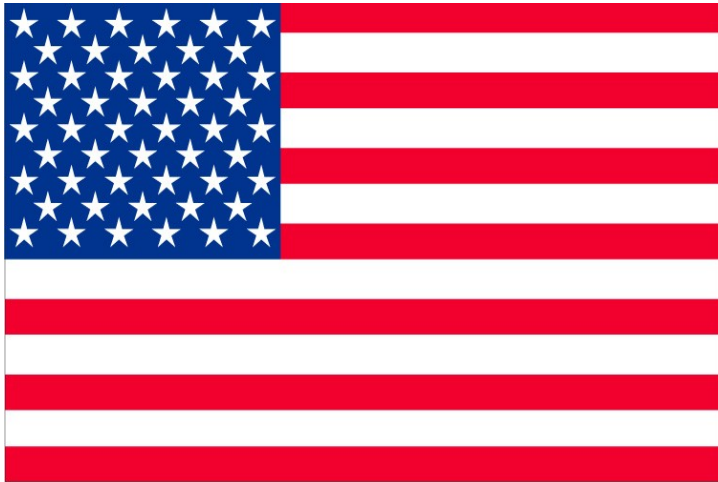


US-India innovation summit



Innovation – The Google way

Hire smart people that are nice to work with

Flat management structure

No silos, open communication

Ideas mailing list

20% time

Small projects

Iterative design, constant improvement

Server-based deployment (Ajax)

Test, don't guess!

People: “over” skilled, “learners”, keep the talent bar high

Work moves too fast to hire “experts”,

- Key Application: Applicant Tracking System - drives hiring process, used by interviewers, references, committees

Process: delegation, documentation & review, rotations, short projects, support roles

- Key Application: Project Database

Technology: ubiquitous communication

- Key Application: Google Talk
- Challenge: How do you reliably identify such people and scale?

Delegate everything*. Talk about everything*.



Move people from project to project. A lot.

- Cross-pollinate, develop (real) code sharing
- How does one manage/track dozens of small projects?

⇒ Project Database: not a PM system, a project reporting system so everyone is aware of progress, status within the Intranet

(* Well, almost everything.)



Why build R&D Centres Around the World?



Users

Our users are everywhere, we need to be close to them to understand how to serve them best.

Talent worldwide

Silicon Valley doesn't have a monopoly on talent.

Opportunities galore

We need to grow to do all things we want to do. Any corporation cannot lead in innovation unless they are global.

How India is viewed and why it is important



Hire Google caliber engineers

Create an equal office that produces product innovations

Transplant Google culture and best practices

Empower & entrust

To accomplish the above:

Availability of talent is the key.

Execution of high quality work.

No more viewed only as a Cost Saving Destination

Part of a worldwide campus

Locally initiated **projects**

Engineers get **20% time** to innovate

Aligned technical **ladder**

Focus on **Computer Science**

Inter office **mobility**



2 Code Jams in India with over 25000 registrants participating

Active in almost 70 universities in India through a variety of activities: Technical talks, Google presentations, workshops on resume writing/interviewing skills

Ongoing support of community activities such as ACM Intercollegiate Programming Competition

Our first project from India

Scrooge (aka Google Finance)



First Prototype

Scrooge (2nd internal version)



Google Business Intelligence: Google Inc. - Microsoft Internet Explorer provided by Provided by Google Mon May 9, 2005 13:37:05 San Jose San Jose California United States of America

Address http://ctrl:9000/scrooge/ver0?use_news_cache=0&use_news_iframe=1&i=59101

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Summary

Frustrated by search engines that return zillions of irrelevant Web pages? Google (from the term googol, a number represented by 1 followed by 100 zeros) offers a targeted search engine that indexes and ranks Web sites according to the number of links leading to that site. The most-used site in the world for Web searches, Google conducts more than 200 million searches a day. Google also licenses its technology to more than 100 companies, including portal giant America Online. (Yahoo! dropped Google in early 2004.) Other Google offerings include a news site (searches 10,000 sources) and shopping site Froogle. Founders Sergey Brin and Larry Page each own 16% of the company.

News

News articles for Google Inc. for 1 month

Apr 3 2005 May 2 2005

1 month
3 months
1 year

Google Takes a Break

Hindustan Times, India - 7 hours ago
Imagine what it would be like if the Sun decided to take a break for a day, or if day itself decided to take a break? Doesn't make sense, right? ...
[Possible DNS hack knocks out Google](#)
[Google goes down](#)
[Possible DNS Hack Knocks Out Google](#)
[GeekCoffee - BetaNews - and more »](#)

Google's Need for Speed

Motley Fool - 8 hours ago
It may not seem fair that Google's (Nasdaq: GOOG) new Web Accelerator software -- which launched as a beta download last week -- is geared for broadband users ...

Google Accelerator in Low Gear

Techtree.com, India - 8 hours ago
Google has launched a beta web accelerator software that speeds up the time it takes to search the Internet and load Web content. ...
[May 7 2005: The day Google went down](#)
[Google Web Accelerator Beta](#)
[and more »](#)

Europeans resist Google's view of the world

San Jose Mercury News, CA - 9 hours ago
By Elaine Ganley, Europeans have long bemoaned the influence of Hollywood movies on their culture. Now plans by Google to create ...
[Europeans to counter Google book digitizing](#)
[Europeans to counter Google archives](#)

Related Companies

Media > Internet Searching Services & Portals

- [Yahoo! Inc.](#) (NASDAQ:YHOO)
- [Microsoft Corporation](#) (NASDAQ:MSFT)
- [Ask Jeeves, Inc.](#) (NASDAQ:ASKJ)
- [America Online, Inc.](#)
- [About, Inc.](#)
- [FindWhat.com](#) (NASDAQ:FVHT)
- [InfoSpace, Inc.](#) (NASDAQ:INSP)

Media > Information Collection & Delivery

- [LexisNexis Group](#)
- [mySimon](#)

More

- [eBay Inc.](#) (NASDAQ:EBAY)
- [Amazon.com, Inc.](#) (NASDAQ:AMZN)
- [Stanford University](#)
- [Forrester Research, Inc.](#) (NASDAQ:FORR)
- [Credit Suisse First Boston LLC](#)

Company Facts

Fiscal Year-End	December
2003 Sales (mil.)	961.9

Done Local intranet

start U S f. D. M G. G. I. A. G. Google 1:37 PM

India needs to attract more US(indian origin) PhDs to come teach at IITs/IISc – will produce more PhDs in India

Joint level “measurable” research with support from US corporations and educational institutions in areas of mutual interest

India can and must produce more qualified S&T students at all skill levels to keep up with demand (supplyside is where the focus should be - not on ways to constrict demand).

More US students should be invited to spend a year at companies in India – fosters greater exchange of ideas at the grassroots

Need to build and retain a culture that rewards innovation at educational institutions. (Pay scale, recognition, platform to grow)

Innovation drives growth and success of companies and nations - offer incentives for direct venture investments in education/research in India

Innovation without execution is a wasted effort