



(Alphabet Inc.)

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Company in Brief

In August 2015, Google created Alphabet Inc. According to Barr and Winkler's article "Google Creates Parent Company Called Alphabet in Restructuring", Google decided that the complexities involved with its new business ventures in industries no longer related to the search engine were too vast to manage and forming Alphabet Inc. was the best move going forward. Originally founded in 1998 by Larry Page and Sergey Brin, Richard Feloni in his article, "Google's HR Boss Explains Why the Company Can Never Live up to Its Mission Statement", comments on Google's mission statement which was "to organize the world's information and make it universally accessible and useful". He further mentions how hard the company has tried to uphold and adhere to it. Google is most known for being the global search engine that has revolutionized the world into the one we know today. Although it also indulges in the mobile phone, entertainment, data, and finance industries. This accumulates to \$161.86 Billion in revenue in 2019 and a stock price with an average of \$1,487 between Class C and Class A shares.

General Environmental Analysis

Political:

Political and legal concerns pose the largest threat to Google as well as other major corporations. The larger and more powerful a business grows, the more eyes they have on their actions. Two of the key factors in Google's legal circumstances are information control and antitrust regulations. In particular with the upcoming 2020 election, the idea of social media and search engines skewing votes and information is a common topic. Some Republicans, including former President Donald Trump, see this as a major threat to democracy and the government (Murphy). Google faces several antitrust investigations and lawsuits from the European Union,

US Department of Justice, and other sources. The investigations mainly consisted of accusations of maintaining their status as the foremost search engine through illicit means (Pressman). They are also being probed over their handling of user data and privacy. The latest probe involves Google's proposed acquisition of Fitbit and concerns regarding the users' data (Meyer).

Google and parent company Alphabet Inc. are also subject to the discretion of international governments. As mentioned above, the European Union has been pushed to investigate the company's unlawful business practices. They face high barriers in China who maintain strict regulations on data accessibility and freedom of speech due to the political regime (Sheehan).

Economic:

The global economy is currently experiencing a downturn caused by the COVID-19 pandemic (Arthi, Parman). Even considering the consequences of the pandemic, Google and other similar large tech corporations have shown trends of revenue growth. However, they are still susceptible to the economic shutdown which is seen with the slowdown of advertising revenue during the second financial quarter-- measuring the period after governments had begun ordering lockdown. Despite the profits dropping for the first time in the company's 22 years, Alphabet's shares continue to rise in hopes the current macroeconomic environment is temporary ("Google's Advertising"). The current economic situation notwithstanding, the GDP growth of developing countries may allow them to expand their services and foster positive relations with said foreign regions ("Real GDP"). However, there is a risk of imitation and substitution if these developing countries are placed under regulations as strict as mainland China.

Technology:

As technological innovations *are* Google's business, they pose some of the greatest opportunities while creating growing risks for the corporation and its parent company. A major issue Google faces in both technology and politics is cybersecurity. This also ties to their legal affairs including the aforementioned lawsuits. More specifics on US regulations regarding user privacy and protections they must comply with are described within the Specific Environment portion of this report.

One of the major technological factors Google can capitalize on is the rise of cloud storage. On both the individual and enterprise levels, we are moving away from hard. Companies involved with data collection, such as Refinitiv-- a financial data giant, are already using the services for transporting petabytes worth of data. Prior to cloud services, data would have to be downloaded to hard disk drives and shipped to customers-- but by using the Google Cloud storage services, companies can access the data instantly (Flinders).

Sociocultural:

Some of the major changes that have affected society in recent years, and as a result affected Google, are the rise of the digital age throughout the 2000s and the more recent COVID-19 pandemic. As mentioned above, the pandemic has been coupled with an unprecedented economic recession. The rise of the pandemic has also worked somewhat in Google's favor, as attention is turned to their development of coronavirus contact-tracking applications rather than their legal proceedings ("Google Revenue"). The necessity for online connectivity allows them to invest in Google Classroom services and productivity software like their popular Google Drive. The growing importance of mobile devices encouraged Google to develop its line of hardware known as the Pixel line. Corporations are also adapting to the changing environment of social awareness and activism in society and the workplace. Google is

threatened by its own negligence of employee rights and lack of support for misconduct accusations (Elias).

Specific Environmental Analysis

Competition:

Google's technology competitors are Apple, Microsoft, IBM, and Facebook. Google was first founded on September 4th, 1998. According to a blog written on growthocks.com, Google's revenue as of 2018 is about \$39.120 billion. Since 1998, the company has an acquisition list of more than 200. Google owns YouTube, Motorola, Waze, Blogger, and HTC. Google purchased YouTube back in 2006 for \$1.65 billion and as of 2020 is worth \$300 billion. Apple owns Shazam, Beats, Emagic, NeXT Inc, and Siri. Microsoft owns LinkedIn, Skype, Hotmail, GitHub, and Mojang. When Microsoft acquired LinkedIn, it was not only a big deal for Microsoft, it is also one of the five biggest tech deals of all time. According to news.microsoft, Microsoft acquired LinkedIn "for \$196 per share in an all-cash transaction valued at \$26.2 billion". And the current value of LinkedIn in 2020 is \$29.99 billion (macroaxis, 2020). International Business Machines Corp, also known as IBM, owns Red Hat, Truven Health Analytics, Leversafe, Lotus Software, and Cognos. IBM acquired Red Hat for \$34 billion, which is one of the largest tech deals to ever reach completion. Facebook owns WhatsApp, Oculus VR, and Instagram. Facebook acquired Instagram back in 2012 for \$1 billion. It's current estimated 2020 value is \$100 billion (Simon, 2020).

Competitor Analysis Chart:

							
Powered by Clearbit							
Alphabet Inc (NMS: GOOG)							
Company Name	Revenues	Gross Margin	Net Income	PE Ratio	Employees	Share Price	Market Share*
Apple Inc	260,174,000,000.00	37.82	55,256,000,000.00	35.7391	137000	117.51	N/A
Alphabet Inc	161,857,000,000.00	55.58	34,343,000,000.00	34.2339	118899	1555.93	60.10%
Microsoft Corporation	143,015,000,000.00	67.78	44,281,000,000.00	37.2656	163000	214.65	4.60%
International Business Machines Corp (IBM)	77,147,000,000.00	47.30	9,431,000,000.00	13.3224	350600	117.37	N/A
Facebook	21,470,000,000.00	80.47	7,846,000,000.00	31.32	44942	272.94	N/A
						Source: Mergent Online, 2020	
						* IBIS World, 2020	

Competition for Google is competitive and fierce. Apple has the highest revenue (260,174,000,000) but significantly lower gross margins (37.82) compared to Microsoft (67.78) and Facebook. IBM has a significantly lower net income (9,431,000,000) compared to its competitors and they also have the highest number of employees (350,600). Alphabet has the highest share price (1555.93) compared to Apple (117.51) and IBM (117.37).

Customers:

Google caters to 3 groups of customers: individual users, small-to-medium size enterprises, and large corporate customers (csimarket.com). According to a chart done on csimarket.com, Google has a total of 24 large corporate customers. Some of those customers include Akami Technologies Inc, Ehealth Inc, Oracle Corporation, and Verizon Communications Inc. Results taken from the 3rd quarter of 2020 show that T mobile US Inc has the highest percentage cost of revenue (91.23%). Google's individual users make up an international customer base. Google's search engine is available in over 150 languages. Taken from an article on seotribunal.com, "Google receives over 63,000 searches per second on any given day, which roughly translates to about 2 trillion searches every year, 3.8 million searches per minute, 228 million searches per hour, 5.6 billion searches per day." These customers keep coming back to the Google search engine because it is essentially a one-stop-shop for all online needs.

Google has good customer relations. It provides its customers with a live chat option and social media support from 6 a.m to 5 p.m (PST), Monday through Friday. Google is operating right now with a very limited team. Customers have the option to consult the product-specific help center if you need help with a product whose support you had trouble reaching over the phone. In 2018, Google announced a pilot program to enhance customer and user support by bringing some of those jobs, so the work is taken on by Google employees. By the end of 2020, they will have created more than 4,800 Google support jobs, including the already one thousand customer support agents working in Google Operations Centers (Dickerson, 2019). Troy Dickerson, a VP at the Google Operations Center has stated that "Agents in our Google Operations Centers work to provide exceptional service to Google's customers and users..." (Dickerson, 2019).

Suppliers:

Google has a total of 71 big-name suppliers. A few suppliers that provide the most revenue for Google include Qualcomm Inc (3,625), Arrow Electronics Inc (7,231.3), Avent Inc (4,723.1), Lg Display Co Ltd (21,832.3), and Au Optronics Corp (8,713.8) (csimarket.com, 2020). From their suppliers, Google garners the most revenue from a company under their advertising sector, Micron Technology Inc (296.0). Comparing their suppliers by segments, Netgear Inc has experienced the biggest income growth by segment with a 326.79% increase, compared to another supplier, Brown and Brown Inc (38.43%).

Since 2014 Google uses a Supplier Diversity Program, which is their way of finding big vendors and small vendors to do business with when purchasing products and services. This tool was mainly developed to help Google's employees create relationships with small businesses. After attending a National Minority Supplier Development Council (NMSDC), head of Business

Inclusion at Google Chris Genteel understood the kind of impact that Google could have on small business. From the very beginning, Genteel stated that their objective was "to build out a program that was meaningful and not just symbolic" (Russel, 2018). The Small Business Supplier Diversity program focuses on two key components: supplier diversity and innovative skills development. With the help of the Tuck School of Business at Dartmouth College, Google is continuing to discover and utilize these small suppliers so that they can successfully help them compete with large corporations and increase product and service awareness. There are four key objectives to the supplier diversity program. The first objective is to create a program and technology tool that is easy to use by suppliers and Googlers alike. The second objective is communication is critical. Google is committed to responding to suppliers within two weeks. The third objective is providing benefits for participation. Benefits could include discounts on sites or faster payment options for suppliers and training programs. The fourth objective is the creation of an advisory board to add in guiding suppliers. The application process is designed to be simple and comprehensive. They encourage all minority-owned, women-owned, LGBT-owned, disabled-owned, and veteran-owned businesses, as long as they fit the other criteria (Samaniego, et al. 2017).

Industry Regulations:

Google is traded under the name of Alphabet Inc, and its industry is a Conglomerate. The most well-known products are Google Chrome, Gmail, Google Drive, Google Maps, Google Play, and Youtube.

Protection Laws:

Google has evolved and improved their privacy practices and laws not only to protect themselves but also the Consumer. This includes the **Data Protection Impact Assessment**,

which is the process to help users identify and minimize the data protection risk of a project in everyday life it revolves around Google Cloud. Specified in California they have also had to comply with the **California Consumer Privacy Act (CCPA)**. This law went into effect starting January 1st, 2020 and it gives consumers the right to know what personal information is being collected about them and the purposes for which it is being used, the right to delete personal information, and the right to "opt-out" of the sale of their personal information. It applies to certain businesses that collect personal information from California Residents. Google is committed to helping their customers meet their CCPA obligations by offering convenient tools and building robust privacy and security protections into their services and contacts. (Google Businesses & Data; Compliance) Thirdly Google also follows the **General Data Protection Regulation (GDPR)**. Compliance with GDPR has been a top priority for Google Cloud and their customers. The GDPR aims to strengthen personal data protection in Europe and impacts the way they all do business. Google employs security and privacy professionals that include some of the world's foremost experts in information, application, and network security. This team is tasked with maintaining the company's defense systems, developing security review processes, building security infrastructure, and implementing Google's security policies. Google also employs an extensive team of lawyers, regulatory compliance experts, and public policy specialists who look after privacy and security compliance for Google. These teams engage with customers, industry stakeholders, and supervisory authorities to shape our G Suite and Google Cloud Platform services in a manner that helps customers meet their compliance needs. (Google Businesses & Data; Compliance) Lastly, Google follows **The Children's Online Privacy Protection Act (COPPA)**, it's a U.S. regulation applicable to the collection of personal information from children under the age of 13. COPPA imposes certain requirements on

operators of websites or online services directed to children under 13 years of age, and on operators of other websites or online services that have actual knowledge that they are collecting personal information online from a child under 13 years of age. G Suite for Education Core Services can be used in compliance with the Children's Online Privacy Protection Act (COPPA). Google contractually requires that schools using G Suite for Education meet the parental consent requirements under COPPA. (Google Businesses & Data; Compliance)

Audits and Certifications:

Information Security Management (ISO 27001): The International Organization for Standardization(ISO) is an independent, non-governmental international organization with an international membership of 163 national standards bodies. **Cloud Security (ISO 27018):**

Relates to one of the most critical components of Cloud privacy, the protection of personally identifiable information, This Standard focuses in two ways on security controls for public-cloud service providers that process personal identifiable information. **International Cloud Security (ISO 27017):** Gives guidelines for information security controls applicable to the provision and use of cloud services by providing additional implementation guidance and additional controls with implementation guidance that specifically relate to cloud services.

FedRAMP: A government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services.

Payment Card Industry Data Security Standard (PCI DSS): The PCI Security Standards Council is a global forum for the ongoing development, enhancement, storage, dissemination, and implementation of security standards for account data protection.

Google's Advocacy Groups:

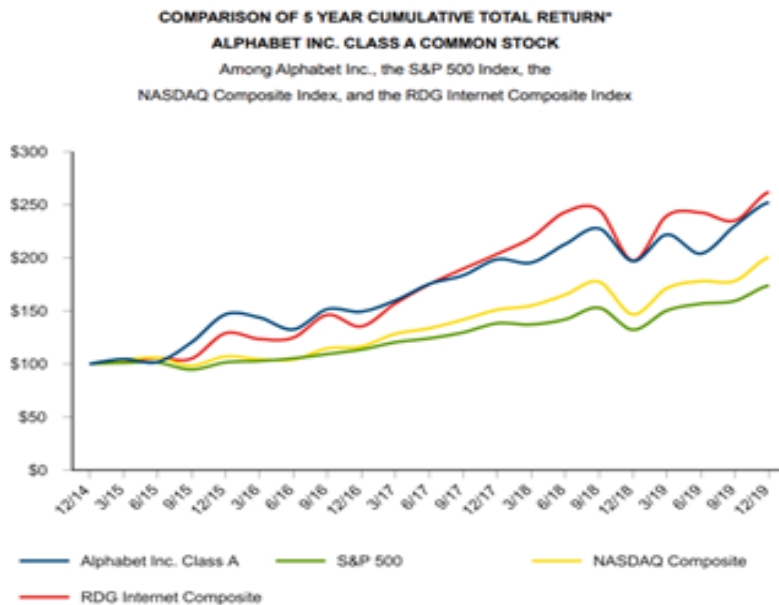
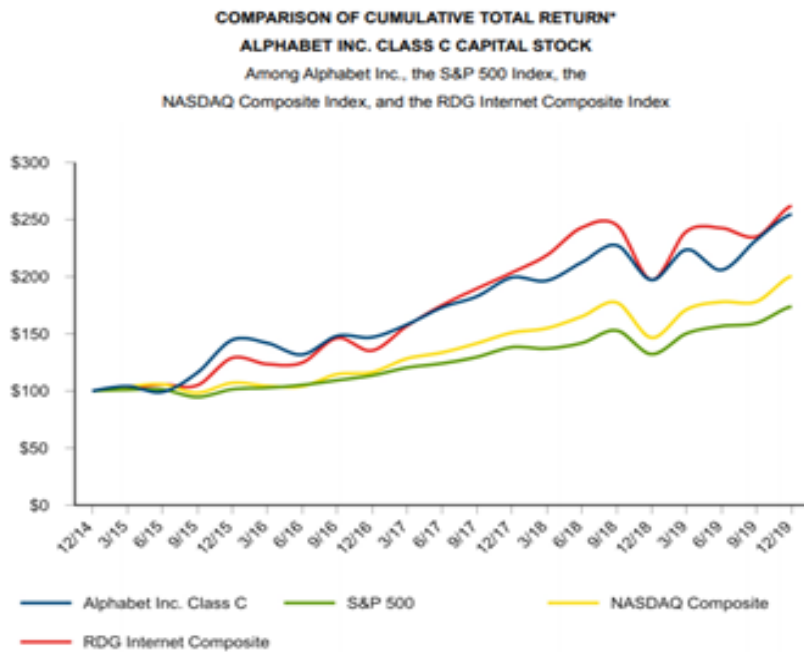
#teampixel

Team Pixel is a community of unique content creators who have generated over 37k pieces of UGC using the Google Pixel phone- all providing social validation that inspires others to switch. Their main objective is with the lack of awareness they have to have people see the phone in action to drive consideration. In parallel, the Pixel marketing team has launched a new Instagram page for their phone and are looking for a way to efficiently develop high-quality content showcasing the smarts and quality of the camera. To solve these business challenges they created #teampixel. Team Pixel is a community of 500+ influential Google Pixel advocates and unique content creators who use their device to capture social-first content that introduces their followers to the Pixel device (Google Keyboard "Team Pixel").

Internal Environmental Analysis

Company Resources:

Google's main headquarters is located in Mountain View, California but has several offices around the world. As of July 2019, there were 69 Google locations in the U.S. and Canada, including the global headquarters in Mountain View, Calif., that's called the Googleplex; eight in Latin America; 41 in Europe, including what the company calls its EU HQ in Dublin; 28 in the Asia-Pacific region, including the A-P headquarters in Singapore; and eight in Africa and the Middle East. As of December 31st, 2019, Google employs 118,899 thousand people (Mergent Database, 2020). The company is traded on the stock market under Alphabet/GOOGL.



Source: Alphabet Inc. 2019 Annual Report

Based on the graphs and data received from Google's 2019 Annual reports, Over the last 5 years of Capital and Common stock, there has been an upward trend of shareholder return. RDG Internet Composite has increased significantly over the 5-year term while NASDAQ and S&P show gradual growth.

	Year Ended December 31,				
	2015	2016	2017	2018	2019
(in millions, except per share amounts)					
Consolidated Statements of Income Data:					
Revenues	\$ 74,989	\$ 90,272	\$ 110,855	\$ 136,819	\$ 161,857
Income from operations	\$ 19,360	\$ 23,737	\$ 26,178	\$ 27,524	\$ 34,231
Net income	\$ 16,348	\$ 19,478	\$ 12,662	\$ 30,736	\$ 34,343
Basic net income per share of Class A and B common stock	\$ 23.11	\$ 28.32	\$ 18.27	\$ 44.22	\$ 49.59
Basic net income per share of Class C capital stock	\$ 24.63	\$ 28.32	\$ 18.27	\$ 44.22	\$ 49.59
Diluted net income per share of Class A and B common stock	\$ 22.84	\$ 27.85	\$ 18.00	\$ 43.70	\$ 49.16
Diluted net income per share of Class C capital stock	\$ 24.34	\$ 27.85	\$ 18.00	\$ 43.70	\$ 49.16
	As of December 31,				
	2015	2016	2017	2018	2019
(in millions)					
Consolidated Balance Sheet Data:					
Cash, cash equivalents, and marketable securities	\$ 73,066	\$ 86,333	\$ 101,871	\$ 109,140	\$ 119,675
Total assets	\$ 147,461	\$ 167,497	\$ 197,295	\$ 232,792	\$ 275,909
Total long-term liabilities	\$ 7,820	\$ 11,705	\$ 20,610	\$ 20,544	\$ 29,246
Total stockholders' equity	\$ 120,331	\$ 139,036	\$ 152,502	\$ 177,628	\$ 201,442

Source: Alphabet Inc. 2019 Annual Report

Regarding Google's Statements of Income Data, over a 5-year trend, the company's revenue has increased more than two-fold. Overall Google has seen tremendous growth from their 2015 income statements. Based on the company's data, Google has all the necessary resources to meet their mission. With the consistent growth of the company every year, Google can expand more and make the world's information universally accessible and useful.

Organizational Culture:

Google's culture is regarded as one of the best because they have 4 main characteristics; Open, Innovative, Smart with emphasis on excellence, Hands-on, and supporting each other (Smithson, 2020). Being open allows employees to bounce ideas to managers during team meetings. As a result, Google can improve business processes. Furthermore, Innovation allows employees to contribute to new ideas and motivates the employees to become smarter in the process. In addition, the company supports team involvement in projects and experiments. As a

result of all these characteristics, employees have a sense of warmth while working and are capable of rapidly adjusting to new market trends, information, and technology (Smithson, 2020). Google's values are portrayed through their work culture. New hires are greeted warmly and additional perks include 5 months paid time off for new mothers with full benefits. All meals are free and managers follow Google's guidelines on how to become better managers. Some key behaviors include communication, helping employees with career development, and empowering team members (Bulygo, 2013). Google's culture fits with the company's goals, allowing their employees to feel safe and empowered while working can encourage creative thinking, risk-taking, and innovative achievements.

Organizational Structure:

There are 3 main characteristics of Google's structure: Function-based, Product Based, and Flatness (Smithson, 2020). As a **horizontal structure**, Google uses both functional engineering teams, sales teams, and marketing teams. With product departmentalization, Google groups teams into specific products they sell like Pixel devices, Google Docs, and Google Slides. Thus they utilize a combination of both organizational forms, allowing teams to focus on specific departments of the company.

In terms of **vertical structure**, Google is a flat and organic organization. Flatness means that employees can speak directly to higher-level management without going through middle management. This allows information to flow freely. All employees can give inputs on what decisions to make and any work-related issues needed to be discussed can be directly spoken about to the management level.

Strategic Management

Corporate-Level Strategy:

Google's Portfolio Strategy is Unrelated Diversification. Google has over 200 products on the market and as a result, is always developing new tools and products. Many of Google's products are also completely different from one another. The company makes phones, laptops, TV's, calendars, and other various software.

Industry-Level Strategy:

Google uses Cost Leadership and Differentiation. Since Google develops advanced technology and systems capable of handling more workload than other companies, it allows them to have a cost advantage. Google has advantages over competitors by search results, speed, and execution.

Firm-Level Strategy:

Google's number one competitor is Microsoft. Both companies are in the same type of industry. Google's strategy into competing with Microsoft is shown through a response strategy. For many years Microsoft has dominated the software industry with Word, Excel, etc. But Google in these past years has developed their own software like Google Docs and continues to update these platforms to compete with Microsoft.

Organizational Structure:

Vertical structure:

Google is more of a decentralized and organic organization. Employees can freely exchange information to higher-level management and give their input on certain decisions. Final decision making and authority are made in teams. According to the article, "Decision-Making Culture: The Case of Google", the author writes that Google is not a company where decisions are made by senior executives, instead, decision making is done by teams. Several teams solve each problem and work together to come to a group decision on what to do.

Horizontal structure:

Out of the 7 main organizational forms, Google has a product departmentalization. Google has different software and products tailored to different people in the market. Some consumers just might use their search engine, advertise, purchase a Pixel, or simply use Google docs. Due to Google's organizational structure, they can achieve their mission. With a plethora of products and services from Google, it can allow people to easily access information around the world.

Human Resource Management:

According to Google Careers, Google writes that the first step into applying for the company is self-reflection. They look for people who are skilled within their field but also with a passion for it. After the candidate must analyze the company and go through various departments and see what match they'll fit best in. Once that is done, they can submit their resume and if a staffing team member is interested, they will conduct an interview. During the interview staffing team members will conduct assessments, virtual chats, project work, and in-depth, open-ended questions. Regarding employee training, "Google does 80% of its tracked training through an employee to employee network called G2G" (Learning & Development). G2G is a volunteer network of over 6000 employees dedicated to teaching new staff. They offer training programs, mentorship, and learning materials. Furthermore, Google Careers states that Google cares for its employees and offers benefit programs and onsite amenities to support employees and their family members. They offer saving plans, death benefits, retirement savings, and much more. Healthcare is provided and has onsite wellness centers. Employees will be guaranteed physicians, chiropractors, and physical therapy. Google also offers paid vacations and flexible workdays. Lastly, Google also offers self-investment opportunities, so if an employee has a

passion for cooking or coding, classes are offered with various degree programs. I believe Google can retain and develop great employees through these practices. Employees are able to come to work passionate and motivated, allowing them to achieve Google's mission statement.

Ethical Issues:

Due to Google being a multi-billion corporation, dominating the technology field, Google faces many criticisms. According to the article, "Ethical Issues Among Stakeholders in Google", Sherman writes that "Google's operations in the United States have generated controversy over its stated goal". In China, Google agreed to comply with China's wish to censor pro-democracy and other various websites. In 2010, after facing a wave of criticism, Google relocated its operation to Hong Kong. Therefore it is now outside of China's regime. Furthermore, Google stores a plethora of data from individuals who use the search engine. Although Google states it stores records of someone's searches to improve efficiency, the government can still track individuals who are being investigated visiting certain websites. Google has not combated this issue but in 2008 a couple sued Google for using pictures of their home, but the judge threw out the lawsuit. Lastly, another ethical issue from Google involves copyright infringement. Sherman states, "Google has made it possible to view millions of volumes online" and because of this, has generated a multi-year lawsuit to authors not giving Google permission to upload these documents. Google has since argued that because it only shows small portions of the volumes it is legal under the "fair use" provision. The lawsuit is still ongoing even with numerous attempts to settle.

Diversity Issues:

According to Google's Annual Diversity Report, Google reported that as of 2020, 41.9% of Workforce representation were Asian, 3.7% were Black, 5.9% were Latinx, 0.8% were Native

American, and 51.7% were White. New hires are mainly White and Asian with 67.5% of them being men and 32.5% being women. Google pays close attention to attracting a diversity of applicants during the hiring process. For example, Google found that when job qualification summaries are over 54 words long, women tend to apply less frequently. Therefore, Google analyzes certain words and removes phrases that could pose a bias. Since Google has done this, the company has seen an 11% increase in applications from women. According to Google, in 2019, the company saw the largest gains in Black tech hiring in the U.S and 40% of interns in tech roles were women and 24% of U.S interns were Black and Latinx. At Google, they also make sure everyone is inclusive. Diversity, equity, and inclusion training is embedded everywhere. Although Google has written how much they strive for diversity, the data shows the disparity between Black, Latinx, and Native American employees. In total, not counting Asians, POC employees only make up 10.4% of the entire workforce at Google.

Leadership Analysis:

A top-level manager of Google is Sundar Pichai. He is currently Google's CEO. According to the article, "Google I/O 2016: 12 Leadership Qualities of Google's Sundar Pichai", Ewell writes, Pichai possesses 12 important leadership qualities. Humanity, Understated, Relationships, Collaborative, Deal Maker, Mastery, Fearless, Transformational, Intellectual, Engineering, Visionary, and Communicator. Pichai believes in compassion and understanding which puts people first before profits. With Google being a people-first company, Pichai is a perfect fit. Understandably, Pichai has always been unchanged and remained the same person even though he has become such a successful person. Due to his unchanged nature, Pichai can lead the successful company and not be clouded from greed or ego (Ewell, 2016). To sum everything up Pichai has many successful and necessary traits to run Google. Based on class

coverage Pichai possesses Technical Skills, Conceptual Skills, Human Skills, and Motivational Skills. Regarding Technical and Conceptual Skills, Pichai was an engineer before Google so because of his previous profession, Pichai already demonstrates a combination of logic and intuition to solve problems which is important for running a successful company. Pichai also knows the importance of Math and Science, it is necessary to discover important breakthroughs in Google's goals. With Human Skills, Pichai has emotional intelligence and knows how to communicate with his employees, business partners, and relationships. His speaking style is more so personal because he wants to build an emotional connection with whoever he is speaking to. With Motivation, Pichai has a clear goal in mind, he wants to give countries information and access to the Internet because he believes it can change lives. Pichai is a transformational leader and because of that, he does not focus on Wall Street or other greedy markets (Ewell 2016). With his clear goal in mind, he can motivate his team, we can already see this by the way Google runs their company. Pichai is an effective leader who will lead Google into a more successful future.

Contemporary Issues:

Recently as of October 16, 2020, Google (Alphabet Inc.) and other tech giants like Facebook will testify in court due to content restrictions. According to the article, "Zuckerberg, Dorsey, and Pichai to Testify on Content Policies", Tracy writes that they will appear before a Senate committee due to certain questions about policies censoring certain content on their platforms. Tracy further writes that "The hearing will center on Section 230 of the Communications Decency Act, which shields social-media platforms from liability for user content—but which Republicans say has been used by tech companies to censor conservative opinions". The hearing is set for October 28th and will determine as the Senate committee said,

"To provide an opportunity to discuss the unintended consequences of Section 230's liability shield and how best to preserve the internet as a forum for open discourse". While this may not be troubling to some people, I can see why others might feel anxious about the steps big tech companies are taking to censor false information. It could potentially lead to mass censorship of certain political opinions and even if some information is fabricated, Google or Facebook could implement some sort of AI to differentiate between facts and fiction.

Google has made many innovations; the company has changed the way we access the internet and globally dominates the World Wide Web. According to the article, "10 innovations that made Google great", Goldman writes that there are 10 notable milestones Google has achieved. Google has innovated translations, they have been made more accessible and are used more than a billion times a day. With over 80 languages available, it makes global communication much easier. Directions and Traffic have also been innovated by Google, allowing for the fastest directions to get to your destination. Google's universal search engine also allows more than just text, you can search using images, videos, and other content. In conclusion, Google has innovated the way people use technology and with the direction Google is going, anything is possible.

SWOT Analysis

Strengths:

- One of Google's strengths is their sheer dominance over the market for search engines, they are one of the few tech companies that have maintained such a strong market share for an extended period of time.

- Google is also becoming well known for its adaptability and innovation revolving around different markets rather than just advertising.
- Google is one of the fastest-growing companies in the world with annual increases of over 20,000 employees.

Weaknesses:

- Google's biggest weakness is their ongoing issues with their privacy issues.
- Another issue Google has is its poor handling of the distribution of its ads.
- An overlooked weakness of Google is their lack of respect for their employees' opinions.

Opportunities:

- One of Google's fastest-growing and most promising opportunities is their cloud storage.
- The pandemic has become an opportunity for Google to invest and expand Google Classroom and Google Drive.
- Another opportunity for Google is the wearable tech market. They have a foothold there with their recent acquisition of Fitbit and their own product Google Glass.

Threats:

- Google faces issues with foreign relations, especially with countries like China
- Another threat to Google is the straining issue of cybersecurity, both technologically and politically.

- One of the more obvious threats is Google's increase in competitors, like how Amazon is competing with Google in terms of cloud services and monetizing data.

Recommendations

- To maintain their strong market share, Google should choose the grand strategy of stability and keep improving their search engine.
- When it comes to diversification, Google needs to make sure they don't stretch themselves too thin and stick with related diversification
- To continue and utilize this growth Google needs to make sure they keep a functional turnover to not be inefficient and make employees feel respected and appreciated by using objective performance measures in their performance appraisals.
- Google needs to ease on their invasion of privacy, they're adamant because it's a big source of their income, so instead, they should focus more on related diversification
- Google has the resources to not only innovate their ad distribution algorithm, but they should also dedicate a bigger team to monitor any issues or complaints before they run rampant.
- Similarly, it's breach of privacy ordeal, Google is money hungry and exploiting every opportunity it can whether it's ethical or not, to combat this google should maybe reevaluate their power distribution between their employees and the corporate leaders.
- Google has done well with their related diversification into cloud storage, their best way to take advantage of this opportunity is to take an early lead in the market share by expanding their resources and trying to hold it as they have in the search engine industry.

- Google needs to re-evaluate what schools and businesses need, Zoom is a subpar program that's managed to dominate this market, Google needs to rid themselves of this inefficiency by possibly reorganizing their organizational structure into possibly a product departmentalization structure fit.
- Their wearable tech industry department is also lagging behind and requiring a switch to a product departmentalization structure fit
- To combat this threat, Google may need to reallocate their current assets towards a different business plan, or maybe think about having a strategic alliance rather than a foreign subsidiary in China.
- Google has had a lack of ethical practices as of recently which means that they should improve their performance appraisals and revert to their original code of ethics
- To help with their issues of cybersecurity, we've already mentioned that Google should try better to uphold US industry regulations or even surpass them and use it as a selling point as to why their services are superior.
- To battle the increase in competitors such as Amazon, Google needs to be able to better act on their opportunities like investing heavier and pushing their products like Google Classroom and Drive to compete with Zoom or increase funding for cloud storage and AI development.

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