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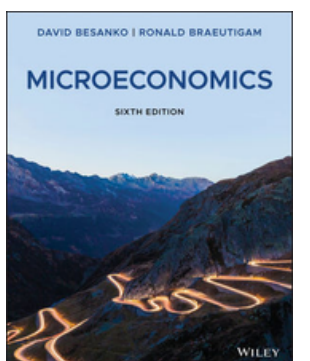
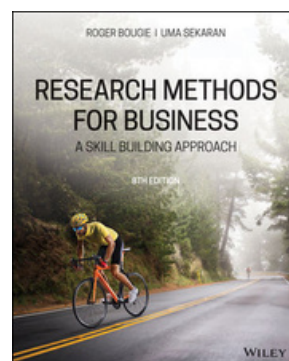
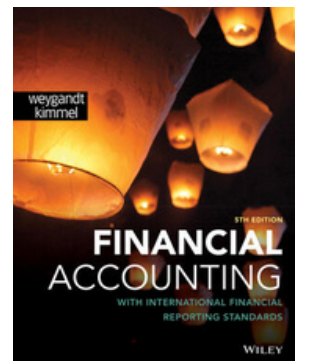
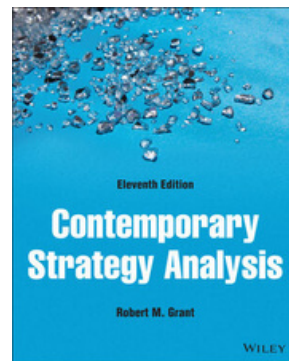
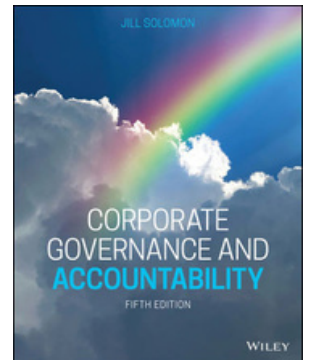
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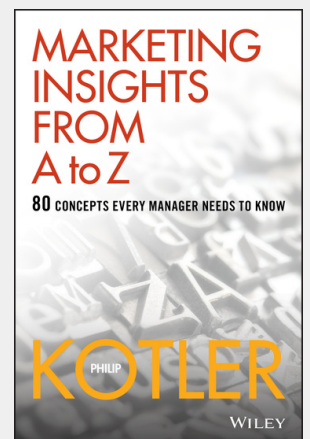
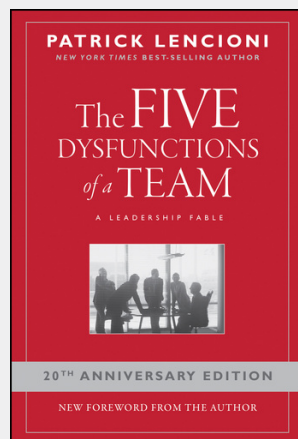
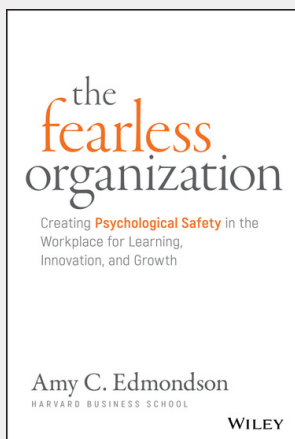
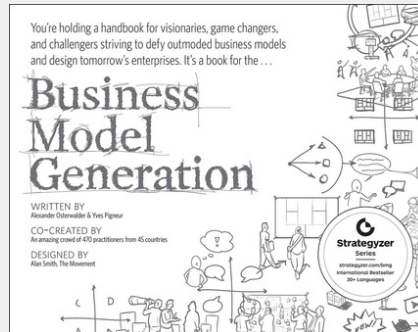
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Case studies



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Engage your students with case studies on familiar companies such as Google, Amazon, Tesler, Peleton and Skype.

Google's Business Model

The heart of Google's business model is its Value Proposition of providing extremely targeted text advertising globally over the Web. Through a service called AdWords, advertisers can publish advertisements and sponsored links on Google's search pages (and on an affiliated content network as we will later see). The ads are displayed alongside search results when people use the Google search engine. Google ensures that only ads relevant to the search terms are displayed. The service is attractive to advertisers because it allows them to tailor online campaigns to specific searches and particular demographic targets. The model only works, though, if many people use Google's search engine. The more people Google reaches, the more ads it can display and the greater the value created for advertisers.

Google's Value Proposition to advertisers depends heavily on the number of customers it attracts to its Web site. So Google caters to this second group of consumer customers with a powerful search engine and a growing number of tools such as Gmail (Web-based e-mail), Google maps, and Picasa (an online photo album) among others. To extend its reach even further, Google designed a third service that enables its ads to be displayed on other, non-Google Web sites. This service, called AdSense, allows third parties to earn a portion of Google's advertising revenue by showing Google ads on their own sites. AdSense automatically analyzes a participating Web site's content and displays relevant text and image ads to visitors. The Value Proposition to these third-party Web site owners, Google's third Customer Segment, is to enable them to earn money from their content.

The diagram illustrates the flow of value in Google's business model. It shows three main segments: Advertisers, Google, and Customers. Advertisers provide targeted ads to Google, which then displays them to customers. The flow is represented by arrows connecting the segments and their respective value propositions.

Google in China

When in 2006, Google launched google.cn, its search engine for China, the internet search giant agreed to comply with the Chinese government demand to censor search results related to sensitive terms such as "Tiananmen Square 1989" or "Falu Gong." Many people in the West decried Google's decision and accused the company of betraying its "don't be evil" creed. Internally, Google had also been at odds over the morality of its decision to do business in China through self-censorship.

However, 4 years later, in March 2010, Google decided to stop self-censoring and announced that it would shut down its search service in mainland China after a 2-month standoff with the Chinese government. The decision was sparked by a "sophisticated and targeted" cyber-attack on Google that originated from China. Google stated that the Gmail email accounts of Chinese human rights activists were the main target of the attack, which occurred in December 2009. Google decided to move its Chinese-language site to Hong Kong. Visitors to google.cn were redirected to google.com.hk and greeted with a message saying, "Welcome to Google search in China's new home." David Drummond, Google's chief legal officer at the time, said, "We believe this new approach of providing uncensored search in simplified Chinese from Google.com.hk is a sensible solution to the challenges we've faced. We hope the Chinese government respects our decision, though we are aware that it could at any time block access" (www.guardian.co.uk). Following the decision, Google fans in China left fivers and other gifts outside the firm's Beijing headquarters.

Some praised Google's decision. Others noted that the search engine giant turned its back on Chinese users, its 700 employees in China, and business partners. Baidu, Google's main competitor in China, claimed that Google's decision to quit was for commercial reason. In a blog, the chief architect of Baidu wrote, "What Google said makes me sick. If you are to quit for the sake of financial interest, then just say it." Google's Chinese revenues at the time of the withdrawal were indeed relatively small, estimated to be about \$250-\$300 million. However, according to one expert, they could have risen to \$5-\$6 billion within 4 years. Not surprisingly, Google's market share dropped significantly to a mere 16.7% by the end of 2011 (see [Table A](#)).

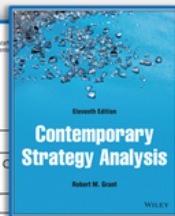
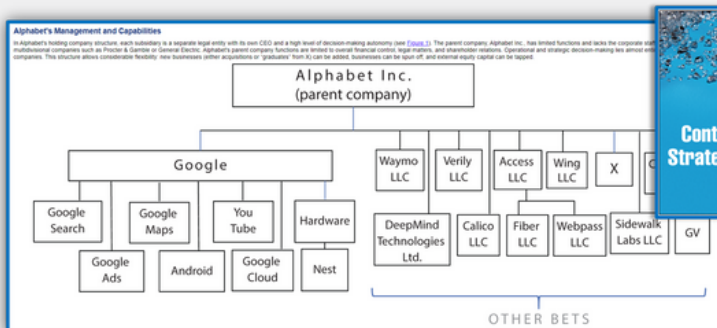


TABLE A

Internet Search Market Share in China

Source: <https://www.marketwatch.com>, accessed March 20, 2013.

Company	December 31, 2009	December 31, 2011
Baidu	58.4%	78.3%
Google	35.6%	16.7%

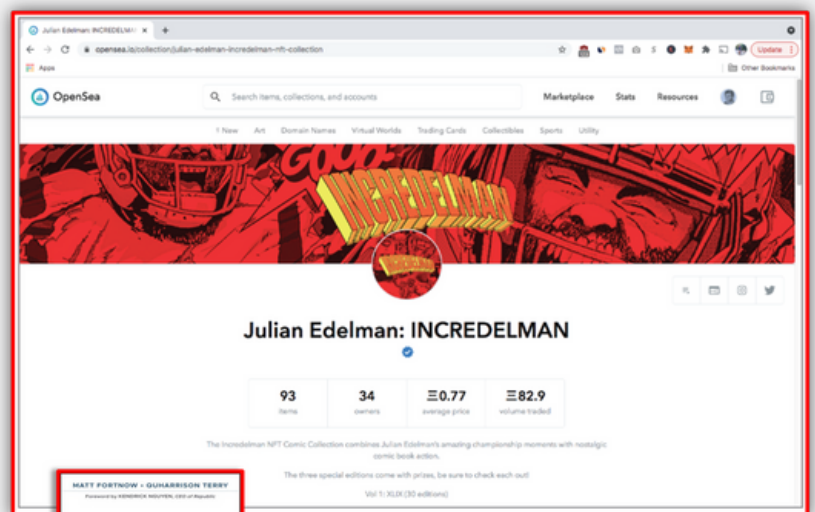
Sources: "Google Angers China by Shifting Service to Hong Kong," accessed March 23, 2010; "Google's 'Tough Call' on China 2010," accessed March 23, 2010; "Google's Market Share Falls to 16.7%," <https://www.marketwatch.com>, January 20, 2012.



Examples

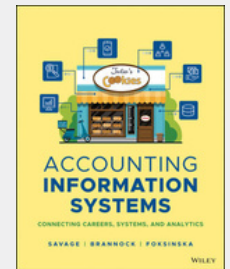
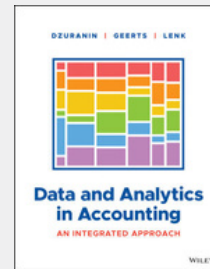
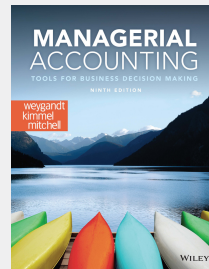
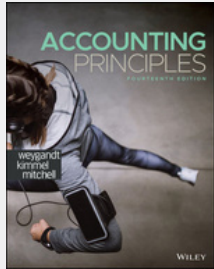


Examples relevant to today's students

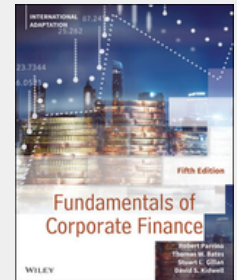
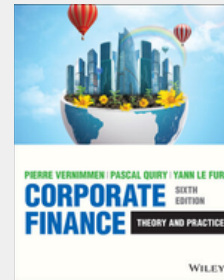
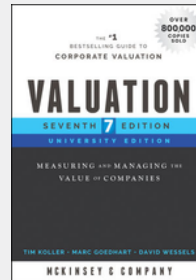
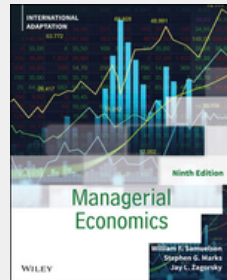
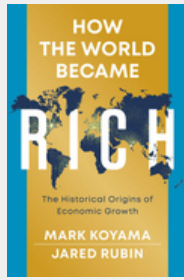
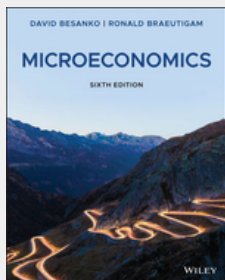


Key titles by discipline

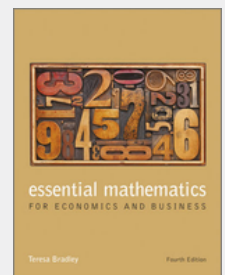
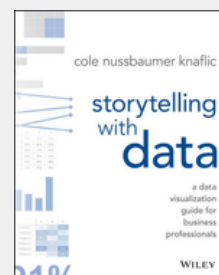
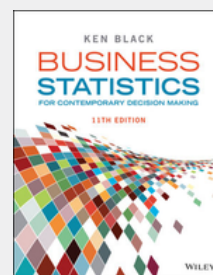
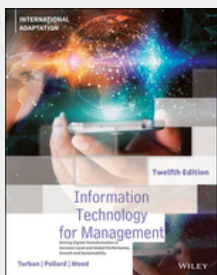
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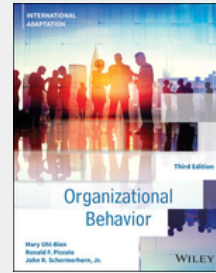
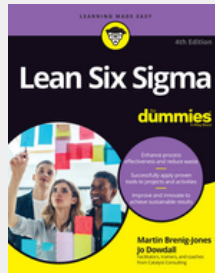
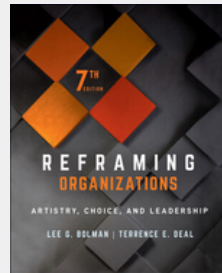
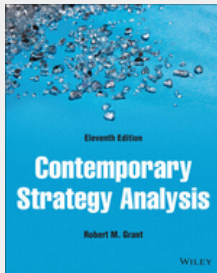
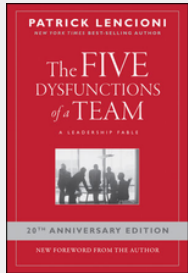


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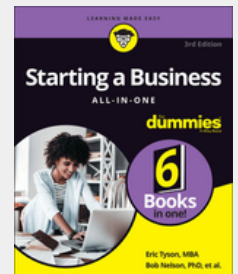
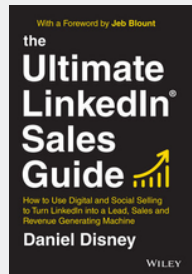
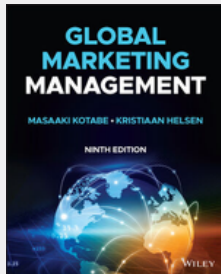
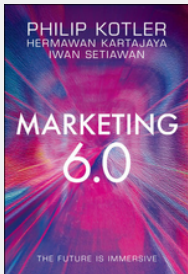


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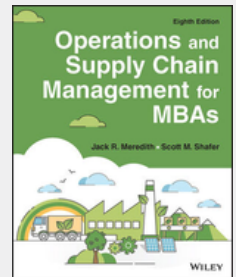
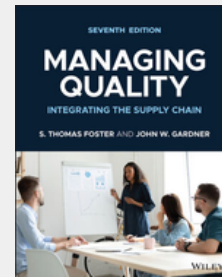
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