



Googleopoly X:

Google's Dominance is Spreading at an Accelerating Rate

By **Scott Cleland***

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* The views expressed in this presentation are the author's; see Scott Cleland's full biography at: www.ScottCleland.com

**Precursor LLC serves Fortune 500 clients, some of which are Google competitors.

Outline

A. Summary

- Conclusions
- Recommendations for Antitrust Authorities

B. Presentation

- Google’s Search Advertising Dominance Is Spreading
- Google’s Global Online Dominance is Spreading at an Accelerated Rate
- “Inter-Network Effects” Make Internet Competition/Antitrust Different
- Google’s Cross-Leveraging “Inter-Network Effects” for More Dominance
- Google’s Leveraging Million-plus Exclusive Search Syndication Deals
- Google’s Core Dominance Leverage Dynamic
- Resulting Googleopoly Marketplace of Dominant Info Supply, Demand & Distribution
- Google+ Exclusively Integrates & Leverages all “the World’s Information”
- What Spreads the Internet Spreads Google’s Dominance

C. Appendix

- Google’s Global Antitrust Rap Sheet
- Top Google Quotes for Antitrust & Unaccountability
- Cleland Background & Research: Bio; Book; & Research

Conclusions

1. **Google's dominance is spreading at an accelerating rate.**
2. Google is most actively & rapidly extending its search dominance into video, mobile, and social.
3. **Google reached 1 billion users in ~13 years. Google is on pace to reach a billion: video users in ~8-9 years, mobile users in ~5 years, and social users in ~3 years.**
4. Competition is fundamentally different on the Internet than it is offline, because the Internet's frictionless connectivity spawns "viral" growth attributes & "**winner-take-all**" market dynamics.
5. Google+ enables systematic cross-leveraging of the Internet's most critical functionalities: search, video, mobile and social, to yield unmatched viral "inter-network effects."
6. **Google systematically excludes competitors from competing for the half of Google search traffic that originates from sites other than Google properties.**
7. The combination of Google's leverage of the Internet's "winner-take-all" dynamic and its systematic exclusion of search syndication competition for half of all of Google's searches produces a self-reinforcing feedback loop of dominance.
8. The result of this feedback loop is a digital information marketplace where Google maintains the **most comprehensive offering of information supply, demand and distribution.**
9. If competitors cannot compete with Google's vastly more comprehensive offering in either: *supply, demand or distribution* of information, they certainly can't compete against a vastly more comprehensive integrated offering of all three of these dimensions of Internet dominance.
10. Internet competition already confronts an **exceptionally unlevel playing field that is becoming unlevel at an accelerating rate** via Google's rapidly spreading Internet dominance.

Recommendations for Antitrust Authorities

- **Maintain a realistic view of Google Inc.**
 - The [record shows](#) Google is a serial antitrust violator and recidivist, having violated antitrust laws in ten different ways over the last five years. The [record shows](#) Google has a poor and defiant track record with settlements. The [record shows](#) Google often operates as if it is above the law. The also [record shows](#) that Google embraces a culture of unaccountability. **Forewarned is forearmed.**
- **Maintain a dynamic view of Google's behavior.**
 - Since Internet competition is naturally faster-changing, more complex, and more technical than offline market competition, recognize that Google has a much-greater-than-normal time, knowledge, and resource advantage over antitrust authorities, meaning that it can more easily slow-roll the enforcement process to create a fait accompli and to effectively moot the potential for much antitrust enforcement.
 - Time is on Google's side in its race for broader dominance before antitrust authorities catch on to how rapidly and pervasively Google's dominance is spreading into other Internet markets. Simply, Google is cross-leveraging and extending its search-related dominance much faster than antitrust authorities' capacity to investigate it.
 - **Absent sweeping , meaningful, contemporaneous law enforcement supervision of Google by antitrust authorities, Google's dominance will spread to multiple adjacent markets in the next few years.**
- **Maintain a holistic Internet view of the unique Google antitrust threat.**
 - Google's rapid extension of its dominance means this is no longer just a search antitrust problem, it implicates video-YouTube, mobile-Android, social-Google+, location-Maps, apps-Play, monetization-Analytics/DoubleClick/Admob etc. Google's unlimited Internet-wide ambitions and efforts require antitrust authorities to be vigilant throughout the ecosystem.
 - If authorities conclude Google functions as a multi-sided business model and a de facto brokerage exchange for information and content monetization, and also conclude that Google has a search and search advertising monopoly of 90+%, the logical other half of this antitrust equation is that Google also has monopsony buying power for Internet content. (See [Googleopoly IV](#) for background and details on Google's monopsony power over digital information.)
 - If Google has monopsony power, Google's systematic infringement of copyrights, patents, trade secrets and private information is an anti-competitive abuse of its monopsony market power. (See "[The Evidence Google's Systematic Theft is Anti-competitive.](#)")
 - **To simplify the antitrust enforcement task, focus on indentifying recurring patterns of Google's anti-competitive behavior: exclusive contracts, full-line-forcing, tying, property infringement, misrepresentation/undisclosed conflicts, & breaking terms of services, licenses, & contracts.**

Google's Search Advertising Dominance Is Spreading

"Search is critical. If you are not found, the rest cannot follow." Google Executive Santiago de la Mora 8-09
"It's obvious what our strategy should be. It's to work on problems on a scale no one else can." Sergey Brin, 6-09

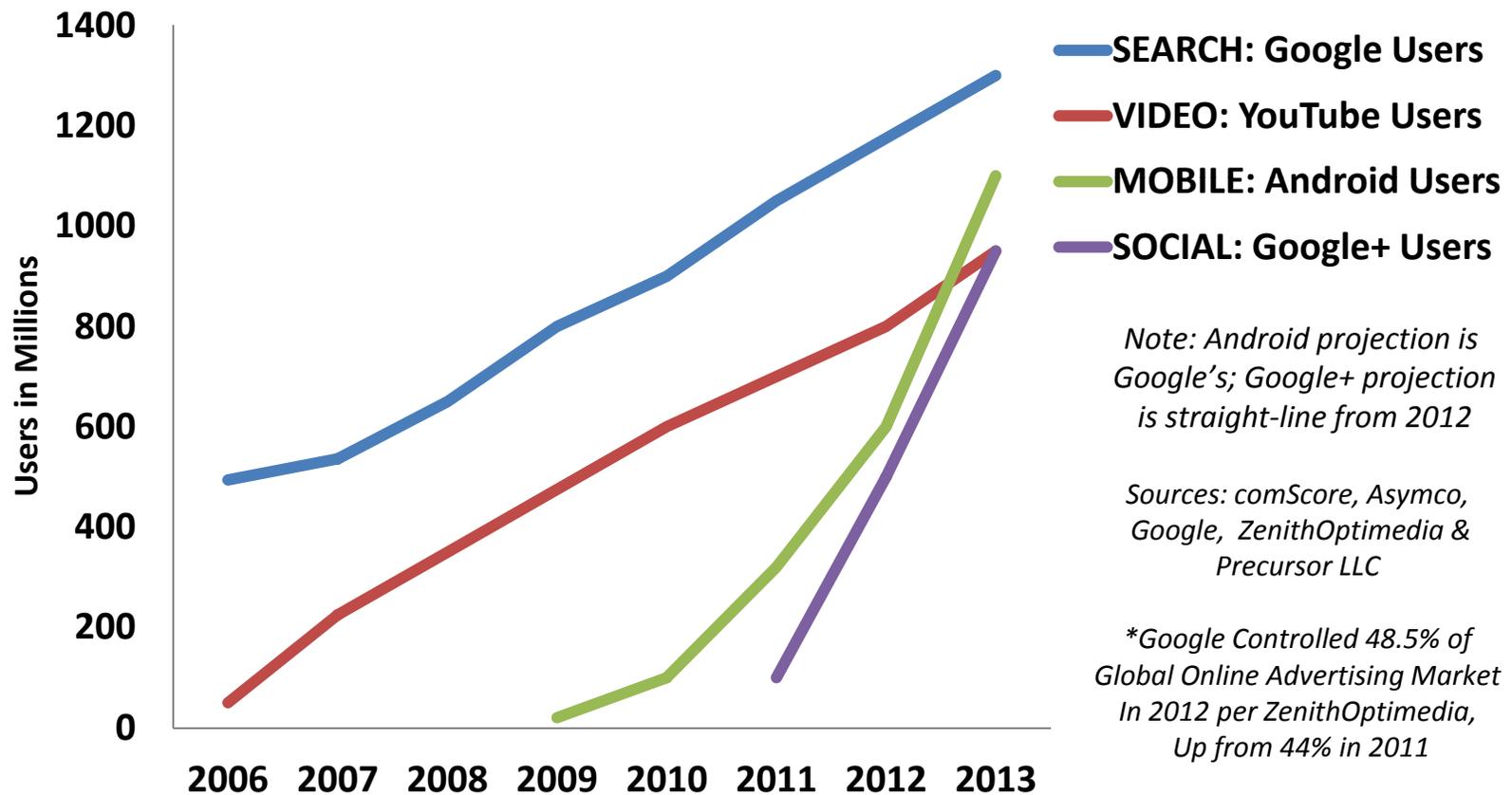
- **SEARCH:** >1 billion monthly unique users of Google search – 89% global search market share; 87% of global search advertising; Google became world's largest DNS provider in 3 years and handles 70 billion DNS lookups daily; it controls 57% ad-serving share; and it commands 48.5% of the global online advertising market;
- **VIDEO:** >800 million monthly unique YouTube users; 21x more videos served than top competitor; 8x more viewing minutes than top competitor; localized in 43 countries in 60 languages; >trillion videos viewed annually -- ~140 for every living person. (At 46% annual growth, video is the fastest-growing form of advertising)
- **MOBILE:** >600 million Android users on pace for >1 billion by 4Q13 – Google controls 69.7% of global mobile operating share in 4q13; Google controls 97% of global mobile search share; there are 4x as many Android devices being sold than next largest competitor: Apple iOS; Google activates 1.3 million Android devices daily.
- **SOCIAL:** >500 million Google+ social user upgrades in just *~18 months of service*; Google+ and Youtube are the #2 & #3 social media platforms in the world; Google has 425 million gmail users; controls 57% of global browser market share (Chrome + Google-funded Firefox); and Google Play has had 25 billion app downloads and offers 675,000 apps which is just behind #1 Apple with 700,000.

Google's Dominance* Is Spreading at an Accelerating Rate

Google reached a billion search users in ~13 yrs, and is on pace to reach a billion: video users in 8-9 yrs; mobile users in ~5 yrs; and social users in ~3 yrs.

"Google+ is the fastest-growing network thingy ever." Google SR. VP Vic Gudotra, 12-12

"Our model is just better. Based on that, we should have 100% share" Google's CEO Eric Schmidt, 12-09



“Inter-Network Effects” Make Internet Competition/Antitrust Different

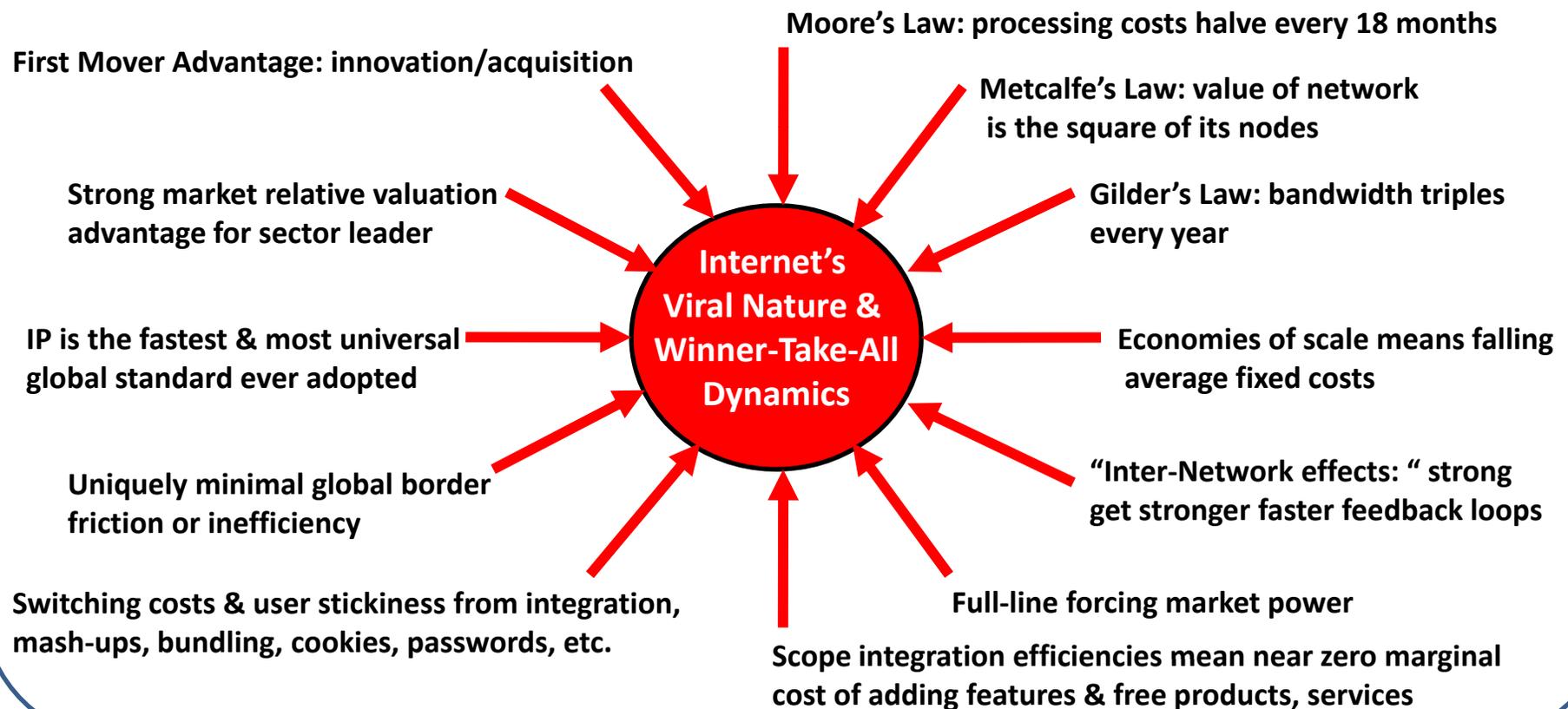
Google’s Leveraging Internet’s Viral Nature & “Winner-take-all” Dynamics

“Anything that benefits the Internet ecosystem will benefit Google.” Google’s Peter Greenberger 3-2-10

“The Internet makes information available; Google makes it accessible.” Google’s Hal Varian 11-3-09

“What Google has done is simply take every feature in every product on the market and put them all into one system, and then make it available for free.” Brandt Dainow, iMedia Connection 7-31-07

“Inter-Network Effects”

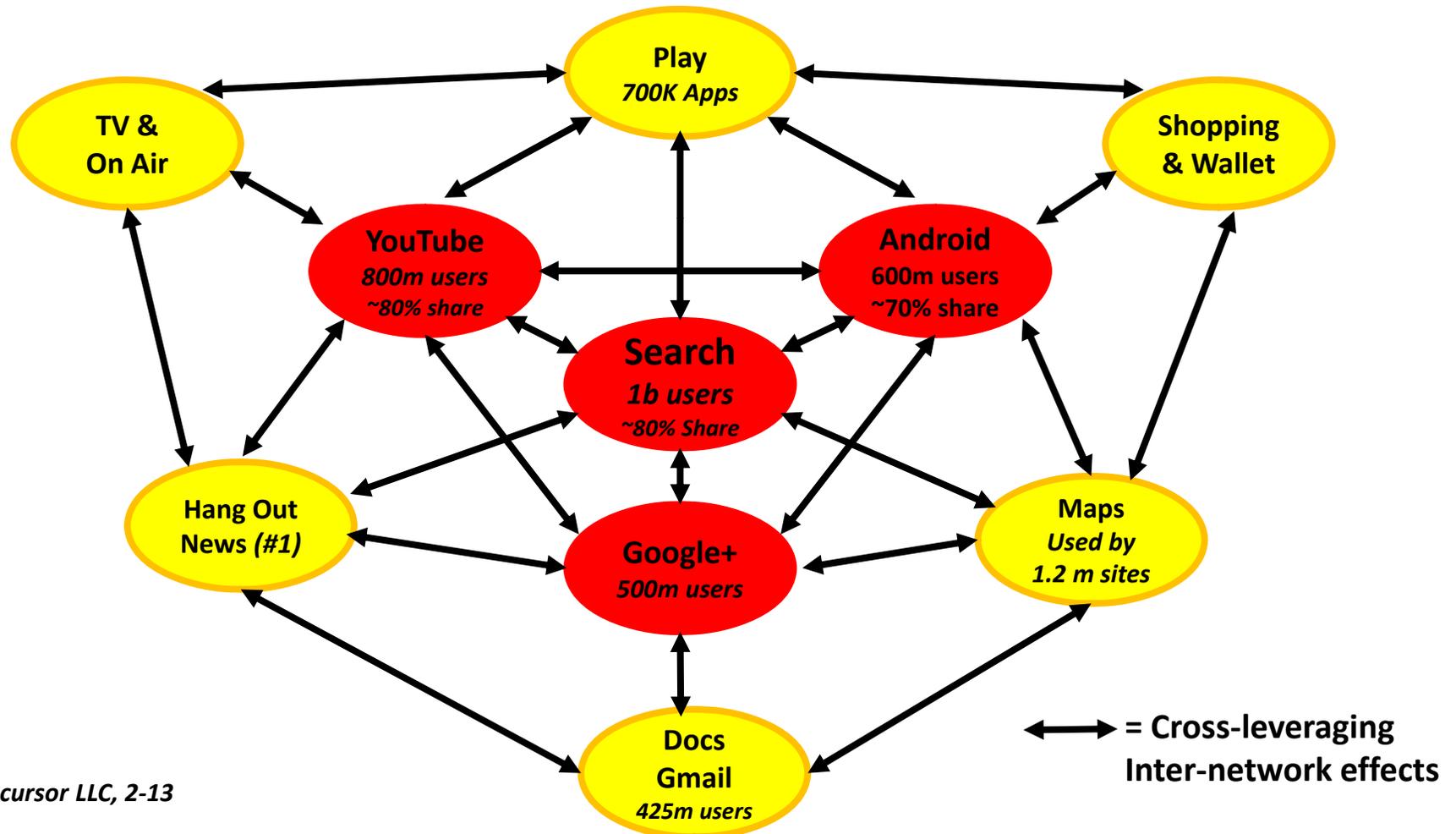


Google's Cross-Leveraging Inter-Network Effects for More Dominance

Cross-Leveraging Search, Video-YouTube, Mobile-Android & Social-Google+ etc.
Maintains Google's Search Advertising Dominance, Extends it to Adjacent Markets

"We start by cloning what we have until we master the new medium." Google's Brad Abrams 11-12

"Almost nothing, short of a biological virus, can scale as quickly, efficiently or aggressively as these technology platforms and this makes the people who build, control and use them powerful, too." Google Chairman Eric Schmidt 12-12



Precursor LLC, 2-13

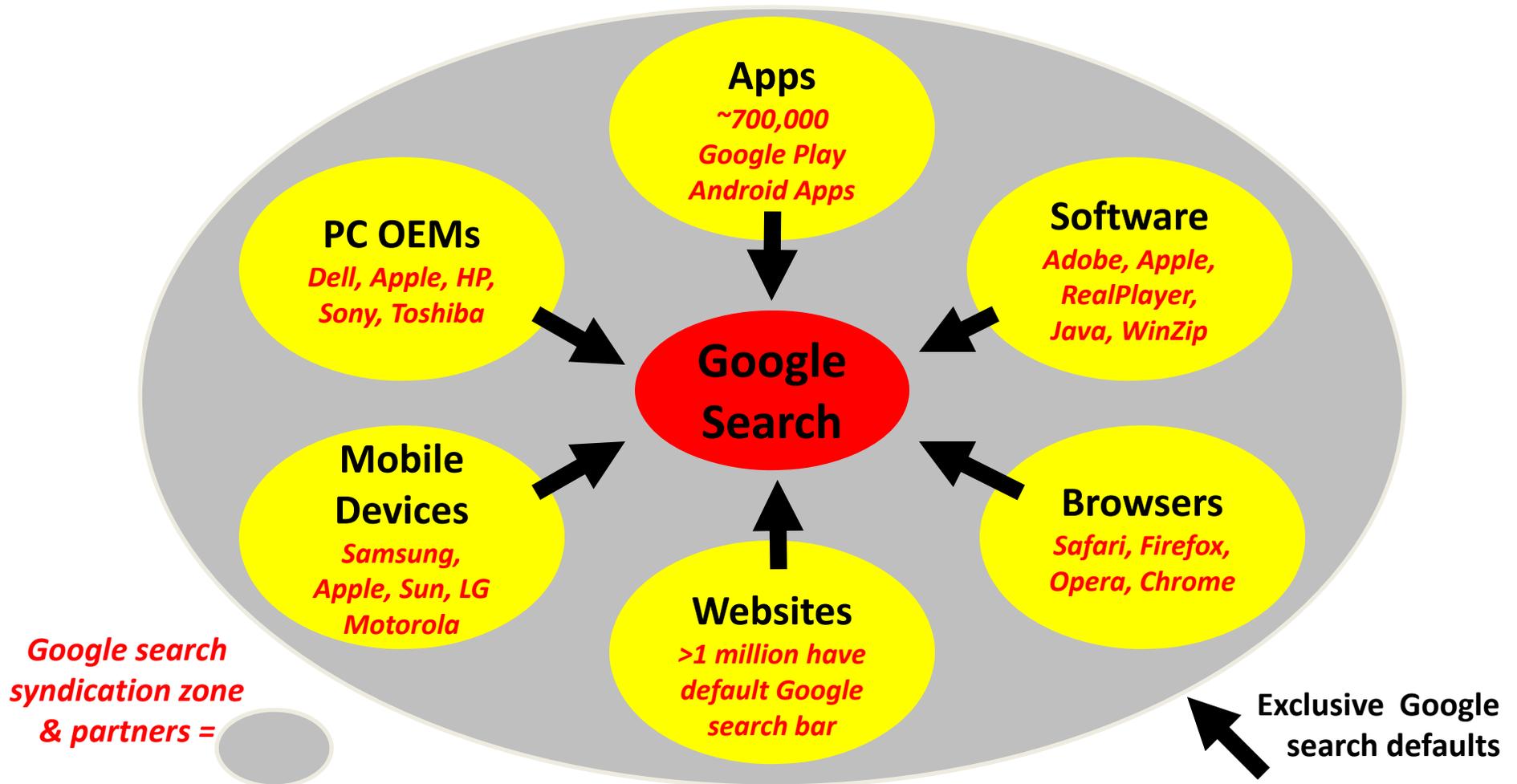
2/15/2013

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8

Google's Leveraging Million-plus Exclusive Search Syndication Deals to Exclude Competitors from Competing for Half of Google's Searches

Half of all Google searches originate from websites other than Google per Google's CBO Nikesh Arora, [ATD 2-13](#)
This means Google pays its "partners" ~\$11b annually to make Google their default search engine and to contractually exclude search competitors from competing for half of Google's dominant search share.

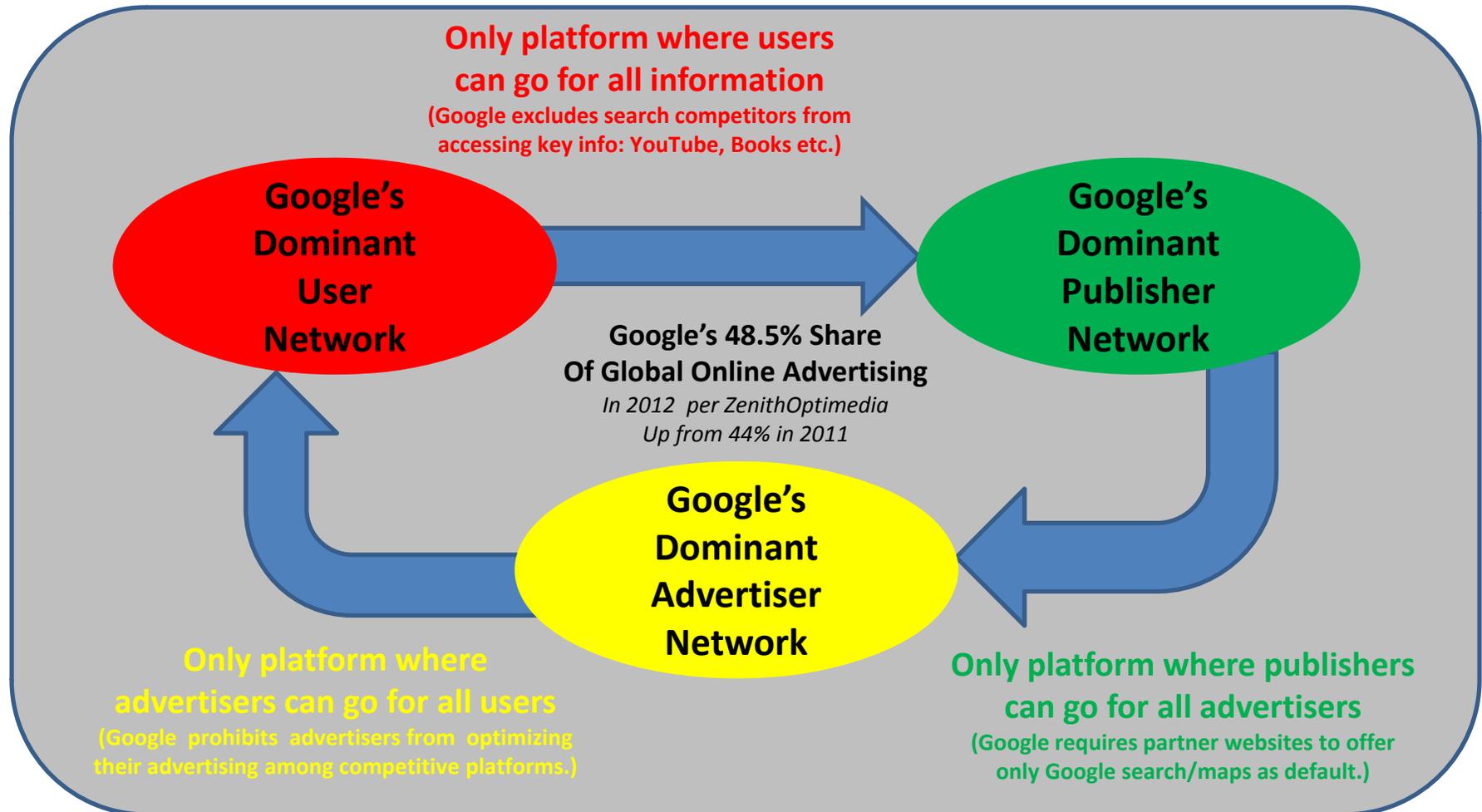


Google's Core Dominance Leverage Dynamic

How Google's Leverage of Inter-Network Effects & Exclusion Fosters a Perpetual and Self-Reinforcing Feedback Loop of Dominance

"So more users more information, more information more users, more advertisers more users, more users more advertisers, it's a beautiful thing, lather, rinse repeat, that's what I do for a living. So that's [what] someone alluded to – 'the engine that can't be stopped.'"

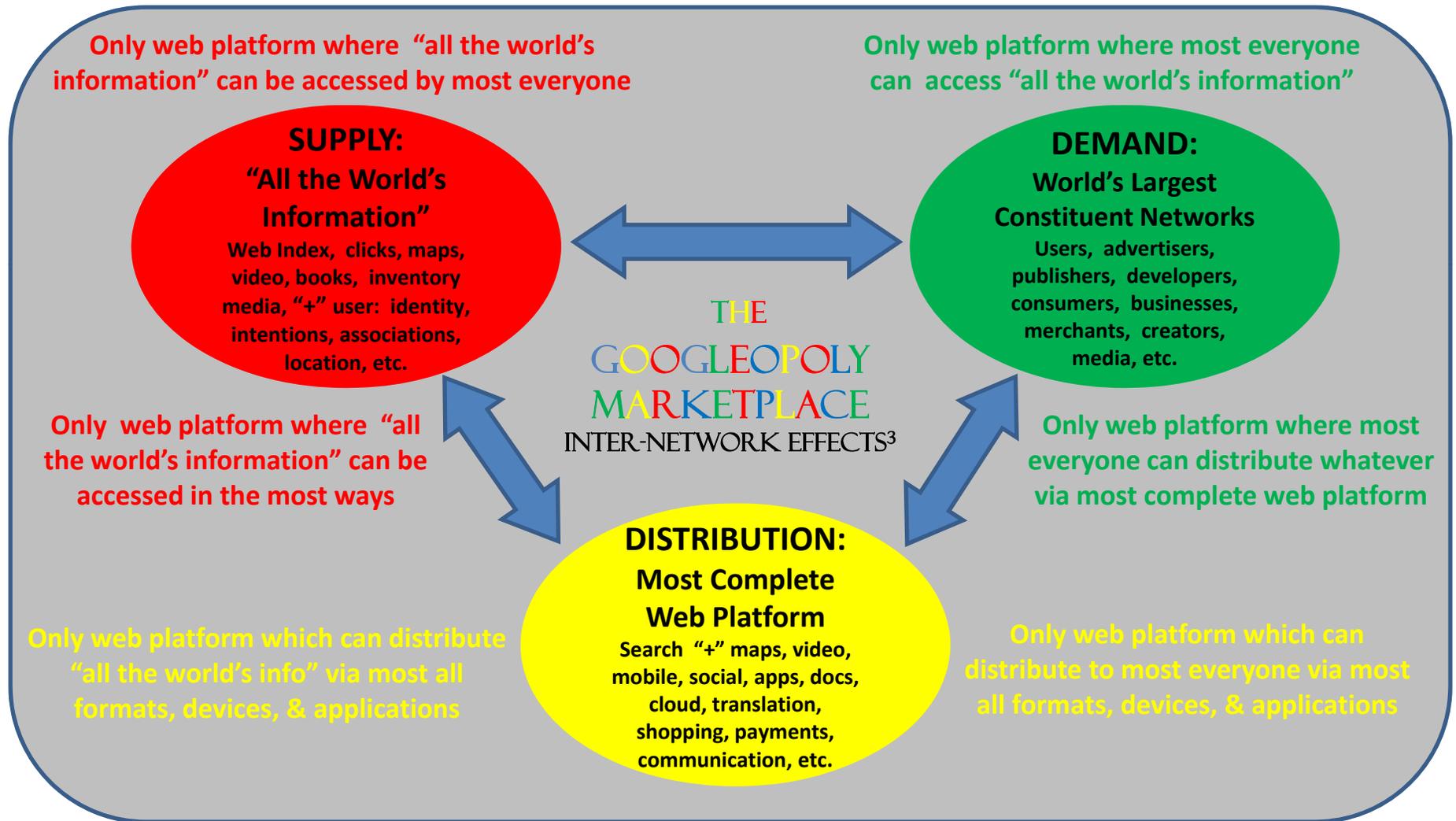
Jonathan Rosenberg, Google Sr. VP 2-08



The Resulting Googleopoly Marketplace of Dominant Information Supply, Demand & Distribution

Comes from leveraging most complete Internet information supply, demand & distribution

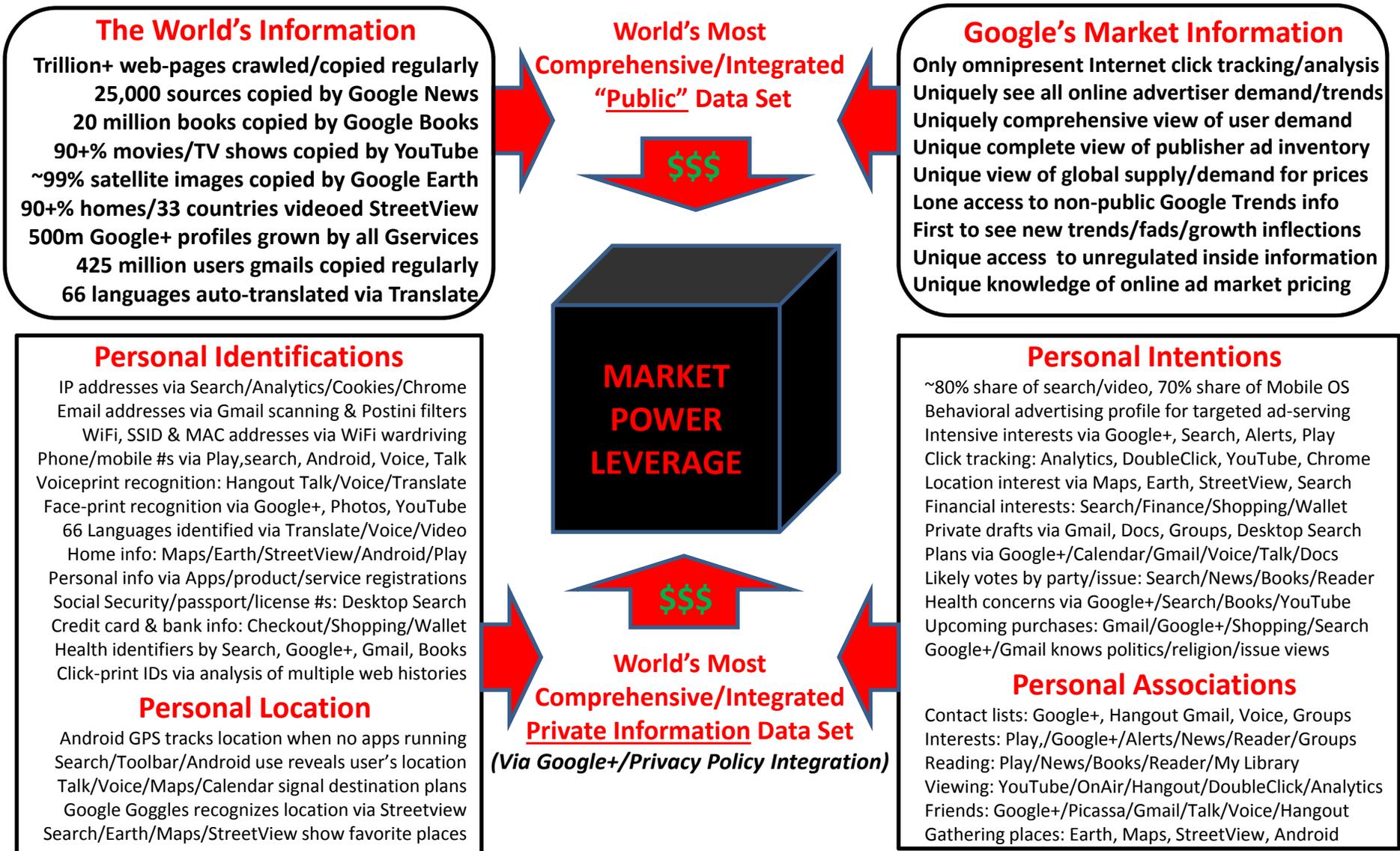
"The seller of an incomplete database...cannot compete effectively with the seller of a comprehensive product." DOJ vs. Google Book Settlement



Google+ Exclusively Integrates & Leverages all “the World’s Information”

"We don't have better algorithms than everyone else; we just have more data." Google Chief Scientist Peter Norvig 2010

"Scale is the key. We just have so much scale in terms of the data we can bring to bear." Google CEO Schmidt 2009



Anything that Spreads the Internet Spreads Google's Dominance

"We're trying to build a virtual mirror of the world at all times." Google Executive [Marissa Mayer](#) 12-10

"I don't believe society understands what happens when everything is available, knowable and recorded by everyone all the time," Google CEO Schmidt 8-10

Google Building Block Capability "Stack"

How Google's Unique "Full-Line" Comprehensiveness Maintains, Extends, & Accelerates its Dominance

Internet Ecosystem Omnipotence	The consumer Internet media ecosystem increasingly will determine: what information most people read, view, hear, learn and find; which products and services most people demand, buy or consume; which companies and organizations succeed or fail; and how competitive and diverse the world Internet Media business and environment will be for consumer and voters.
Omnivorous Ecosystem Share	Google currently commands : ~80% of global searches, 90+% of search advertising revenues, 98% of mobile searches; 80+% of unique online video viewers; ~90% share of web and website use analytics; a dominant share of mapping/location usage; only searchable database of most all videos online; only searchable database of millions (20) of digitized books; etc.
Internet Behavior Omniscience	Google is unique in having "Total Information Awareness" Power as the only entity on earth that can: track most all Internet usage, clicks, views, etc. via tracking of their unique access to 80% of global users and 90% of commercial advertisers and publishers; profiles user identifications, location, intent and associations; and monitor most all market behavior information and world's info.
Omnifarious Information Types	Most all info types: News, articles, videos, images, maps, pictures, books, shows, movies, songs, blogs, research, presentations, podcasts, emails, documents, desktop hard-drives, voice-prints, face-prints, click-prints, personal info, Financials, contact lists, group lists, addresses: emails, domains, WiFi SSID, Mac; phone numbers, Analytics, graphs, charts, languages, histories, dictionaries, trends, prices, etc.
Omnifarious Products & Services	Most all product/service types: Search, Youtube, Google+, Chrome, Images, Videos, Maps, Earth, News, Shopping, Gmail, Books, Finance, Translate, Scholar, Blogger, YouTube, Analytics, Calendar, Docs, Reader, Sites, Groups, Places, Alerts, Checkout, Wallet, Voice, iGoogle, Trends, Code, Labs, Sketch-up, Talk, Mobile, etc.
Internet-Scalable Infrastructure	Only Google has Internet infrastructure (datacenters, databases, storage, servers & bandwidth) designed to fully scale with Internet growth; Google's BigTable/Spanner distributed database design can store, process,& design virtually unlimited info; Google's server-virtualization design is world's most efficient; Google's fiber network carries more IP traffic than any in the world.
Internet Omnipresence	Only Google serves most all Internet users (~80%), advertisers (~90%) & publishers (~90%); Only Google translates 66 languages, comprising ~90% of Internet users
Omnivorous Information Collection	Google's self-described "omnivorous" search engine is uniquely universal in being designed to incorporate all types of info and also a searcher's "total context" i.e. location, experience, intent
Omni-directional Ambition Omniscient Mission	Unique mission: "organize the world's information and make universally accessible and useful," routinely organizing others' information that's copyrighted, proprietary, private, secret, sensitive
"Winner Takes All" Internet Dynamic	Internet universality naturally facilitates Google's centralization, concentration, & market power

Appendix: Google's Global Antitrust Rap Sheet

*Google's officially violated antitrust laws in 10 different ways over 5 years;
Antitrust scrutiny of Google spans nine countries and the EU.*

YEAR	JURISDICTION	DESCRIPTION OF OFFENSE	SECTOR IMPACT	MORE INFO
2013	EU	To avoid \$4b antitrust fine Google offered remedies to 4 violations		http://tinyurl.com/9ebpuhl
2013	EU	*Found search dominance abuse in favoring own links over competitors'	economy-wide	http://tinyurl.com/ahun3ae
2013	EU	*Found Google took competitors' content, then represented it as own	economy-wide	http://tinyurl.com/ahun3ae
2013	EU	*Found Google shut out advertising competitors via exclusivity terms	economy-wide	http://tinyurl.com/ahun3ae
2013	EU	*Found Google unfairly restricts seamless transfer of ad campaigns	economy-wide	http://tinyurl.com/ahun3ae
2013	FTC	*Prohibited Google's anti-competitive abuse of SEP patent licenses	smartphones, tablets	http://tinyurl.com/amvusth
2013	FTC	Google committed to FTC to no longer abuse competitors' content		http://tinyurl.com/abxi83o
2013	FTC	Google committed to FTC to not favor its Adwords API licensees		http://tinyurl.com/abxi83o
2012	US DOJ	Officially warned to not abuse standards essential patents		http://1.usa.gov/wXxeNv
2012	EU	Formally investigating Google-Motorola's abuse of patents		http://tinyurl.com/arjir2s
2012	S. Korea	Considering max penalty for systematic obstruction of justice		http://bit.ly/1AFVq
2011	US Senate	Senators find complaints warrant "thorough" FTC investigation		http://tinyurl.com/75rmdza
2011	Brazil	Competitors' file complaint over Google's advertising practices		http://zeut.rs/1DVRt
2011	India	Antitrust authorities urged to investigate ad practices		http://bit.ly/o96za
2011	Argentina	Authorities investigating search dominance/ad discrimination		http://bit.ly/HLWbCi
2011	US DOJ	*DOJ/Court will police ITA acquisition antitrust problems	travel, reservations	http://1.usa.gov/hLTkwi
2011	US Court	*Federal Judge rejects Book Settlement as anti-competitive	book publishing/selling	http://scr.bi/66YCKP
2010	France	Authorities ruled Google search monopoly, found discrimination		http://on.wsj.com/a7a99j
2010	US Court	*Found to be broadly colluding to limit employees' compensation	high-tech employees	http://1.usa.gov/awh8K
2010	US DOJ	Opposed revised Book Settlement as anti-competitive/illegal		http://tinyurl.com/4qxn24v
2010	Germany	Companies file complaints: search discrimination/infringement		http://nyti.ms/7e9zvW
2009	UK	Foundem files complaint, documents predatory ad penalties		http://tinyurl.com/bi7uhl2
2009	US FTC	*Forced Google CEO off Apple's Board as anti-competitive	smartphones, maps	http://1.usa.gov/oJhC
2009	Italy	Investigation of complaints of Google abusing its ad dominance		http://bit.ly/1F18CK
2008	US DOJ	*Threatened antitrust suit to block Google-Yahoo ad Agreement	advertising, websites	http://tinyurl.com/yctzcf

Note: * = The ten different ways Google has violated antitrust laws.

Appendix: Top Google Antitrust Quotes

- *"...we expect that advertising funded search engines will be inherently biased towards the advertisers and away from the needs of the consumers. Since it is very difficult even for experts to evaluate search engines, search engine bias is particularly insidious." ... "...we believe the issue of advertising causes enough mixed incentives that it is crucial to have a competitive search engine that is transparent and in the academic realm."* Google co-founders Larry Page and Sergey Brin, in their published 1998 Stanford University Research Paper, <http://bit.ly/KWiv>
- *"We don't actually want you to be successful,"* referring to companies trying to increase their ranking in search results." Google CEO Eric Schmidt, 10-8-08, AdAge, <http://bit.ly/LOqsE0>
- *"Search is critical. If you are not found, the rest cannot follow."* Santiago de la Mora, Google's head of printing partnerships, 8-23-09, New York Times, <http://nyti.ms/JU9m5S>
- Google is *"the biggest kingmaker on this earth."* 6-17-10, Amit Singhal, Google Ranking Team Head, The Telegraph, <http://bit.ly/cL485R>
- *"Ultimately our goal at Google is to have the strongest advertising network and all the world's information."* Google CEO Eric Schmidt, ZDNet, 8-23-06, <http://zd.net/LbwGym>
- *"Scale is the key. We just have so much scale in terms of the data we can bring to bear."* Google CEO Eric Schmidt, 10-2-09, Bloomberg-BusinessWeek, <http://buswk.co/1arA6c>
- *"It's obvious what our strategy should be. It's to work on problems on a scale no one else can."* Sergey Brin, Wired UK 6-30-09
- *"We don't have better algorithms than everyone else; we just have more data."* Google's Chief Scientist Peter Norvig, 3-21-10, ECPM Blog, <http://bit.ly/Mo9Jqc>
- *"Google is really based on this. Users go where the information is so people bring more information to us. Advertisers go where the users are, so we get more advertisers. We get more users because we have more advertisers because we can buy distribution on sites that understand that our search engine monetizes better. So more users more information, more information more users, more advertisers more users, it's a beautiful thing, lather, rinse, repeat, that's what I do for a living. So that's ... the engine that can't be stopped."* Google Sr. VP Jonathan Rosenberg, 2-27-08, <http://bit.ly/LhK6sE>
- *"Advertising is the lifeblood of the digital economy."* The Official Google Blog, 3-11-09, <http://bit.ly/MvOrq6>
- *"Our model is just better." "Based on that, we should have 100% share"* Google CEO Eric Schmidt, 12-10-09, Forbes, <http://onforb.es/5PplMc>

Appendix: Top Google Unaccountability Quotes

- *"Google's leadership does not care terribly much about precedent or law."* An [admission](#) by a top Google lawyer in Stephen Levy's book [In The Plex](#), 4-11.
- *"If we could wave a magic wand and not be subject to US law, that would be great;"* said Google Co-founder Sergey Brin [to The Guardian](#), 4-15-12,
- *"Google is melding a positive office culture with minimal accountability controls."* The company's goal is "to think big and inspire a culture of yes" Google Chairman Eric Schmidt before the [Economic Club](#) in Washington, per [Washington Internet Daily](#) 6-10-08.
- *"Sergey and Larry almost always decided to take the risk. They were pretty fearless."* Doug Edwards author of "I'm Feeling Lucky: Confessions of Google Employee Number 59. 7-27-11 [quoted in The Telegraph](#).
- *"We try not to have too many controls." "People will do things that they think are in the interests of the company. We want them to understand the values of the firm, and interpret them for themselves."* Nikesh Aurora, Head of Google European Operations, [to the FT](#), 9-21-07
- *"People don't want to be managed"* Google CEO Larry Page in Stephen Levy's book [In the Plex](#), 4-11.
- *"The word 'control' is not such a strong word at Google."* Google Chairman Eric Schmidt responding to a question about how he controls such a vast company as Google is, [from The Telegraph](#), 7-1-10.
- *"Launch first, correct later"* Google Chairman Eric Schmidt in explaining that rapid release of Google products is part of Google's ultra-creative DNA, 6-3-10, [per the FT](#).
- *"At Google, we give the impression of not managing the company because we don't really. It sort of has its own borg-like quality if you will. It sort of just moves forward."* Google Chairman Eric Schmidt, [to Gigaom](#), 5-2-11.
- *"Whack-a-mole is our life"* Google Chairman Eric Schmidt, in response to the FT's question of "how Google is coping with the constant eruption of controversy over its handling of privacy, copyright and other tricky public policy issues." 6-3-10, [per the FT](#).
- *"Show me a company that failed because of litigation. I just don't see it."* Google CEO [Larry Page](#) 1-13

Appendix: Bio: Scott Cleland, President, Precursor[®] LLC

- **Bio:** Scott Cleland was the first analyst to foresee that Google would become a global monopoly with unprecedented market power and minimal accountability that would lead to severe competition, privacy, property, and security problems. He has written more Google antitrust, privacy, and accountability research than anyone in the world. Cleland is a precursor: a research analyst with a track record of industry firsts and a history of spotlighting harmful industry behavior and misrepresentation. He is President of Precursor[®] LLC, a Fortune 500 research consultancy focused on the future of Internet competition, privacy, security, property rights, innovation and algorithmic markets. Scott Cleland is author of the book: *Search & Destroy: Why You Can't Trust Google Inc.* Cleland also authors the widely-read www.PrecursorBlog.com; and publishes www.GoogleMonitor.com. He served as Deputy United States Coordinator for International Communications and Information Policy in the George H. W. Bush Administration. Eight Congressional subcommittees have sought Cleland's expert testimony and *Institutional Investor* twice ranked him the #1 independent telecom analyst. Scott Cleland has been profiled in *Fortune*, *National Journal*, *Barrons*, *WSJ's Smart Money*, and *Investors Business Daily*. Cleland's Full Biography can be found at: www.ScottCleland.com
- **Scott Cleland's Three Congressional Testimonies on Google:**
 1. Before the Senate Judiciary Subcommittee on Antitrust on the Google-DoubleClick Merger, September 27, 2007. http://googleopoly.net/cleland_testimony_092707.pdf
 2. Before the House Energy and Commerce Subcommittee on the Internet on Google Privacy issues, July 17, 2008. http://www.netcompetition.org/Written_Testimony_House_Privacy_071707.pdf
 3. Before House Judiciary Antitrust Subcommittee, on Evolving Digital Marketplace, September 16, 2010. http://www.googleopoly.net/Written_Testimony_House_Judiciary_Competition_Subcommittee_9-16-10.pdf

Appendix: Search & Destroy: Why You Can't Trust Google Inc.

Search & Destroy Why You Can't Trust Google Inc.



Scott Cleland
with Ira Brodsky

This is the other side of the Google story—the unauthorized book that Google does not want you to read. In *Search & Destroy*, Google expert Scott Cleland shows that the world's most powerful company is not who it pretends to be.

Google pretends to be a harmless lamb, but chose a full-size model of a Tyrannosaurus Rex as its mascot. Beware the T-Rex in sheep's clothing. Google has acquired far more information, both public and private, and has invented more ways to use it, than anyone in history. Information is power, and in Google's case, it's the power to influence and control virtually everything the Internet touches. Google's power is largely unchecked, unaccountable—and grossly underestimated. Google is the Internet's lone superpower—the new master of the digital information universe. And Google's power depends almost entirely on the blind trust it has gained through masterful duplicity. Google routinely says one thing and does another.

Cleland proves the world's #1 brand untrustworthy. He exposes the unethical company hiding behind a "don't be evil" slogan. He uncovers Google's hidden political agenda. And he reveals how Google's famed mission to organize the world's information is destructive and wrong. Cleland is the first to critically examine where Google is leading us, explain why we don't want to go there, and propose straightforward solutions.

Google's unprecedented centralization of power over the world's information is corrupting both Google and the Internet—a natural result of unchecked power. Google is evolving from an information servant to master—from working for users, to making users work for the Internet behemoth.

Search & Destroy conclusively demonstrates that Google's goal is to change the world by influencing and controlling information access. Ultimately, Google's immense unchecked power is destructive precisely because Google is so shockingly-political, unethical and untrustworthy.

Appendix: www.Googleopoly.net Research

Googleopoly Research Series:

- Googleopoly I: The Google-DoubleClick Anti-competitive Case -- 2007
 - <http://googleopoly.net/merger.html>
- Googleopoly II: Google's Predatory Playbook to Thwart Competition -- 2008
 - http://googleopoly.net/googleopoly_2.pdf
- Googleopoly III: Dependency: The Crux of the Google-Yahoo Ad Agreement Problem -- 2008
 - http://googleopoly.net/googleopoly_3_dependency.pdf
- Googleopoly IV: How Google Extends its Search Monopoly to Monopsony Control over Digital Info-- 2009
 - http://googleopoly.net/Googleopoly_IV_The_Googleopsony_Case.pdf
 - Chart: Google's Digital Information Distribution Bottleneck
 - http://googleopoly.net/Googles_Digital_Information_Distribution_Bottleneck_Chart.pdf
- Googleopoly V: Why the FTC Should Block Google-AdMob -- 2009
 - http://www.googleopoly.net/Why_The_FTC_Should_Block_Google.pdf
 - Chart: Google-AdMob Monopoly Bottleneck Chart http://googleopoly.net/merger_to_monopoly.pdf
- Googleopoly VI: Seeing the Big Picture: How Google is Monopolizing Consumer Internet Media --2010
 - http://googleopoly.net/Googleopoly_VI_Presentation.pdf
- Googleopoly VII: Monopolizing Location Services – Why Skyhook is Google's Netscape --2011
 - http://www.googleopoly.net/Skyhook_Wireless_is_GooglesNetscape_Googleopoly_VII_Monopolizing_Location_Services.pdf
- Googleopoly VIII: Google's Deceptive and Predatory Search Practices -- 2011
 - <http://www.googleopoly.net/Googleopoly%20VIII%20Google%27s%20Deceptive%20&%20Predatory%20Search%20Practices.pdf>
- Googleopoly IX: Google-Motorola's Patents of Mass Destruction -- 2012
 - <http://googleopoly.net/Googleopoly-IX-July-10-2012.pdf>

Please visit: www.GoogleMonitor.com or www.SearchAndDestroyBook.com for more info.