

UNIVERSITY OF LIVERPOOL

**GOOGLE ADWORDS
MARKETING PLAN**

Dogukan Altug Ozeren



Table of Contents

EXECUTIVE SUMMARY	3
1. BRIEF INTRODUCTION	4
2. MISSION STATEMENT	5
3. CORPORATE OBJECTIVES	5
4. MARKETING AUDIT	6
4.1 MICRO ENVIRONMENT	6
4.2 MACRO ENVIRONMENT	7
5. SMART MARKETING OBJECTIVES	9
6. MARKETING STRATEGIES	10
7. MARKETING MIX PROGRAM	10
8. ACTION PLAN AND TACTICS	11
9. IMPLEMENTATION AND CONTROL	13
9.1 BUDGET	14
10. KEY RECOMMENDATIONS	14
11. REFERENCES	16
12. APPENDIX	21

List of Tables and Figures

Table 4.1 Google's market share in UK	7
Table 5.1 Android vs iOS	9
Table 8.1 Boston Matrix	11
Table 8.2 Market Attractiveness	12
Table 8.3 Google AdWords Revenue Between 2001-2016	13
Table 9.1 Gantt Chart	13

Executive Summary

Aim of this marketing report is to identify and demonstrate how Google's AdWords' competing in the online advertising area and how AdWords' market size in the online PPC market can be preserved and increased with the right marketing actions and tactics. Main findings of this marketing plan is that AdWords is the market leader in search engine market in the UK with market share of %88.01 and in majority of the world. The main reason behind this is the Google's search engine's popularity. Also, AdWords benefits from the user data comes from Google's Chrome web browser and Android mobile operating systems.

The main competitors of Google's AdWords in the online advertising area are; in search engine area Bing, on the social media side Facebook and Twitter and on the product search side Amazon and eBay. These companies are major threat for Google's AdWords revenues and stealing minor market shares from AdWords every quarter in terms of attracting user traffic and showing ads.

Key recommendations for AdWords to have an competitive advantage over these competitors are; Google should redesign AdWords' panel to make it easier and understandable for everyone to use without training and update its AdWords mobile application to enable it to create and edit advertisements on the go to compete with Facebook and Instagram ads. "Google Shopping" should also come as an mobile application to compete with Amazon and eBay. Google also aim to produce cheap mobile devices for low-cost markets in order to enlarge AdWords' user database in the long term.

Google AdWords

1. Brief Introduction

Google AdWords is the most popular digital advertising and PPC advertising system in the world (Google, 2017a) AdWords is product of Google, Alphabet is the umbrella company. Google's AdWords system assists companies, small business owners, service providers or any kind of business that wants to market their products or services in the Google Search Engine and its affiliate sites, via the use of place text ad that appears when target customer search for phrases related to company's offerings (Virtualnet, 2016). The main attraction in the environment of AdWords is PPC. PPC is the most widely used advertising approach in the world (Portent, 2017). PPC simply means "pay per click" this means users can dictate where their advertisements appear through bidding for keywords. Users of AdWords PPC only pay when a customer clicks on their advertisement.

Google has built a world-class ad technology platform for brand advertisers, agencies, and publishers to power their digital marketing businesses. Google AdWords' aim to ensure great user experience by serving the right ads at the right time and by building deep partnerships with brands and agencies. Google also seek to improve the measurability of brand advertising so advertisers know when their campaigns are effective. PPC advertising helps millions of companies to grow their business on both agency and customer side (Alphabet, 2016). With the improvements in technology and mobile devices, Google enabled companies to adjust their PPC campaigns to adapt variety of laptops, tablets, mobile phones, smart TVs and other internet accessible devices.

This report will examine the ways and solutions to market the Google's AdWords' PPC service among the business to business and business to costumer market. Report will analyse the AdWords PPC services from various aspects such as macro and micro environment analysis, capabilities and competencies, the key resources that Google turns into profit and how Google's PPC services compete against the other PPC providers such as Microsoft's Bing and Facebook as well as other forms of advertising such as television, newspapers, billboards etc. Throughout the report, a marketing plan and recommendations will be developed for AdWords PPC services.

2. Mission Statement

Google's mission statement is "to organize the world's information and make it universally accessible and useful." This mission statement perfectly explains what Google does with its products to earn revenue. Google places PPC advertisements mainly to its search engine that makes the searched information universally accessible and useful. Google's mission statement has four important attention points which are world's information, organization, universally accessible and usefulness (Thompson, 2017). Company lists the websites, information and PPC advertisements searching more than 1 billion websites under 1 second. Organizes websites and advertisements into most effective way according to user's profile with its genuine algorithm and makes advertisements, webpages, articles useful. Although the company has gone a long way and developed many ways to make its search engine and services universally accessible since it has started, in some countries Google's services are either restricted or completely banned such as China, North Korea, Russia list goes on (Koutonin, 2013). This mission statement has been set in 1998 by Larry Page and Sergey Brin, from 1998 to 2017 company has evolved and outgrow its mission statement. (Gibbs, 2014). However, in the past 19 years company's achievements and products followed a parallel pattern with its mission statement (Alphabet, 2016). Thus, it can be asserted that company follows its mission statement and evolves around it.

3. Corporate Objectives

Google's strategies vary as its products varies. Google is aware of the fact the more time people spend in internet the more time they will engage in revenue generating activities such as viewing, clicking to advertisements and performing search (Dickey, 2013). Google generates its revenue primarily by delivering online advertising (Alphabet, 2016). This is the reason behind Google's main strategy to develop its AdWords services and improve internet access and speed all around the world for users. Google also has long term projects on Chrome operating system, cloud services, self-driving cars, solar power plant in Mojave Desert (Rosenberg, 2016).

Improving machine learning and artificial intelligence is one of the latest and most exited strategy that Google follows in the recent years. Google continues to improve its Chrome

browser, Android mobile operating system and on the consumer hardware side Pixel mobile phone and Google home (Alphabet, 2016).

4. Marketing Audit

4.1 Micro Environment

Google, as one of the major technology company in the world, has several key factors that affect the firm and its opportunities in the business environment. Since Google is an internet based company the use of internet and improvements in technology has a direct effect on the amount of user that can impact on Google positively or negatively and lead them establish better services and more products for their users (UKEssays, 2016).

Internal activities that gives Google edge in the online advertising market are consist of six different aspects which are; marketing, operations, finance, human resources, capabilities and competencies. This explained deeper in Appendix A. Each of these internal activities that Google created to help to maintain revenue source which is AdWords PPC business. Google earns %88 of its revenue from advertising activities (Alphabet, 2016). Therefore, company uses its finances to market and develop AdWords services for best result for users. However, to develop best technology, companies needs to hire the best employees (Feloni, 2016). Google's HR has been establishing very successful employee engagement with the company (Managers, 2015). With successful employee engagement, Google was able draw some precious capabilities that made company successful in internet advertising area. Competencies of Google reflect the company value from every aspect possible.

For complete SWOT Analysis See Appendix B. Google's use of clever algorithms, intuitive search operators, and PPC ad program AdWords – the largest product of its kind- have been proven a winning formula for Google and helped propel the California-based company to the top (Superb Search, 2013). In the UK, Google's search engine is the dominant market leader with %88.01 by the January 2017 (Statista, 2017). The closest competitor are Microsoft's Bing and Yahoo. With this higher market share in search engine, Google also acquires the title of market leader in PPC marketing in UK. Google as a company capable of

accomplishing very optimized internet search and advertisement services along with the operations in the emerging areas such as digital content, cloud services and hardware.

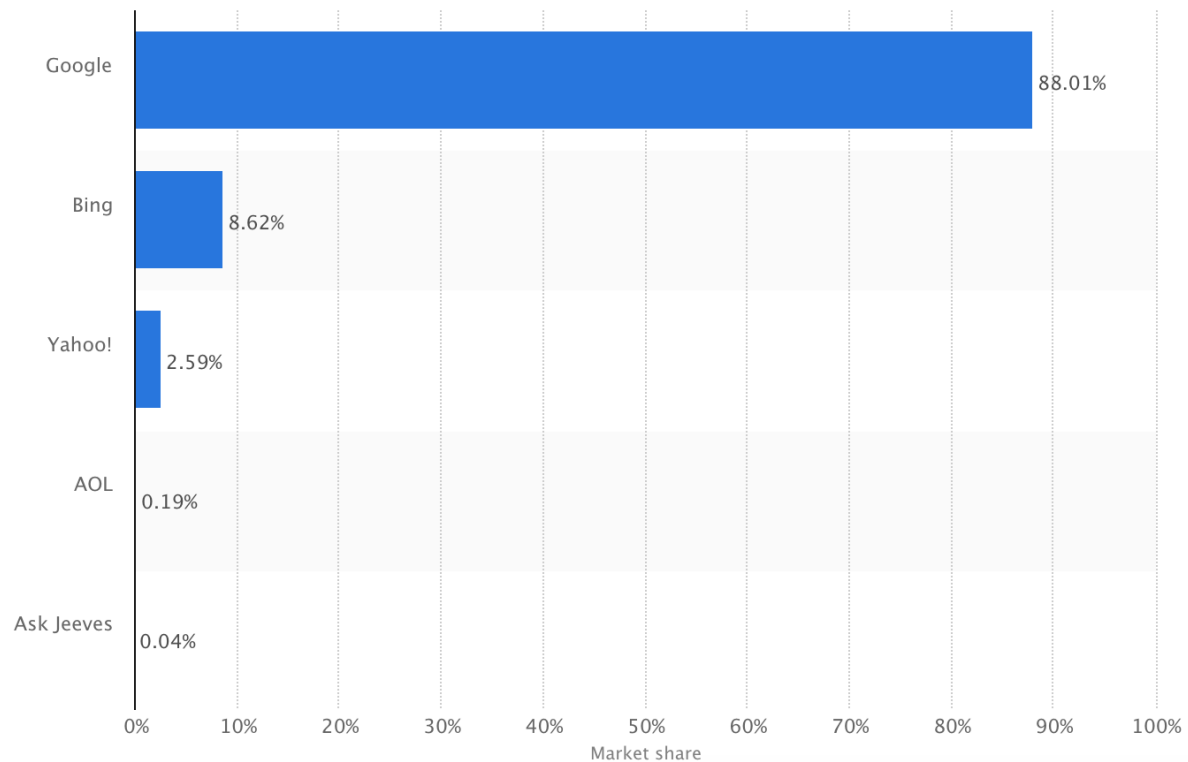


Table 4.1 Google's market share in UK in January 2017 (Statista, 2017)

4.2 Macro Environment

Google's AdWords is affected by various external factors. PESTLE and Porter's five forces analysis of Google reveals some key points to criticize on external environment. See Appendix C and Appendix D for details. On political side, Google keeps its relationship close with UK government as this benefits company to create lobbies and use them in favour of the company. On the financial side, Google continues to invest in UK after Brexit even though political regulations may change after UK leaves EU completely and situation remains uncertain for tech companies (Hern, 2016). However, Google has affected from recent news about privacy regulations and taxation as much as other tech companies (Gibbs, 2017)

Competition area of PPC advertising shifting from search engines fight to social media platforms vs search engine. Facebook, Twitter and other new born social media platforms such as Snapchat are in direct competition with Google in terms of attracting user traffic in internet usage (Alphabet 2016). Especially on mobile advertising Facebook is the strong competitor. With the change in trends in how people use internet changes every day and shifting to mobile apps such as Facebook and Amazon rather than using a full desktop browser started to threaten Google's search engine traffic and ad revenues (Rowland, 2017). Treat of substitution also comes strong from companies to replace Google with another search engine.

Google's current key success factor is easy usability of its search engine, popularity of Chrome web browser and Android mobile OS. With these platforms, Google can identify the latest trends and user habits over internet to create a unique profile for every user and a huge pool of information. Google's AdWords program systematically organizes this bulk information and shows ads that are related to each user (Google, 2017a). This is the success point for Google's AdWords. Therefore, a new entry process requires many technical staff to work together and create an algorithm to collect user information to create ads for specific target groups requires a great financial investment and time. Thus, entering to the PPC ad market is not easy. However, Baidu from China, Seznam from Czech Republic and Naver from South Korea makes Google's job hard to dominate the market in their specific areas (Krush, 2017)

Google is aware of technological developments around the world. California-based tech company sees growing internet speed and mobile device accessibility in poor and developing countries as most of the low price mobile device runs' Google's Android mobile OS. Google can collect more user data to use in AdWords by spreading in more counties with its operating system. Communities greet Google's awareness over environment issues (Google, 2017d)

Market share of Google in UK way ahead of its competitors. Company has over %88 of the ad revenue coming from PPC ads and closest competitor, Microsoft's Bing has only %8 of the market share (see table 4.1)

5. SMART Marketing objectives

Smart objectives for Google AdWords are as follows (Detailed explanation in Appendix E);

- Google should target social media platforms to compete with Facebook and Twitter, also with Amazon on product search and increase its ad revenue at least %5 by the end of 2018
- Expanding Google search engine and AdWords usage between %2-%3 in the UK market with promotional codes for small to medium sized firms by the 4th quarter of 2018
- In mobile device area, Google should increase its market share by %5 to %10 in developing countries by the end of 2018
- Start political meetings with China, Czech Republic and South Korea to increase Google search engine's usability by %8 to %10 by the end of 2018

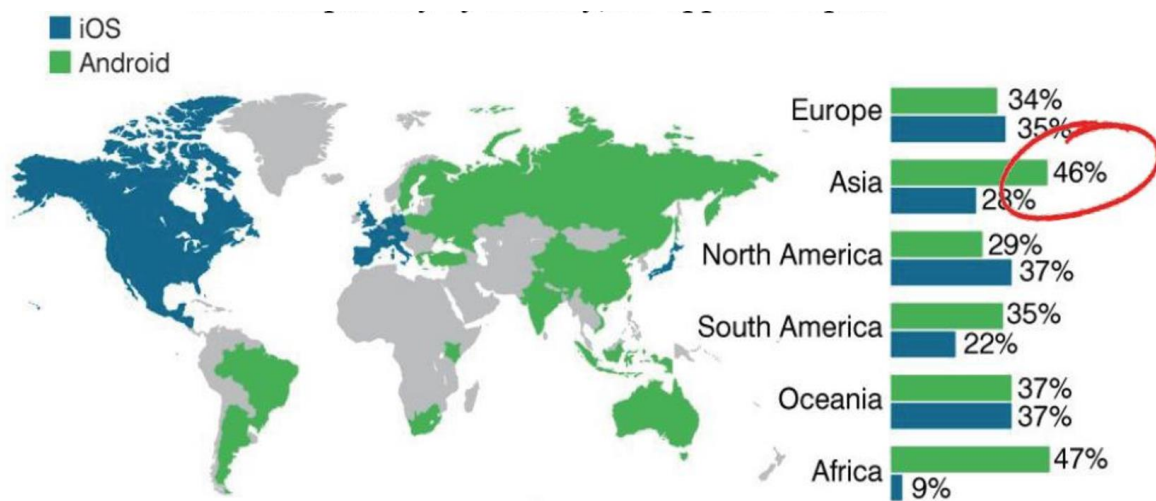


Table 5.1 Android VS iOS (Crew, 2014)

6. Marketing Strategies

Marketing strategies of Google is consisting of segmentation, targeting and positioning. Google's segmentation for AdWords is mass market and it should continue mass marketing. The product is open to any individual or company who wants to promote their business over internet. For detailed analysis see Appendix F.

Google's target market for AdWords, companies that uses internet advertising over traditional advertising. AdWords can be used with relatively lower cost than physical advertising. Therefore, Google promotes individuals and small business to use AdWords in their ad campaigns. However, Google should target big firms with big advertising budgets.

Brand and product positioning of Google AdWords is on the point that it should be. As Google dominates search engine market, it also positioned AdWords along with its unique search engine that benefited AdWords to get into market quicker than competitors. (See Appendix.)

7. Marketing Mix Program

Google's powerful algorithm for its search engine is one the key selling point for companies to choose AdWords over any other PPC website. Marketing mix of Google AdWords (product, price, place, promotion, people, process and physical evidence) displays some key strategies and improvements to be done in order to increase the user traffic, market share and ease of use of AdWords in the PPC industry. For details see Appendix G

As explained in PESTLE analysis, environmental sustainability is significantly important for Google in many ways and company is investing heavily to source its operations on servers and offices with %100 renewable energy. Even though AdWords, Google's biggest product, has no negative effect on environment. However servers used by Google and Facebook are responsible for %2 of greenhouse gas emission of the world (Vaughan, 2015). Google aims to use %100 renewable energy by the end of 2017 in all of its operations (Google, 2017d)

8. Action plan and Tactics

AdWords has been always popular among the advertising agencies and advertisers. However, recently competition from social media platforms and other search related companies like Amazon increased to the point that started to steal market share from AdWords in terms of ad revenue. Porter's generic strategies indicates three tactics to increase the popularity of Google's AdWords based on focus differentiation. In table 9.1, orange dot displays AdWords' position. For details see Appendix H

AdWords has been seen as a cash cow in the industry for many years (Wilson, 2016). The tactics and strategies discussed will help AdWords to move to star from cash cow. For details see Appendix I.

Figure 1: The Boston Matrix

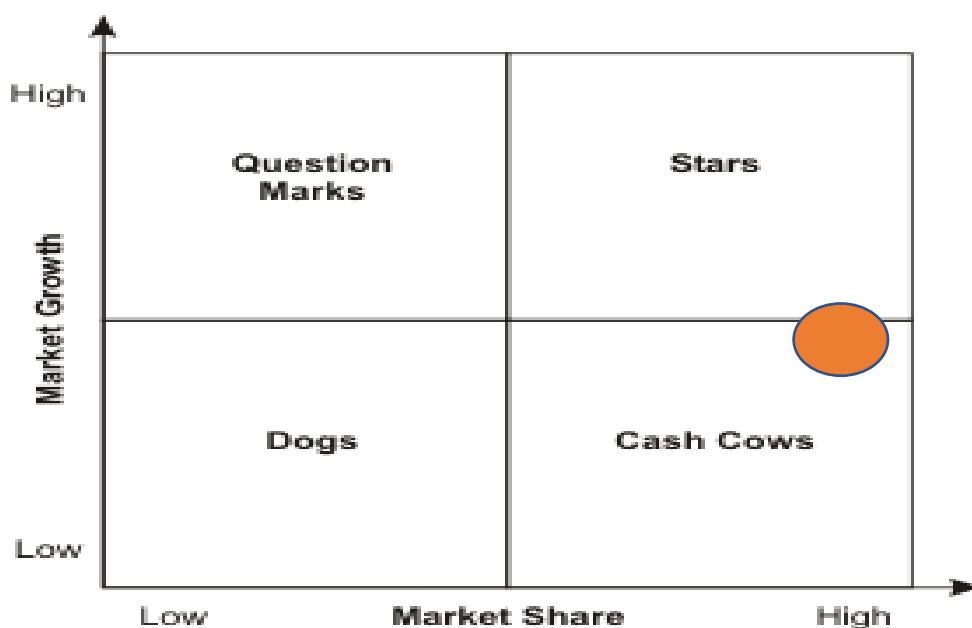


Table 8.1 Boston Matrix

Even if Google's ad earnings from AdWords has been increasing every year (See table 9.3), with the treat of social media, market attractiveness of AdWords has been declining in minimal amounts. Increasing interaction in Google's own social media platform can be a solution. For details see Appendix J


Business Position				
Market Attractiveness		Strong	Medium	Weak
	Strong			
	Medium			
	Weak			

Table 8.2 Market Attractiveness

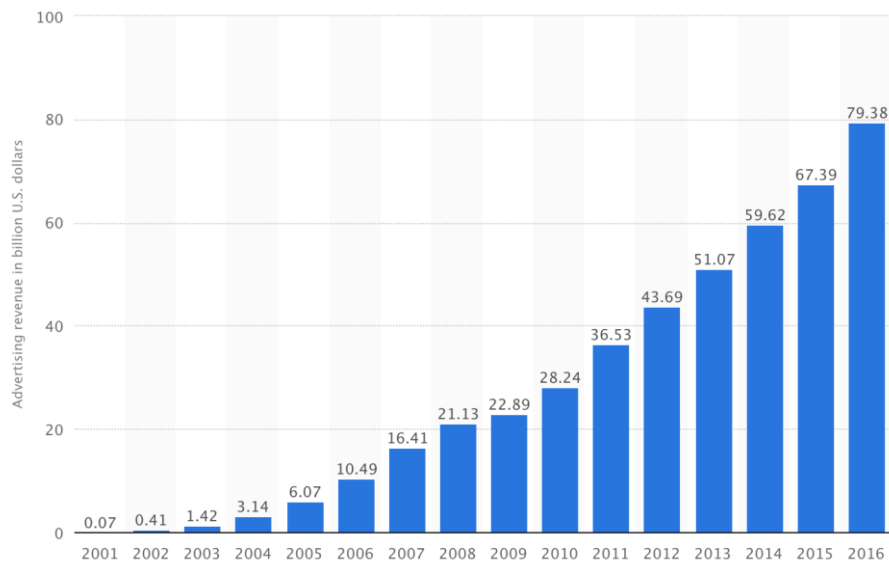


Table 8.3 Google AdWords Revenue between 2001-2016 (Statista, 2016)

9. Implementation and Control

Tasks \ Time	May 17	June 17	July 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	July 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18
Develop and Update App for AdWords																				
Update the App for AdWords																				
Introduce Google Shopping App																				
Redesigning AdWords Panel on Desktop for easier use																				
Get Active On Social Media																				
Promo Codes																				
Political Meetings																				
Develop AdWords Live Chat and Train Sales Force																				
Introduce AdWords Live Chat																				

Table 9.1 Gantt Chart

This marketing plan is for next 20 Months and will need to be updated every 7 months if necessary. Reviewing this marketing plan can be done by analysing its performance.

Implementation and control plan will follow the timeline shown in the Gantt Chart. For details see Appendix K.

9.1 Budget

Updating Google AdWords app and introducing an Google shopping app will cost around \$300.000 to \$350.000 including all the staff salaries worked on the project. Making the AdWords panel easier will cost around \$150.000 to \$200.000. Developing live web chat for instant answers with training staff in 4 months will cost Google roughly \$250.000 to \$350.000. Google will need more human force to review the ads faster if it cannot use the artificial intelligence to do the same job. To recruit and train 100 more people for countries that AdWords used most will cost around \$750.000 for 100 people in first 5 months.

10. Key Recommendations

Google should put more importance on developing AdWords mobile application that enables it to create and edit advertising campaigns to compete with Facebook and Instagram's easy ad set up. Also Google shopping application should be developed to stop Amazon and eBay apps to steal user traffic from Google.

Google had some experience on manufacturing its own mobile device before with its phone Google Pixel and Nexus line up. The company should produce mobile devices for low cost markets to enlarge AdWords' databases and increase the ad revenues from AdWords.

AdWords' panel is not easy for first time users to use and put their ads. The interface needs to be simpler for everyone to understand and use it instantly. That's why Google needs

to make some changes in the AdWords panel. If panel gets simpler, this will dramatically increase the usage rate of AdWords between the small to middle size individual shop owners.

REFERENCES

Alphabet (2016) Alphabet Inc. Form 10-K

BBC. (2012). *BBC - WebWise - What are cookies?*. [online] Available at: <http://www.bbc.co.uk/webwise/guides/about-cookies> [Accessed 25 Mar. 2017].

Crew. (2014). *Android vs iOS: which app should you build?* - Crew. [online] Available at: <https://crew.co/how-to-build-an-online-business/android-vs-ios/> [Accessed 25 Mar. 2017].

Dickey, M. (2013). *Google's Entire Strategy Can Be Boiled Down To 7 Words*. [online] Business Insider. Available at: <http://www.businessinsider.com/googles-strategy-2013-1?IR=T> [Accessed 22 Mar. 2017].

Doward, J. (2016). *Google: new concerns raised about political influence by senior 'revolving door' jobs*. [online] the Guardian. Available at: <https://www.theguardian.com/technology/2016/jun/04/google-influence-hiring-government-officials> [Accessed 24 Mar. 2017].

Emarketer.com. (2017). *UK Digital Ad Spend Will Continue Double-Digit Growth in 2016 - eMarketer*. [online] Available at: <https://www.emarketer.com/Article/UK-Digital-Ad-Spend-Will-Continue-Double-Digit-Growth-2016/1014524> [Accessed 24 Mar. 2017].

Etherington, D. (2016). *Mobile internet use passes desktop for the first time, study finds*. [online] TechCrunch. Available at: <https://techcrunch.com/2016/11/01/mobile-internet-use-passes-desktop-for-the-first-time-study-finds/> [Accessed 25 Mar. 2017].

Feloni, R. (2016). *Google's HR boss explains the company's 4 rules for hiring the best employees*. [online] Business Insider. Available at: <http://uk.businessinsider.com/how-google-hires-exceptional-employees-2016-2> [Accessed 23 Mar. 2017].

Garside, J. and Ross, A. (2016). *A high-powered network: how Google became embedded in British politics*. [online] the Guardian. Available at: <https://www.theguardian.com/technology/2016/jan/29/how-google-became-embedded-british-politics-tax> [Accessed 24 Mar. 2017].

Gibbs, S. (2014). *Google has 'outgrown' its 14-year old mission statement, says Larry Page*. [online] the Guardian. Available at: <https://www.theguardian.com/technology/2014/nov/03/larry-page-google-dont-be-evil-sergey-brin> [Accessed 22 Mar. 2017].

Gibbs, S. (2017). *WhatsApp, Facebook and Google face tough new privacy rules under EC proposal*. [online] the Guardian. Available at: <https://www.theguardian.com/technology/2017/jan/10/whatsapp-facebook-google-privacy-rules-ec-european-directive> [Accessed 24 Mar. 2017].

Google (2017a). *Google AdWords / Google (PPC) Pay-Per-Click Online Advertising*. [online] Available at: <http://www.google.co.uk/intl/en/adwords/start/?channel=gd-ef> [Accessed 22 Mar. 2017].

Google Play. (2017). *Cite a Website - Cite This For Me*. [online] Available at: https://play.google.com/store/apps/details?id=com.google.android.apps.adwords&hl=en_GB [Accessed 26 Mar. 2017].

Google. (2017). *Make Money Online Through Website Monetisation / Google AdSense – Google*. [online] Available at: https://www.google.co.uk/adsense/start/#/?modal_active=none [Accessed 25 Mar. 2017].

Google. (2017b). *Dublin (EU HQ) - Google Careers*. [online] Available at: <https://careers.google.com/locations/dublin/> [Accessed 23 Mar. 2017].

Google. (2017c). *Google Analytics Solutions - Marketing Analytics & Measurement – Google*. [online] Available at: <https://www.google.com/analytics/> [Accessed 23 Mar. 2017].

Google. (2017d). *Approach / Environment*. [online] Available at: <https://environment.google/approach/> [Accessed 24 Mar. 2017].

Google. (2017e). *Make Money Online Through Website Monetisation / Google AdSense – Google*. [online] Available at: https://www.google.co.uk/adsense/start/#/?modal_active=none [Accessed 24 Apr. 2017].

Google. (2017f). *Google AdWords / Google (PPC) Pay-Per-Click Online Advertising*. [online] Available at: <http://www.google.co.uk/intl/en/adwords/start/?channel=gdn-ef> [Accessed 25 Mar. 2017].

Google. (2017g). *AdWords Tracking and Reporting*. [online] Available at: <https://www.en.advertisercommunity.com/t5/AdWords-Tracking-and-Reporting/bd-p/Measure-AdWords> [Accessed 26 Mar. 2017].

Grove, J. (2015). *Facebook, Twitter Are Stealing Ad Dollars from Google, Yahoo!*. [online] TheStreet. Available at: <https://www.thestreet.com/story/13092506/1/facebook-twitter-are-stealing-ad-dollars-from-google-yahoo.html> [Accessed 27 Mar. 2017].

Hanson, M. (2014). *Will Apple ditch Google and make Bing its default search engine?*. [online] TechRadar. Available at: <http://www.techradar.com/news/phone-and-communications/mobile-phones/will-apple-ditch-google-as-its-default-safari-search-engine-1274443> [Accessed 25 Mar. 2017].

Hern, A. (2016). *Apple ad-blocking software scares publishers but Google is target*. [online] the Guardian. Available at: <https://www.theguardian.com/technology/2016/jan/01/publishers-apple-ad-blockers-target-google> [Accessed 24 Mar. 2017].

Johnston, K. (2014). *Cite a Website - Cite This For Me*. [online] Yourbusiness.azcentral.com. Available at: <http://yourbusiness.azcentral.com/disadvantages-targeting-marketing-4898.html> [Accessed 25 Mar. 2017].

- Koutonin, M. (2013). *Why China and Russia Banned Google from their Country?* | *SiliconAfrica*. [online] Siliconafrica.com. Available at: <http://www.siliconafrica.com/why-china-and-russia-banned-google-from-their-country/> [Accessed 22 Mar. 2017].
- Krush, A. (2017). *Google Vs. Naver: Why Can't Google Dominate Search in Korea?* | *SEO Blog of Link-Assistant.Com*. [online] Link-assistant.com. Available at: <https://www.link-assistant.com/blog/google-vs-naver-why-cant-google-dominate-search-in-korea/> [Accessed 25 Mar. 2017].
- Lee, T. (2011). *Forbes Welcome*. [online] Available at: <https://www.forbes.com/sites/timothylee/2011/08/16/android-poised-to-dominate-the-developing-world/#766d4a424feb> [Accessed 24 Mar. 2017].
- Mack, S. (2014). *Weakness of Market Segmentation*. [online] Smallbusiness.chron.com. Available at: <http://smallbusiness.chron.com/weakness-market-segmentation-65300.html> [Accessed 25 Mar. 2017].
- Managers. (2015). *6 companies that get employee engagement – and what they do right*. [online] Available at: <http://www.managers.org.uk/insights/news/2015/december/six-companies-that-get-employee-engagement-and-what-they-do-right> [Accessed 23 Mar. 2017].
- Mohdin, A. (2015). *Google is now sharing its best internal HR and management advice with the world*. [online] Quartz. Available at: <https://qz.com/536760/google-is-now-sharing-its-best-internal-hr-and-management-advice-with-the-world/> [Accessed 23 Mar. 2017].
- Mullin, B. (2016). *Google is becoming less of a traffic powerhouse, new report suggests*. [online] Poynter. Available at: <https://www.poynter.org/2016/google-is-becoming-less-of-a-traffic-powerhouse-new-report-suggests/442834/> [Accessed 23 Mar. 2017].
- Ovide, S. (2016). *China Has Moved On Without Google*. [online] Bloomberg Gadfly. Available at: <https://www.bloomberg.com/gadfly/articles/2016-06-07/google-doesn-t-need-china-any-more-than-china-needs-it> [Accessed 25 Mar. 2017].
- Oxford Dictionaries | English. (2017). *google - definition of google in English* | *Oxford Dictionaries*. [online] Available at: <https://en.oxforddictionaries.com/definition/google> [Accessed 26 Mar. 2017].
- Parish, W. (2015). *Apple is responsible for 75% of Google's mobile search revenue*. [online] Marketing Dive. Available at: <http://www.marketingdive.com/news/apple-is-responsible-for-75-of-googles-mobile-search-revenue/399898/> [Accessed 24 Mar. 2017].
- PayScale. (2016). *Top 10 Companies With the Least Loyal Employees*. [online] Available at: <http://www.payscale.com/data-packages/employee-loyalty/least-loyal-employees> [Accessed 24 Mar. 2017].

PayScale. (2016). *Top 10 Companies With the Least Loyal Employees*. [online] Available at: <http://www.payscale.com/data-packages/employee-loyalty/least-loyal-employees> [Accessed 24 Mar. 2017].

Portent. (2017). *What is PPC? Pay-Per-Click Advertising Explained*. [online] Available at: <https://www.portent.com/services/ppc/pay-per-click-explained> [Accessed 22 Mar. 2017].

Rawlinson, K. (2016). *Google agrees to pay British authorities £130m in back taxes*. [online] the Guardian. Available at: <https://www.theguardian.com/technology/2016/jan/22/google-agrees-to-pay-hmrc-130m-in-back-taxes> [Accessed 24 Mar. 2017].

Rhodes, M., Todd, B. and Marshall, P. (2016). *How to Hire the Right Google AdWords Ad Agency*. [online] Entrepreneur. Available at: <https://www.entrepreneur.com/article/237215> [Accessed 26 Mar. 2017].

Rodionova, Z. (2016). *Google commits to Brexit Britain as it plans to build new London HQ*. [online] The Independent. Available at: <http://www.independent.co.uk/news/business/news/google-hq-london-brexit-uk-jobs-vote-of-confidence-a7419371.html> [Accessed 24 Mar. 2017].

Rosenberg, E. (2016). *How Google Makes Money*. [online] Investopedia. Available at: <http://www.investopedia.com/articles/investing/020515/business-google.asp> [Accessed 22 Mar. 2017].

Rougeau, M. (2014). *Bold move: Yahoo will soon be Firefox's default search engine*. [online] TechRadar. Available at: <http://www.techradar.com/news/internet/web/bold-move-yahoo-will-soon-be-firefox-s-default-search-engine-1273740> [Accessed 25 Mar. 2017].

Rowland, C. (2017). *Google PESTLE/PESTLE Analysis & Recommendations - Panmore Institute*. [online] Panmore Institute. Available at: <http://panmore.com/google-pestle-pestle-analysis-recommendations> [Accessed 24 Mar. 2017].

Scott, M. (2016). *Europe Tried to Rein In Google. It Backfired..* [online] Nytimes.com. Available at: https://www.nytimes.com/2016/04/19/technology/google-europe-privacy-watchdog.html?_r=0 [Accessed 24 Mar. 2017].

Statista. (2017). *Leading search engines ranked by market share UK 2017 | Statistic*. [online] Available at: <https://www.statista.com/statistics/280269/market-share-held-by-search-engines-in-the-united-kingdom/> [Accessed 23 Mar. 2017].

Sterling, G. (2015). *Google's Eric Schmidt: "Really, Our Biggest Search Competitor Is Amazon"*. [online] Search Engine Land. Available at: <http://searchengineland.com/googles-eric-schmidts-berlin-speech-biggest-search-competitor-amazon-205761> [Accessed 24 Mar. 2017].

Sullivan, D. (2012). *Google Product Search To Become Google Shopping, Use Pay-To-Play Model*. [online] Search Engine Land. Available at:

<http://searchengineland.com/google-product-search-to-become-google-shopping-use-pay-to-play-model-122959> [Accessed 25 Mar. 2017].

Sun, L. (2015). *SWOT Analysis of Google Inc. -- The Motley Fool*. [online] The Motley Fool. Available at: <https://www.fool.com/investing/general/2015/07/03/swot-analysis-of-google-inc.aspx> [Accessed 24 Mar. 2017].

Superb Search. (2013). *Search Volumes in the UK: Google vs. Bing vs. Yahoo! – Superb Search*. [online] Available at: <http://www.superbsearch.co.uk/search-volumes-in-the-uk-google-vs-bing-vs-yahoo/> [Accessed 23 Mar. 2017].

Thompson, A. (2017). *Google's Vision Statement & Mission Statement - Panmore Institute*. [online] Panmore Institute. Available at: <http://panmore.com/google-vision-statement-mission-statement> [Accessed 22 Mar. 2017].

UKEssays. (2015). *Benefits Of Brand Positioning Marketing Essay*. [online] Available at: <https://www.ukessays.com/essays/marketing/benefits-of-brand-positioning-marketing-essay.php> [Accessed 26 Mar. 2017].

UKEssays. (2016). *Micro and Macro Environmental Analysis - Google Company*. [online] Available at: <https://www.ukessays.com/essays/business/micro-and-macro-environmental-analysis.php> [Accessed 23 Mar. 2017].

Vaughan, A. (2015). *Data centre emissions rival air travel as digital demand soars*. [online] the Guardian. Available at: <https://www.theguardian.com/environment/2015/sep/25/server-data-centre-emissions-air-travel-web-google-facebook-greenhouse-gas> [Accessed 26 Mar. 2017].

Vaughan, A. (2016). *Google uses AI to cut data centre energy use by 15%*. [online] the Guardian. Available at: <https://www.theguardian.com/environment/2016/jul/20/google-ai-cut-data-centre-energy-use-15-per-cent> [Accessed 23 Mar. 2017].

Virtualnet. (2016). *What is Google AdWords? - Virtualnet*. [online] Available at: <http://www.virtualnet.co.uk/what-is-google-adwords/> [Accessed 22 Mar. 2017].

Webnots (2017). *Free Google AdWords Advertising Coupon Codes » WebNots*. [online] WebNots. Available at: <https://www.webnots.com/free-google-adwords-advertising-coupon-codes/> [Accessed 23 Mar. 2017].

Wilson, M. (2016). *Google Is Finally Redesigning Its Biggest Cash Cow: AdWords / Co.Design*. [online] Co.Design. Available at: <https://www.fastcodesign.com/3058294/google-is-finally-redesigning-its-biggest-cash-cow-adwords> [Accessed 27 Mar. 2017].

WordStream, (2017). *Facebook vs. Google: Who Can Benefit Your Business More? / WordStream*. [online] Wordstream.com. Available at: <http://www.wordstream.com/facebook-vs-google> [Accessed 25 Mar. 2017].

APPENDIX

APPENDIX A

Marketing	Google has 20,902 sales and marketing employees that markets Google's products. AdWords is consisting of %88 of the total revenue of Google in 2016. Therefore, majority of marketing team works on AdWords (Alphabet,2016). In the UK, marketing operations are managed by Google Ireland based in Dublin (Google, 2017b). Marketing team in Google is innovation driven just like the company itself. In 2016, Google's ad revenue percentage diminished (Mullin, 2016). Under the light of this decrease, Google has started a marketing campaign for its AdWords services for UK market. The campaign included "spend £25 get £75 credit on AdWords" promotion (Webnotes, 2017)
Operations	Google has 14,287 employees working on operations. Internally Google maintains operations in very diversified areas such as from artificial learning to AdWords services. AdWords' operations include maintaining the AdWords' system and helpline, adjusting the Google search engine for best results and ads based on users' search and cookie profile. Team also makes constant improvements on PPC that includes brand advertising and performance advertising(Alphabet,2016).
Finance	Google's majority of the revenues which are %88 comes from the advertising (Alphabet,2016). Google sees AdWords as a cash cow that generates the money company need to feed the new projects and business such as self-driving cars, Android OS, Google Home and Google X projects. However, the clear majority of the finance is spent on maintaining the Google Servers that holds the billions of websites (Vaughan, 2016).
HR	From the design of their offices to comfort the employees to the food that Google puts in the cafeteria, Google is always a step ahead of its competitors when it comes to human resources management (Mohdin, 2015). Google sees its employees as they are the company's best assets and critical for Google's continued success. Human resources at Google strive to hire great employees, with backgrounds and perspectives as diverse as those of Google's global users. When it comes to maintain and develop advertising systems on internet, Google is aware that the completion in the industry is intense particularly for software engineers, computer scientists and other technical staff (Alphabet, 2016).
Capabilities	Google has developed significantly important capabilities for maintaining its advertising services within time. These capabilities focus on improving AdWords services. These are: Customer journey, user behaviour analysis, audience, data management capabilities, Google 3 rd party tags, marketing data analysis, reporting features, data reporting, website optimization, performance tools and Google DeepMind (Google, 2017c)
Competencies	Google's core competencies are consisting of equality, environmentally friendly, being universal, accessible for everyone in the world, the leader company that is driven by the innovation (Alphabet, 2016) People competencies are in direct relationship with core competencies of the company as every employee and stakeholder that Google interacting with needs act according to these. Technical competencies include the main capabilities that Google has acquired to maintain its technology and internet services, technical skills and abilities to innovate and develop the existing products.

APPENDIX B

S	<p>>Google is the dominant player and market leader in search engines. The biggest strength of Google is unchallenged leader of search engine in the markets that it operates. In the UK market, Google's market share is over %88 and competitors do not come anywhere near where Google is.</p> <p>>World-wide use of AdWords Systems. AdWords benefit from the popularity of Google's search engine. In the UK market, Google's earnings are £3.81 Billion in ad revenues- accounting for almost %40 digital ad spending (eMarketer, 2017)</p> <p>>Ability to generate info by user traffic with its softwares. Google owns some of the most popular operating systems, software and websites in the world such as Android Mobile OS, Gmail, Google Drive, YouTube, Google Maps (Alphabet, 2016). These softwares help Google to get more user traffic and by doing so, generating user information for more precise ad targeting.</p>
W	<p>>Declining Ad Rates. Google's greatest strength is also its biggest weakness. With over 88 percent of its revenues coming from advertising, Google is vulnerable to fluctuating demand for its ads (Sun, 2015). These fluctuations are seasonality, trends, user needs etc.</p> <p>>High turnover rate. Although Google has very luxurious perks for its employees, the company has alarmingly high employee turnover rate. The median tenure for employees is %1,1 (Pay Scale, 2016). Google might lose its competitive edge with this weakness.</p> <p>>Excessive reliance on secrecy. Google does not reveal its algorithm for its search engine that leads some experts to criticize the company for being opaque and hiding behind veneer secrecy (ManagementStudyGuide, 2016)</p>
O	<p>>Google's Software Power. Google is confident with its digital applications and ready to exploit any new opportunity with new or existing softwares. California-based company updates its softwares every month to catch up with the new trends and keep the people's attention high.</p> <p>>Diversification to different industries. Google is aware its vulnerable dependency and revenues, that's why company diversifies into different markets to widen its umbrella. Some of these projects are self-driving cars, Chromebook laptops and Pixel mobile phones.</p> <p>>Cloud Computing. Cloud computing, cloud storage systems and solutions are key opportunities for Google to expand in the near future. Google invested heavily on cloud computing activities that involves artificial intelligence, machine learning and Google DeepMind (Alphabet, 2016)</p>
T	<p>>Competition from Facebook. As the value of Google's ads declined, the value of Facebook ads climbed, due to its strategy of throttling the number of displayed ads to inflate demand. Facebook's 1.44 Billion monthly active users make it the first stop for any company that wants to advertise on social media (Sun, 2015).</p> <p>>Apple's leave from Google environment. With iOS 9 Apple announced that its operating system will have a built-in ad blocking system for its Safari browser (Hern, 2016). Apple also replace Google with Bing as its default search engine. In 2015, Google's %75 of mobile ad revenue came from Apple devices (Parish, 2015). Thus this is some bad news for Google</p> <p>>Fewer product search from Google search engine. As customer trends change, the more people goes to Amazon website to shop, the less data that Google can process (Sun, 2015). As Google's Eric Schmidt said "Google's biggest search competitor is Amazon" (Sterling, 2015)</p>

APPENDIX C

Political	Google has strong political ties with UK government. Ever since company started to operate in UK, lobbying and ministerial meetings took place between the government and Google. In July 2015, Google's attempts for lobbying with the new government lead them to meet six ministers including, the home secretary, Theresa May that became prime minister in 2016 (Garside and Ross, 2016). Good and close ties with government authorities always gives companies edge in competition with other companies. Google is not affected from the Brexit in the UK, as company continues to invest in UK. Google plans to build a huge new London HQ for 7,000 employees. This move is seen as a major "vote for confidence" for Brexit Britain (Radionova, 2016)
Economic	Privacy issues and competition from major tech companies affected Google's ad revenues in negative way in the recent years. In the annual report of 2016, Google sees the increase in the consumer index price and inflation as factor that may decrease the revenue growth rate for Google (Alphabet, 2016). Google was under investigation in UK for taxing its revenue from the UK market. In January 2016, Google agreed a deal with UK tax authorities to pay £130m in back taxes and bear a greater tax burden in the future (Rawlinson, 2016).
Social	Although Google has over %90 of the search engine market, trends and seasonality factors play great role in what type of websites and mobile apps people are using. With rising trend of social media in almost every age of population, Google faces strong competition from Facebook and Twitter which also offers online advertising. However, rise in diversity of users is a great opportunity for Google to improve its services to match individual preferences (Rowland, 2017)
Technological	The technological environment of Google means that change in technological factors has major impact on the company. Growing internet access in the poor and developing countries is an opportunity for Google as its Android mobile OS can run on low cost mobile phones. Apple's high-priced iOS devices cannot catch up with Google's low cost android phones that has high market share in developing countries (Lee, 2011). Fast adaptation of budget Android based mobile phones in these developing countries also in favour of Google. Also Google's works on artificial intelligence will likely to benefit company in the long term.
Environmental	There is an increasing trend of sustainable energy among the technology companies and Google is one of the market leader in this area. Google has been carbon neutral since 2007 and in 2017, California-based company aims to reach %100 renewable for its operations, including data centres and offices. The company has invested \$2.5 Billion in renewable energy projects and share this technology freely for other people and companies to study and respond to global warming and environmental challenges (Google, 2017d).

Legal	In the Europe market, including UK, Google has been accused for privacy and transparency factors. Since Google has %90 of the current market, it is first one to look at when the digital privacy is the issue across the EU (Scott, 2016). Recently, European ePrivacy Unit took an action for Google and other tech companies to protect communication confidentially, block non-consensual tracking and lessen cookie warning (Gibbs, 2017). These kinds of political decisions led Google to take step by recruiting former government advisers in EU market to manage the political situations (Doward, 2016).
-------	---

APPENDIX D

Treat of New Entry	Building a PPC marketing business is a very expensive and long-term process. First leg of PPC marketing starts with gathering relevant information about the potential customer on the internet using cookies (BBC, 2012). Second leg includes processing this info with a relevant technical information and target the customer. This whole process may take up to years. Therefore it is hard to get into market starting from zero. In the search engine market, Google has the lead, making the AdWords most popular PPC ad program around the globe (Alphabet, 2016). However new players such as Baidu from China, Naver and Seznam are stealing bits and pieces from the market share of Google in certain areas in the world (Ovide, 2016)
Competitive Rivalry	Google faces strong competition in various of markets. In PPC ad market, Google is in competition with Facebook, Amazon & eBay, Bing and Twitter (Alphabet, 2016). Facebook has a 1.5 Billion monthly active users and companies may choose Facebook because people tend to share more individual details on their Facebook wall or Twitter feed such as marriage and graduation rather than a search engine (WordStream, 2017). When it comes to product search more people tend to search on Amazon and eBay than Google. That means less ad revenue and traffic for Google to process. (Sterling, 2014). Bing is the closest competitor in the search engine market but the company only has %8 of ad revenues in UK in 2017 whereas Google has over %88 (Statista, 2017)
Supplier Power	Google runs AdWords systems based on millions of websites that passes through its servers. There are two sides of suppliers in AdWords case. First one is companies that uses AdWords to display their ads on Google's search engine. Since Google has the biggest PPC marketing network over internet, these companies do not have much power on prices that Google provides to them. Second is the billions of websites that wants to show up in the first page of Google search to earn ad revenue by using Google's AdSense, system that lets owner of websites place AdWords PPC ads on their website to earn money (Google, 2017e). These websites do not have much power of Google too because there is major other alternative.

Treat of Substitution	With iOS 9 Apple replaced Google with Microsoft's Bing as iPhones default web browser (Hanson, 2014). This substitution affected Google badly in terms of ad revenue as %75 of mobile ad revenues came from iOS devices (Parish, 2015). Mozilla, another internet giant, decided to ditched Google and go with Yahoo until 2019 as their default search engine in their Firefox browser (Rougeau, 2014). As companies substitute Google, internet users unconsciously substitute Google's search engine, depending the type of information they search. If they are searching products, directly go to Amazon. If they are searching for news, directly go to their news website. These substitutions lessen Google's ad traffic.
Buyer Power	Buyer of Google AdWords are the users that clicks to the PPC ads. Their buyer power comes from their internet using trends and cycles. Facebook and Twitter ads looks more human-like compared to Google's AdWords ads that shows up on the top of the search engine (WordStream, 2017). Google needs to adapt to mobile advertising as users are more likely to connect to internet from mobile devices than regular desktops (Etherington, 2016). There is a very large market of users and the ways user interacts with internet is a great concern for Google's ad revenues. Therefore Google should adapt to recent changes in users and update AdWords accordingly.

APPENDIX E

SMART OBJECTIVES	
>	Google should target social media platforms to compete with Facebook and Twitter, also with Amazon on product search and increase its ad revenue at least %5 by the end of 2018. Google's external analysis revealed that competition from Facebook and Twitter are stronger than it comes from Bing and Yahoo. Diversity of users in these platforms lets Facebook and Twitter earn big shares of ad revenues on paid social. Google should increase the usability of its social media platform Google+ at least %5 percent by the end of this year. %5 increase is reasonable because Facebook and Twitter users are massively increasing every day. 9 months from March 2017, will be enough to create an attention for Google+. Google should also losing user data in terms of "product search" to Amazon. Google has introduced "Google Shopping" in 2012 (Sullivan, 2012) but people still search Amazon when they look for a product. Google should introduce a Google Shopping app to increase traffic by %5 by December 2018. Company can achieve this objective by listing more internet shopping websites and comparing prices on new Google Shopping app.
>	Expanding Google search engine and AdWords usage between %2-%3 in the UK market with promotional codes for small to medium sized firms by the 4 th quarter of 2018. Google already earns %88 of the ad revenue in PPC marketing in UK (Statista, 2017). That makes Google's search engine is the most popular search platform across the UK. Therefore, businesses will want to choose AdWords for their online marketing. A promotional code to get sole-traders, small to medium business owners to get started with AdWords will gain a company at least 2 to 3 percent market share in ad revenue by the 4 th quarter of 2018.

>In mobile device area, Google should increase its market share by %5 to %10 in developing countries by the end of 2018. As seen in table 5.1 While Apple went with high pricing on their phones, Google's Android has targeted emerging markets such as Asia, Africa and South America (Crew, 2014). Google is able to collect user data to use in AdWords systems with Android. %5 to %10 percent increase until end of 2018 in the sales of Android devices in these markets can benefit Google in terms of data collection. Google can achieve this by providing special Android versions that can run on low cost devices which is less than \$100.

>Start political meetings with China, Czech Republic and South Korea to increase Google search engine's usability by %8 to %10 by the end of 2018. The reason why Google faces strong competition in these countries are, one China's security restrictions over American Companies such as Google. These countries have their unique search engines that algorithms written in the native language. Therefore, they can show more relevant results than Google (Krush, 2017). Google can start lobbying in these countries to build up good relationship with the government to decrease the restrictions over the company. Also, Google should adjust the algorithms of search engine and AdWords to native language of these countries to show more relevant results.

APPENDIX F

Segmentation	<p>Google's AdWords' main customers are individuals, small business owners and major companies that wants to advertise their product or services on Google search engine and affiliated websites (Alphabet, 2016). Current segmentation of Google is open to anyone who has a YouTube channel or a website that wants to promote through AdWords PPC. For the future, mass marketing strategies should be used to capture attention in the markets that Google is strong and in competition. Google AdWords is and should be open to any individual and company who wants to bid on keywords to use PPC marketing. For AdWords, one of the disadvantages of segmentation would be, If the company's product dominates the market, market segmentation does not offer many advantages (Mack, 2014). This is the case for Google's AdWords. Second one is, AdWords' customer segment is too wide that Google would not be sure that if individuals or companies wants to use Google's AdWords or Facebook's paid social. Meaning if trends change and people start to use Facebook more than Google search, segmentation plan will collapse for AdWords. Third flaw is, AdWords segmentation is too wide that, Google needs to invest more to maintain AdWords to get along with any type of company's ad requirements.</p>
Targeting	<p>Currently, Google offers a small promotion to increase the demand for its AdWords services in UK market. Promotion is "spend £25 on AdWords get £75 AdWords credit" (Google, 2017f). This promotion targets sole traders and small YouTube channels that has low budget for advertising. However, since individuals and small companies has low budget for advertising, they tend to spend less than bigger companies. Google should target medium to big size companies and individuals which has valuable products and services to sell. For example, if a yacht company wants to promote its \$200,000 new yacht over AdWords, it does not see a \$5000 ad campaign too much for its product. Limitation of targeting medium to big companies is that, that market segment might be small for Google to make profit (Johnston, 2014). Another disadvantage would be uncertainty that If a buyer has \$200,000 and looking for a yacht to buy, would he/she search it over Google?</p>
Positioning	<p>As it says in mission statement of Google positions itself as the universally accessible organizer of world's information. Getting its power from search engine, Google positions AdWords as the fundamental of internet PPC marketing. Current positioning of the brand and the product is agreeable as it serves what it is promises. Google positions AdWords as fast, better result ranking and a system that has huge index. Google's clean and fast search engine created a brand fidelity among populations to the point that "google" as a verb accepted as searching something over internet (Oxford Dictionaries, 2017). AdWords is positioned along with the same ideology on how Google search engine interact with users so company created a product class for its brand and product at the same time (UKEssays, 2015). Google's popular search engine positioning helped AdWords to stand out from the crowd without heavily advertising itself to market.</p>

APPENDIX G

Product	<p>Google's AdWords is easy to use only after learning each component of the motherboard of the AdWords interface. Even though there are tutorials for how to use AdWords, for the first-time users, AdWords board is very frustrating and complicated with many adjustments and segments. Google should make the AdWords board less complicated and easy for first time users. Interface and adjustments should include more tips and explanations in the first week of usage. When small business owners and individuals wants to use AdWords, they quit after couple of trying because of its complexity (Google Forums, 2017g). Making it easier will dramatically increase the use rate of AdWords for small business owners, as they struggle the most</p>
Place	<p>AdWords is accessible from any PC with full browser and from the mobile app (Google Play, 2017). However, users can edit, create and manage ad campaigns only on full PC browser. Creating, managing and editing ads is not available on mobile app, it is only for viewing campaigns and stats. This is a big drawback as mobile internet usage has exceed the PC internet usage in 2016 for the first time (Etherington, 2016). Company might be losing customers and user traffic over this. Google should update its AdWords mobile app and add capabilities to create and manage apps like in PC browser and announce it the second place to manage AdWords accounts like desktop. This will help users with mobile devices to engage with their AdWords account more intensively on the go. Giving mobile app full accessibility to manage AdWords programs can be one of the strong selling point.</p>
Price	<p>When it comes to advertising, pricing is the one of the key points for companies who has a tight budget. Fortunately, AdWords has a very flexible pricing strategy. AdWords users sets a daily budget for their ads and bid on their chosen keywords to trigger their ads on Google search engine. Google lets companies to use AdWords and bid on keywords with any amount of budget they like as low as \$1 a day. This is a very flexible pricing systems as there are no up or down limits on how much companies must spend to place their ads on costumers. This pricing method is very attractive for each type and size of business owners and should stay as it is. No need to change</p>
Promotion	<p>Google naturally does not promote AdWords on TV or anywhere as a psychical ad. Google uses PPC ad agencies and internet banners to promote its AdWords services (Rhodes, Todd and Marshall, 2016). To promote its AdWords services, California-based company can use 6 second bumper YouTube video ads, more banners through the affiliated websites in Google network, place ads on top of the search engine when there is no ad result to show saying "Want to be up here? Use Google AdWords" or show banners in various apps as "Leave marketing to experts". Also, if Google starts targeting bigger companies, it can provide specialized prices and places on its network such as intro page banner in YouTube for companies who wants to use ads for their expensive products. These promotion methods will drive more sales by attracting more consumers.</p>

People	Google does not provide one-to-one personal marketing for AdWords. PPC ad agencies carries that task for Google. But a personal touch is always great in selling a product. Google provides a telephone help line but it is limited to Mon-Fri 8am-6pm. Google needs to add an online web chat to its AdWords board for instant answers and help. Live web chat in any time of the day may cost Google to maintain but it will likely to help users to set up their AdWords account faster and easier.
Process	When people set up their ad on AdWords, it needs to be reviewed and approved by Google to start the ad campaign. This process can take up to 48 hours which can be frustrating and time wasting for ad-givers to wait because potential customers are not seeing the ad. This ad processing time also delays the benefit that customer of AdWords receives. Google has resources to decrease the processing time to minutes such as machine learning and artificial intelligence if these technologies can be adjusted to AdWords reviewing. Also, Google can recruit more AdWords technicians to review ads faster and fill the human touch in problematic ads.
Physical Evidence	AdWords interface provides very detailed ad performance and turnover reports to ad-givers that can be used to measure the effectiveness of ads even hour by hour and region by region. These can be count as a physical evidence because these reports are produced after the customer uses services of AdWords. However, ad performance and statics reports can be very complex and hard to understand for beginners. These reports need to be re-structured with a new, simple reporting style. Therefore, beginners of AdWords and experienced users can analyse the report easier, by doing so, see their improvement in ad performance and continue to use the service.

APPENDIX H

Porter's Generic Strategies- Focus Differentiation

Google's AdWords should choose to go with focus differentiation in the mobile and desktop PPC ad market. The steps to take are;

- To differentiate and gain competitive advantage over Amazon, Google should launch a mobile application called "Google Shopping" that lists and filters every possible price related to searched product. A new app will increase the user traffic therefore, Google can start using AdWords in the Google shopping ad.
- Google should offer live traffic monitoring for ad-givers to monitor their ad performance every minute. Beside AdWords mobile application should be updated to full access of full desktop experience, live traffic monitoring and option of instant notifications when target customers click to ad should be available for on the go users. Instant notification and live traffic monitoring can increase the attention coming from low budgeted-firms and individuals as they will be aware of exactly how they spend their money and how beneficial it is. Instant notifications such as "Your ad just has been clicked" will likely to benefit to easier ad performance monitoring and let ad givers be aware of the times when their ads are most clicked. Thus, save time and money
- Facebook is a big treat in the mobile ad with its huge monthly user. Google needs to start ad campaigns, targeting ad-givers, to show power of Google search engine with number facts that shows how many people use Google search engine every day and show people without Facebook accounts are still using Google search multiple times a day. This ad campaign will be directly related to show how effective AdWords will work within Google's search engine and massive data base.

APPENDIX I

Boston Matrix

AdWords celebrated its 15th year in the business in 2016 and it is accepted as Google's biggest cash cow (Wilson,2016). AdWords has been dominating the market as %88 of the Google's revenue comes from it (Alphabet, 2016) Although it has a very high market share in UK and in other countries that Google operates, its pie in the market growing with very low numbers in the recent years. However, with the tactics explained in Porter's generic strategies and AdWords adapting to focus differentiation strategy, popular PPC product can move slowly to the Star area again little by little. For the present time company should maintain its absolute dominance in the search engine market to defend its profitable position because there is still competition in search engine PPC advertising. Google can use its funds to add new features to AdWords mobile app, a brand new "Google Shopping" app and start an advertising campaign on effectiveness of AdWords on Google Search Engine. These tactics, in the long term, can move AdWords to star of the PPC advertising positions and steal market share from major competitors

APPENDIX J

Market Attractiveness

AdWords is taking its power from Google's search engine algorithms and huge data index of keywords and search trends. As mentioned before throughout the report AdWords business position is very strong because of Google's popularity and worldwide usability (See table 9.2) . However, attractiveness of AdWords market is decreasing as advertisers increasingly turn on social networks such as Facebook and Twitter (Grove, 2015). Google should enhance its social media attractiveness by increasing the user traffic in Google+ platform. Increasing user traffic in Google+ platform plus the mobile application enhancements on AdWords and Google Shopping, can be highly beneficial for AdWords to increase its market attractiveness

APPENDIX K

Implementation and Control

Google should prioritise app developments because user habits are shifting towards on-the-go more than staying in front of a laptop or desktop computer. Promo Codes should start at the same as introduction of apps to increase the attraction towards apps. Developing AdWords live chat and training sales force to take part in the live chats should start on May 2017 and it should be ready to use by September 2017 On October 2017 for desktop first then for AdWords app as a update. On October 2017 Google should start political meetings in the countries where the local competitor is the market leader. Meanwhile on November 2017 Google should introduce redesigned AdWords interface for easier use. By February 2018 Google should push its Google Plus services to get active on social media.

There are two obstacles in this marketing plan. First one, holding political meetings with China, South Korea and Czech Republic is hard for Google and even if company manages to get in touch with government authorities in these countries, It will take a long time for government to take decision about Google.

Second one, on social media side Google Plus is not very popular compared Facebook and Twitter. That's why Google needs to change the way people perceive Google Plus and this is not easy while existing players are too strong