

Google' s business level strategies

Business



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BUSTER**

Google' s mission is to organize the world' s information and make it universally accessible and useful. Beginning in 1996, Stanford University graduate students Larry Page and Sergey Brin built a search engine called “ BackRub” that used links to determine the importance of individual web pages. By 1998 they had formalized their work, creating the company you know today as Google. Our philosophy Ten things we know to be true “ The perfect search engine,” says co-founder Larry Page, “ would understand exactly what you mean and give back exactly what you want. When Google began, you would have been pleasantly surprised to enter a search query and immediately find the right answer.

Google became successful precisely because we were better and faster at finding the right answer than other search engines at the time. But technology has come a long way since then, and the face of the web has changed. Recognizing that search is a problem that will never be solved, we continue to push the limits of existing technology to provide a fast, accurate and easy-to-use service that anyone seeking information can access, whether they're at a desk in Boston or on a phone in Bangkok. We've also taken the lessons we've learned from search to tackle even more challenges. As we keep looking towards the future, these core principles guide our actions. 1.

Focus on the user and all else will follow. Since the beginning, we've focused on providing the best user experience possible. Whether we're designing a new Internet browser or a new tweak to the look of the homepage, we take great care to ensure that they will ultimately serve you, rather than our own internal goal or bottom line. Our homepage interface is clear and simple, and <https://assignbuster.com/google-s-business-level-strategies/>

pages load instantly. Placement in search results is never sold to anyone, and advertising is not only clearly marked as such, it offers relevant content and is not distracting.

And when we build new tools and applications, we believe they should work so well you don' t have to consider how they might have been designed differently. 2. It's best to do one thing really, really well. We do search. With one of the world' s largest research groups focused exclusively on solving search problems, we know what we do well, and how we could do it better. Through continued iteration on difficult problems, we've been able to solve complex issues and provide continuous improvements to a service that already makes finding information a fast and seamless experience for millions of people.

Our dedication to improving search helps us apply what we' ve learned to new products, like Gmail and Google Maps. Our hope is to bring the power of search to previously unexplored areas, and to help people access and use even more of the ever-expanding information in their lives. 3. Fast is better than slow. We know your time is valuable, so when you're seeking an answer on the web you want it right away – and we aim to please. We may be the only people in the world who can say our goal is to have people leave our homepage as quickly as possible.

By shaving excess bits and bytes from our pages and increasing the efficiency of our serving environment, we've broken our own speed records many times over, so that the average response time on a search result is a fraction of a second. We keep speed in mind with each new product we

release, whether it's a mobile application or Google Chrome, a browser designed to be fast enough for the modern web. And we continue to work on making it all go even faster. 4. Democracy on the web works.

Google search works because it relies on the millions of individuals posting links on websites to help determine which other sites offer content of value. We assess the importance of every web page using more than 200 signals and a variety of techniques, including our patented PageRank™ algorithm, which analyzes which sites have been “voted” to be the best sources of information by other pages across the web. As the web gets bigger, this approach actually improves, as each new site is another point of information and another vote to be counted. In the same vein, we are active in open source software development, where innovation takes place through the collective effort of many programmers. 5.

You don't need to be at your desk to need an answer. The world is increasingly mobile: people want access to information wherever they are, whenever they need it. We're pioneering new technologies and offering new solutions for mobile services that help people all over the globe to do any number of tasks on their phone, from checking email and calendar events to watching videos, not to mention the several different ways to access Google search on a phone. In addition, we're hoping to fuel greater innovation for mobile users everywhere with Android, a free, open source mobile platform. Android brings the openness that shaped the Internet to the mobile world. Not only does Android benefit consumers, who have more choice and innovative new mobile experiences, but it opens up revenue opportunities for carriers, manufacturers and developers.

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6. You can make money without doing evil. Google is a business. The revenue we generate is derived from offering search technology to companies and from the sale of advertising displayed on our site and on other sites across the web. Hundreds of thousands of advertisers worldwide use AdWords to promote their products; hundreds of thousands of publishers take advantage of our AdSense program to deliver ads relevant to their site content.

To ensure that we're ultimately serving all our users (whether they are advertisers or not), we have a set of guiding principles for our advertising programs and practices: * We don't allow ads to be displayed on our results pages unless they are relevant where they are shown. And we firmly believe that ads can provide useful information if, and only if, they are relevant to what you wish to find – so it's possible that certain searches won't lead to any ads at all. * We believe that advertising can be effective without being flashy. We don't accept pop-up advertising, which interferes with your ability to see the content you've requested. We've found that text ads that are relevant to the person reading them draw much higher clickthrough rates than ads appearing randomly.

Any advertiser, whether small or large, can take advantage of this highly targeted medium. * Advertising on Google is always clearly identified as a "Sponsored Link," so it does not compromise the integrity of our search results. We never manipulate rankings to put our partners higher in our search results and no one can buy better PageRank. Our users trust our objectivity and no short-term gain could ever justify breaching that trust. 7. There's always more information out there.

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Once we'd indexed more of the HTML pages on the Internet than any other search service, our engineers turned their attention to information that was not as readily accessible. Sometimes it was just a matter of integrating new databases into search, such as adding a phone number and address lookup and a business directory. Other efforts required a bit more creativity, like adding the ability to search news archives, patents, academic journals, billions of images and millions of books. And our researchers continue looking into ways to bring all the world' s information to people seeking answers. 8. The need for information crosses all borders.

Our company was founded in California, but our mission is to facilitate access to information for the entire world, and in every language. To that end, we have offices in dozens of countries, maintain more than 150 Internet domains, and serve more than half of our results to people living outside the United States. We offer Google' s search interface in more than 110 languages, offer people the ability to restrict results to content written in their own language, and aim to provide the rest of our applications and products in as many languages and accessible formats as possible. Using our translation tools, people can discover content written on the other side of the world in languages they don' t speak. With these tools and the help of volunteer translators, we have been able to greatly improve both the variety and quality of services we can offer in even the most far-flung corners of the globe. 9.

You can be serious without a suit. Our founders built Google around the idea that work should be challenging, and the challenge should be fun. We believe that great, creative things are more likely to happen with the right

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company culture – and that doesn' t just mean lava lamps and rubber balls. There is an emphasis on team achievements and pride in individual accomplishments that contribute to our overall success. We put great stock in our employees – energetic, passionate people from diverse backgrounds with creative approaches to work, play and life.

Our atmosphere may be casual, but as new ideas emerge in a cafe line, at a team meeting or at the gym, they are traded, tested and put into practice with dizzying speed – and they may be the launch pad for a new project destined for worldwide use. 10. Great just isn't good enough. We see being great at something as a starting point, not an endpoint. We set ourselves goals we know we can't reach yet, because we know that by stretching to meet them we can get further than we expected.

Through innovation and iteration, we aim to take things that work well and improve upon them in unexpected ways. For example, when one of our engineers saw that search worked well for properly spelled words, he wondered about how it handled typos. That led him to create an intuitive and more helpful spell checker. Even if you don't know exactly what you're looking for, finding an answer on the web is our problem, not yours. We try to anticipate needs not yet articulated by our global audience, and meet them with products and services that set new standards.

When we launched Gmail, it had more storage space than any email service available. In retrospect offering that seems obvious – but that's because now we have new standards for email storage. Those are the kinds of changes we seek to make, and we're always looking for new places where we can make a

difference. Ultimately, our constant dissatisfaction with the way things are becomes the driving force behind everything we do. Update We first wrote these “ 10 things” several years ago. From time to time we revisit this list to see if it still holds true.

We hope it does – and you can hold us to that. (September 2009) Google case study – covering Google business strategy and technology case study Google case study : A summary of Google business strategy and background on Google technology for readers of my Internet Marketing and E-commerce books. Updated June 2010. End of case contains technical references on Google's approach to crawling, indexing and ranking results at the end of this case study page. Tags (view related articles): E-marketing strategy, Google, E-commerce case studies, Search Engine Optimisation (SEO) Google technical architecture This Google strategy case study is updated for each new edition of my Internet marketing or E-business book.

Since marketers need to keep up-to-date with the implications of Google changing the functionality of their search and advertising services I have regular updates on my Smart Insights site on the latest developments in Google marketing. Google mission Google's mission is encapsulated in the SEC filing statement “ to organize the world's information and make it universally accessible and useful”. Google explains that it believes that the most effective, and ultimately the most profitable, way to accomplish our mission is to put the needs of our users first. Offering a high-quality user experience has led to strong word-of-mouth promotion and strong traffic growth. Read further details on the culture and ethics of Google in their Ten Things Manifesto.

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Notable tenets of the Google philosophy are: 1. Focus on the user and all else will follow. 2. It's best to do one thing really, really well. 3. You can make money without doing evil (the founders are well known and chastised for making this statement).

Putting users first is reflected in three key commitments illustrated in the Google SEC filings: “ 1. We will do our best to provide the most relevant and useful search results possible, independent of financial incentives. Our search results will be objective and we will not accept payment for inclusion or ranking in them. 1. We will do our best to provide the most relevant and useful advertising.

Advertisements should not be an annoying interruption. If any element on a search result page is influenced by payment to us, we will make it clear to our users. 2. We will never stop working to improve our user experience, our search technology and other important areas of information organization”. In the Google Annual SEC filings (the best source of information on Google's strategy and value proposition), the company explains “ How We Provide Value to Our Users”: “ We serve our users by developing products that quickly and easily find, create, organize, and share information.

We place a premium on products that matter to many people and have the potential to improve their lives”. Some of the key benefits which are stressed are: Comprehensiveness and Relevance; Objectivity; Global Access; Ease of Use; Pertinent, Useful Commercial Information; Multiple Access Platforms and Improving the Web. Google Services – 2010 update The range of established Google services is well known. Many of these achieve through acquisition –

see this 2010 summary of Google acquisitions Google's commitment to innovation is indicated by these more recent additions to their services which show that their ambitions extend far beyond search and information management through developing operating systems and hardware across multiple platforms to fulfill their mission “ to organize the world's information and make it universally accessible and useful”.

Google TV (Google TV (announced 2010) as part of a partnership agreement with Sony and other hardware vendors * Nexus One Phone using the Google Android mobile operating system launched in January 2010 * Google Mobile advertising (although Google has offered text ads for some time, the 2009 acquisition of AdMob enables improvements in sophistication of this approach) * Google Chrome OS (a lightweight operating system announced in 2009 and targeted initially at Netbooks) * Google Chrome (a browser announced as a beta in 2008 and a full product for Windows in 2009) * Google Apps Announced in 1997 when Google Apps Premier Edition became available for \$50 per user account per year, and includes phone support, additional storage, and a new set of administration and business integration capabilities. Google strategy presentations The latest announcements of Google strategy are available from Google podium You can get the latest company announcement through the Google SEC filings This is a useful 2008 summary of Google's strategy from a French consulting company: Previous Case study updates Google Founders letter – Published May 2009 – this note from the founders of Google outlines future strategy and priorities in key Google services. * Number of Google advertisers – currently 1.3 to 1.5 million indicating plenty of potential for growth. See analysis on Number of

Google advertisers Update – trends in usage of Google services TechCruch has a useful summary of US trends in usage of Google services.

This catalogues the continued growth of Google in the US in its core services, but shows Google Video, Scholar and Google Product Search falling substantially. Click on the top left link on the Widget below to see Tech Crunches take on Google's product strategy: CrunchBase Information Google Information provided by CrunchBase Proposition – See Guidelines from Google on the principles used to determine their customer experience of Google and applications like Gmail and Google Docs Google case study – reports The best available case study is from the most recent Google Annual Report SEC filing which gives all the Google financial and its success and risk factors. Choose the annual report. SEC is the Securities and Exchange Commission (SEC) which is a government agency for which companies like Google have to submit an open evaluation of their business models and marketplace conditions. One of the best inside indications on the issues that Google faces as a business is this Search Engine Strategies interview with Google CEO Eric Schmidt. This covers many of the challenges that Google faces: * User data Privacy * Ad revenue models * New ad formats (Video and Click Per Call) * Personalisation of search Google revenue model In 2009 Google generated approximately 97% of its revenues (99% in 2008 and 2009).

from its advertisers with the remainder from its enterprise search products where companies can install search technology through products such as the Google Appliance and Google Mini. Latest business performance results – Google Q4 2009 performance The extract below is taken from the press <https://assignbuster.com/google-s-business-level-strategies/>

release update I receive via the Google Investors relation blog – you will be able to get the latest there. It shows: the continued importance of revenues from ads on third party ads (31%) using the AdSense programme (like ads on my site) * the surprising volume of revenue from US (c50%) given that Google is a global company * low cost base – mainly from operating datacentres, payroll and employee stock options Google Q4 Financial Highlights * Revenues – Google reported revenues of \$6. 67 billion in the fourth quarter of 2009, representing a 17% increase over fourth quarter 2008 revenues of \$5. 70 billion. Google reports its revenues, consistent with GAAP, on a gross basis without deducting TAC.

* Google Sites Revenues – Google-owned sites generated revenues of \$4. 2 billion, or 66% of total revenues, in the fourth quarter of 2009. This represents a 16% increase over fourth quarter 2008 revenues of \$3. 81 billion. * Google Network Revenues – Google's partner sites generated revenues, through AdSense programs, of \$2. 04 billion, or 31% of total revenues, in the fourth quarter of 2009.

This represents a 21% increase from fourth quarter 2008 network revenues of \$1. 69 billion. * International Revenues – Revenues from outside of the United States totaled \$3. 52 billion, representing 53% of total revenues in the fourth quarter of 2009, compared to 53% in the third quarter of 2009 and 50% in the fourth quarter of 2008. Excluding gains related to our foreign exchange risk management program, had foreign exchange rates remained constant from the third quarter of 2009 through the fourth quarter of 2009, our revenues in the fourth quarter of 2009 would have been \$112 million lower.

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Excluding gains related to our foreign exchange risk management program, had foreign exchange rates remained constant from the fourth quarter of 2008 through the fourth quarter of 2009, our revenues in the fourth quarter of 2009 would have been \$196 million lower. * Revenues from the United Kingdom totaled \$772 million, representing 12% of revenues in the fourth quarter of 2009, compared to 12% in the fourth quarter of 2008. In the fourth quarter of 2009, we recognized a benefit of \$8 million to revenues through our foreign exchange risk management program, compared to \$129 million in the fourth quarter of 2008. * Paid Clicks – Aggregate paid clicks, which include clicks related to ads served on Google sites and the sites of our AdSense partners, increased approximately 13% over the fourth quarter of 2008 and increased approximately 9% over the third quarter of 2009. * Cost-Per-Click – Average cost-per-click, which includes clicks related to ads served on Google sites and the sites of our AdSense partners, increased approximately 5% over the fourth quarter of 2008 and increased approximately 2% over the third quarter of 2009. TAC – Traffic Acquisition Costs, the portion of revenues shared with Google's partners, increased to \$1.

72 billion in the fourth quarter of 2009, compared to TAC of \$1. 48 billion in the fourth quarter of 2008. TAC as a percentage of advertising revenues was 27% in the fourth quarter of 2009, compared to 27% in the fourth quarter of 2008. The majority of TAC is related to amounts ultimately paid to our AdSense partners, which totaled \$1. 47 billion in the fourth quarter of 2009.

TAC also includes amounts ultimately paid to certain distribution partners and others who direct traffic to our website, which totaled \$250 million in the

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fourth quarter of 2009. Other Cost of Revenues – Other cost of revenues, which is comprised primarily of data center operational expenses, amortization of intangible assets, content acquisition costs as well as credit card processing charges, decreased to \$688 million, or 10% of revenues, in the fourth quarter of 2009, compared to \$707 million, or 12% of revenues, in the fourth quarter of 2008. * Operating Expenses – Operating expenses, other than cost of revenues, were \$1. 78 billion in the fourth quarter of 2009, or 27% of revenues, compared to \$1. 65 billion in the fourth quarter of 2008, or 29% of revenues.

Google technical architecture Google has been relatively open about how it works and its architecture. These are some of the key documents explaining the Google architecture. 1. Original paper by Sergey and Brin. Covers approach to crawling, indexing and ranking.

See analysis of latest Google patents. 2. Introduction to query and ranking process. This is an introduction for webmasters. 3.

Google technical architecture overview. This has further details on the process of performing a search and looks at the hardware architecture also. 4. Google Server details – pictures of the servers Google uses to power its system. Here is a little more detail on the process shown in the figure at the top of the page. In 2010 Google introduced these How Google Works Videos which are recommended reading/watching.

1. CrawlingThe purpose of the crawl is to identify relevant pages for indexing and assess whether they have changed. Crawling is performed by robots aka spiders or bots which visit web pages and retrieve a reference URL of the <https://assignbuster.com/google-s-business-level-strategies/>

page for later analysis and indexing. Although the terms “ bot” and “ spider” give the impression of something physical is visiting a site, the reality is that the bots are simply software processes running on a search engine’s server which request pages, follow the links contained on that page and so create a series of page references with associated URLs. This is a recursive process, so each link followed will find additional links which then need to be crawled. Google uses many computers running many distributed processes for crawling.

Each robot leaves a signature in the web server log file of the site it visits with a unique user agent string such as “ Googlebot/2. 1”. SEOs can use this signature to assess whether or how frequently a page is being crawled by different robots. The SEO Ranking Success Box ‘ Evaluate robot crawling’ gives examples of the main user agent strings and discusses this in more detail. It also shows how you can use Google Webmaster Tools to see the number of pages Googlebot is crawling each day. 2.

Indexing. An index is created to enable the search engine to rapidly find the most relevant pages containing the query typed by the searcher. Rather than searching each page for a query phrase, a search engine “ inverts” the index to produce a lookup table (in information retrieval terminology a “ posting list”) of the documents containing particular words. For example for the search ‘ online marketing’ the search engine might find the word online in documents 12, 23, 48, 57 and 94 and the word marketing in documents 12, 23, 48 and 57 as follows: Table Volume of searches for single keywords in a single month Online 12 23 57 94 marketing 23 48 57 Both words 23 57 The query of the index for a phrase uses the intersection between different
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postings lists for different words. The index is distributed across many servers to make lookup more efficient. Google estimates that for each search that someone types in, over 500 servers may work together to find the best documents.

In early search engines, the index information would be limited to a simple lookup table of words against documents, but today, many other aspects characterising a page will be stored in the index files for example a document's title, meta description, PageRank, trust or authority, spam rating, etc will be referenced. For the words in the document additional attributes will be stored such as semantic markup (H1, H2, etc), occurrence in anchor text, position in document, etc. 3. Ranking or scoring. The indexing process has produced a lookup of all the pages that contain particular words in a query, but they are not sorted in terms of relevance. Ranking of the document to assess the most relevant set of documents to return in the SERPs occurs in real time for the search query entered.

First, relevant documents will be retrieved from a runtime version of the index at a particular data centre, then a rank for each document will be computed based on many ranking factors. A relatively recent description of the technology approach Evaluation of relevance is based on the many positive indications of relevance contained in this report of which the most important are: * PageRank – the number of links from other pages. *

Authority and trust of the pages which refer to a page * The number of times the words, phrases and synonyms occur on the page * The occurrence of the phrase within the document meta data including its title and meta tags.

There are also negative indications of quality which may indicate attempts at

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SPAM such as including hidden text on a page, repeating a keyphrase within the document or title, lack of real content. 4. Query request and results serving.

The familiar search engine interface accepts the searchers query. The users location is assessed through their IP address and the query is then passed to a relevant data centre for processing. The process described in the section on ranking occurs in real-time to return a sorted list of relevant documents and these are then displayed on the Search Results Page. Increasingly, results from other index servers return other types of information from vertical search engines. Google refers to this approach as Google Universal Search.

Google's business strategy That's the technical side. What are Google's business plans? Schmidt made some interesting comments here as well, many of them in the question and answer session. Google does not plan to become a mobile operator. Schmidt received some fairly hostile questions on this topic. Since Google positions operators as dumb pipes, stealing their talk minutes and insisting on an open web for services, who will invest in infrastructure? Schmidt denies positioning operators as dumb pipes, but does not leave them room for much other than infrastructure; he says they might have a role in financial transactions. How do we (both Google and the rest of us) make money? Two main areas, according to Schmidt.

One is advertising. He says that online advertising spend is currently one tenth of the total, and that this proportion must grow since “ consumers are moving from offline to online. ” In addition, mobile advertising will be huge

since you can target location as well as using other data to personalise ads. “ The local opportunity is much larger, and largely unexplored,” he says. The other big opportunity is apps.

The number of apps that need to be installed locally is constantly diminishing, he says, leaving great potential for new cloud-based applications and services. As for Google, Schmidt says it wants to be part of everything you do: We want to have a little bit of Google in every transaction on the internet Thought-provoking stuff, and a force that will be hard to resist. So who can compete with Google? Making equally capable phones is easy; building an equally good database of human intentions not so much, particularly since it is self-perpetuating: the more we all use Google, the better it gets. No wonder Microsoft is piling money into Bing, with limited success so far. No wonder Apple's Steve Jobs is concerned: On Google: We did not enter the search business, Jobs said.

They entered the phone business. Make no mistake, they want to kill the iPhone. We won't let them, he says. Someone else asks something on a different topic, but there's no getting Jobs off this rant. I want to go back to that other question first and say one more thing, he says.

This don't be evil mantra: “ It's bullshit. ” Audience roars. [http://www.davechaffey.com/E-commerce-Internet-marketing-case-studies/Google-case-study-What's-Google's-Strategy?Boiling-Google's-strategy-down-to-just-one-thing-is-impossible,-but-Internet-marketers-\(and-search-marketers-in-particular\)-ought-to-be-thinking-about-where-Google-wants-to-take-the-industry,-because-even-if-Google-ultimately-can't-go-where-it-wants,-the](http://www.davechaffey.com/E-commerce-Internet-marketing-case-studies/Google-case-study-What's-Google's-Strategy?Boiling-Google's-strategy-down-to-just-one-thing-is-impossible,-but-Internet-marketers-(and-search-marketers-in-particular)-ought-to-be-thinking-about-where-Google-wants-to-take-the-industry,-because-even-if-Google-ultimately-can't-go-where-it-wants,-the)

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industry will be changed regardless. Watching Google helps us understand not only where Google is going, but where others might go also.

So, what is behind all the actions we've seen Google take over the years?

Some of the motivations are simple. Google's revenue is based on advertising, so it needs more and more places to show its ads to increase its revenue. So, expanding its reach through its AdSense contextual ad network makes sense. So does its acquisition of DoubleClick. Both of these moves allow Google to place ads on Web properties it does not own. Similarly, Google has been consistently acquiring properties that serve as venues for its ads, such as Blogger and Youtube. Google has also pioneered new offerings that attract audiences for its ads, such as Gmail. But Google's strategy is far richer than merely adding new venues for the same kind of ads it shows on search results pages. Google knows that the reason that its ads have commanded premium prices (versus banner ads) is because Google ads have the customer's attention. When someone is searching for something, they are interested in the ads, while Web surfers might not be. Google understands that the attention paid to a message is a critical part of why it has high value to an advertiser.

So, attention is more than real estate. Showing a display ad does not ensure true customer attention. True attention is a function of relevance. Google already commands attention with its search ads, and seeks to create similar relevance with other forms of advertising. The act of searching itself is based on relevance, but Google's contribution to advertising relevance is the hybrid paid search ranking scheme—they were the first to rank search ads based on the combination of bid price and clickthrough rate.

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By adding clickthrough rate to the previous high-bidder approach, Google not only maximized its income, but also increased the relevance of those paid search ads. It's reasonable to think that the gradual increase in clicks on paid search ads is partially caused by the fact that they are more relevant than they once were, and searchers have learned to trust them more. But that's not Google's strategy, it's Google's history. Google has a history of selling advertising that is the most relevant—it's relevancy is driven by the attention people pay to it. Google's strategy is to broaden this kind of relevancy beyond search.

Google wants plain old banner ads to command the same level of attention that paid search ads do. And the key to that kind of relevance is personalization. That's Google's strategy. If you look at what Google has done over the years, it all adds up to finding out more about everyone. The Google toolbar can report search terms and Web sites visited.

Geotargeting identifies where they are. Google Analytics reports all activity on a Web site. Google Checkout knows what gets bought. Google Website Optimizer knows which variations of your marketing message work best. Gmail knows what your customers say, even in private. Google might even bid on mobile phone spectrum, which might allow it to know people's whereabouts and even more of their behavior.

And it's all tied together with your Google Account. Some people see some sinister "Big Brother" aspect to this, but I think it's just the natural evolution of relevance. Search engineers have spent the last 40 years working on the content, but now it's time to focus on the searcher. That's why you're seeing

Google and the other search engines beginning to personalize search results. And it will only escalate—a few small changes to results here and there will lead to more and more personalized results over time.

But that's not all. Behavioral targeting and retargeting brings personalization to banner ads. Even ISPs are looking at behavioral targeting.) And Google is well-positioned to mine personal information, given how well it has executed its strategy. It's hard to remember how, just a few years ago, Google seemed less capable than Yahoo! and Microsoft to bring about personalization. Those companies had portals that promised to detect far more information than Google's simple (and anonymous) search interface.

It's remarkable how much ground Google has covered since, so that today it appears to know more about searchers and surfers than anyone. Could anything derail this strategy? The most likely problem Google will have to face down is a backlash based on privacy concerns. As the public becomes savvier about privacy with each passing year, providing free software might not be enough to persuade people to part with their privacy. Even the work underway is slow because searchers don't understand the benefits of personalized search. Google is well aware of this danger, so it remains to be seen if they can evade it. It's always dangerous to attempt to summarize a company's whole strategy in a short blog post—Google's strategy is far more diffuse and nuanced than this.

But it helps us to try to simplify things to their essence, even at the risk of oversimplifying, because it helps us understand the forces at work in Internet marketing. Understand that what Google wants to do might not happen, but

it is certain to affect what others do and what eventually does happen in Internet marketing. If you pay attention to these broad themes as you do think through your marketing strategy, you'll be more prepared for whatever does come along. If you receive this newsletter once per month but are left wanting more, you could be reading these rants every day. Sign up for the daily Biznology blog as an RSS feed or by e-mail and other options.

http://www.mikemoran.com/biznology/archives/2008/03/whats_googles_strategy.html

What is Google's business-level strategy? Answer Most pundits seem to cite search-related advertising as Google's primary business model. Even with Google's Nov. 07 entry into mobile phone networking, the cited strategy is extending Google's business model to handheld devices.

I believe Google's business strategy is much deeper than that. Google appears to be promoting a significant shift from information storage, processing and transport primarily managed at the edge of the network into the middle of the network. By providing server-based services that connect to end-user devices, Google can compete away business from Microsoft, the Telcos, and other Telecom/IT companies (I think it is no accident that Google's entry into the mobile phone arena is through an operating system rather than through proprietary hardware. If my view is correct, mobile devices will act as a key interlink among a wide variety of information Google-managed tools (applications that coordinate among car navigation, desktop computers, home theatres, point-of-sale payment devices, etc.). With Google in the middle of that network of digital information flows, they

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will have accomplished their goal of bringing the world's knowlwdge to anyone, anywhere, anytime.

And you can expect that knowledge to come with Google's then-unmatched access to advertising and product delivery opportunities. http://wiki.answers.com/Q/What_is_Google's_business-level_strategy

What is Google's corporate level strategy? Google's Corporate Strategy is to accelerate innovation and strengthen brand loyalty through transformational changes while creating an open-source environment.