

Module: Workplace Culture and its Impact on Organisational Efficiency

Student name: Florin- Ciprian Bucur

Student number: 1712445

Tutor: Julie Thomas



University of Wales Trinity Saint David

03/04/2020

Executive summary

Google LLC a subsidiary of Alphabet Inc. is a provider of search and knowledge based having his service on internet. The company is focused on business by applying advertising, operations system, hardware products and search platforms. Its portfolio of products include YouTube, Google Chrome, Google Maps, Google Play and may others. (ltd, 2020)

Has been developd in 1995 at Stanford University by computer science graduate students Larry Page and Sergey Brin and is an award-winning search engine. Even tho the company grows rapidly; it maintains the small company feel. The Googleplex is the place where innovation and collegiality take place. As its continuu grow, the company keeps his culture and focus on each service provides with a deeper understanding of market. (Google, Inc. - 2020)

Content page

1.0 Introduction.....	p4
2.0 Findings.....	p5
2.1 Internal analysis.....	p6
2.2 External analysis.....	p9
2.3 Ethical behaviour.....	p10
2.4 Analysis of skills and knowledge of the employee.....	p11
2.5 Link between culture and success + recommendations.....	p13
3.0 Conclusion.....	p14
4.0 Acknowledgements.....	p16
5.0 References.....	p17

1.0 Introduction

The following report has been requested by lecturer Julie Thomas, on 17 of March 2020, with the purpose of analytical describe of a chosen company. The researcher describes the company Google LLC, starting from first day of concept until today. Following the modules studied in class, the researcher describes Google using Internal and External analysis, to discover social behaviour and the impact on clients. The report has been compiled by student Florin- Ciprian Bucur (1712445) and need to be submitted by 23:59 on 3 of April 2020.

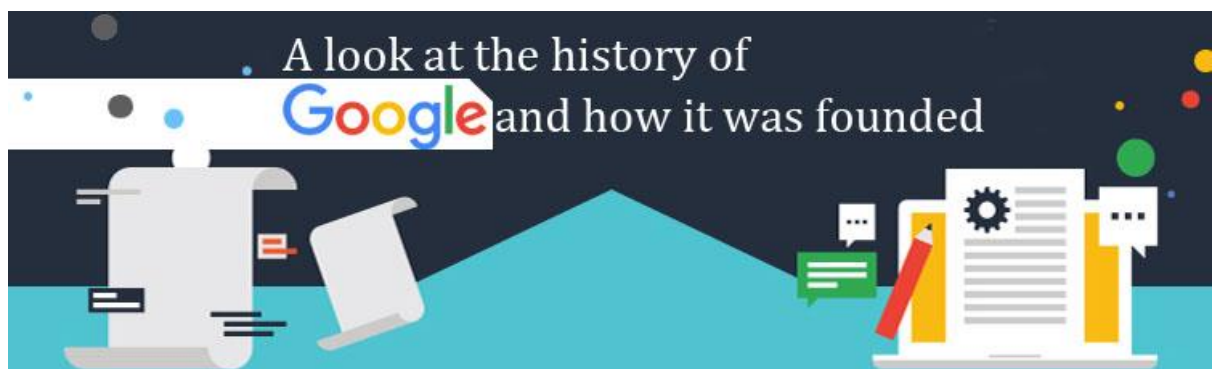
2.0 Findings

Short history

Google – from the garage to the Googleplex

The history of Google started in 1995, when Larry Page and Sergey Brin met at Stanford University, both being students there. After many disagreements, they formed a partnership and they built a search engine, which uses links to determine the importance of pages on World Wide Web. This first search engine was first called Backrub, but soon after has been called Google as it is known worldwide.

In August 1998, an investor wrote a check \$100,000 and Google Inc. was officially born. In the next year, the company expanded rapidly, hiring engineers and a sales team, moving from the garage in California to the location that is today, The Googleplex. (Google, 2019)

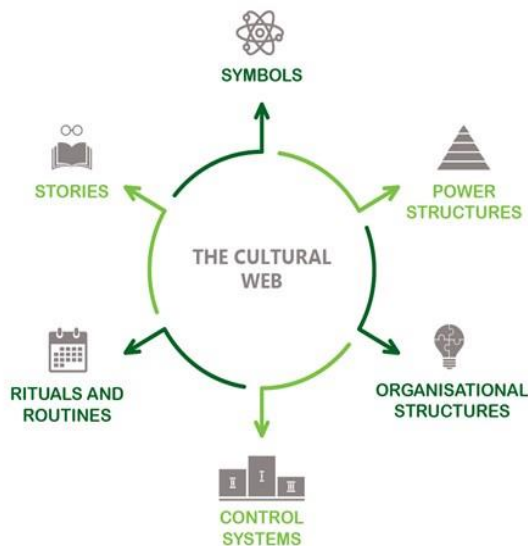


The growth only continued and by 2011, Google was searched more than 3 billion times a day. The company became so big that "to google" became a verb, and it is a common expression on searching the Internet. In 2012, Google has become the biggest company in America. (Google Inc., 2018)

By 2015, the founders Sergey Brin and Larry Page were stepping down from company's leadership, leaving in command the Alphabet (parent company) CEO, Sundar Pichai who will continue to be until this day. Even though they do not lead the company anymore, they still own 51% of Alphabet voting shares, offering the effective control over the company. (The New York Times, 2016)

2.1 Internal analysis

Cultural web- “is a tool used to map the culture of an organisation and it is a way of seeing and understanding the different influences that effect organisational culture. The tool can be used to map the current culture or to map a future culture that can influence the organisation.” (Leadershipcentre.org.uk. 2020)



Cultural web it is divided into 6 categories:

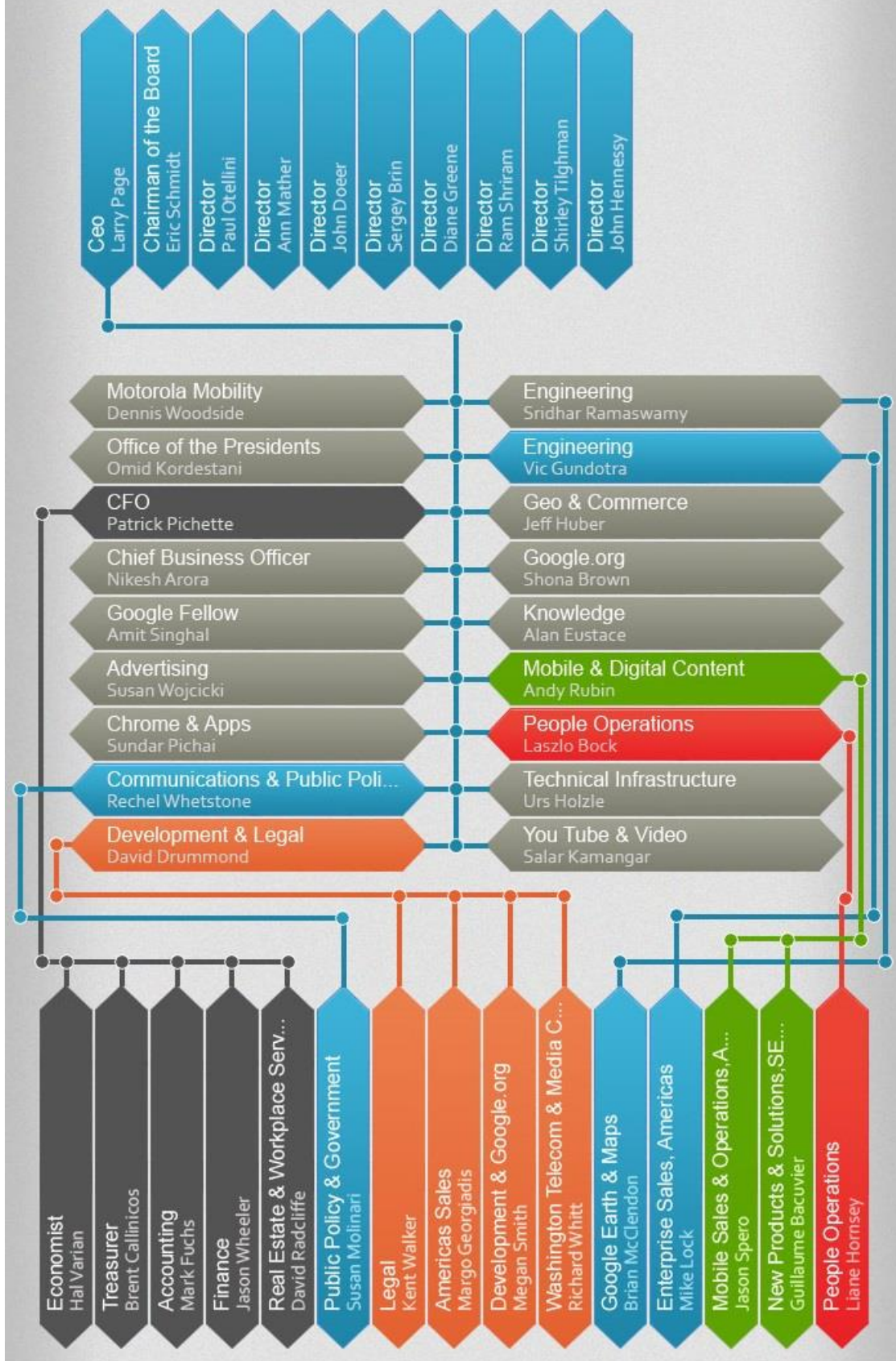
- ✓ Symbols
- ✓ Power structures
- ✓ Organisational structures
- ✓ Control systems
- ✓ Rituals and routines
- ✓ Stories

Symbols- Google’s symbol is the the first delightfull image that comes into eyes, a simple creyon-colored logo, that makes Google seem approachable and friendly company. Brin and Page were struggling to come up with a logo idea, that express Google’s culture. Today, Google logo is one of the most recognisable trademark worlwide, being next to Coca-Cola, Nike and NBC.

Since 2008, Google add *DOODLE* into portofolio, which is an emblem special made only for important holidays. (Lowe, 2013)

Power structure- The professionalism at Goolge is at the highest level and the company hierarchy takes care of the entire administrative work. This requires a high level of knowledge in their field. This hierarchy include Google chairman, President of Google, CEO of Google

The midle level of hierachy is handled by team leaders from their specficic departments which undertake the entire professional team. This include IT manager, Chief of Programming Department, Chief Sales Engineer. (Google -Hierarchystructure, 2018)



Organisational structure- Google's organisational culture is a base for the company success; it is not a conventional structure and is not typical because Google embraces social links with innovation. This alignment between organisational structure and culture made noted in the immense success that the company have. Google organisational culture is a cross-functional one, which is basically a matrix with three main characteristics:

1. Function based
2. Product based
3. Flatness- A flat organisational structure means that all the employees, teams or groups report directly to CEO Larry Page

Also, Google organisational culture is:

1. Open
2. Innovative
3. Smart
4. Hands on

Openness is achieved through Matrix culture in where all the employees are free in their opinions and ideas. Innovation is where magic happens on Google. The company favors smart employees and offer 20% time to work on innovative projects and experiences. The ambience of the company is a friendly one because the company is based on family-fell culture, where people speak to each other, share ideas, including with CEO Larry Page. (Panmore Institute, 2019)

Control system- Google is a leading proponent on Objective and Key results system where employees set goals to be able to improve. It is a process adaptable and realistic which motivates employees and show where they need to improve, rather than the traditional method where employees are ranked based on their performance.

Google offer numerous perks, space and support including "free time" policy, that is an important key to retain staff and develop new products. Everything starts with recruitment, where Google is hiring high quality staff, who can manage their own time. In return, the company offer freedom to implement ideas and a hassle-free work environment. (Jermaine Haughton, 2015)

Rituals and routines- There is no secret that Google is the best workplace because of their "free time" and friendly environment. The company organisational culture is behind the success and it is the key factor that attract people and work within the company (more than 40,000 employee)

Everything starts from the interview, where managers is not looking only for technical skills and intellect, but also for creativity and quick-thinking abilities. This process allows

HR managers to choose those that are best suited and fit more into their culture. (Organizational Culture, 2013)

Google is based on a theme-park theme, where employees can act in freedom, bring their pet at work (dogs are known to improve the quality of work life) and restaurants at every 150 meters, all having a different menu. It is a fun place to work, but at the same time employees do not feel like work. These things have a direct impact on employees' happiness and productivity. However, the environment, flexibility where employees can do their work, Google has managed to create an innovative workplace.

Maybe their most distinctive routine from Google is the "all hands meeting" which is called TGIF (Thank God It's Friday) where they openly communicate all the major issues. (Forbes.com, 2018)

Story- Google is considered the most innovative company in the world, based on employees' creativity abilities and how their conventional way of thinking helps the company to continually improve. In 2012, Google has been distinguished with the most valuable brand price on the market, for the fifth time in a row, according to BrandFinance Global 500.

Commitment is the most valuable quality in which Google believes and that helps the company to set goals, increase the workplace and to create more inclusive culture. (Parker, 2019)

2.2 External analysis

Google – PESTLE analysis

Pestle analysis is a model that analyses the macro-environment facing the competitive pressures on the company, provides material for decision-making situations and identifies the key factors that have a significant effect on the organisation. (Webster, 2010)

It is a framework that identifies six key elements: Political, Economical, Social, Technological, Legal, Environmental.

Political- Google has been suspected more than once for political agenda, being accused of having a negative effect on its brand image. Google has been accused by Chinese government of active role playing for exporting culture, ideas and values rather than conducting appropriate business practices. More than that, the Project LOON, an activity where internet meant to be provided in rural areas, was perceived as being an undercover US intelligence espionage activity.

Google is also criticized for influencing political environment in the US and other countries, as doing everything political. (typing Hillary on Google, the first thing that comes out is Hillary Clinton) (Dudovskiy, 2017)

Economical- Because the US economy is one of the best economies in the world, Google can expand into new markets and grow the company's revenue. Economy allows a constant growth of purchase power and significant technology usage. In this decade, Google could introduce a luxury type of products. Outside the US market, Google can expand its presence with the help of globalisation. Google can find new markets because the purchasing power in other countries is growing as the economic growth. Google's further plans are to introduce products that suit every economic country. (Farooq, 2019)

Technological- Google is dependent on internet usage, and the company's access to devices such as Ipad, Smartphones, Laptops and company's growth depends on the growth of such devices. Can be positive when technology these days is in continuous improvement and the number of devices that can use the internet. However, the huge number of new technologies increased it is a risk for Google to keep the demand and preferences of his consumers. Increasing Wi-fi into restaurants, busses, planes, trains can improve Google's accessibility positively. (Sitti, 2015)

2.3 Ethical behaviour

"Ethics is a set of beliefs about right or wrong behaviour in society; ethical behaviour conforms to generally accepted norms- many of which are universal." (Reynolds, 2012)

Many of the company's are committed to the law of where they have the business and most of them try to keep away from bribery, to be eco-friendly, to have ethical sourcing.

One of the dilemmas is when national law and ethical sourcing collide. (ex: China's law is against Google's global standards) and to fix this is not easy; It all depends on corporation's values, employees, stakeholders, creditors.

In 2006, when Google entered China, it compromised global ethics about internet political censorship, showing important informations. Google is not the first company that resolve conflict between company ethics and nations law, but the fact that, the company, publicised that, other companies could take advantage and create a possible collision between law and ethics. (Heineman, 2010)

The Code of Conduct is one of the way Google put values to practice and it is built into recognition for everything is related to the work at Google. The company set a high target, that help employing the best people, build great products and attract new clients. That's way Google treat with respect and dignity all employees, offering safe working conditions, conducting ethical operations. The rules apply to students, part-time, migrants and other type of workers. (Supplier Code of Conduct - Google, 2018)

The original name of Google Code of Conduct was named “*Don’t be evil*” are contain:

1. Equal opportunity employment- employment is directly related to individual skills, merit and qualifications. Religion, color, sex, sex orientation, national origin etc. are strictly prohibited.
2. Discrimination, harassment- physical, verbal and visual are prohibited.
3. Drugs/ alcohol- consumption of alcohol and use of drugs are banned from a good judgement, safety of others or violations of law.
4. Dog policy- Google is a canine friendly company and believes that bring in your pet at the workplace can increase productivity. (Alphabet, 2019)



“*The Independent*” sustain that, the corporate has removed the name from the code of conduct, after restructuring in 2015 and has been replaced with a vague and less specific name “Ethical business conduct”. The update comes as Artificial Intelligence researchers from the company, call for Google to abandon AI technology from military, because of ethical concerns about some autonomous weapons being directly related to the company’s logo. (Cuthbertson, 2018)

2.4 Analysis of skills and knowledge of the employee

An essential characteristic skill from a successful business leader is to be able to inspire, embrace and manage this change. With more than 15 years of experience in working with leaders across many industries, Google is based on six core values which set apart the leaders in this exciting time. (About Us | Google – Google, 2017)

- Put user first- since the company was born, the prior focus was to provide to the user the best experience possible and take great care that the technology will help people
- Do things well- being the company that focuses more on research, Google focuses more on problem-solving and provide continuous improvement to services. Company's dedication to improvement help in discovering new areas of information.
- Speed is virtue- living in times that speed is very important, Google has increased efficiency, and keep speed in mind for each product released.

- Set goals- to become the company it is today Google has improved things by 10X. Setting goals for a big target push companies to do amazing things and ensure that changes are truly transformational.
- Embrace failure- advancement in technology usually show ways to test new things. The new database is underpinned by people and companies who are not afraid to fail, and their efforts bring them closer to success.
- Be uncompromising about people- success is driven by people. Companies like Google are always looking for best people that suit their values and skills that really matter problem-solving, bias for action, comfort with ambiguity. (Georgiadis, 2014)



It is reported that Google receives 2 million job applications per year and only hires around 4,000 of those people. In his book *Laszlo Bock (2015)* explain how is searching for people who are intellectual, fun and comfortable on dealing with unknown. The interesting thing is that the company is not looking for GPA certificate but more for people that know how to work with people and have similar values.

See attached an example:

https://www.youtube.com/watch?time_continue=220&v=AaXjbwWtRUk&feature=emb_logo

The company used to have crashing brainteasers questions on their interview but now Google's interview contains questions about previous experience. Using these questions, Block suggest that "you get to see how interviewers interact with real-world situation".

The main criteria that Google is looking on interview is so the candidates to have leadership ability. This way candidates prove ways of mobilising a team to success, providing background examples.

Taking ownership projects, it is a different criteria that Google is looking for. Having that, employees can handle situations on their own, making them able to solve any problem.

In the same time being able to step back when your contribution is done, is another step that Google keep on records.

Google does not care about GPA's certificate because GPA's and interviews score does not correlate. During school, people are trained to answer in a certain way, but it is more important to see how people react when it is not an obvious answer. (Baer, 2015)

With Google, candidates do not need to be brainiac to be hired. To be smart it matters but is definitely not a key element. Being smart-creative brings candidates to a closer position on getting their dreamed job. (Sophie.I, 2019)

2.5 Link between culture and success + recommendations

Culture is a very important aspect for a company and attracts a lot of attentions especially in start-up business. It is a very important factor for a business to be successful. Google has made a name out of this by offering stability, unique and luxury benefits to his employees.

Google tries to involve employees on every project which aligns with company's goal. Employees that make a personal project are usually more likely to stick with it, helping the company on achieving his purpose, in the same time can encourage other individuals to act in the same manner.

For a company to stay afloat, needs to attract new talent, and Google does that because of company culture. Google selects only the individuals that have merged into companies' values. Employees' turnovers at Google is low because it has a strong culture and encourages people to come to work every day and the more employees work for company, the stronger culture will become. (DeMers, 2015)

Google's culture is reflected in their decision making as well. Most of the decisions are not done into the top-class management, but with the help of employees, making them part of the company. Organisationally, Google keeps a casual atmosphere, not having a big management system, teams are made by members with equal authority. The company's culture is probably the most unique, positive and influential, productivity-inducing the world has ever seen. (Navianoro, 2014)

Recommendations!

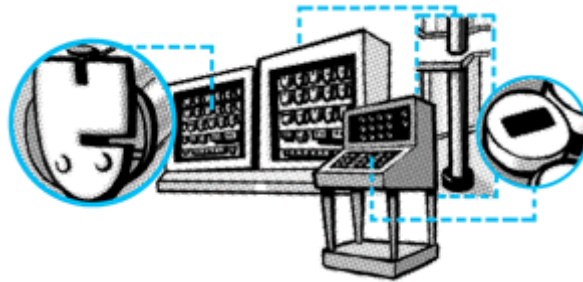
Weakness- Poor external communication- *The Guardian* suggested that Google is not the best when it comes to anticipate how people will react to his initiative. Most of the time scientists are not great public communicators, most of the people believe that they are dishonest and manipulators. The recommendation is the Google to be more more available for public.

Although Google was trying to print out books to be more available for public, Google handle the process clumsy, that it frightened the authors. (The Guardian, 2013)

Weakness- intensification of knowledge- Being a leader on technology, it shows very good organisation design and human resources manifest within company's culture. A possible improvement for Google is to allow knowledge sharing. This can help people to expand their knowledge, skill and innovations. (Guiso, L., Sapienza, P., & Zingales, L, 2015)

3.0 Conclusion

Google is the most important search engine and a rapidly changing company. The company is in constantly seeking for improvement, innovations, intellectuals and always finds new tactics to serve his clients, due to the high level of innovations. Company's decisions regarding employment, culture and organisational strategy has driven the firm in fullfilling goal. Google has enhanced culture with innovation, well determined and funny workplace, that makes people enjoy their work. In order to suceed with their competitive work and dinamyc environment, the company always need to adjust and improve technology and culture to maintain leader position. (Kakkar, 2014)



4.0 Acknowledgements

In preparation for this assignment, I took help and guidance from my lecturer Julie Thomas, who deserve my deepest gratitude. The lecturer gave me support and good guidelines, in numerous consultation that helped me complete this assignment.

Secondly, I would also like to thank to my wife, who gave me moral support and helped me to finalise this assignment within limited time frame. This assignment could not be completed without the efforts of my colleagues, who prove once again that friendship, support and teamwork is exactly what you need in this period.

5.0References

- ✓ About.google. 2018. *Supplier Code Of Conduct - Google*. [online] Available at: <<https://about.google/supplier-code-of-conduct/>> [Accessed 2 April 2020].
- ✓ About.google. 2019. *How We Started And Where We Are Today - Google*. [online] Available at: <<https://about.google/our-story/>> [Accessed 27 March 2020].
- ✓ Alphabet, 2019. *Alphabet Investor Relations*. [online] Available at: <<https://abc.xyz/investor/other/google-code-of-conduct/>> [Accessed 2 April 2020].
- ✓ Baer, D., 2015. *13 Qualities Google Looks For In Job Candidates*. [online] Business Insider. Available at: <<https://www.businessinsider.com/what-google-looks-for-in-employees-2015-4?r=US&IR=T>> [Accessed 2 April 2020].
- ✓ Bock, L., 2015. *Work Rules!*. 1st ed. London: John Murray Publishers Lt.
- ✓ Cuthbertson, A., 2018. GOOGLE QUIETLY REMOVES 'DON'T BE EVIL' PREFACE FROM CODE OF CONDUCT. *The Independent*, [online] Available at: <<https://www.independent.co.uk/life-style/gadgets-and-tech/news/google-dont-be-evil-code-conduct-removed-alphabet-a8361276.html>> [Accessed 2 April 2020].
- ✓ DeMers, J., 2015. *How Does Company Culture Actually Lead To Success?*. [online] Entrepreneur. Available at: <<https://www.entrepreneur.com/article/254049>> [Accessed 2 April 2020].
- ✓ Dudovskiy, J., 2017. *Alphabet (Google) PESTEL Analysis: Company'S Growing Ability To Impact External Factors - Research-Methodology*. [online] Research-Methodology. Available at: <<https://research-methodology.net/google-pestel-analysis-2/>> [Accessed 30 March 2020].
- ✓ Encyclopedia Britannica. 2018. *Google Inc. - Other Services*. [online] Available at: <<https://www.britannica.com/topic/Google-Inc/Other-services>> [Accessed 27 March 2020].
- ✓ Farooq, U., 2019. *PESTLE Analysis Of Google LLC | Marketing Tutor*. [online] Marketing Tutor. Available at: <<https://www.marketingtutor.net/pestle-analysis-of-google/>> [Accessed 30 March 2020].
- ✓ Forbes.com 2018. *Council Post: 13 Reasons Google Deserves Its 'Best Company Culture' Award*. [online] Forbes. Available at: <<https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/#5356583a3482>> [Accessed 30 March 2020]
- ✓ Georgiadis, M., 2014. *Google'S Six Values For Business Leadership In An Age Of Reimagination - Techonomy*. [online] Techonomy. Available at: <<https://techonomy.com/2014/12/googles-six-values-business-leadership-age-reimagination/>> [Accessed 2 April 2020].

- ✓ Google.com. 2017. *About Us | Google – Google*. [online] Available at: <<https://www.google.com/about/philosophy.html>> [Accessed 2 April 2020].
- ✓ Guiso, L., Sapienza, P., & Zingales, L. (2015). Corporate culture, societal culture, and institutions. *American Economic Review*, 105(5), 336-39.
- ✓ Heineman, B., 2010. *Google And Global Ethics*. [online] Belfer Center for Science and International Affairs. Available at: <<https://www.belfercenter.org/publication/google-and-global-ethics>> [Accessed 2 April 2020].
- ✓ Hierarchy Structure. 2018. *Levels of Google Company Hierarchy Chart-Hierarchystructure*. [online] Available at: <<https://www.hierarchystructure.com/google-company-hierarchy/>> [Accessed 29 March 2020].
- ✓ Ireland, S., 2019. *10 Skills You Need To Have To Get Job At Google > CEOWORLD Magazine*. [online] CEOWORLD magazine. Available at: <<https://ceoworld.biz/2019/08/08/10-skills-you-need-to-have-to-get-job-at-google/>> [Accessed 2 April 2020].
- ✓ Jermaine Haughton, 2015. *How Google Manages Its People*. [online] Available at: <<https://www.managers.org.uk/insights/news/2015/august/how-google-manages-its-people>> [Accessed 29 March 2020].
- ✓ Kakkar, M., 2014. *Why The Future Belongs To Google—The Conclusion*. [online] Medium. Available at: <<https://medium.com/@kakkarmudit/why-the-future-belongs-to-google-the-conclusion-30dc57cc36bb>> [Accessed 2 April 2020].
- ✓ Leadershipcentre.org.uk. 2020. *Cultural Web | Art Of Change Making*. [online] Available at: <<https://www.leadershipcentre.org.uk/artofchangemaking/theory/cultural-web/>> [Accessed 27 March 2020].
- ✓ Lowe, J., 2013. *Google Speaks*. Hoboken, N.J.: Wiley
- ✓ Ltd, R., 2020. *Google LLC - Strategic SWOT Analysis Review - Research And Markets*. [online] Researchandmarkets.com. Available at: <<https://www.researchandmarkets.com/reports/4228597/google-llc-strategic-swot-analysis-review>> [Accessed 3 April 2020].
- ✓ Mace, M., 2013. Google logic: why Google does the things it does the way it does. *The Guardian*, [online] Available at: <<https://www.theguardian.com/technology/2013/jul/09/google-android-reader-why>> [Accessed 2 April 2020].
- ✓ Naviantoro, T., 2014. *ORGANIZATIONAL CULTURE IN GOOGLE INC.*. [online] LinkedIn.com. Available at: <<https://www.linkedin.com/pulse/20140904061228-154884582-organizational-culture-in-google-inc>> [Accessed 2 April 2020].
- ✓ Officevibe. 2013. *7 Secrets of Google's Epic Organizational Culture*. [online] Available at: <<https://officevibe.com/blog/7-secrets-of-googles-epic-organizational-culture>> [Accessed 30 March 2020].

- ✓ Panmore Institute. 2019. *Google'S Organizational Structure & Organizational Culture (An Analysis) - Panmore Institute*. [online] Available at: <<http://panmore.com/google-organizational-structure-organizational-culture>> [Accessed 29 March 2020].
- ✓ Parker, M., 2019. *Diversity | Google*. [online] Diversity.google. Available at: <<https://diversity.google/annual-report/>> [Accessed 30 March 2020].
- ✓ Referenceforbusiness.com. 2020. *Google, Inc. - Company Profile, Information, Business Description, History, Background Information On Google, Inc.*. [online] Available at: <<https://www.referenceforbusiness.com/history2/9/Google-Inc.html>> [Accessed 3 April 2020].
- ✓ Reynolds, G., 2012. *Ethics In Information Technology*. 1st ed. Boston: Library of Congress, p.3.
- ✓ Sitti, R., 2015. *The Ins And Outs Of Google Inc.; A Strategic Analysis*. 10.13140/RG.2.1.3630.3129. [online] Memphis. Available at: <https://www.researchgate.net/publication/294736257_The_Ins_and_Outs_of_Google_Inc_A_Strategic_Analysis> [Accessed 30 March 2020].
- ✓ *The New York Times*, 2019. How Google's Founders Slowly Stepped Away From Their Company [online] Available at: <<https://www.nytimes.com/2019/12/04/technology/google-larry-page-sergey-br.html>> [Accessed 27 March 2020].
- ✓ Webster, R., 2010. *Management of Risk: Guidance for Practitioners*. 1st ed. Belfast: TSO (The Stationary Office).