” in the sense that they did not change the world. So it all depends on how you look at it.

In the internet space people talk a lot about "get it out there and then listen". I think the reality is that looks a lot like listening to power users combined with some SQM data (web logs). It is tough to tell right now since most of the "innovation" is just around bringing known scenarios to the web so the optimizations are sort of straight forward (where's the delete button in gmail, how do I get the calendar to my treo). I think it is naïve to think that that sort of "listening" is any more scientific or better than anything in the past, just because there are logs of A/B tests to support it. It is just another tool, easily abused by someone with an agenda (just as usability tests and focus groups are).

There is a lot of great work at Microsoft in this area. Maybe we don't tell the story well. Maybe folks don't know everything that goes on. But I think we listen a ton. Listening and acting on feedback from 10's of millions of people is difficult at best, conflicting and impossible most of the time.

From: [REDACTED]
Sent: Monday, June 19, 2006 7:45 PM
To: [REDACTED]
Cc: Litebulb - Ideas and Resources (FTE); [REDACTED]
Subject: "Office 2007 is the Bravest Upgrade Ever" [was] RE: E. Schmidt at Conde Nast's event for its new business magazine

I don't know whether this is true, but here is the claim:

"[The Office 12 team] had the data to back up a number of design decisions they made. Allow me to illustrate with a [graphic](http://www.flickr.com/photos/kingsleyj/152318244/). <http://www.flickr.com/photos/kingsleyj/152318244/> 13 billion user sessions make a very convincing argument for radical design changes." http://www.dashes.com/ani/2006/06/19/office_2007_is_

Office 2007 is the Bravest Upgrade Ever http://www.dashes.com/ani/2006/06/19/office_2007_is_

From: [REDACTED]
Sent: Mon 6/19/2006 6:17 PM
To: [REDACTED]
Cc: Litebulb - Ideas and Resources (FTE); [REDACTED]
Subject: RE: E. Schmidt at Conde Nast's event for its new business magazine

Yes, I totally agree on the discoverability, but that is by design - at this stage, the Vista site for beta feedback only, so beta users are notified through normal channels (mail, newsgroup, d/l page, etc.) Internally, it's through email from MSIT.

Obviously, going forward we would want to integrate things more seamlessly, but I agree with others earlier in thread that, in general, it's just way too hard for users to give feedback to MS. This site is just one of many different ways for them to communicate with us, and I think everyone would benefit if we had a seamless and integrated story across all our various feedback channels.

Specifically, wrt categorize vs. free text - the goal of this program is to eventually scale to millions of users, while still getting specific feedback on a given scenario, so while it's a couple extra clicks, we can consume the data far more easily - free text comments are available, but not required. By steering the user to a specific area/scenario, it's easier to match feedback with an internal owner, as well as understand what areas really stick out and required deeper analysis. It also gets around the problem that an auto-analysis tool might not know that when you say "burn a music CD" and I say "rip a few tunes" that we are talking about the same scenario.

The "tell us what you think" page on Microsoft.com ([here](#)) uses free text auto-analysis tools to review the submissions. These are typically more general comments.

From: [REDACTED]
Sent: Monday, June 19, 2006 5:53 PM
To: [REDACTED]
Cc: Litebulb - Ideas and Resources (FTE); [REDACTED]
Subject: RE: E. Schmidt at Conde Nast's event for its new business magazine

That went out before I was done editing it. Sorry about that. Here are some things I noticed about the Vista feedback form versus the MSN.com feedback form:

(1) The MSN feedback button is more discoverable because it is on the main MSN page. Vista's feedback form requires knowing the feedback URL. (2) Vista requires signing into passport to give feedback. MSN does not. (3) Vista requires the users to go through two menus to categorize their feedback. MSN uses a free text feedback form.

Each one of these things creates a kind of impedance -- a barrier that only some percentage of users will get through. The main benefit of the high-impedance approach seems to be that processing is more scalable/automatable and therefore cheaper.

However, there is a thinkweek paper on automated and scalable ways for analyzing free text (<http://thinkweek2/Details.aspx?subId=847>) by Michael Gamon, Arnd Christian König, Andy Edmonds, Pamela Sindall:

We describe and advocate the use of in-house automatic text analysis tools to explore the vast amounts of verbatim (text) feedback provided by customers. We present an initial set of tools that have been developed for that purpose. We argue that the creation and use of services and tools along those lines can enable product and content groups to actively listen to the voice of the customer and to rapidly respond to developing problems. Such services would also be useful to enterprise customers, such as hospitals, and governments, who desire to see the patterns in free text verbatim feedback.

This paper has some interesting data on what the cost of putting a feedback button on all the apps might be. MSN gets about 8,000 pieces of feedback per day. About 1% of the users choose to provide feedback.

For example, Office Online receives 150k - 400k comments per month, MSN Search about 8k per day (=240K per month). Opt-in for feedback on search is less than 1%,

The paper describes several tools that use clustering algorithms and keyword searches to identify topics a lot of users are concerned about, and to separate negative feedback from positive.

-----Original Message-----

From: [REDACTED]
Sent: Monday, June 19, 2006 3:39 PM
To: [REDACTED]

Cc: Litebulb - Ideas and Resources (FTE); [REDACTED]
Subject: RE: E. Schmidt at Conde Nast's event for its new business magazine

How would a user discover these URLs? An "I Wish" button in the Help menu (or the Start menu for Vista) that popped open IE to these URLs would be much more discoverable.

-----Original Message-----

From: [REDACTED]
Sent: Monday, June 19, 2006 1:11 PM
To: [REDACTED]

Cc: Litebulb - Ideas and Resources (FTE); [REDACTED]
Subject: RE: E. Schmidt at Conde Nast's event for its new business magazine

Windows Vista and Server Longhorn beta customers (moms included :-) can give feedback on end user scenarios thru <http://windowsbeta.microsoft.com/vista>

MS Employees can do the same on <http://vote/vista>

This supplements the usability data and is reviewed daily.

-----Original Message-----

From: [REDACTED]
Sent: Monday, June 19, 2006 1:04 PM
To: [REDACTED]

Cc: Litebulb - Ideas and Resources (FTE)
Subject: RE: E. Schmidt at Conde Nast's event for its new business magazine

sigh

Why must everything be an EITHER..OR? Why can't we have both usability labs and encourage direct user feedback on the released product?

--
[REDACTED]

> -----Original Message-----

> From: [REDACTED]
> Sent: Monday, June 19, 2006 1:00 PM
> To: [REDACTED]

> Cc: Litebulb - Ideas and Resources (FTE)
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine

> I didn't say that. They provide different kinds of feedback.
>
> Talk to Andy Edmonds in MSN Search. He gets a LOT of feedback
> from "mom's" through their "help us improve" link.

> [REDACTED]

> -----Original Message-----

> From: [REDACTED]
> Sent: Monday, June 19, 2006 12:58 PM
> To: [REDACTED]

> Cc: Litebulb - Ideas and Resources (FTE)

> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine
>
> My mom wont be sending feedback to MSN; she will just give up
> Only select categories of people send feedback
>
>
> Based on your info we could close down office and windows
> usability teams too.... I don't think so
>

> [REDACTED]

> -----Original Message-----

> From: [REDACTED]
> Sent: Monday, June 19, 2006 3:52 PM
> To: [REDACTED] Oltean;

> Cc: Litebulb - Ideas and Resources (FTE)
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine
>

> Because they don't provide enough coverage.
>
> MSN Search is getting something like 8,000 emails every day
> about things they could improve about their search engine.
>
> Getting that kind of flow gives you a lot better feedback
> than running a few hundred people through a usability lab
> (and is a lot faster and a lot less expensive).
>

> [REDACTED]

> -----Original Message-----

> From: [REDACTED]
> Sent: Monday, June 19, 2006 12:40 PM
> To: [REDACTED]

> Cc: Litebulb - Ideas and Resources (FTE)
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine
>

> Why not just conduct formal usability tests BEFORE a product ships?
>

> - [REDACTED]

> Sent from Pocket PC Phone
>

> -----Original Message-----

> From: [REDACTED]
> Sent: 6/19/06 7:36:49 AM
> To: [REDACTED]

> Discussion"<google@microsoft.com>
> Cc: "Litebulb - Ideas and Resources (FTE)"<litebulb@microsoft.com>
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine
>

> Sounds like a good Thinkweek paper, Asim, if one hasn't been
> written already.

> -- [REDACTED]

>
>
>
>
>
>
> From: [REDACTED]
> Sent: Sunday, June 18, 2006 12:22 PM
> To: [REDACTED]

> Cc: Litebulb - Ideas and Resources (FTE)
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine

> [REDACTED] writes:

> I dream of the day when every window in every
> application will have a "what's wrong with me?" button, which
> gets your feedback somewhere. This, coupled with a
> large-scale statistical feedback gathering process will allow
> you to get a good insight on what are your top problems. Then
> if you see that 90% of user frustrations are related with a
> certain edit box, you dig in the feedback, fix the issue, and
> push the fix to interested clients.

> Good point.

> It would be neat if every application has a "Open bug" menu
> button (under Help). Users could use this to suggest features
> or open bugs.

> When I use Visual Studio or Outlook I frequently wish a
> certain feature existed but the mental bar for opening a bug
> against Product Studio is too high so I do nothing. Also
> Product Studio is not an option for people outside the company.

> This "open bug" feature could be like Watson but instead of
> just tracking crashes -- which are obvious bugs -- this would
> track more subtle bugs (or missing features) that users sense
> but that they currently can't communicate.

> [REDACTED]
>
>
>
> From: [REDACTED]
> Sent: Saturday, June 17, 2006 3:16 PM
> To: [REDACTED]


> Cc: Litebulb - Ideas and Resources (FTE)
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine

> Well said.

> In addition, I think that there are also two other factors,
> which mostly apply to pre-packaged software:

> 1) A "cost effectiveness" barrier in software and service
> development. For example, in software: the level of

> complexity in developing, testing and supporting a software
> package is at least an order of magnitude bigger than five
> years ago. I believe that part of the reason is that in the
> current software market is much more advanced than in the
> past, and this imposes a minimum bar in terms of development
> complexity.
>
> To verify this, all we need to do is to compare: source code
> size, interoperability matrix size, support complexity, etc between:
> - Vista vs. Windows 2000
> - Doom 3 vs. Doom 2
> - Linux 2.6 vs. 2.2
> - Office 2007 vs. Office 97
> - Blu-Ray/HD-DVD vs DVD players
> etc.
>
> Note that I haven't mentioned development costs in the list
> of metrics above. Why? The development costs are comparable
> with what we had 5-10 years ago, even in a developer has now
> to manage 10x more code. The reality is that
> development/support teams adapted to the new complexity by
> being more effective: we have now better APIs, better
> automated test frameworks, Dr. Watson online, better support
> tools, etc. But also by getting forced to go from big wave
> releases to incremental releases.
>
> Big wave releases are wonderful - they can splash huge
> network effects which is good for our shareholders. But they
> don't work anymore - they are simply not economically viable right now.
>
> 2) Customers are now used with much shorter feedback cycles.
>
> What I like about online service development
> (Google/MSN/Windows Live) is that you get a very short
> feedback cycle. It literally takes days to get feedback on a
> new UI layout (for example, a text change) and a few more
> days/weeks to fix the service. Also, being online gives you a
> much larger and organized feedback volume, which, combined
> with statistical measures, allows you to isolate the top pain points.
>
> In contrast, one of the biggest problems with long-cycle
> software development is its inagility. This is by design. It
> is almost impossible to be agile when your release cycle is
> three years long. True, you incorporate some customer
> feedback in your next release cycle, but there is something
> terribly wrong with this picture: By the time you incorporate
> its feedback, the customer dies (virtually). In addition, he
> costs of gathering and incorporating the feedback are very
> large, and usually they are done at the expense of excluding
> real features in the next release. Finally, but the
> dev/PM/test team is often insulated from the majority of the
> support cases, and it is harder to get quantitative
> statistical measures on what are the top pain points. So this
> incorporated feedback is not even accurate.
>
> Part of the problem is that users don't really have a simple
> way to express their frustration that a certain edit box in a
> dialog is too small. Why?
> a) For one thing, the process is too complicated; they have
> to call PSS, give them the \$35/\$245 refundable costs, and
> talk with lots of people until the bug is filed.
> b) And even after that, it is very unclear whether the bug

> will be ever fixed. Usually not - only critical/major bugs
> are fixed in service packs and this usually excludes UI changes.
> c) Localization of text changes in service packs is also a
> huge barrier - any localizable change is a no-no in a service
> pack or hotfix.
> d) Bugs that introduce "new features" even very small, tiny
> new features are almost never considered for SPs/hotfixes.
> When you hear the expression "file a DCR" then you know that
> it's their kiss of death.
>
>
>
> [http://weblog.timaltman.com/node/834?PHPSESSID=48ea4622ec59f4f](http://weblog.timaltman.com/node/834?PHPSESSID=48ea4622ec59f4fadfe7f9e71d03e0a9)
adfe7f9e71d03e0a9
>
> So, I Google'd for "microsoft bug report" and
> found a blog post titled "Mission: Impossible. Submitting a
> Bug Report to Microsoft"
> <[http://www.oreillynet.com/mac/blog/2002/06/mission_impossible](http://www.oreillynet.com/mac/blog/2002/06/mission_impossible_subsubmitting.html)
> [_submitting.html](http://www.oreillynet.com/mac/blog/2002/06/mission_impossible_subsubmitting.html)> . Fantastic. This morning, I'm Tom Cruise.
> I'm going to file a bug report.[...]
>
> Fifty minutes, 35USD, and four humans later,
> I'd filed my first bug report with Microsoft. I don't think
> I'll be doing that again. Since I started this process, I've
> received six e-mails from Microsoft: one describing my new
> Passport account, one asking me to activate my Passport
> account, two receipts for 35USD (I hope that doesn't mean I
> paid twice), and two form mails from Kim, one saying she was
> taking charge of my case and one saying my case had been
> resolved by filing a bug report. I hope that means I get my
> money back.
>
>
> Compare all this with the speed of fixing issues in an online
> service like www.live.com - I literally envy them for their
> (almost) monthly release cycles.
>
> I am not trying to say that application development is dead.
> Far from it. But I think that only in these days we start to
> realize what is wrong with this picture and if we are
> creative, we might even find cost-effective ways to deal with it.
>
> I dream of the day when every window in every application
> will have a "what's wrong with me?" button, which gets your
> feedback somewhere. This, coupled with a large-scale
> statistical feedback gathering process will allow you to get
> a good insight on what are your top problems. Then if you see
> that 90% of user frustrations are related with a certain edit
> box, you dig in the feedback, fix the issue, and push the fix
> to interested clients.
>
> Second, pusing bits to the client should be done more often.
> The real challenge in software development is not how to
> design the next big wave release, but how to push better
> hotfixes/QFEs/service packs to the client. Transparently.
>
> Thanks, 

> _____
>
> From: [REDACTED]
> Sent: Sat 6/17/2006 1:57 PM
> To: [REDACTED]
> [REDACTED] Google Discussion
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine
>
>
> Now decoupled are:
>
>
> 1. When you pre-announce/announce/re-announce a
> product/web service,
>
> 2. When you improve the functionality of a
> product/web service; and
>
> 3. When you impose a charge on the product/web service,
>
>
> MSFT's traditional business model was for product/services to
> be announced, improved and charged for at the same time ("the
> Big Wave"). The time for Big Waves has come and gone (for
> now at least).
>
> Also now decoupled are: the products and services themselves.
> Customers and ISVs may buy some of our products/web services
> and not others, creating their own mashups so they can have a
> moat with their customers.
>
> One of the smartest decisions made at MSFT in the last few
> years was to say: Office is not going to be fully dependent
> on Vista. In other words, (1) products/web services can be
> tightly integrated but not dependent on each other; and (2)
> products/webservices need not (but may) be provided to
> customers at the same time.
>
> The logic behind that decision applies to each aspect of Live
> Web services as well. For example, each of the Live Platform
> Services (e.g., Search, Virtual Earth, Messenger) should
> "fire when ready" instead of waiting for stragglers to catch
> up. To do otherwise is to lose critical time to market.
> With early adoption of a web service leading to big wins
> exhibiting power law characteristics, one MSFT web service
> simply can't wait for other web services that are laggards.
>
> While aspects of what Google is doing may appear chaotic, if
> they have the right fitness function and if market based
> processes are allowed to play out, the result may be superior
> to the output of a competitor that engages in much more planning.
>
> One description of a thesis of Nobel prize winner
> MurrayGell-Man: for complex adaptive system to function,
> conditions must be intermediate between order and chaos.
>
> I argue only for relatively more chaos supported by a market
> based system with clear fitness functions (e.g., return on
> investment) and perhaps a bit less order (e.g., de-coupling).
>
> "God has put a secret art into the forces of

> [REDACTED]

> [REDACTED]

> [REDACTED]

> [REDACTED]

> [REDACTED] cussion
> Subject: RE: E. Schmidt at Conde Nast's event

> [REDACTED]

> Being cool is just part of the equation. IMHO,
> they have much bigger challenges right now, and I am not sure
> how well they will execute:

- > 1) How to expand quickly to the next scale level, with
> minimal impact on their corporate culture
- > 2) How to diversify their revenue (expanding in other
> advertising channels?).
- > 3) What partnerships/acquisitions to do next.
- > 4) How to become even better at search - their current search
> technology is right now the best, but Microsoft/Yahoo and
> others will also get there in a relatively short time. By
> that time, they have to deploy something even better.
- > 5) How to penetrate significantly in China/Far East
> (providing services, hiring, building datacenters, etc.).

> We have similar challenges as well, but maybe at different scales.

> Thanks, [REDACTED]

> [REDACTED]

> From: [REDACTED]
> Sent: Sat 6/17/2006 11:53 AM
> To: [REDACTED] Google Discussion
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine

> Stability comes with good technology. But "reinvention" is
> just a public myth. For Google, it translates to staying cool

> As Tren always says Google spends zero money on marketing -
> it's all viral. Indirectly, Google has to spend a lot of time
> and money to keep the cool tag by buying companies, launching
> products every 3/6 months etc. It is forcing itself to
> "reinvent" cos once the cool tag is gone then viral is gone.

> [REDACTED]

> From: [REDACTED]
> Sent: Sun 6/18/2006 12:43 AM
> To: [REDACTED] Google Discussion
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine

> Stability? Does this translate as "up-time" in the online
> world? If it does, then Google Search AFAIK was not down as
> many times as MSN Search.

> From: [REDACTED]
> Sent: Sat 6/17/2006 3:19 PM
> To: [REDACTED] Google Discussion
> Subject: RE: E. Schmidt at Conde Nast's event for its new
> business magazine

> I don't want to get any messages saying that we
> are holding our position. We're not holding anything....We
> are advancing constantly ... "

> That's a great quote. Don't just hold on to your [moat | cash
> cows], keep building new ones. Run fast so others can't catch up.

> GOOG is mostly a consumer company, so it can afford to
> reinvent itself, "every 6 months". Meanwhile, MSFT, with
> around half of our revenues coming from enterprises, find it
> tough to reinvent, because corporates demand stability.

> From: [REDACTED]
> Sent: Sat 6/17/2006 1:29 PM
> To: Google Discussion
> Subject: E. Schmidt at Conde Nast's event for its new
> business magazine

> <http://blog.clickz.com/archives/060615-163410.html>

> "Schmidt shifted in his seat a little at, but
> ultimately defended Google, saying that his firm is different
> from Microsoft in its efforts to push partnerships and share
> revenues with other companies."

> Microsoft is not as much a threat to Google as Yahoo is.

> Schmidt lamented the fact that the press has
> made [Gbuy] this out to be a quest to conquer PayPal. "It's
> not like PayPal at all," he explained, noting that their new
> system will not be aimed at consumers, but at advertisers.
> Although it appears as though the new system will benefit
> advertisers by displaying a GBuy symbol in search results
> (thus designating them as trusted merchants), consumers will
> still be using GBuy as a payment system. Of course, PayPal
> hasn't made major inroads when it comes to getting online

> merchants to accept PayPal in lieu of credit card payments.
> Later, Schmidt added in reference to PayPal, "It makes no
> sense for us to go into businesses that are occupied by an
> existing leader....Let's solve a new problem."
>
>
>

> Schmidt said GoogleBase will "ultimately become
> part of Google.com." The discussion of the Craigslist-esque
> offering came up after Dorian Benkoil, editorial director of
> mediabistro.com, asked how Google jibes its objective to "do
> no evil" with the fact that a product like GoogleBase "could
> end up destroying your industry" if you work for a
> publication that sells classified ads. Schmidt's response:
> "Our primary focus is on benefiting the end user."
>

> Schmidt predicted that the online ad industry
> could grow a lot more quickly than it has been, particularly
> because new advertiser categories entering the market will
> boost growth.
>

> "The way to think about the future is to
> imagine much larger indices, a lot more information and a lot
> more personal[ization]."
>

> <http://blog.searchenginewatch.com/blog/060616-095741>
>

> ... more of the how Google operates stuff, the
> 20 percent time (for engineers -- still not others,
> apparently), the 70-20-10 time allocation
> <<http://blog.searchenginewatch.com/blog/050516-124732>> of
> work time, and the idea of not trying to tell people what to
> do, for fear of stifling creativity. Instead, Google suggests
> what are company priorities and hopes employees agree because
> they, too, want to work on what's important for the company.
>

> He talks about Google doing ads on cell phones
> in Japan
> <<http://blog.searchenginewatch.com/blog/060411-090837>> and
> says they'll come to Europe this summer and to the US within
> the next 12 months.
>

> As for having knocked Microsoft when he was at
> Sun for releasing weak products and using customers as guinea
> pigs, how does he respond to accusations that Google does the
> same? He says they have a two to three month product cycle now.
>

> Reuters:
>

> "Eventually we hope that a targeted ad would be
> better than a targeted sales person," Schmidt said.
>

> <http://blog.outer-court.com/archive/2006-06-16.html#n66>
> <<http://blog.outer-court.com/archive/2006-06-16.html#n66>>
>

> "At Google everything is about speed. ... If
> we'd done any particular thing 3 months earlier, or 6 months
> earlier, we would have been much better. ... The China
> decision, which is I think the most controversial one the
> company has been through, is one that in hindsight we could
> have done earlier. Because that market is growing more

> quickly. I don't think we would have changed the decision,
> but I think earlier is better."
>
> Eric adds that Sergey Brin's recent statements
> <[http://news.yahoo.com/s/ap/20060606/ap_on_hi_te/google_censor
> ship_3](http://news.yahoo.com/s/ap/20060606/ap_on_hi_te/google_censor_ship_3)> showing a somewhat more doubtful stance of the
> company were "misquoted or something." He puts it back to the
> old argument that the company was facing the decision to
> exclude all Chinese or give them at least a bit of Google, an
> argument many people picked up. The reality, as we know, was
> vastly different; it was a decision between a 90% working
> Google.com* vs a partly censored 100% working Google.cn (a
> Google.cn that would exist alongside Google.com).
>
> <http://www.imdb.com/title/tt0066206/quotes>
>
> [Outmaneuvering Rommel]
> [General] Patton
> <<http://www.imdb.com/name/nm0001715/>> : "Rommel, you
> magnificent bastard. I read your book."
>
> [General] Patton
> <<http://www.imdb.com/name/nm0001715/>> : "Now there's another
> thing I want you to remember. I don't want to get any
> messages saying that we are holding our position. We're not
> holding anything....We are advancing constantly ... "
>
>
>
>