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I choose Google as the business I’m writing about because in the years it has been around it has been very beneficial in it’s own way. Google has been synonymous with culture for years, and sets the tone for many of the perks and benefits start-ups are now known for. Free meals, employee trips and parties, financial bonuses, open presentations by high-level executives, gyms, a dog-friendly environment and so on. Googlers are known to be driven, talented and among the best of the best.

As Google has grown and the organization has expanded and spread out, keeping a uniform culture has proven difficult between headquarters and satellite offices, as well as among the different departments within the company. The larger a company becomes, the more that culture has to reinvent itself to accommodate more employees and the need for management.

While Google still gets stellar reviews for pay, perks and advancement, there are also some employees who note growing pains that you’d expect from such a huge company, including the stress associated with a competitive environment. Hiring and expecting the best from employees can easily become a stressor if your culture doesn’t allow for good work-life balance.

Mission.

Google LLC’s (formerly Google, Inc.) mission statement and vision statement reflect the powerful position of the company in the global market. Founded in 1998, the company follows its corporate mission and corporate vision, leading to its current position as one of the most valuable brands in the world. Even after its reorganization leading to the company’s being a subsidiary of Alphabet, Inc., such brand value remains a major strength, as shown in the SWOT Analysis of Google LLC. The company’s mission statement defines the strategies of the business, such as the development of new products. In a similar way, the company’s vision statement pushes the organization to achieve new heights, such as through rapid innovation. The success of Google is directly connected to business efforts to fulfill its corporate mission and corporate vision. Such fulfillment supports the company’s growth in the computer technology (software and hardware), cloud computing, consumer electronics, and digital content distribution industries.

Google LLC follows its corporate vision statement and corporate mission statement through strategies that support business growth. The resulting business condition helps the company counteract the effects of competitors like Apple Inc. and Amazon.com Inc., as well as Facebook Inc., Snap Inc. (Snapchat), and Twitter Inc., which have significant presence in the global online advertising market. Such strategies represent Google’s generic strategy for competitive advantage and intensive strategies for growth. Google’s corporate mission and vision statements are used as bases for the company’s strategic choices, especially in dealing with the external factors in the industry environment.

## Google’s Corporate Mission Statement

Google’s corporate mission is “**to organize the world’s information and make it universally accessible and useful**.” Ever since its beginnings, the company has focused on developing its proprietary algorithms to maximize effectiveness in organizing online information. Google continues to focus on ensuring people’s access to the information they need. The company’s mission statement adheres to a utilitarian benefit that the business provides to its users. In this regard, the following are the primary elements of Google’s corporate mission:

1. World’s information
2. Organization
3. Universal accessibility
4. Usefulness

Keys to success.

**Psychological Safety.**

This, in Google's definition, is the notion that taking risks and being vulnerable in front of others is encouraged rather than frowned upon. Humans aren't very good at being forgiving, especially in atmospheres that are essentially competitive (you've seen The Hunger Games surely). It's an art to allow them to be open and even themselves as they pursue a collective goal. Some friends at Google tell me that this works in some groups, but not others. There's still a superiority complex that pervades certain parts of the company. Still, the goal is surely noble. Now, if only we could have the psychological safety that Google wasn't spying on us 24 hours a day.

2. **Dependability.**

This one seems obvious. Yet some point especially to [millennials as being poor examples of this trait](https://www.inc.com/chris-matyszczyk/4-reasons-millennials-are-telling-bosses-where-to-stick-their-jobs.html). However, the essence of modern corporate life is that it's corporations themselves that aren't dependable. When you know that you could be fired at any moment in some random "rationalization," there isn't a perfect balance in the relationship between you and your employer. When you know that your company dedicates itself to quarterly results, you want to hang-and-quarter the system. For Google, however, the important thing is for employees to "get things done on time and meet Google's high bar of excellence." The result of this, sometimes, seems to be that Google releases products too soon without sufficient consideration for how real humans might receive them. This, so Google insiders tell me, is that too often the company is trying to solve problems that appeal to its own engineers rather than the world outside.

3. **Structure and Clarity.**

You hear this one at every corporation. Everyone should know their roles, understand their goals and sacrifice their souls. That's the ideal. The practical truth is that this doesn't happen even half as often as it should. Short-term issues quickly dominate over long-term strategies. Real world events overtake good intentions. And suddenly you're left fighting fires [such as anti-trust lawsuits in Europe](http://money.cnn.com/2015/04/15/technology/google-europe-anti-trust-lawsuit/), rather than striving to ensure that [humans are prevented from driving ever again](http://www.cnet.com/news/googles-vision-of-self-driving-cars-is-wayward-says-mit-prof/).

4. **Meaning.**

This one's tantalizing. There's  [clear evidence](https://www.inc.com/chris-matyszczyk/the-1-character-trait-that-employers-are-craving-like-crazy.html) that employees are increasingly seeking meaning in their work lives. That craving for meaning won't necessarily correspond with salary. Google, though, says its most successful employees want their work to matter. To them personally, you understand. If you spend so many hours of your day -- and, increasingly, your evening and even night -- working on some project or other, you want to find soulful satisfaction in that. But in a corporate world that is becoming increasingly intrusive (in every sense), deciding what means something to you isn't always easy and isn't always personal for very long.

5. **Impact.**

It isn't just about believing your work matters. It's about believing that it creates change. The most motivated and successful team members need to see real-world effects. This is very human. You want to believe that whatever you do will have an effect out there, not just in your corporate cocoon. For Google, teams that are working on projects where each member believes they're "making the world a better place" are likely to be more successful. And then there are the folks who work on Google+.

* Google is a corporation that was formed to provide internet-based search services, providing accessibility to the world's online information.
* Founded in 1998, Google expanded from their initial search-based services into providing advertising, applications and services for mobile internet devices.
* Google relies upon leveraging technology, such as using complex computer algorithms (e.g. PageRank) to determine how to sort and rank search results.

**Google Products & Services**([->](https://sites.google.com/site/net205apples/products-and-services))

* Gmail: A free email platform that also offers voice and video chat.
* Google Docs: Free web-based word processing, spreadsheet and slide presentations.
* Google Search: A portal for searching information held on websites all over the internet. Different types of search include web, images and blogs.
* Google Maps: interactive mapping technology.
* Google Wave: Real time collaboration and communication platform.

 **Google Business Model**

* Google generates revenue from targeted advertising.
* Google AdWords allows customers to create advertisements and display them in various locations, such as Google search engine results pages (SERPs).
* Google AdSense is the technology that best matches Google Adwords advertisements for delivery to consumers via Google's network of advertising-support products and services.

**Attention Economy**

* It is possible to gain a financial return through receiving attention.
* A common model includes a product or service being offered for free. When attention is gained, it becomes possible to generate income from sponsorship, advertising or brand marketing.
* Google offered a free web search portal, to which it added advertisements (AdWords and AdSense) to generate revenue.

**Free Economy**

* There are many definitions of a "Free Economy", however the focus for our purposes rests on providing a product or service without charge, with a hope that a profit will be returned at a later date.
* There are varying degrees of a free economic model, including eBay (free for buyers yet sellers attract fees), Amazon (free to browse and read reviews, but products are bought/sold), Facebook and Google (members and users subjected to targeted advertising)
* Google can be partially considered as a free economy as it offers many free products and services, however it does collect user data which is used to target advertisements most suited to users in it's AdSense program.

**Network Economy** ([->](https://sites.google.com/site/net205apples/network-economy))

* The internet has reduced the costs and increased the speed of information transmission.
* Technological advances and the speed and ease of communication have meant the internet can create real value for organisations that operate in an online networked economy.
* Google leveraged the networked economy by dominating the internet search market and offering an excellent free suite of online products (such as Google Docs and Gmail). They next monitised the traffic (via AdSense and AdWords), rather than the content of their network, which allowed them to keep their products and services free and keep their customers returning and their network effect in place.

**Gift Economy**

* The gift economy is similar to the free economy and attention economy. The purpose of the gift economy is based on exchange, through providing gifts, information or services, rather than exchange of cash.
* Wikipedia uses the gift economy model by giving and sharing information freely without charge to users. In return, it receives recognition and a reputation as an information source. Users of the site can contribute "gifts" by updating and refining the information contained within the site itself.
* In it's earlier days, Google initially used the concept of a gift economy to provide a search portal. Through time they have incorporated elements of the attention, free and network economy models to build their reputation and brand. This has allowed the corporation to become universally successful.

The Internet has reduced the cost and increased the speed of information transfer. This has transformed the economic landscape, allowing new and exciting ways to generate revenue that include and differ from traditional economic models. Through studying and contrasting several large internet businesses, we have examined the attention, free, network and gift economic models. In order to explain in more detail how these models work, we have looked at Google as a unique business case study, because it has used elements of all of the models we studied throughout its history.

Google started off by offering a gift economy with an aim to organise and make information accessible over the internet. Over time, this developed into an attention economy which gained financial return from monetising the traffic to its pages through a customised advertising platform that tailors advertisements to viewers. By continuing to offer products and services it uses a free economic model to create an online community of users who continually return to the site (networked economy) to use Google's services.

By presenting simple explanations of the different economic models and applying them to the chosen case study, we have outlined the principles and practices which sustain internet commerce in a way that is easy to follow and understand. Through reviewing multiple online businesses we were able to focus on one that utilised multiple economic models to help explain the similarities and differences between the different ways of conducting business online.