Team 10 Executive Summary

Google is one of the most influential technology companies today. It's known for creating innovative technology, the ability to disrupt industries, and its ability to attract talented employees. The purpose of this project is to study Google's underlying organizational structure by applying various organizational design techniques to understand how and why Google works.

The approach the team took was two fold. The first step was to study and document Google's organizational design by reading published books on Google, online resources, and organizational theory textbooks. The second step was to apply the organizational theory taught in class to draw conclusions, recommend future actions, and to identify potential shortcomings of Google. The specific areas of organizational design that the team focussed on were: competitive strategy, culture, ethics, analysis of the external environment, innovation, and change management.

One of the main conclusions drawn once all of the research was complete is that having a defined, ambitious competitive strategy and applying it is what makes an organization cutting-edge. The team analysed Google's founding technology; the search engine. By reviewing the company life cycle, the team concluded that Google's initial success was from identifying their technical strengths and applying them to create high-quality products. Google was able to synthesize raw data into technical knowledge and used that to drive business decisions. The outcome was the creation of disruptive search engine and advertising technology. The additional competitive advantage from this kind of innovative thinking, apart from market success and an increased user base, is as follows: it attracts the top talent and helps to retain them in the long run. Applying technical insights to build disruptive technology and continuously innovating is the competitive strategy that makes Google a leading organization.

The team also conducted an external environment analysis. From this, the team came to several conclusions. The first is that Google is in the "Elaboration" stage of the organization's life cycle. During this phase, it's common for organizations to become more bureaucratic. Google needs to focus on keeping a collaborative culture which will minimize bureaucracy. The reason for this is to prevent a shift in culture which is currently working to attract and retain the talent they have. Secondly, as Google continues to grow globally, it needs to focus on it's international relationships. Conflicts have risen over censorship laws in China and other regulations in Europe. To maintain its leading role in technology, Google needs to continue to focus on maintaining and developing positive relations within the global ecosystem. This will allow them to expand into new countries and to deliver their services to more consumers.

Google should continue to focus on utilizing its competitive strategy. This is what allows them to create innovative technologies and retain their talented employees. In addition to this, their strategy has also created a strong sense of culture within the organization. If Google can continue to foster a creative and innovative culture that solves complex problems, then Google will continue to remain an industry leader in technology.