

# Imagination, Immediacy, and Innovation...and a little glimpse under the hood at Google

Marissa Mayer  
May 29, 2008



# Work on big, important problems



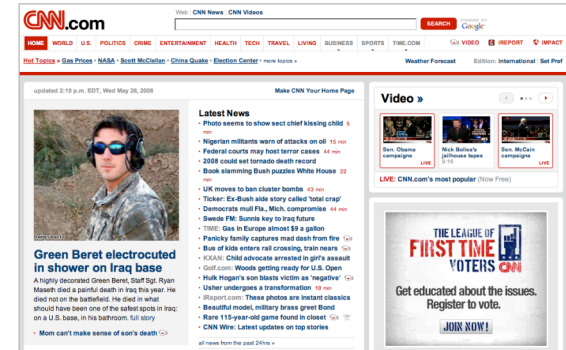
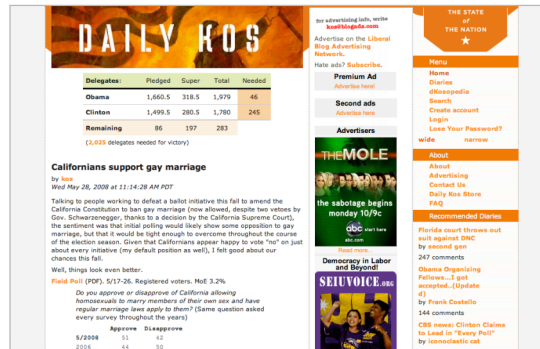
# Most Popular



## Social Networking

## Blogs

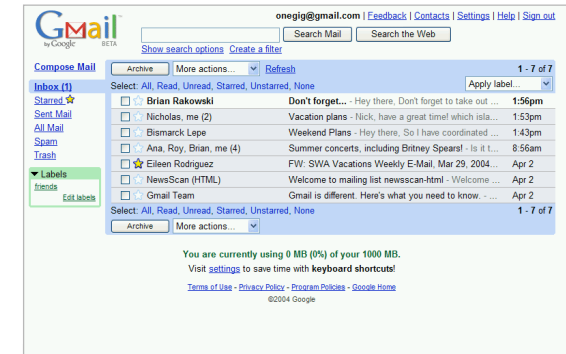
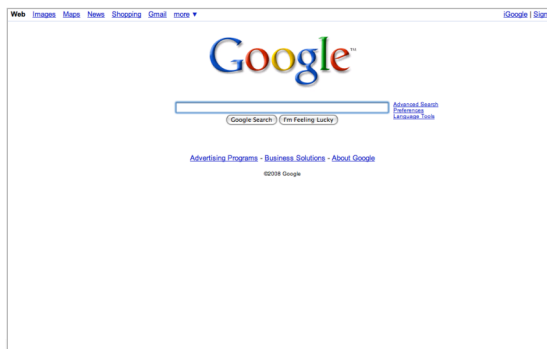
## News



## Search

## Homepages

## Mail



# iGoogle



The screenshot shows the iGoogle homepage with a green and blue geometric pattern background. At the top, the "iGoogle" logo is on the left, and search options "Google Search" and "I'm Feeling Lucky" are in the center. On the right, there are links for "Advanced Search", "Search Preferences", and "Language Tools". Below the search bar, there are navigation links: "Home", "Add a tab", "Get artist photos", "Select theme", and "stuff »".

Several widgets are highlighted with red boxes:

- ToDo:** A yellow notepad-style widget with a list of tasks: "1. Grandma visiting in two", "2. Grocery store", "3. Birthday Present for", and "4. Type new task here".
- eBay Search Plus:** A search widget for "pezz dispenser" showing two auction results. The first is "1965-1972 WOODSTOCK PEZ DISPENSER MADE IN SLOVENIA" with a current price of \$1.99 and an end time of 6/3/2008 9:41 PM. The second is "1952-1966 LUCY PEZ DISPENSER MADE IN SLOVENIA" with a current price of \$1.99 and an end time of 6/3/2008 9:52 PM.
- Local Weather:** A weather widget for GMT showing conditions as of 11:54 pm. It lists: CURRENTLY Fair (night), TEMPERATURE 54 F, WIND 7 mph SW, HUMIDITY 57%, PRESSURE 30.11 in and steady, VISIBILITY 1.0 mi, SUNRISE 5:12 am, and SUNSET 8:12 pm.
- Currency Converter:** A widget for converting currency from U.S. Dollar (USD) to Euro (EUR). It shows "1" in the input field and a "Convert" button.
- NY Times Classic Crossword:** A crossword puzzle widget from The New York Times, dated Wednesday, August 27, 2003. The crossword grid is partially filled with the word "HOUSE" across the top.
- DVD Releases:** A widget showing DVD releases, including "Rambo (Blu-ray)" with a 4.5/5 star rating, "The Three Stooges Collection, Vol. 2: 1937-1939" with a 5/5 star rating, and "Rambo - The Complete Collector's Set (First Blood - Ultimate Edition / Rambo - First Blood Part II - Ultimate Edition / Rambo III - Ultimate Edition / Rambo - Special Edition)" with a 5/5 star rating.
- Discovery News Top Stories:** A widget showing top stories from the Discovery Channel, including "Satellites, Beekeepers Track Climate Change Response", "Oldest Live Birth Captured in Fish Fossil", and "Methane Melt Reversed 'Snowball Earth'".
- Wikipedia:** A search widget for Wikipedia with the text "Wen" in the input field and "Go" and "Search" buttons.

# Gadgets



[Web](#) [Images](#) [Maps](#) [News](#) [Shopping](#) [Gmail](#) [more](#) [Classic Home](#) | [Sign in](#)

[« Back to iGoogle home](#)

## iGoogle™

[Gadgets](#) [Themes](#)

### PacMan



SCORE 30 LIVES 2

### PacMan v2.6

[« Back to gallery](#)

By [Kim Schulz](#)

The good old Pacman game. Instructions: Use the arrow keys to guide Pac-Man. P - Pause/unpause game Q - Quit game M - Mute/unmute sound L - Low quality on/off

519,923 users | ★★★★★ 177 ratings

[Add it now](#) [Share this gadget](#)

### Search for gadgets

### You might also like...

-  [Hungry Bob](#)  
★★★★☆ 3 ratings  
[Add](#)
-  [Frogger](#)  
★★★★☆ 41 ratings  
[Add](#)
-  [Finger Twister](#)  
☆☆☆☆☆ 3 ratings  
[Add](#)
-  [PacMan](#)  
★★★★☆ 7 ratings  
[Add](#)
-  [Hang Man](#)  
★★★★☆ 42 ratings  
[Add](#)

### Comments (30)

[Sign in](#) to write a comment for this gadget.

**Pretty Great** ★★★★★ - Anonymous - May 22, 2008  
This game is such a classic and has great graphics.

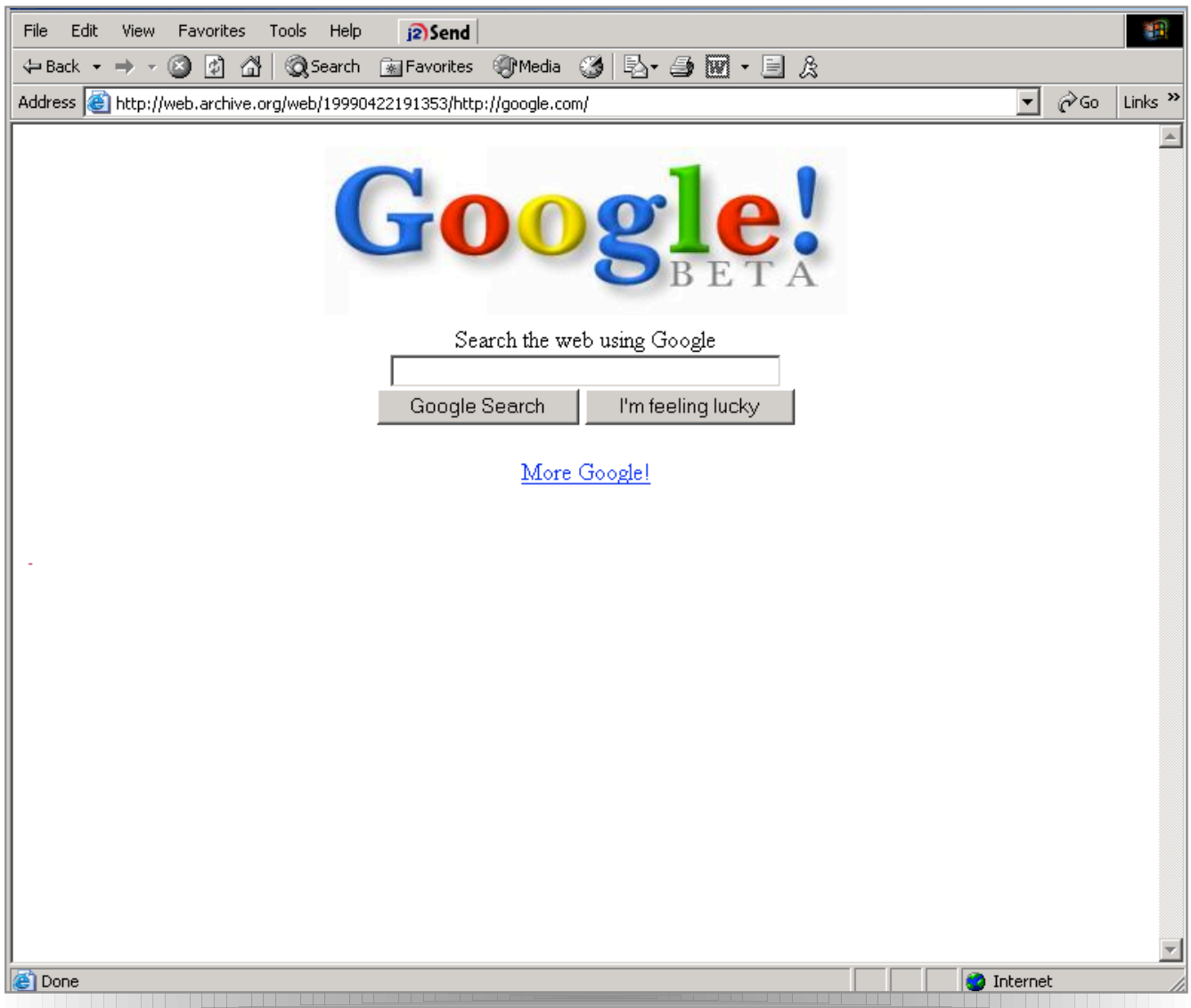
**Hmmm.** ★☆☆☆☆ - Anonymous - May 22, 2008

1 2 3 4



Simplest solution is probably the best

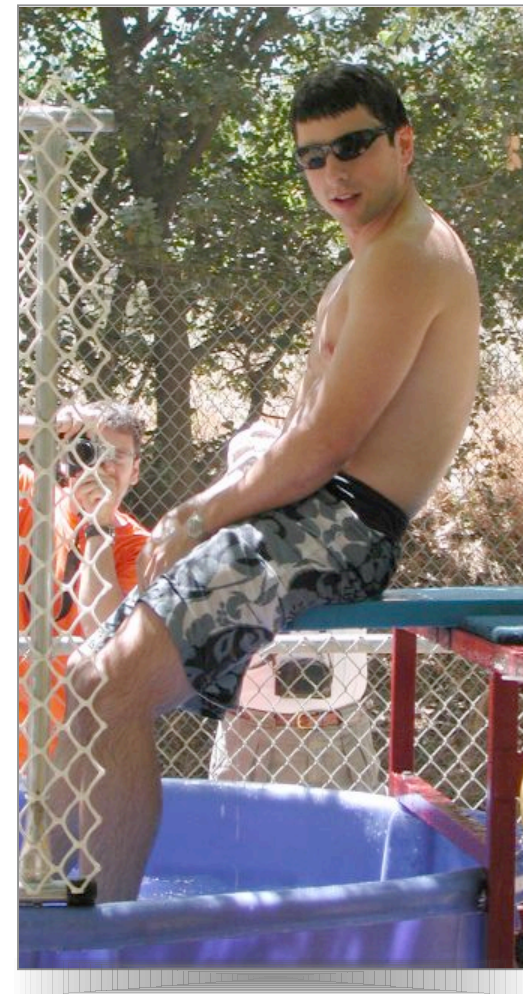




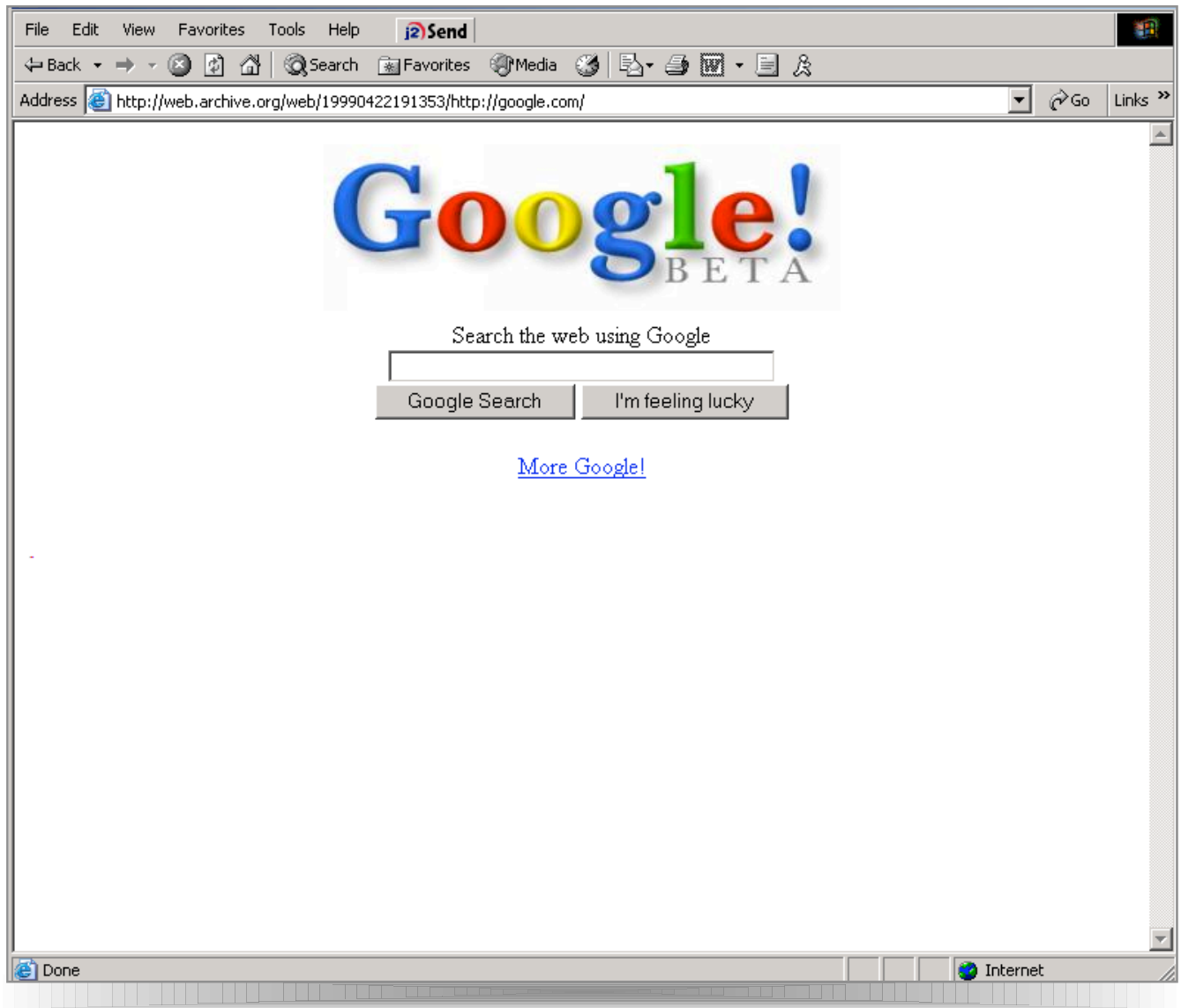
# Sergey Brin Created the Original Homepage

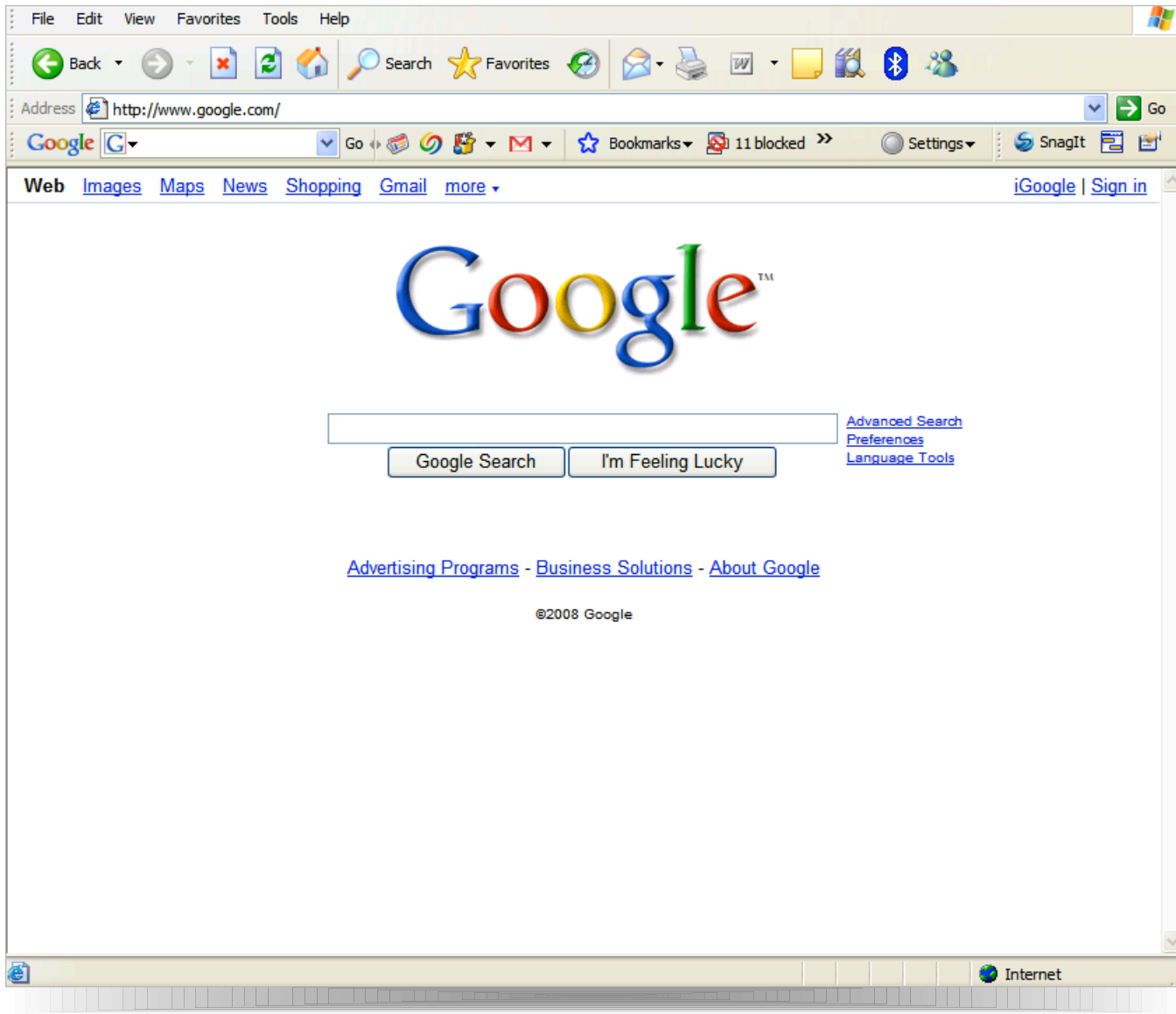
What Inspired You?

“We didn’t  
have a webmaster.  
I don’t do HTML.”









I'm waiting for the **rest of it.**



Is this a **real** company?



How many people work there?



Are you from the  
**psych** department?



# Evolution, not divine inspiration



# Google™

Google Search

I'm Feeling Lucky

[Advanced Search](#)  
[Preferences](#)  
[Language Tools](#)

[Advertising Programs](#) - [Business Solutions](#) - [About Google](#)

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Search Query  
"beautiful code"

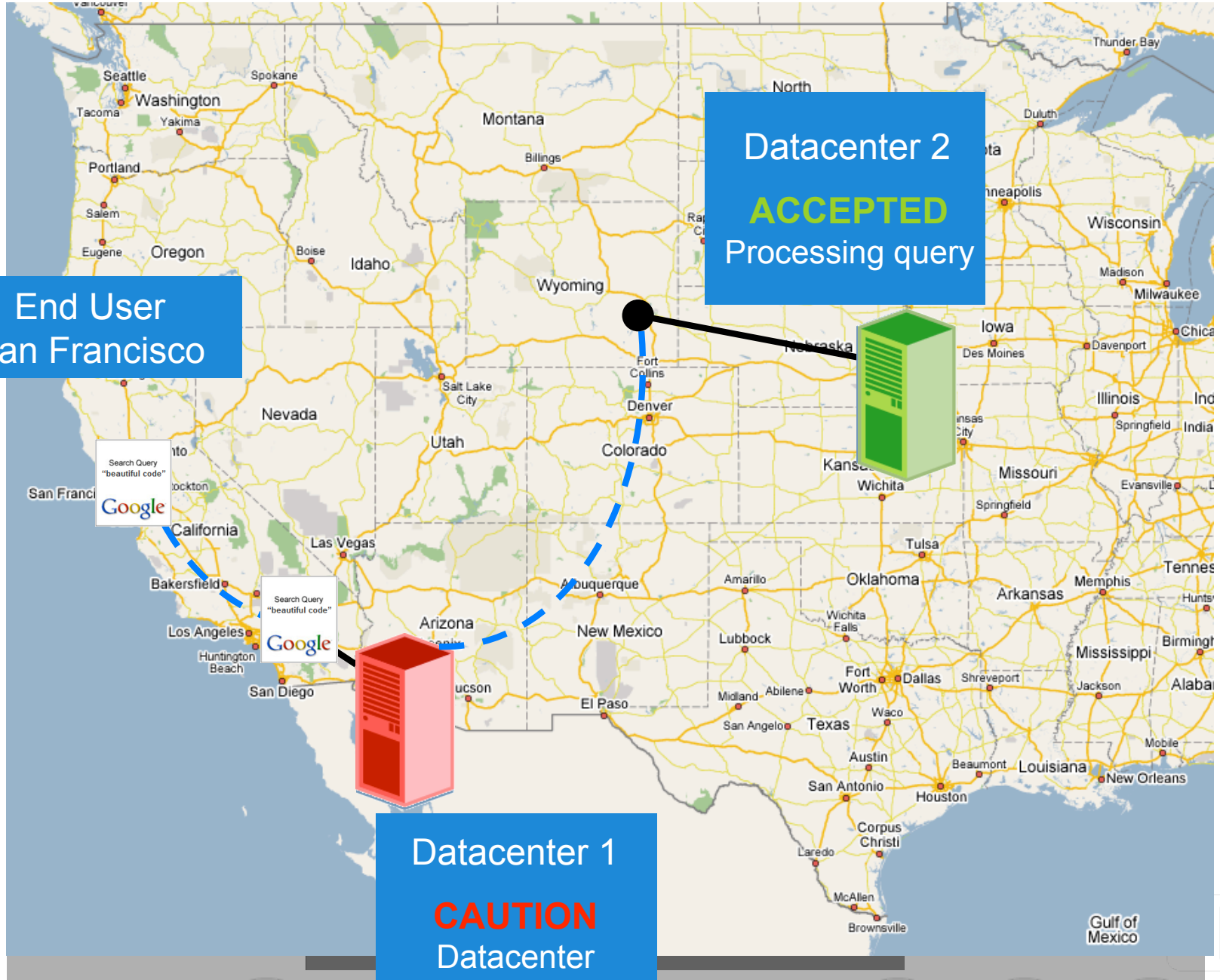
Google

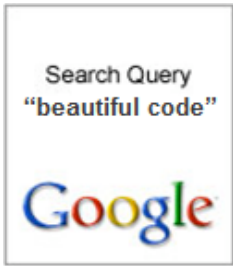


End User  
San Francisco

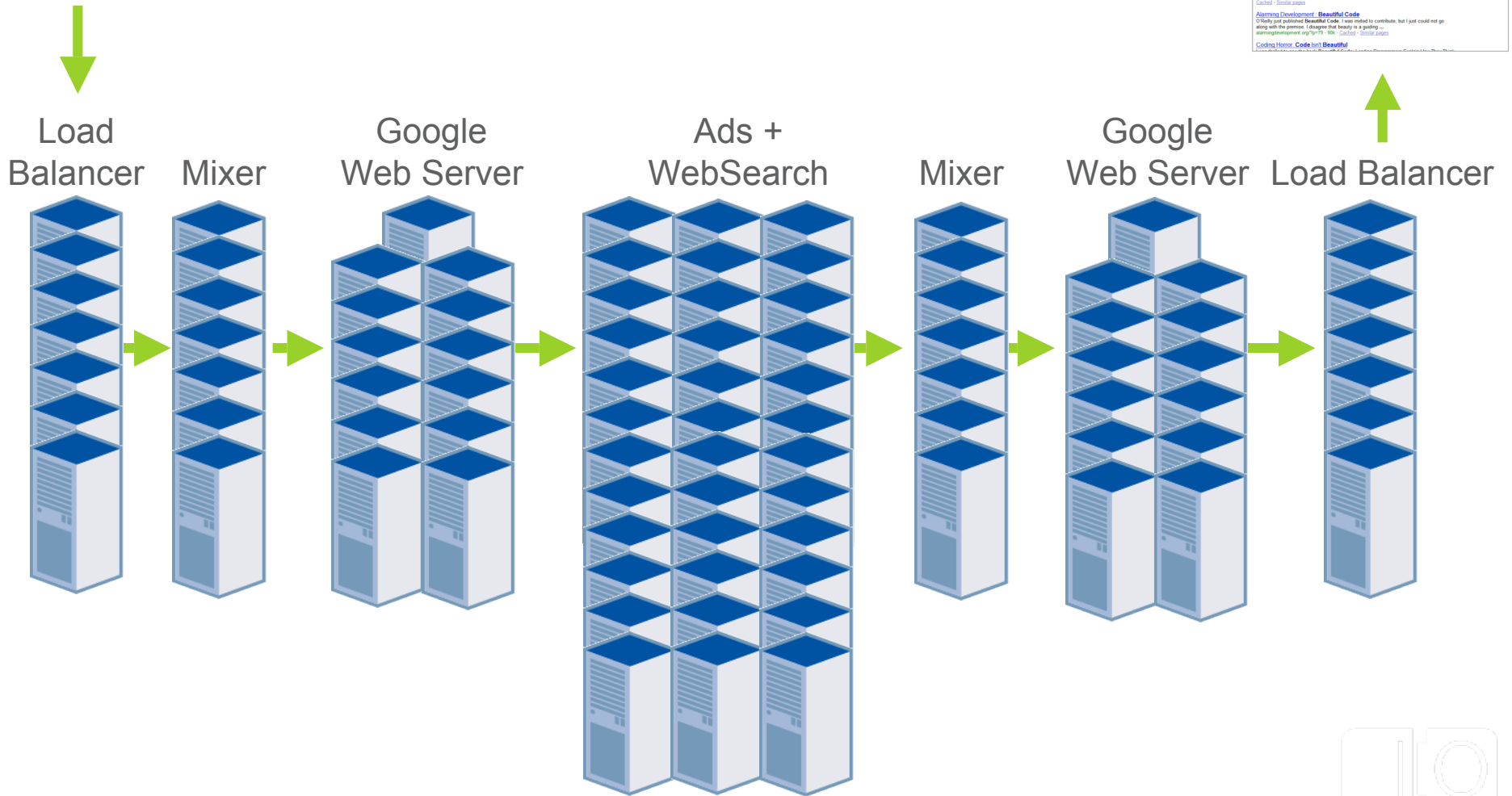
Datacenter 2  
**ACCEPTED**  
Processing query

Datacenter 1  
**CAUTION**  
Datacenter  
Heavily Loaded



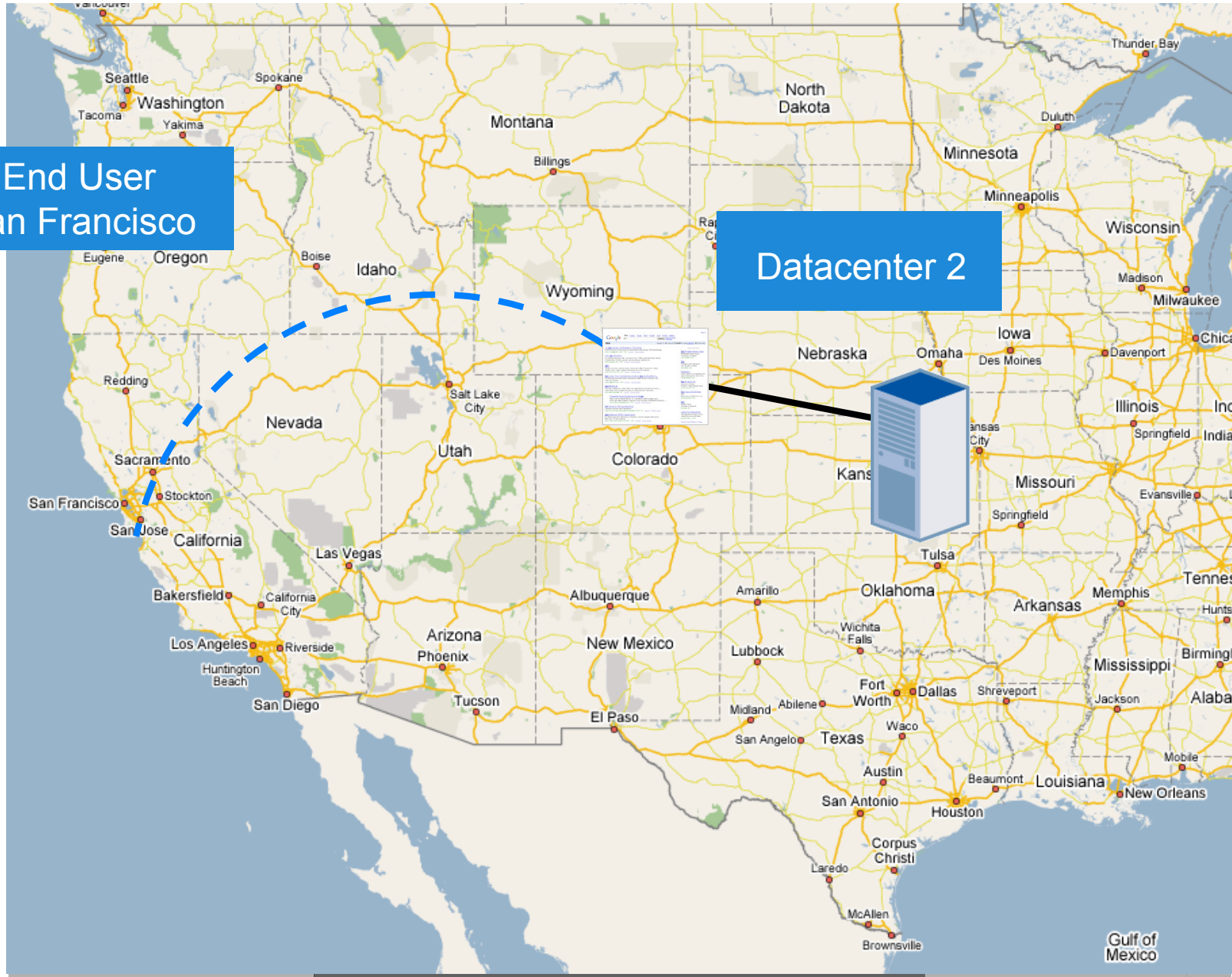


# Search Results



End User  
San Francisco

Datacenter 2



# The End Result

Google™ beautiful code Search [Advanced Search](#) [Preferences](#)

Web Results 1 - 10 of about 5,910,000 for [beautiful code](#). (0.16 seconds)

[O'Reilly Media | Beautiful Code](#)  
How do the experts solve difficult problems in software development? In this unique and insightful book, leading  
[www.oreilly.com/catalog](http://www.oreilly.com/catalog)

**Results 1 - 10 of about 5,910,000 for [beautiful code](#). (0.16 seconds)**

[Beautiful Code](#)  
O'Reilly Media's **Beautiful Code** site explores how programmers think and solve problems.  
[beautifulcode.oreillynet.com/](http://beautifulcode.oreillynet.com/) - 37k - [Cached](#) - [Similar pages](#) - [Note this](#)

[Amazon.com: Beautiful Code: Leading Programmers Explain How They ...](#)  
Amazon.com: **Beautiful Code: Leading Programmers Explain How They Think (Theory in Practice (O'Reilly))**: Andy Oram, Greg Wilson: Books.  
[www.amazon.com/Beautiful-Code-Leading-Programmers-Practice/dp/0596510047](http://www.amazon.com/Beautiful-Code-Leading-Programmers-Practice/dp/0596510047) - 259k - [Cached](#) - [Similar pages](#) - [Note this](#)

[Alarming Development : Beautiful Code](#)  
O'Reilly just published **Beautiful Code**. I was invited to contribute, but I just could not go along with the premise. I disagree that beauty is a guiding ...  
[alarmingdevelopment.org/?p=79](http://alarmingdevelopment.org/?p=79) - 90k - [Cached](#) - [Similar pages](#) - [Note this](#)

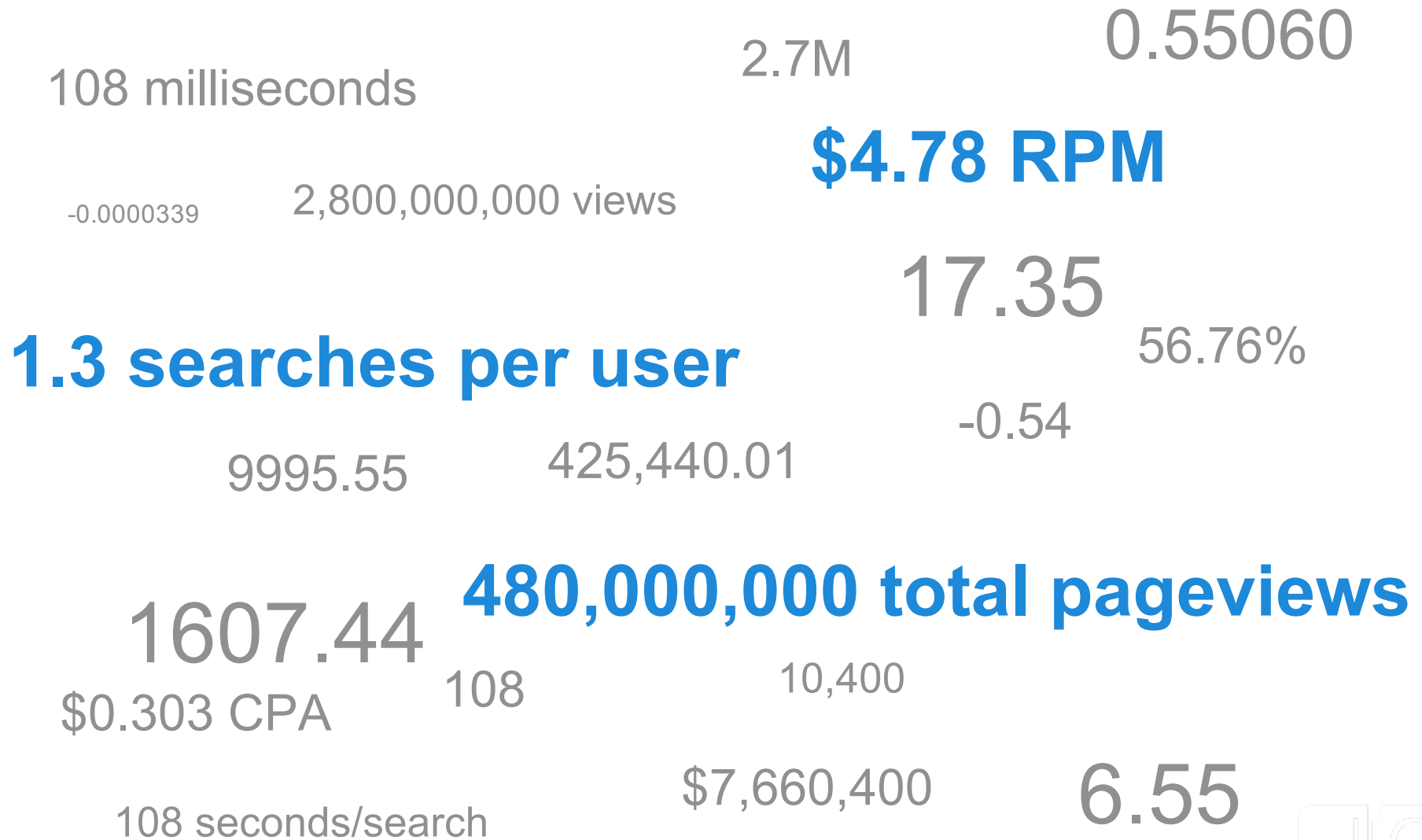
[Coding Horror: Code Isn't Beautiful](#)  
I was thrilled to see the book **Beautiful Code: Leading Programmers Explain How They Think** show up in my Amazon recommendations. It seems like exactly the ...  
[www.codinghorror.com/blog/archives/001062.html](http://www.codinghorror.com/blog/archives/001062.html) - 98k - [Cached](#) - [Similar pages](#) - [Note this](#)



# Numbers, numbers, numbers



# Let The Numbers Decide



# Numbers, Numbers, Numbers

---



Know **where you are** and **where you want to be**

Know them **well enough** to guess

Know the **state of the art** - how much does disk cost, how much does bandwidth cost, how close are we to maxing those out?





# Expanding The Space



A

Google toaster  Search [Advanced Search](#) [Preferences](#)

Web [Products](#) [Images](#) Results 1 - 10 of about 4,630,000 for toaster [definition]. (0.07 seconds)

[Toasters at Cooking.com](#) Sponsored Link [Toaster](#) Sponsored Links  
[www.cooking.com](http://www.cooking.com) Great brands, selection, prices! Cookware, appliances and more.

B

Google toaster  Search [Advanced Search](#) [Preferences](#)

Web [Products](#) [Images](#) Results 1 - 10 of about 4,630,000 for toaster [definition]. (0.12 seconds)

[Toasters at Cooking.com](#) Sponsored Link [Toaster](#) Sponsored Links  
[www.cooking.com](http://www.cooking.com) Great brands, selection, prices! Cookware, appliances and more.

C

Google toaster  Search [Advanced Search](#) [Preferences](#)

Web [Products](#) [Images](#) Results 1 - 10 of about 4,630,000 for toaster [definition]. (0.12 seconds)

[Toasters at Cooking.com](#) Sponsored Link [Toaster](#) Sponsored Links  
[www.cooking.com](http://www.cooking.com) Great brands, selection, prices! Cookware, appliances and more.



# Ad Color Variation



A

Web [Images](#) Results 1 - 10 of about 292,000,000 for **flowers** [definition]. (0.10 seconds)

**\$19.99 Flowers at FTD®** Sponsored Links  
[www.FTD.com](http://www.FTD.com) Sale: Free Vase Plus 15% Off! Same Day Delivery. Shop FTD.com.

**Send Flowers from \$19.99** Sponsored Links  
[www.ProFlowers.com](http://www.ProFlowers.com) Send Roses, Tulips & other **Flowers**. "Best Value" - Wall Street Journal

**Flowers at 1-800-Flowers**  
[1800flowers.com](http://1800flowers.com) \$10 Off Orders of \$49.99 or More! Or \$20 Off Orders of \$99.99 or More

Related searches: [list of flowers](#) [kinds of flowers](#) [wholesale flowers](#) [flowers pics](#)

**Flowers, Roses, Plants, Gift Basket Delivery - 1-800-FLOWERS.COM ...** - 4 visits - Apr 29  
Florist and gift retailer and franchisor with more than 100 stores nationwide offering online purchasing of arrangements, plants, gift baskets, ... [Stock quote for FLWS](#)  
[www.1800flowers.com/](http://www.1800flowers.com/) - 89k - [Cached](#) - [Similar pages](#) - [Note this](#)

**Save \$10 on Flowers Today** Sponsored Links  
Surprise Friends Near and Far.  
Same Day Local Delivery.  
[www.Teleflora.com](http://www.Teleflora.com)

**50% Off All Flowers**  
All **Flowers** on the Site are 50% Off  
Take Advantage and Buy Today!  
[www.BloomsToday.com](http://www.BloomsToday.com)

**Flowers - JustFlowers.com**  
Secure Checkout & Same Day Delivery  
Save \$10 Now - use Coupon JF2008  
[www.JUSTFLOWERS.com](http://www.JUSTFLOWERS.com)

B

Web [Images](#) Results 1 - 10 of about 292,000,000 for **flowers** [definition]. (0.10 seconds)

**\$19.99 Flowers at FTD®** Sponsored Links  
[www.FTD.com](http://www.FTD.com) Sale: Free Vase Plus 15% Off! Same Day Delivery. Shop FTD.com.

**Send Flowers from \$19.99** Sponsored Links  
[www.ProFlowers.com](http://www.ProFlowers.com) Send Roses, Tulips & other **Flowers**. "Best Value" - Wall Street Journal

**Flowers at 1-800-Flowers**  
[1800flowers.com](http://1800flowers.com) \$10 Off Orders of \$49.99 or More! Or \$20 Off Orders of \$99.99 or More

Related searches: [list of flowers](#) [kinds of flowers](#) [wholesale flowers](#) [flowers pics](#)

**Flowers, Roses, Plants, Gift Basket Delivery - 1-800-FLOWERS.COM ...** - 4 visits - Apr 29  
Florist and gift retailer and franchisor with more than 100 stores nationwide offering online purchasing of arrangements, plants, gift baskets, ... [Stock quote for FLWS](#)  
[www.1800flowers.com/](http://www.1800flowers.com/) - 89k - [Cached](#) - [Similar pages](#) - [Note this](#)

**Save \$10 on Flowers Today** Sponsored Links  
Surprise Friends Near and Far.  
Same Day Local Delivery.  
[www.Teleflora.com](http://www.Teleflora.com)

**50% Off All Flowers**  
All **Flowers** on the Site are 50% Off  
Take Advantage and Buy Today!  
[www.BloomsToday.com](http://www.BloomsToday.com)

**Flowers - JustFlowers.com**  
Secure Checkout & Same Day Delivery  
Save \$10 Now - use Coupon JF2008  
[www.JUSTFLOWERS.com](http://www.JUSTFLOWERS.com)

Understand users better  
than they understand themselves



"If I had asked people what they wanted,  
they would have said faster horses."

- **Henry Ford**



"If you don't listen to your customers, someone else will."

- Sam Walton



Google Searches

The screenshot shows a Google search for "disruption and opportunity". The search results are displayed in a list format. A large red lightning bolt points from the top of the search results to the text "more is better". A red arrow points from the top right of the search results to the text "20%". A blue box highlights the text "more is better" in blue. A blue line connects the text "slow and steady" to the search results. A blue line connects the text "does not win the race" to the search results. A blue line connects the text "Time" to the search results. The search results include links to "The Annual Web 2.0 Conference", "IBM On Demand Business - Disruption of Opportunity", "IBM - Disruption or opportunity?", "Global Knowledge Partnership - Third Annual Web 2.0 Conference", "IBM - Disruption or opportunity - The right opportunity at the right time", and "Web 2.0 Conference - November 7-9, 2006 - San Francisco, CA".

slow and steady *doesn't* win the race

Time





Search the map

Search Maps

Find businesses Get directions

Maps

Print Email Link to this page

Map Satellite Hybrid

Example searches:

Go to a location

- kansas city
10 market st, san francisco

Find a business

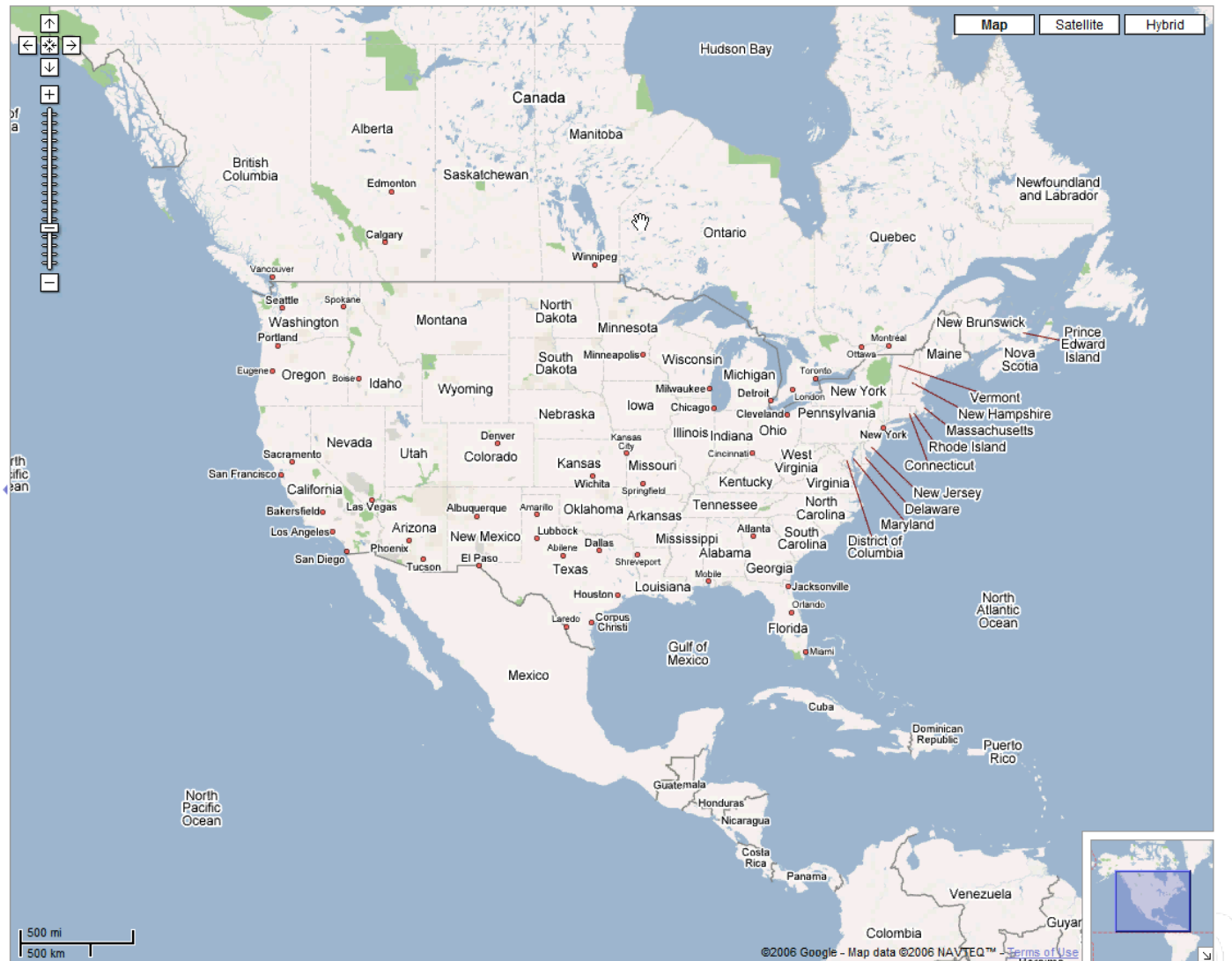
- hotels near lax
pizza

Get directions

- flk to 350 5th ave, new york
seattle to 98109

Drag the map with your mouse, or double-click to zoom. Take a tour »

Business Owners: Add/Edit Your Business



# Maps Performance Improvements

