



Google _ USA _

- **Team:** Larry Page, Sergey Brin two PhD students at Stanford
They met at Stanford. Before becoming best friends, they challenged themselves a lot with a spirit of competition.
Along the Google story, everybody agreed to acknowledge that they were driven by ambition.
- **Date of creation:** 1996
- **Idea**
Page met with Sergey's PHD advisor, Professor Garcia-Molina and told him about a new popularity measurement of Internet Links. Brin was working on a different topic, data mining. Both finally combined their work into the BackRub project. In January 1997, a patent application was filed by the Office of Technology Licensing of Stanford University (patent has been issued in 2001) and in 2007 Google became the search engine of the Stanford Community.
It occurred that a search engine based on Page Rank algorithm would produce better results than existing techniques.
- **How did they make it happen?**
Larry and Sergey did not really want to become entrepreneurs at the first: they contacted AltaVista, Infoseek, Excite, or Yahoo to sell them BackRub. None of them showed interest (apart from Infoseek who offered \$250K while Larry and Sergey were asking for \$1 million. Yahoo declined to meet with the founders mentioning that they had not finished their PhD yet). They contacted VC firms like Kleiner Perkins and Byers, but declined as well. They tested this algorithm as part of their thesis and in 1998, Google had an index of \$60 million
- **First office and employee**
September 1998 Google sets up workspace in Susan Wojcicki's garage at 232 Santa Margarita, Menlo Park, then Craig Silverstein is hired as first employee (fellow computer science grad student at Stanford) February 1999. Google moves to new digs at 165 University Avenue in Palo Alto with just 8 employees.
- **Funding**
David Cherriton Stanford professor helped with introductions for the first round of funding : Andy Bolchtolsheim, co-founder of Sun Microsystems, wrote a \$100K check, not knowing that the company did not exist yet (Larry and Sergey had to incorporate the company before cashing the check). The A round followed in 1998 for \$960K with Jeff Bezos (CEO of Amazon), June 2009 \$25 million round from Sequoia Capital and Kleiner Perkins; John Doerr and Michael Moritz joined the board. The release quotes Moritz describing "Googlers" as "people who use Google."
- **Giving back to society:** Google.org, philanthropic fund of \$1 billion in 2004



CASE STUDY