

Iyer and davenport summary assignment



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Lyre and Davenport Assignment When going to a public computer or opening the laptop of friend, and starting up whichever internet browser available it is common to see that famous six letter word known Worldwide, Google. Just out Of me and my six roommates, four of us have Google as our homepage, and all seven of us use Google as our primary search engine and source for email. It goes to show Google has made its way to the top of proverbial internet resource pyramid, and rightfully so. In “ Reverse Engineering Google’s Innovation Machine” Ball Lyre and Thomas

Davenport go in to great detail as to how Google has been able to rise to the to such a successful organization and be able to prosper at a rate like none other. It would be difficult to find someone today that does not know what Google is and have at least some sense of what the organization consists of. However, the question many have the Lyre and Davenport do a great job answering is how Google has become so successful and reached the level of success they are currently at, It currently is one of the highest valued publicly traded companies and has been on an incline ever since its start up.

There are many reasons as to why this success has come about, the exquisite infrastructure of Google is one of the bigger aspects oftener prosperous company. But, looking deeper into this there is a strategy called strategic patience that aids Google in achieving organizing universal information and making it easily accessible. Strategic patience is basically exactly what it says. Google does not fret on immediate results, such as short term profits or instantaneous positive economic reactions. The more important outcome for them is the long term goal and building a sturdy company while, most importantly, building value.

Customer satisfaction is obviously important to the company, however the article states “ the company certainly cares about accumulating customers, but its executives believe that over time the business model and the money will take care of themselves” (Lyre/Davenport 60). This sense of future interest gives an insight into strategic patience and why revenue can be dealt with down the line and company structure is what is important now. The top executives strongly believe that things most companies look for in instant results will come naturally if they just follow the idea of strategic patience.

CEO Eric Schmidt gives somewhat of an unrealistic theory that Google’s overall mission will take about 300 years, but this is just a sense that Google will always be striving for more, not everything will take 300 years. The extreme attentiveness by executives make this plan so successful, without focusing on instant profits or results more is focused on the big picture of company-wide growth and satisfied customers and shareholders. This implemented plan of strategic patience is just one of the components of the successful infrastructure of Google.

One of the aspects that I thought was more intriguing was the “ built to build” mentality, This ideology makes Google very easy to expand, it is set up so that instant growth is possible which I believe is extremely important in company success and stock growth. Google is made up of over a million computers that run a very intricate operating system, but what most useful about his operating system is its adaptability. The system is built so that other systems can be incorporated in and recognized almost instantly, creating little to no hassle in expansion.

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Along with this highly adaptable customized software system, the scale size makes needs easier to achieve. “Allen Google needs more data centers, the proprietary operating system makes them easy to add.” (Lyre/Davenport 61). Along With an easy to add system comes the factor that things are also very easy to relocate, data can moved around without difficulty. These simple conveniences that Google makes such an reincorporate make the infrastructure as a whole flow much better and make data movement very simple, an aspect that believe is important in any company.

Before reading this article had familiarized myself with some of the operating strategies and infrastructure of Backbone. One key point of the way Google operates is animal to a strategy at Backbone. At hot organizations employees are encouraged to do somewhat of tree-lance work and create their own projects in attempt to better the organization, At Google this is not only encourage but it is basically required. To me the idea is brilliant, if you have some of the most creative minds in the world at your company why wouldn't you let them venture out on their own innovative tasks and see what they can come up with.

Google's “innovation ecosystem” allows the company to control its own ecosystem, and completely monitor and control growth, and have detailed access to all information without the use of outside sources or other companies. “There's no need for Google to do market surveys and statistical analyses to forecast trends in the ecosystem, the information is already in Google's database” (Lyre/ Davenport 63). This is just one aspect of the ecosystem that has brought Google to their search engine dominance.

The Infrastructure based on innovation is a beneficial model for Google with limited conflicts. It is based around giving employees opportunities to work on “ technical projects of their choosing’ and create new or more adapted Google treasures. This policy goes for everyone from employees to managers to the founders themselves, a certain percentage of each persons work time is devoted to somewhat of an “ innovation period” where employees are inclined to work on more their more interested topics within the company to come up with new ideas or better current products.

With so many great minds this and any engineer being able to come up with a new feature or idea at any moment, many of Google’s current products sprouted from this innovation period, including products as successful as Gamma and Google News. The thought of innovation may scare some, having a fear their idea may be very unsuccessful, however this is where a sense of failure is widely accepted throughout the company. The sense of one must rather try and fail rather than not try at all is immense.

Schmidt states he wants those to “ fail quickly” in hopes that they will immediately be on to the next idea that could be an enormous success. The best part tot it all for those innovators is that Google has grown to the point where they are likely able to record data and test just about anything, the resources for the engineers is vast ND allows them to experiment with things that they may not be able to do in other places. This access to insurmountable resources is partly why the innovation ecosystem is so important.

Google has been able to employ the best of the best when it comes to creative technological minds, and basically have their pick as to whom they would like to employ. This is not because of great benefits, a lot of this has to do with the innovation ecosystem, when graduates see a job opportunity where they are able to impact the whole company in such a drastic way they are more attracted to that opportunity rather than a position with set idleness.

The highest quality of employees are attracted to this innovation ecosystem because they feel they have the greatest opportunity to make a big change or the biggest impact. The importance of keeping this innovative system in place is important because it keeps the higher quality creative minds coming into the company, it is not difficult to see a trend between a lot of great minds and a successful business.

However in exchange for this opportunity to explore Google is basically expecting very diligent and obsessive work; although believe that with the quality of personnel hired people are going to extremely want to dig deep in these projects of their own and work as hard as they can to find success. The fact that Google undergoes thousands of experiments daily just to benefit itself and the Corcoran wide suggestion box allowing employees to spark their ideas to the company and receive feedback are just a few simple creative aspects that keep this organization prospering.

It is difficult to imagine that Google will not continue to attract the quality of people that it currently does as long as it keeps giving the opportunity to play such a large role in the company, sitting in the library watching all

the students use Google when they need to search something also makes it hard to think that the company will not continue to grow at a steady rate.