



The Unique Google Privacy Problem

Why Google's Forced Integrated Privacy Policy is So Problematic

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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.

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Outline

A. Presentation

1. Google is the #1 global privacy problem.
2. Google's global monopoly power = a unique global privacy problem; Google has unfathomable scale, scope, and centralization of private info.
3. Google's unique total information awareness power.
4. Google's culture is demonstrably hostile to privacy, yielding the world's worst privacy record.
5. What U.S. decisions fostered the unique Google privacy problem?
6. Why is Google's forced-integrated privacy policy problematic?
7. Additional Conclusions about Google's forced-integrated privacy policy.

B. Appendix

- Google's Dominance Is Rapidly Spreading
- Google Has World's Worst Record on: Privacy 2011-2012; Privacy 2002-2010; & Antitrust 2008-2012
- Top Ten Google Quotes for: Privacy; Unaccountability; & Antitrust
- Cleland Background & Research: Bio; Book; & Research

Google is the #1 Global Privacy Problem

- Google is the only entity intent on collecting, aggregating, integrating, analyzing and leveraging “all the world’s information” (public & private).
 - Every other entity is *specialized, fragmented or sovereign*, while Google has an:
 - Omniscient mission;
 - Omnivorous information and surveillance appetite;
 - Omnipresence on the web;
 - Omnifarious repertoire of products, services & info collection types; and
 - Omnipotent web ambitions.
 - Google uniquely grasped and acted upon the genius insight that the Internet is at bottom a universal recording, tracking and surveillance technology for those with the ambition and wherewithal to exploit it.
 - *"I don't believe society understands what happens when everything is available, knowable and recorded by everyone all the time,"* Google Chairman Eric Schmidt [told](#) the WSJ 8-14-10.
- Google’s monopoly power = unique global privacy problem; Google has unfathomable scale, scope, & centralization of private information.
- Google’s culture is demonstrably hostile to privacy, yielding the world’s worst privacy record by far.
- Two U.S. policy mistakes fostered Google as the #1 global privacy problem.
- Google’s forced integrated privacy policy de-sovereign-izes privacy policymaking and pushes the world towards lowest common denominator privacy standards.

Google's Monopoly Power = Unique Global Privacy Problem

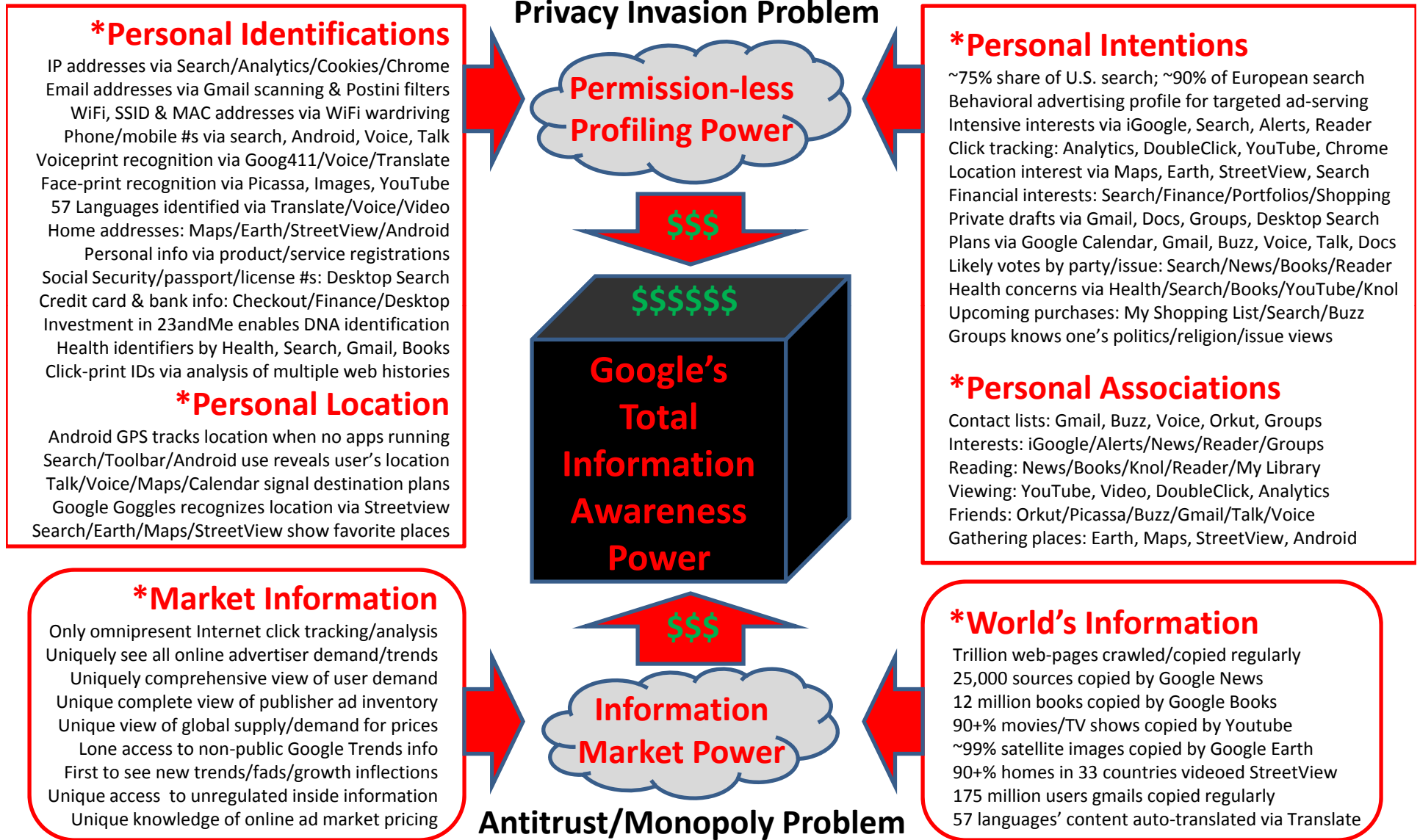
Unfathomable Scale, Scope & Centralization of Private Info

- Google's Chairman [explains](#) the **unfathomable amount** of world information Google tries to organize: "*There was 5 exabytes of information created between the dawn of civilization through 2003, but that much information is now created every two days, and the pace is increasing...*"
- Google is **only platform in the world** where: users can go for ~all information; publishers can go for ~all advertisers; advertisers can go for ~all users. As such, Google is the only entity that can record/track most all: user online traffic and demand for content; advertiser supply of advertisements and their exact target demographics; and what exact content is viewed by whom, when, where and how much.
 - "*So more users more information, more information more users, more advertisers more users... the engine that can't be stopped.*" [Google Sr. VP](#)
- [>1 billion](#) monthly unique users of Google search – [89%](#) global search market share; 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 [44%](#) of the global online advertising market;
 - "*Our model is just better.*" "*Based on that, we should have 100% share*" [Google Chairman](#)
- [>800 million](#) monthly unique YouTube users; [21x more](#) videos served than top competitor; 8x more viewing minutes than top competitor; in [60](#) languages; [>trillion](#) videos viewed annually -- ~140 for every living person.
 - "*There is a real desire for YouTube to be a global classroom and a global town square, not just a global living room,*" [YouTube Exec](#)
- [>500 million](#) Android users on pace for [>1 billion](#) by 4Q13 – Google controls [97%](#) of global mobile search share; [56%](#) mobile operating system global share; there are [4x](#) as many Android devices being sold than next largest competitor: Apple iOS; Google activates 1.3 million Android devices daily.
- [>400 million](#) Google+ social user upgrades in just the ~*first year of service*; have [425 million](#) gmail users; control [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 info-driven monopoly creates a unique global privacy problem. That original problem then is exponentially exacerbated by the global surveillance of private information/activity enabled by Google's rapidly spreading monopoly power into video, mobile, and social. That exponentially exacerbated privacy problem is then further exacerbated exponentially by Google's forced-integration of Google's 60 separate privacy policies without true permission from users.**
- **Bottom line: Google's pervasive permission-less profiling is a prodigious privacy problem.**

Google's Unique "Total Information Awareness" Power

"We are very early in the total information we have within Google... we will get better at personalization." Google CEO, FT 5-22-07

*Information now available for: Googleopoly's leverage, law enforcement subpoena, national security access, & hackers to steal



Google's Culture is Demonstrably Hostile to Privacy Predictably Yielding the World's Worst Privacy Record

- In Privacy International's 2007 [survey](#): "Google was the only company to earn the bottom ranking, for "**comprehensive consumer surveillance and entrenched hostility to privacy.**"
 - In 2002, Google Watch presciently [declared](#): "Google is a privacy time bomb."
- **Speed:** Google corporately views [speed](#) as core to its brand and competitive advantage; thus Google subordinates privacy/security protections to Google's overriding priority for speed.
 - "Google's default is not to use the most secure form because it slows everything down. ...Ultimately we are not going to do anything that's disadvantaging speed." [Google Chairman](#) Eric Schmidt in response to a question on Google's privacy protection priorities.
- **Permission:** Google has a deep aversion to asking for permission to use other's private information or private property given its deep belief in "innovation without permission."
 - Google believes asking for permission are friction, a barrier to its business/innovation, and a drag on its first-mover advantage, not as central to protecting users' privacy/safety or others' private property.
 - See [Evidence Google's Systematic Theft is Anti-Competitive](#) to see the depth, breadth and history of Google's aversion to asking for permission to use others' property or others' private information.
- **Unaccountability:** Google has a culture of unaccountability and company aversion to management controls, which makes Google a poor and risky steward of private information:
 - See: [Google's Culture of Unaccountability in Their Own Words](#).
 - See [Precursor: Google Unaccountability research series](#).
- **Record:** The evidence is overwhelming that Google has the world's worst privacy record:
 - See: [Google Privacy Rap Sheet](#) cataloging 43 privacy offenses over the last decade; and
 - See: [Google's Top 35 Privacy Scandals](#) for a more complete description of the privacy problems.

What U.S. decisions fostered the unique Google privacy problem?

1. **The U.S. DOJ/FTC decision to exclude privacy as a factor in antitrust enforcement** has fostered a perverse market dynamic where many U.S. online advertising companies now effectively compete on the basis of who can *most take advantage of* consumer privacy fastest, rather than who can best *protect* consumer privacy.
 - The U.S. decision to not consider privacy a non-price factor in antitrust analysis has **created a de facto antitrust safe harbor for mass privacy abuse by Google** and others, by ensuring that there is no U.S. antitrust accountability, risk, or cost for dominant players' mass abuse of consumer privacy for anti-competitive gain.
 - This FTC/DOJ decision also has amounted to a **unilateral disarmament of law enforcement** power in an entire area of antitrust oversight -- privacy -- perversely encouraging an anything-goes-environment and systemic abuse of consumer privacy by the small subset of companies with market power and no specific privacy regulation.
 - Law enforcement that is committed to maximizing the effect of deterrence, signal neither the exact time or place of their police patrols, nor where they won't patrol. However, with privacy and antitrust, authorities have unwittingly telegraphed to the marketplace exactly where they won't provide accountability, so potential bad actors know they can get away with abusing consumers' privacy with relative impunity.
 - Moreover, since violating privacy norms is the best way for Google to optimize personalized, pay-per-click online advertising, excluding privacy from the antitrust enforcement equation is the functional equivalent of a prosecutor declining to consider *motive* in prosecuting an alleged crime.
 - For more analysis on this point please see [Why Privacy Is an Antitrust Issue & Why Google is its Poster Child](#).
2. **FTC approval of Google-DoubleClick with no privacy conditions** effectively tipped Google to monopoly and **de facto created a unique entity that could track most everyone's private movements on the Internet**.
 - Google-DoubleClick combined the *only two* companies in the world that reached a dominant share of users, advertisers and web publishers; so each near-completely filled-out the reach gaps that the other had.
 - Google-DoubleClick thus dominated user intention private information from search; DoubleClick dominated the tracking and analysis of user traffic from serving ads on most all commercial websites in the free world.
 - The FTC fundamentally failed to understand that **consumers are not the "customer" of online advertising, but the "product"** that Google and DoubleClick effectively sell to advertisers and publishers.
 - Why are market forces so weak in protecting users' online privacy? The main reason is that the online marketplace is economically structured around users being a commodity, data, to be aggregated and mined, not customers to be served and protected in a competitive marketplace from deceptive or unfair trade practices.
 - For more analysis on this point please see: [Where is the Market for Online Privacy?](#)
3. **No privacy in antitrust + Google-DoubleClick = Unique Global Privacy Problem**

Why Google's Forced Privacy Policy Integration is So Problematic

- Privacy surveys indicate few appreciate that Google tracks and records most everything they do on the web and that they have the potential to aggregate unimaginably intimate profiles of people all without their meaningful permission and knowledge, or normal accountability.
- **Google knows what you want, think, know, believe, read, watch, and intend to do; and knows with whom you associate and communicate.** They know you better than you do.
- Google **pushes the envelope on privacy** in most every way: tracking your online activity and physical movements; eavesdropping on you; reading your emails; photographing your house; recording and aggregating your social connections and interactions; even recording and identifying your face-print and voiceprint.
 - **Google even aspires to collect and analyze people's DNA.** *"In genomics, there's a massive amount of information in which you can look for patterns and develop insights."* [Google Ventures Head, Bill Maris](#).
- **What Google knows about you is a threat** if it falls into the hands of: a rogue employee; a hacker or criminal; government spy agencies; or law enforcement without due process.
 - [All of this](#) has already happened.
- In the wrong hands, these unique Google forced-integrated **uber-profiles** create increased:
 - **Danger to individuals** of stalking, blackmail, theft, fraud, kidnapping, intimidation, harassment, or arrest; and
 - **Risk to groups, companies, organizations and sovereign nations** of extortion, theft, fraud, terrorism, intimidation, and manipulation of markets, transactions, elections, policymaking, court decisions, law enforcement, the military, intelligence services, etc.
- This is not the amount of private information on everyone that should be collected, aggregated and stored in free countries without the meaningful permission/choice/control of users and without exceptional accountability/safeguards, and strong sovereign checks and balances.
 - Information is power. Google's unique and unfathomable omni-collection of private data and surveillance of private activity power is unprecedented in global scale, scope, efficiency, effectiveness and totality.
 - As Lord Acton said: "power corrupts and absolute power corrupts absolutely." Forewarned is forearmed.

Additional Conclusions

1. Google's privacy policy, culture and privacy record is not trustworthy.
2. Google's mission, model, and record exhibit purposeful ***spying-by-design***, not the *privacy-by-design* of their public representations.
 - The simple proof is that *by design* Google can personalize search, advertising and contextual recommendations to the individual, and also *by design*, Google won't allow individuals to opt-out or personalize their privacy policy by product, service or context.
3. Google's forced-integration of privacy policies without meaningful user permission or choice to opt-out is tantamount to ***privacy piracy***.
 - In effect, Google's taking of users' private information without permission or choice is analogous to Google Books copying 20+ million books without rights-holders' permission or choice; and to Google-YouTube copying innumerable movies and TV shows without the rights-holders' permission or choice.
 - Google is the world's #1 privacy pirate opposed to the Internet freedom of users to choose privacy.
4. Google's forced-integration of its global privacy policy process:
 - Universalizes, globalizes, and **de-sovereign-izes privacy policy making and standard setting**, via Google dictating digital policies to sovereign nations' policymakers -- until nations re-assert their sovereign authority;
 - Results in a **lowest-common-denominator privacy standard** where Google dictates most-public and least-private privacy standards by default;
 - Creates a "**single point of failure**" and vulnerability by ignoring the security and privacy best practice of compartmentalizing information to protect against catastrophic breaches;
 - Exposes monopoly power and minimal competitive pressure or incentive to protect users' privacy; and
 - Spotlights minimal effective sovereign checks and balances on Google.

Additional Conclusions Cont.

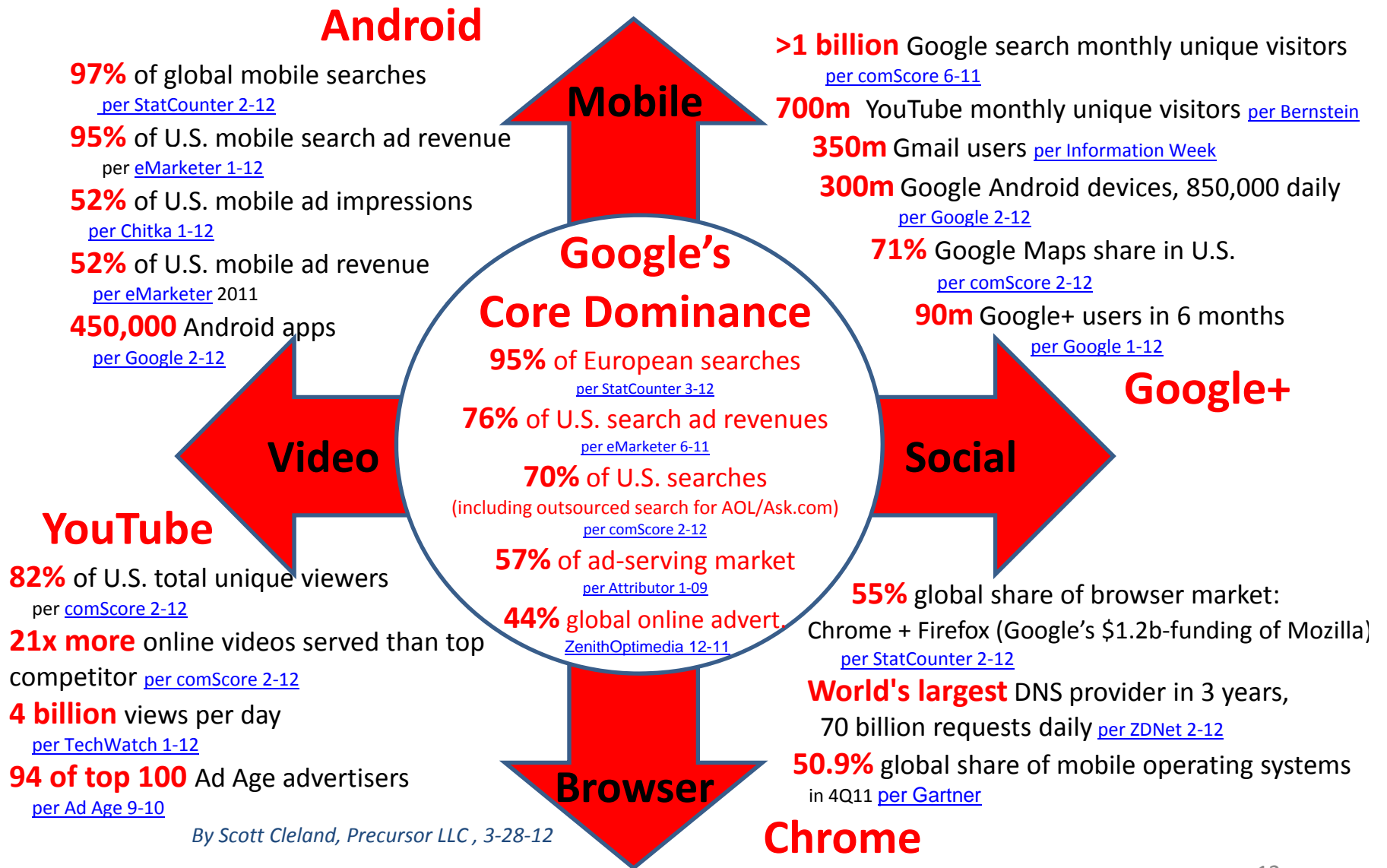
5. Google is in an epic battle over privacy default standards; it is seeking to:
 - Dictate the new privacy policy default standard as universal-ization of all private information with no user opt out short of cancellation; and
 - Defeat privacy default standards that assume users want privacy & the choice to not be tracked online.
 - Google CEO Larry Page [acknowledged](#) this epic privacy battle 10-18-12 admitting:
“Virtually everything that we want to do, I think, is somewhat at odds with locking down all of your information for uses you haven’t contemplated yet...”
6. Google is in “stop-us-if-you-can” mode; it’s default “rule-of-code,” web-sovereign decisions currently trump national sovereign “rule-of-law” in determining :
 - Individuals’ privacy rights in practice;
 - What and whose property rights are respected or disrespected;
 - What is free speech and what is not;
 - What is acceptable information for the public to access and what is not;
 - What geographical boundaries and names are official or not; and
 - Who wins or loses in the business of information access.

Appendix

- Google's Dominance Is Rapidly Spreading
- Google Has World's Worst Record on:
 - Privacy 2011-2012;
 - Privacy 2002-2010; and
 - Antitrust 2008-2012
- Top Ten Google Quotes for:
 - Privacy;
 - Unaccountability; and
 - Antitrust
- Cleland Background & Research:
 - Bio: Scott Cleland, President, Precursor[®] LLC
 - Book: Search & Destroy: Why You Can't Trust Google Inc.
 - Privacy research
 - Antitrust research: www.Googleopoly.net

Appendix: Google's Dominance Is Rapidly Spreading

Google's Successfully Leveraging Its Search Dominance Throughout the Web Ecosystem



By Scott Cleland, Precursor LLC, 3-28-12

Appendix: Google Has World's Worst Privacy Record (2011-2012)

<u>YEAR</u>	<u>DESCRIPTION OF OFFENSE</u>	<u>MORE INFO</u>
2012	US FTC plans fine for violating FTC-Google-Buzz privacy decree in hacking Apple's browser	http://bloom.bg/YJL8fb
2012	US FCC Street View WiSpy probe disproved Google story it was a rogue engineer's mistake	http://politico.pro/McNbyg
2012	Android Apps found to share personal data with advertisers without users' knowledge	http://bit.ly/waUib6
2012	By design Android app developers don't need user's permission to access users' photos	http://bit.ly/KOuGfs
2012	US FCC fines Google \$25k for impeding/delaying its Street View wiretapping probe	http://bit.ly/IC1v8x
2012	Google Drive terms of service grant Google broad rights to users' private info in cloud	http://bit.ly/H0LNk
2012	Stanford researcher found Google bypassed users' privacy protections on Apples's browser	http://on.wsj.com/ytg5EB
2012	Google Wallet shut down for week because users' PIN to access money wasn't private	http://bit.ly/AzksAM
2012	Google rejected EU request to delay new privacy policy to see if it complied with EU law	http://bit.ly/vZqIQD
2012	Google refuses to meet with 36 US Attorneys General about objections to new privacy policy	http://on.wsj.com/wxDCB
2012	Google introduces new privacy policy without opt-out required by FTC enforcement decree	http://bit.ly/IPa9EH
2012	EPIC asks US FTC to probe if "Search Plus Your World" violates FTC enforcement decree	http://bit.ly/AeE1kv
2011	Google fails to fulfill its LAPD contract to ensure private/secure Gmail for law enforcement	http://bit.ly/qbG0FN
2011	Chinese hackers accessed private Gmail accounts of US Cabinet and Defense Dept. officials	http://wapo.st/iVnEVq
2011	Android defaults set to collect & implement network passwords without user's permission	http://tek.io/k42Kr9
2011	Google abused user privacy by knowingly geo-targeting them with ads to buy illegal drugs	http://1.usa.gov/qrimx0
2011	Android tracks users' movements thousands of times a day without the user's knowledge	http://on.wsj.com/gDfmEV
2011	Android's lax security found to enable hackers easy access to users private information	http://bit.ly/trp25m
2011	Google TV prevented users from installing privacy/security software for protection	http://bit.ly/bvtbk0
2011	Google settled with US FTC over charges of Google-Buzz deceptive privacy practices	http://1.usa.gov/hR4sqV
2011	Only Google made all of Wikileaks' stolen private/secret cables publicly searchable	http://reut.rs/reeUFO
2011	Android's no-curation-policy means no privacy/security by design for users private info	http://bit.ly/mxPnH7
2011	Google enabled public download of 35 million personal profiles, adding to identity theft risk	http://bit.ly/kMxUJN
2011	US DOJ catches Google misrepresenting it had privacy/security certifications it did not have	http://bit.ly/i4AJHs
2011	"Doodle4Google" art contest sign-up required children to provide partial social security #s	http://bit.ly/f3cD20

Appendix: Google Has World's Worst Privacy Record (2002-2010)

<u>YEAR</u>	<u>DESCRIPTION OF OFFENSE</u>	<u>MORE INFO</u>
2010	Google Street View's unauthorized recording of private WiFi communications in 33 nations	http://bit.ly/aOyj98
2010	Chinese hackers stole Google's entire password security/privacy software system	http://nyti.ms/jzMOHs
2010	Google engineer caught stalking underage teens and spying on their private chats/emails	http://gaw.kr/bVrNQ3
2009	Google depends on others to discover Google's privacy/security vulnerabilities	http://bit.ly/N4mdbk
2009	Google's centralization of all information creates "single-point-of-failure" for privacy/security	http://amzn.to/MqmSr3
2009	Librarians opposed Google Book Settlement because it had no privacy protections	http://bit.ly/JZQfH
2008	Google opposed posting its privacy policy on its homepage as required by California law	http://bit.ly/LSm19A
2007	Privacy International ranked Google worst in the world for privacy for "hostility to privacy"	http://bit.ly/KybXGp
2007	Google Street View raised privacy concerns with public photos of private home interiors	http://nyti.ms/L3BxiE
2007	Google exposed 2,000 college students social security #s & personal info in search results	http://bit.ly/LPEzrn
2007	Google Docs's terms of service claims perpetual rights to users' private material	http://zd.net/iuqtqH
2007	Privacy watchdogs opposed Google-DoubleClick merger on privacy grounds	http://bit.ly/JTmFJJ
2006	Poll of Google users shows that they incorrectly believe search is private/not identifiable	http://bit.ly/JTmFJJ
2006	Google publicly displayed a live feed of everyone's private search terms in its lobby	http://scoble.it/8alX37
2005	Google Earth publicly exposed aerial views of White House roof endangering its security	http://bit.ly/JZ7kl
2004	Google chooses an "all-eggs-in-one-basket" search database design called "Big Table"	http://bit.ly/EB3J
2004	Thirty-one privacy groups oppose Gmail scanning emails to target advertising personally	http://bit.ly/Npl4HW
2004	Google desktop function exposed as big spyware risk for users compromising privacy	http://bit.ly/KRZ3BG
2002	GoogleWatch predicts: "Google is a privacy time bomb/a privacy disaster waiting to happen"	http://bit.ly/WiKv

Appendix: Google Has The World's Worst Current Antitrust Record

YEAR	JURISDICTION	DESCRIPTION OF OFFENSE	MORE INFO
2012	EU	Expected to be ruled a monopoly that abused market power	http://bit.ly/uGoOzA
2012	US DOJ	Officially warned to not abuse standards essential patents	http://1.usa.gov/wXqxNv
2012	EU	Formally investigating Google-Motorola's abuse of patents	http://yhoo.it/HIAx32
2012	S. Korea	Considering max penalty for systematic obstruction of justice	http://bit.ly/IAFlvq
2011	US Senate	Senators find complaints warrant "thorough" FTC investigation	http://bit.ly/viK5Uf
2011	US FTC	Launched broad antitrust probe of search ad behavior	http://on.wsj.com/iGH24X
2011	Brazil	Competitors' file complaint over Google's advertising practices	http://reut.rs/IDYRr1
2011	India	Antitrust authorities urged to investigate ad practices	http://bit.ly/o96JZa
2011	Argentina	Authorities investigating search dominance/ad discrimination	http://bit.ly/HLWbCi
2011	US DOJ	DOJ/Court will police ITA acquisition antitrust problems	http://1.usa.gov/hLTkwi
2011	US Court	Federal Judge rejects Book Settlement as anti-competitive	http://scr.bi/g6YCKP
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	http://1.usa.gov/awhR5K
2010	US Court	Skyhook sues over unlawful interference with contracts	http://bit.ly/UJRzAX
2010	US DOJ	Opposed revised Book Settlement as anti-competitive/illegal	http://bit.ly/d1t6vP
2010	Germany	Companies file complaints: search discrimination/infringement	http://nyti.ms/7u9zvW
2009	UK	Competitor files complaint, documents predatory ad penalties	http://bit.ly/60Dloa
2009	US FTC	Forced Google CEO off Apple's Board as anti-competitive	http://1.usa.gov/oJhC
2009	Italy	Investigation of complaints of Google abusing its ad dominance	http://bit.ly/IF18Ck
2008	US DOJ	Threatened antitrust suit to block Google-Yahoo ad agreement	http://bit.ly/voEJ

Appendix: Top Ten Google Privacy Quotes

- *"If you have something that you don't want anyone to know, maybe you shouldn't be doing it in the first place;"* Google Chairman Eric Schmidt [told](#) CNBC's Maria Bartiromo 12-7-09.
- *"Google policy is to get right up to the creepy line and not cross it,"* said Google Chairman Schmidt 10-1-10 , the [Atlantic](#).
- *"Show us 14 photos of yourself and we can identify who you are;"* Google Chairman Eric Schmidt [told](#) 2010 Techonomy.
- *"...it is too dangerous for there not to be some way to identify you... We need a [verified] name service for people...Governments will demand it."* Google Chairman Eric Schmidt [told](#) the 2010 Techonomy conference.
- *"We know where you are. We know where you've been. We can more or less know what you're thinking about;"* Google Chairman Eric Schmidt 10-1-10 per the [Atlantic](#).
- *"It's a future where you don't forget anything... "In this new future you're never lost...We will know your position down to the foot and down to the inch over time;"* [explained](#) Google Chairman Eric Schmidt at the TechCrunch Disrupt , 9-28-10.
- *"No harm, no foul,"* concerning discovery of Google's secret and unauthorized collection of WiFi signals in 33 countries over three years, Google Chairman Eric Schmidt [said](#) the Times of London in May 2010.
- *"...It's important to distinguish between "worry versus harm" when it came to privacy online."* said Larry Page [per BBC News](#), 5-18-10.
- *"Because we say so."* Google Chairman Eric Schmidt responding to Neil Cavuto's question: *"How do we know you have deleted our information"* when we request it be deleted? [per Fox News](#) 11-6-09.
- *"We are very early in the total information we have within Google. ...The algorithms will get better and we will get better at personalisation... The goal is to enable Google users to be able to ask the question such as "What shall I do tomorrow?" and "What job shall I take?" ... We cannot even answer the most basic questions because we don't know enough about you. That is the most important aspect of Google's expansion;"* [explained](#) Google Chairman Eric Schmidt to the FT, 05-22-07.
- *"I don't believe society understands what happens when everything is available, knowable and recorded by everyone all the time,"* Google Chairman Eric Schmidt [told](#) the Wall Street Journal 8-14-10.

Appendix: Top Ten 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](#).

Appendix: Top Ten 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>
- *"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/5PpIMc>

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: Relevant Cleland Google Privacy Research

- [“What Private Information Google Collects -- A One-Page Fact Sheet”](#)
PrecursorBlog; 5-24-10;
- [“Google's "Total Information Awareness" Power](#) -- A one-page graphic of all the information Google has” *PrecursorBlog*; 6-4-10;
- [“Why Privacy Is an Antitrust Issue & Why Google is its Poster Child;”](#)
PrecursorBlog; 7-22-2010;
- [“Where is the Market for Online Privacy?;”](#) *PrecursorBlog*; 1-31-2012;
- [“Google’s Top 35 Privacy Scandals;”](#) *PrecursorBlog*; 2-22-2012;

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
 - <http://googleopoly.net/Googleopoly-IX-July-10-2012.pdf>

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