

All of those three strategies give realistic portray about strategic moves that can be done by Google for staying competitive in the industry. Those three strategies really utilize Google's potency in internet technology. It is likely to say that by applying those three strategies, Google can extend its market share and generate more profit in the industry for years ahead.

5. Conclusion

As a market challenger, Google has benefited what experts say as 'second mover advantage' over its direct competitor Yahoo!. By analysing thoroughly the competitor and market situation, Google has succeeded to be market leader in internet technology industry with its masterpiece product Google Search. Google's domination within the industry is gained through two factors, which are building competitive position in global market and making social impact.

By conducting resource-based view analysis, we have figured out Google's strategic resources and distinctive capability that become foundations of core competence. Google's strategic resources are PageRank™, the Googler and Google's brand equity. Those strategic resources are utilized by Google's culture as the distinctive capability. In the end, those two aspects synergize and generate Google's core competence, which is "Innovative Internet Technology Development".

Google's popularity is also gained by social impact that has been successfully created. By its mission and "don't be evil" mantra, Google has proved that making profit can be done ethically. Furthermore, Google also pay serious attention on its CSR practices by creating four institutes, which are Google.org, Google Green, Google Crisis Response, and Google for Education. Those institutes strengthen Google's popularity in making global social impact.

There are three possible strategies that can be done by Google in order to enhance its competitiveness in internet technology industry. Those three strategies are developing tangible technology and products, extending the advertising network, and building business-to-business (B2B) and business-to-consumer (B2C) trading platform. Those three strategies can empower Google to

effectively extend its market share and generate more profit within the industry in years ahead.

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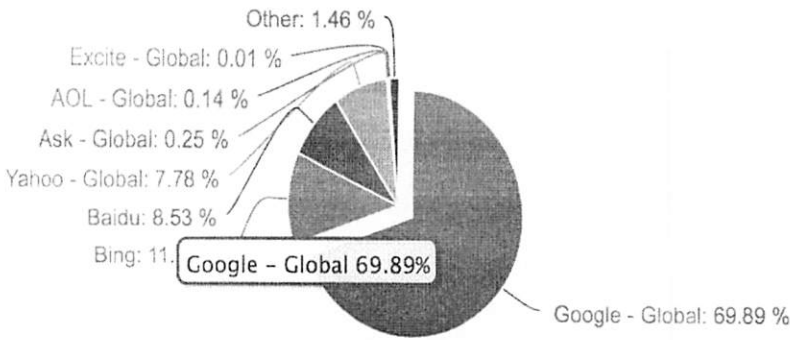
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Appendix

Google's Global Market Share in 2016



Source: Net Market Share, Desktop Search Engine Market Share: 2016

Google's Three Strategic Resources

- V:** Helps in maintaining customer's trust and appealing investors; directly sustain the profitability.
- I:** Google brand equity cannot be imitated since it is a result of long journey of innovation process that has been passed by Google.
- R:** The word 'google' has been added on Oxford English dictionary. Google is most valuable brand based on Forbes Ranking in 2016. Those recognitions are rare to be found in other companies.
- N:** Google brand equity is embedded within the organization and cannot be replaced with anything.

Google Brand Equity



PageRank™
(Google's Algorithm System)

- V:** Helps Google sustain the business operational by generating revenue.
- R:** Only Google that implements PageRank algorithm system.
- I:** PageRank has been patented which protects it from being used by other competitors.
- N:** PageRank is used as the only algorithm system on Google Search.

the Googler
(Google's Workforce)

- V:** Googlers are the valuable asset, as Sergey said, "Our employees are everything. We'll reward and treat them well".
- R:** Googlers are rare since they has passed outstanding recruitment process and are continuously assessed by Objectives and Key Result or OKR.
- I:** Other competitors' employees cannot exactly imitate what the Googler thinks and does, unless the Googler moves to another company.
- N:** Googler as the workforce is totally cannot be replaced even with sophisticated robots and algorithm systems.

Source: Personal Archive, Adapted from Bernard Girard, *The Google Way*: 2009

Google's "the Ten Philosophy"

Google

Ten Philosophies

1. Focus on the user and all else will follow.
2. It's best to do one thing really, really well.
3. Fast is better than slow.
4. Democracy on the web works.
5. You don't need to be at your desk to need an answer.
6. You can make money without doing evil.
7. There's always more information out there.
8. The need for information crosses all borders.
9. You can be serious without a suit.
10. Great just isn't good enough.

Source: Google, *About Us*: 2016

Google's Four CSR Institutes

Go...le.org

HOME | ABOUT | EFFICIENCY | FOR RESPONDERS | FAQ

A BETTER WORLD, FASTER.

Delivering real impact is one thing, doing it better, faster, and more sustainably is another. The power of Google is being used to help people do it better.

Google.org is a leading force in helping to fund communities.

Google Crisis Response

HOME | ABOUT | EFFICIENCY | FOR RESPONDERS | FAQ

Making critical information more accessible in times of disaster

When disaster strikes, you're just in the moment for information. We help ensure the right information is there in those times of need by building tools to collect and share emergency information, and by supporting first responders in using technology to help improve and save lives.

Read Journal of EE & Wireless Comms Foundation

Google green

HOME | EFFICIENCY | RENEWABLE ENERGY | PRODUCTS | THE BIG PICTURE

A better web. Better for the environment.

Google is making a better web for the planet. We're using more energy-efficient servers and data centers, and we're using more renewable energy. That means when you use Google products, you're doing better for the planet.

- We've been Carbon Neutral since 2007.
- Our data centers use 25% less energy than the typical data center.
- We are the largest corporate purchaser of renewable energy on the planet.
- A business using Google decreases its environmental impact by up to 18%.

Google for Education

HOME | ABOUT | EFFICIENCY | FOR RESPONDERS | FAQ

Middle schoolers in Vermont used tablets to improve local trails.

A solution built for teachers and students

Source: Google, *About Us*: 2016



