

Economic Impact

United States 2014



Gregg, Diana, Garrett, Wyatt, and Estella Hennem and Jacki LaValla
Sportsman's Lodges
Baudette, Minnesota

Google™

The web is working for American businesses. And Google is helping.



In Google's Founders' Letter, Larry Page and Sergey Brin wrote that, "Our goal is to develop services that significantly improve the lives of as many people as possible." An important part of that goal is being a growth engine that helps companies large and small to be more successful online; and we've continued to focus on building tools to help business owners grow their companies and operate more efficiently.

By connecting customers with businesses at the moment they're searching for a good or service, our search and advertising programs help millions of businesses find customers, publishers earn money from their online content, and nonprofits gain more donations and volunteers. This report details Google's economic impact state by state, including stories of how local businesses have benefitted from utilizing the web and Google tools.

From the beginning, Google has been dedicated to helping people through technology. We're proud to have had a positive impact on so many businesses and we're inspired by the incredible work they are doing across the country. We remain committed to this goal and look forward to seeing what more we can do together.

Sincerely,

A handwritten signature in black ink that reads "Margo Georgiadis". The signature is written in a cursive, flowing style.

Margo Georgiadis
President, Americas, Google

Nationwide Report



Ken Monteleone
Fromagination
Madison, Wisconsin

The web is working
for American
businesses.
Google is helping.

Find out more at
google.com/economicimpact

The Internet is where business is done and jobs are created.

Across the U.S., Google's search and advertising tools
provided **\$131 billion** in economic activity in 2014.¹



97%

of Internet users look online for local products and services.²



2 times

as many jobs and twice as much revenue through exports were created
by web-savvy SMBs.³



75%

of the economic value created by the Internet is captured by companies
in traditional industries.³



9 out of 10

part-time business owners rely on the Internet to conduct their businesses.⁴

Sources: 1. Google, "Economic Impact," 2014 2. BIA/Kelsey, "Nearly All Consumers (97%) Now Use Online Media to Shop Locally," March 2010 3. McKinsey Global Institute, "Internet matters: The Net's sweeping impact on growth, jobs, and prosperity," May 2011 4. The Internet Association, "Internet Enabled Part-Time Small Businesses Bolster U.S. Economy," October 2013 *Note: The total value that U.S. Google advertisers and website publishers received in 2013 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and non sponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.

Where we get the numbers



Matthew Miller and Carla Walker-Miller
Walker-Miller Energy Services
Detroit, Michigan

Where we get the numbers

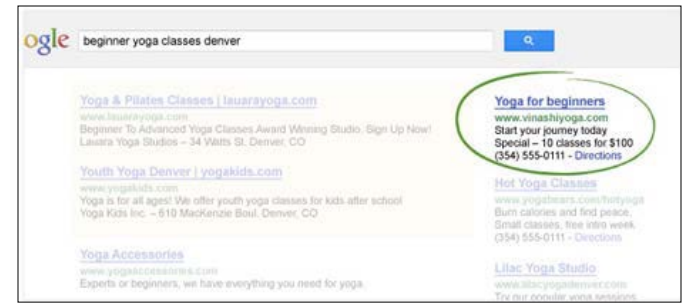
Aside from being a well-known search engine, Google is also a successful advertising company. We make most of our revenue from the ads shown next to our search results, on our other websites, and on the websites of our partners. Through these tools we help many others make a living, too. This report presents a conservative estimate of Google's economic impact on businesses across the U.S. based on three core parts of our business: Google Search and AdWords, AdSense, and Google Ad Grants.

Google Search and AdWords

google.com/adwords

Google directs many potential customers to businesses for free via our search results. Through a program called AdWords, Google also directs many potential customers to businesses via the sponsored links you see above and to the right of the search results.

To use AdWords, businesses create short text ads and bid in an online auction for the keywords they want those ads associated with. So a yoga teacher might bid on the phrase "beginner yoga classes denver." When someone types those words into Google they will see the yoga teacher's ad next to the search results.



Google AdSense

google.com/adsense

AdSense is a program website publishers can use to run ads on their websites and make money from their content. For example, if you publish a website or blog about dog names and puppy training, your readers may see an ad for dog grooming or other dog services next to your content. Website publishers large and small receive a majority of the revenue earned from every ad—an important source of income for many content creators.



Google Ad Grants

google.com/grants

The Google Ad Grants program offers free advertising to non-profit 501(c)(3) organizations. Ad Grants recipients can spend up to \$10,000 a month on ads that they use to fundraise, educate the public, and more. Since the program began in 2003, Google has supported non-profits worldwide with more than \$3 billion in advertising.

How we calculate Google's economic impact

We derive a conservative estimate of Google's economic impact in each state by examining the economic value provided by Google Search and AdWords, Google AdSense, and Google Ad Grants in 2014.

Google and AdWords

To estimate the economic impact of Google Search and AdWords, we rely on two conservative assumptions. First, that businesses generally make an average of \$2 in revenue for every \$1 they spend on AdWords. Our Chief Economist, Hal Varian, developed this estimate based on observed cost-per-click activity across a large sample of our advertisers; his methodology was published in the American Economic Review in May 2009. Our second assumption is that businesses overall receive an average of 5 clicks on their search results for every 1 click on their ads. This estimate was developed by academic researchers Bernard Jansen and Amanda Spink based on sample search log data and published in the International Journal of Internet Marketing and Advertising in 2009.

If search clicks brought in as much revenue for businesses as ad clicks, these two assumptions would imply that businesses receive \$11 in profit for every \$1 they spend on AdWords. This is because if advertisers receive 2 times as much value from AdWords as they spend on AdWords, and they receive 5 times as much value from Google Search as they do from AdWords, then the total profit they receive is 11 times what they spend, or

$$2(\text{spend}) + 5 \times 2(\text{spend}) - (\text{spend}) = 11(\text{spend})$$

However, clicks through search results may not be as commercially valuable as ad clicks, so we want to be conservative: we estimate that search clicks are about 70% as valuable as ad clicks. This means advertisers overall receive 8 times the profit that they spend on AdWords, or

$$2(\text{spend}) + .7 \times 5 \times 2(\text{spend}) - (\text{spend}) = 8(\text{spend})$$

Therefore, we conservatively estimate that for every \$1 a business spends on AdWords, they receive \$8 in profit through Google Search and AdWords. Thus, to derive the economic value received by advertisers, we multiply our AdWords revenue on Google.com search results in 2014—what advertisers spent—by 8.

Google AdSense

The economic impact of AdSense is simply the estimated amount we paid to website publishers in each state in 2014 for placing our ads next to their content.

Google Ad Grants

Similarly, the impact of Google Ad Grants is the total amount spent by grants recipients in 2014 out of the \$10,000/month awarded to them.

Total economic value

Total economic value for each state is estimated as the economic activity provided for local businesses, website publishers, and non-profits by Google Search and AdWords, Google AdSense, and Google Ad Grants, respectively, in 2014.

What's not included

This is an attempt to estimate the economic impact of Google's core search and advertising business. In search and advertising, we've derived a conservative estimate of the impact of our tools on businesses, website publishers, and non-profits, but we've left out such estimates as the cost savings for consumers now able to find the information they need more easily than before. We also have not estimated the economic impact our employees provide, or that of other major products like Google Maps and YouTube. So while we're confident in our estimates, consider them a lower bound on Google's true economic impact.

For more information about our methodology and to download the cited studies, please visit:

www.google.com/economicimpact/methodology.html

Reports by State

Shannon and DeAnn Shepherd
Noah's Park and Playgrounds
Edmond, Oklahoma



The web is working for
Alabama businesses.
Google is helping.

Google helped provide
\$254 million
of economic activity for Alabama businesses,
website publishers and non-profits in 2014.¹

13,000
Alabama businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$1,170,000
of free advertising was provided to 36
Alabama non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Net Direct Merchants

Florence, Alabama
www.netdirectmerchants.com

Net Direct Merchants launched an e-commerce site in November of 2002, as a marketing experiment with a small company that manufactured made-to-order fireplace mantels. Soon, founder Rick Morse was watching the sales roll in. "We could see traction very quickly. And then it became, 'Oh goodness, how do we support the interest?' It was that moment when I realized our website was a sustainable business." Using his initial success as a model, Rick began to add additional products and brands to his family of online offerings, including electric fireplaces, registers and grills, and tin ceiling panels. The web-based company relies on the Internet to reach customers and make sales.

Net Direct Merchants now operates several highly specialized product brands in the home-improvement and commercial-renovation markets. From the beginning, they have relied heavily on AdWords, Google's advertising program. "As the landscape has gotten more competitive, it's become more important to make sure that each dollar spent is contributing to making a sale," Rick says. "Google Analytics helps trace activity so we can put more effort into things that are working and less into things that are not. Without that perspective, it would be very difficult to operate profitably." With the combination of AdWords and Google Analytics, Rick explains, "Google has been a way for us to reach those people who are looking for the types of products that we have, and to isolate and market only to the areas that we can serve." The company also uses Google Docs, Gmail, and YouTube.

Today, Net Direct Merchants spends 75 percent of their marketing budget online, and has been

"Google was instrumental
in helping us attract our
first prospects."

Rick Morse, Founder & CEO, Net Direct Merchants

recognized as one of the top 500 fastest-growing private companies in the U.S. by Inc. magazine. "I think Google's been absolutely critical to our success," Rick says. "As we have grown, they've been a pivotal part in driving customers to the business. It's where we got our start, and where we continue to spend a substantial amount of time and effort."

50
employees

The web is working
for Alaska businesses.
Google is helping.

Google helped provide
\$31.6 million
of economic activity for Alaska businesses,
website publishers and non-profits in 2014.¹

2,900
Alaska businesses and non-profits benefitted
from Google's advertising tools, AdWords and
AdSense, in 2014.¹

\$872,000
of free advertising was provided to 55 Alaska
non-profits through the Google Ad Grants
program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



K2 Aviation

Talkeetna, Alaska
www.flyk2.com

For Stephanie Smothers and Cole Ouellette, working for K2 Aviation, a family-owned "flightseeing" business, isn't about selling—it's about sharing. "I'm sharing photos, telling stories, and talking about the grown man who came off a glacier crying because it was a really incredible experience for him," Cole says. This mindset isn't the only thing that makes K2 unique. "Talkeetna is the gateway to Denali National Park and Mt. McKinley," Stephanie explains. "It's the only village accessible by road, so it's really attractive for tourists and mountain climbers to come see our town. And we're happy to share that with them." K2 Aviation was founded in 1992 and purchased in 1996 by the Rust family, who've been flying Alaska's back country since 1963. They have a major presence in the Alaskan skies, and a growing presence on the web.

K2 uses AdWords, Google's advertising program, to get their name out and drive visitors to their website. They've also begun using Google+ and YouTube. "People really like to have a connection with the places they're going," Cole says. It used to be all through word of mouth, but now these connections happen online. "Our website is extremely important, along with our social media. If we can make connections and build relationships, people not only return, they send friends and family our way," says Cole. Stephanie adds, "Besides being able to reach so many more people, our online presence extends the experience for them, both before and after their flight. That has a huge impact as well."

The horizon looks bright. "We're starting to see a younger, more active generation,"

"Our website is extremely important, along with our social media. If we can make connections and build relationships, people not only return, they send friends and family our way."

Cole Ouellette, Sales & Marketing Director, K2 Aviation

Cole reports, which means more opportunities for growth. Building K2's online presence will be key in harnessing these opportunities, and they've hired a marketing coordinator to do it. "Our goal is to be the first company listed any time someone searches for air taxis, sightseeing, aviation, or the town of Talkeetna in general," says Cole. "We will take it to a new level online, knowing that's where we're going to get the widest reach."

55

employees in
peak season

The web is working for
Arizona businesses.
Google is helping.

Google helped provide
\$2.27 billion
of economic activity for Arizona businesses,
website publishers and non-profits in 2014.¹

38,000
Arizona businesses and non-profits benefitted
from Google's advertising tools, AdWords and
AdSense, in 2014.¹

\$1,950,000
of free advertising was provided to 115
Arizona non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Sedona Golf Resort

Sedona, Arizona
www.sedonagolfresort.com

With a tenth hole overlooking Arizona's majestic red rock buttes, Sedona Golf Resort boasts the most photographed par 3 in the Southwest. "We're unlike any other golf course in America," says General Manager Jeremy Hayman. "As golfers play the course, the elevation increases and the views get better and better. It's four hours of incredible scenery and great playing conditions—a bucket-list venue." The resort also offers a bar and grill for casual dining and banquet facilities for weddings. Their website markets the resort's amenities and breathtaking beauty to its three business divisions.

Jeremy uses a variety of Google tools to bring visitors to the main golf course website as well as to the resort's wedding and restaurant domains. Campaigns using AdWords, Google's advertising program, target golfers, wedding planners, and diners. "One click could turn into a \$25,000 wedding," Jeremy says. Their Google My Business listing offers directions, reviews, and a link to their Google+ page. Google Analytics gives Jeremy the data to maximize his marketing efforts. "Our biggest strength is our visual appeal," says Jeremy, who entices prospects with YouTube videos. "Customers tell us, 'I watched the video and booked the tee time because it looks amazing,'" he says.

The resort is swinging into its next phase of marketing with a new website designed for optimum viewing on mobile devices. "We get a ton of visitors from Phoenix coming to Sedona who want to book a round of golf," Jeremy says. "We needed a more responsive website for tablets

"We depend on the Internet
for our advertising."

Jeremy Hayman, General Manager, Sedona Golf Resort

and cellphones so that when people search for us, they find us." Tee time reservations made online comprise 20 percent of the resort's total business. Their overall golf business has increased by 37 percent, weddings have more than doubled, and food and beverages bring in \$1.5 million per year. "Google makes it so convenient for people to find what they're looking for," Jeremy says. "It makes my job a lot easier."

37,000

rounds of golf
played in 2014

The web is working for
Arkansas businesses.
Google is helping.

Google helped provide
\$733 million
of economic activity for Arkansas businesses,
website publishers and non-profits in 2014.¹

6,900
Arkansas businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$149,000
of free advertising was provided to 20
Arkansas non-profits through the Google Ad
Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



The Root Cafe

Little Rock, Arkansas
www.therootcafe.com

If you're searching for a true taste of Arkansas, look no further than The Root Cafe. Nearly everything on the menu, from meats to veggies to fruits, is locally sourced. The coffee is roasted in Arkansas and even the beer is brewed there. "Around 75 percent of our food cost is spent with farmers and producers from within the state," says Jack Sundell, who opened the eatery with his wife, Corri, in 2011. "That ranks us in the top half of one percent of farm-to-table restaurants nationwide." If you're hankering for a traditional Southern breakfast of biscuits and gravy with eggs and sausage (or tofu scrambler, if you're vegan), The Root Cafe wants you to come on down.

Jack and Corri knew their website could do more to bring in diners hungry for organic, local cuisine. That's when opportunity found them: cable channel HLN featured The Root Cafe in their docuseries, "Growing America: A Journey to Success." A team of MBA students competing on the show advised the couple on optimizing their website for mobile devices. "Around 50 percent of our customers search on their smartphones," Corri says. They launched a new mobile-friendly website in late 2014. Now, Google Search works with their Google My Business listing to serve up hours, directions, photos, menus, and customer reviews. Google Apps for Work, including Gmail, Google Docs, and Calendar, helps them plan community events, such as potluck dinners, workshops, concerts—and even a beard-growing contest.

Jack and Corri are dedicated to helping Arkansas farmers and other small businesses succeed. They know that as The Root Cafe grows, there

"If you're searching for local, organic food in Little Rock, you can find our restaurant on Google."

Corri Sundell, Co-owner, The Root Cafe

are ripple effects in their local community. So as they look toward the future, they will continue to make use of digital platforms like YouTube to share behind-the-scenes glimpses into their business and bring more attention to the local farms and neighboring businesses they work with. "There's a huge sense of pride in Little Rock and around Arkansas for the burgeoning food community. We're fulfilling our mission of building a community through local food," Jack says. "And the web is helping us to do that."

14
employees

The web is working for California businesses. Google is helping.

Google helped provide **\$29.6 billion** of economic activity for California businesses, website publishers and non-profits in 2014.¹

321,000 California businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$38,200,000 of free advertising was provided to 1,426 California non-profits through the Google Ad Grants program.¹

25,000+ Californians are employed full-time by Google. We're proud to have offices in Mountain View, Beverly Hills, Irvine, Los Angeles, San Francisco and San Bruno.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



JC's Pie Pops

Los Angeles, California
www.ilovejc.com

One evening in late 2010, Jennifer Constantine placed a batch of her homemade panna cotta (Italian custard) dessert bowls in the refrigerator to set. The fridge "went cuckoo," freezing the custard solid. She was about to toss out the lot when her fiancé tried one ... and found it delicious. JC's Pie Pops were born! Jennifer started selling her frozen pops from a cart in LA in 2011, and in 2013 she and her business partner rolled out products in 380 grocery stores. "It just exploded," she says. "Customers were really excited about something that reminded them of their childhood, but in a very modern and fun way."

The company website and social media engage customers around the brand story of how Jennifer turned a kitchen "oops" into an opportunity. "People truly live online now," she says. "The end goal is to get them to a store to buy the product, but they can't do that without knowing where to get it and what it is that they're going to buy." Google Apps for Work keeps JC's partners and distributors in multiple states connected with each other. Google Drive provides a central place to access Google Sheets and Google Docs, while Gmail tracks correspondence. "Our whole system is built on Google Drive," Jennifer says.

JC's is now in 3,000 stores nationwide, with plans to expand into 10,000 by 2017. They've grown from six employees to 40, are launching two new product lines, and expect 10 times year-over-year growth for 2015. And they're looking into other Google products to take business to the next level.

10X
growth from
2014 to 2015

"The Internet is the reason that we're able to grow as fast as we are. There would never be a story with this trajectory 20 years ago."

Jennifer Constantine, Founder & CEO, JC's Pie Pops

Jennifer says, no matter how big JC's gets, connecting with customers will always come first. She recently received a photo of a child eating a JC's Pie Pop. "His mom went on our website, took a photo of her kid, and emailed it to tell us how great our product was," Jennifer says. "This product is like America on a stick. So we're going to make sure the business stays that way, too."

The web is working for Colorado businesses. Google is helping.

Google helped provide \$2.03 billion of economic activity for Colorado businesses, website publishers and non-profits in 2014.¹

41,000 Colorado businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$8,900,000 of free advertising was provided to 328 Colorado non-profits through the Google Ad Grants program.¹

300+ Coloradans are employed full-time by Google. We're proud to have offices in Boulder and Thornton.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



KOTA Longboards

Denver, Colorado
www.kotalongboards.com

The KOTA Longboards website describes the eight-person company as "thrill seekers, veterans, pilots, skiers, bikers, athletes, outdoors nuts and, of course, longboarders." Former U.S. Navy fighter pilot Michael Maloney founded the company in 2012, after working as a commercial pilot and, later, as CEO of a clean-coal technology company. "I'm 52 years old and I represent the first generation that grew up with skateboards," he says. "I wondered, why did we ever stop skateboarding?" Traditional skateboards weren't marketed to people his age. "I thought, we can fix this with a longboard product that would appeal to a much broader demographic, particularly to action-sports enthusiasts."

The company website markets the brand's values as well as their products. "KOTA" honors the intrepid Knights of the Air dogfighters of World War I. "Our name connotes a code of honor, integrity, courage, and esprit de corps that defines how we conduct ourselves in the marketplace and how we challenge our constituents to conduct themselves," Michael says. He uses Google My Business and Google Maps to drive foot traffic to his factory showroom. His social media presence, which includes Google+ and YouTube videos, engages a community around his "action sports aspirational brand." Google Analytics provides valuable data on traffic coming from mobile users and other countries, which is helping Michael develop a new responsive, e-commerce website.

Michael has shared his good fortune with other veterans by hiring them, offering

"We look at overall revenue and know it's being created through how we market. Our customers' purchasing habits have migrated from local to online."

Michael Maloney, President & CEO, KOTA Longboards

them discounts, and supporting veterans' causes. "There was a rich entrepreneurial story to tell with our website," he says. That story has garnered national media attention, including from ABC News. Michael looks forward to exploring more Google advertising and marketing tools to keep his KOTA Longboards brand flying high. "Everything we do online impacts our brand," he says. "We're completely retooling, based on what we're learning from Google."

240%
annual growth

The web is working for Connecticut businesses. Google is helping.

Google helped provide \$1.59 billion of economic activity for Connecticut businesses, website publishers and non-profits in 2014.¹

18,000 Connecticut businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$1,710,000 of free advertising was provided to 100 Connecticut non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



The Tree House Brothers

Higganum, Connecticut
www.treehousebrothers.com

Brothers James and Ryan McCarthy are fourth-generation carpenters. So when James wanted to build a tree house for his son, the pair thought, this will be a lot of fun. "We did a great job," James says. "We knew we'd enjoy building tree houses for other people, so we put up a website." That was 2010. Within one week of launching a campaign with AdWords, Google's advertising program, the brothers started getting calls. Soon their seedling idea had branched into a thriving business. They doubled the number of tree houses they built their first couple of years and they expect 50 percent growth in 2015.

AdWords is their only paid form of advertising. "Using Google and the Internet to reach out and get customers is different from the way we used to do things," James says. "But it's beneficial for us as builders. Being able to target the areas that we want to target—that's everything for us. It makes it possible for us to do what we do." The return on investment has been sky-high. "One 75¢ click onto our website could turn out to be a \$20,000 job," James says. The brothers use social media, including Google+ and YouTube, to showcase their work, including tree forts, luxury tree houses for adults, and tree house accessories (such as slides, pulley systems, and electric lights).

"Every year, the tree houses get more elaborate and grander," says James, who plans to use AdWords to expand into other states. "Kids love them. Parents love them. When we hand them over, there's a lot of high fives. It's really magical." Believing every child deserves a special place to hang out, the brothers have

"We would not be where we are today without our website and Google AdWords."

James McCarthy, Co-founder, The Tree House Brothers

donated tree houses to children's charities, including one to the Make-a-Wish® Foundation and another to a homeless shelter for children in Brooklyn, the latter of which was featured on "The Today Show." "Not only are we making their dreams come true," says James, "but it's a dream come true for us, too."

15

tree houses
built in 2014

The web is working for Delaware businesses. Google is helping.

Google helped provide **\$524 million** of economic activity for Delaware businesses, website publishers and non-profits in 2014.¹

8,900 Delaware businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$56,300 of free advertising was provided to 20 Delaware non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Wooden Wheels Bike Shop

Newark, Delaware
www.woodenwheels.com



Wooden Wheels Bike Shop was founded in 1976, and having worked there since the age of 12, today Tom Harvey owns the business. "We're a full-service bike shop," he says. "Our slogan is 'Nothing but Fun,' because that's what we're selling—the pleasure and joy of going out and riding a bicycle." The shop created its first website very early in the Internet era and has regularly updated and improved it ever since. While customers can buy bikes, clothing, and accessories on the site, "an online presence, for us, is mostly a way for our existing customers to browse our product selection," Tom says.

"Whether you sell online or not, the Internet is how people are going to find you," he adds. "That is how they get to your location. Everybody has a smartphone. That's the way things work now." Tom uses AdWords, Google's advertising program, to reach customers. He also uses Google Analytics to keep his website current and to learn what works best there. Noticing unexpected visitors to his website from nearby Pennsylvania, for example, he increased his advertising in that area. The shop also relies on Google Apps for Work, especially Google Drive and Google Docs for collaboration. "I'm in my store, no matter where I am," Tom says. "I can work from home, my car, and on vacation." The bike shop is "totally cloud-based."

Wooden Wheels now has a dozen employees at two locations, in Newark and Wilmington. The business has seen double-digit annual growth in recent years, and has won multiple Readers' Choice awards from a local newspaper. The Internet has helped to increase convenience

39
years in
business

"The Internet reinforces most people's shopping habits now."

Tom Harvey, Owner, Wooden Wheels Bike Shop

and efficiency for workers and customers alike. "Why is it that family businesses are surviving and some bigger institutions are not?" Tom asks. "Because they really matter to people." And shrewd use of the Internet is helping small, family-owned businesses like Wooden Wheels Bike Shop matter all the more to their loyal local customers.

The web is working
for Florida businesses.
Google is helping.

Google helped provide
\$7.41 billion
of economic activity for Florida businesses,
website publishers and non-profits in 2014.¹

135,000
Florida businesses and non-profits benefitted
from Google's advertising tools, AdWords and
AdSense, in 2014.¹

\$9,420,000
of free advertising was provided to 459
Florida non-profits through the Google Ad
Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



DiscountMugs.com

Miami, Florida
www.discountmugs.com

What company doesn't want its logo on t-shirts, mugs, sports bottles, and other giveaways? In 1995, Amin Rahman Ramjee envisioned a company that would disrupt the promotional products industry's inefficient, multi-tiered supply chain and learned that the Internet was the perfect tool to achieve his goal. He started a business in his living room that became DiscountMugs.com in the early 2000s. "We import blank products directly from overseas, print in-house, and then sell directly to customers online," says Amin R. Ramjee, Chief Executive Officer. "Traditionally, promotional products companies had large sales forces and catalog expenses. Online advertising allows us to easily reach a wide variety of customers and offer the best pricing in the industry," says Randy Wells, Chief Operating Officer.

They've used AdWords, Google's advertising program, "since it first came out," Amin says. "AdWords has contributed tremendously to our business growth." Their website features YouTube videos that display products at different angles, so customers know exactly what they're getting. "You just can't do that with a paper catalog," Amin says. Google Analytics helps the company make smart, data-based marketing decisions. "It's a very powerful tool that allows our marketing team to dive into the detail of our online ad spending," Randy says. "Online marketing is the heart of our business and drives our growth." They plan to expand their social media presence to extend their reach.

The company has experienced 30 percent growth since its founding, with plans to

1,000

employees
worldwide

"Google is our largest and most reliable source of new customers."

Randy Wells, Chief Operating Officer, DiscountMugs.com

hire another 50 employees in Miami by mid-2015. "This is a true American success story," Randy says. "The Internet allowed a guy in his living room to push out products with great pricing to the market very efficiently. Now we have a 343,000 square-foot building and 1,000 employees worldwide." Amin's story should inspire other web entrepreneurs: In 2014, Ernst & Young named him Entrepreneur of the Year for Florida Distribution and Manufacturing. "We strongly believe our business model will allow us to continue to grow," Amin says. "Prior to the Internet, this would not have been possible."

The web is working for Georgia businesses. Google is helping.

Google helped provide **\$2.76 billion** of economic activity for Georgia businesses, website publishers and non-profits in 2014.¹

62,000 Georgia businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$3,460,000 of free advertising was provided to 171 Georgia non-profits through the Google Ad Grants program.¹

250+ Georgians are employed full-time by Google. We're proud to have offices in Atlanta and Austell.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Zyrobotics

Atlanta, Georgia
www.zyrobotics.com



Dr. Ayanna Howard is an electrical-engineering professor at the Georgia Institute of Technology and is formerly a researcher at NASA's Jet Propulsion Lab. She focuses on robotics and assistive technologies, so a National Science Foundation program to train academics to think like business professionals naturally caught her attention. "I was not even thinking about starting a business," Ayanna says. But she saw that there was a need for her expertise outside the lab, so she officially launched a Georgia Tech VentureLab spinoff company in 2013. Zyrobotics now develops mobile-accessible technologies, mainly for children with cerebral palsy, autism, and other challenges. "We focus on designing technology that all kids enjoy, and that happens to be accessible, so children with special needs don't feel excluded."

Zyrobotics' games and apps include Turtle Invaders, Forest Fighter, OctoPlus for math, and a Social Robot Coach. Ayanna markets everything on the Internet using AdWords, Google's advertising program. She saw the effect with the company's first product, Zyrosky, after her own early marketing produced just 25 downloads. "I thought, 'If we build it, they will come,'" she says, but soon realized she might need some help in getting the word out. After two weeks of using AdWords, the download total jumped to 500. Today, the numbers are in the thousands. "AdWords has let us expose what we have to the world outside of our ecosystem," Ayanna says. She uses Google Analytics to help her make data-driven decisions that make her ads as

"The Internet has let the world know how good our products are."

Dr. Ayanna Howard, Founder & CTO, Zyrobotics

effective as possible. Employees use Google Apps for Work, including Gmail, Google Drive, and Google Calendar, to operate more efficiently.

Today, Zyrobotics employs the equivalent of five full-time workers and markets apps and games worldwide. Ayanna often receives email from parents, such as a thank-you note from a mother whose daughter with ADHD was using OctoPlus to concentrate on doing her math. "This is a good thing," Ayanna says. "My dream goal is designing both education hardware and software that is accessible to all kids." And the Internet is helping her make that goal a reality.

20,000

downloads of
Turtle Invaders

The web is working
for Hawaii businesses.
Google is helping.

Google helped provide
\$92.4 million
of economic activity for Hawaii businesses,
website publishers and non-profits in 2014.¹

6,700
Hawaii businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$430,000
of free advertising was provided to 26 Hawaii
non-profits through the Google Ad Grants
program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Discover Hawaii Tours

Honolulu, Hawaii
www.discoverhawaiitours.com

Leo Malagon recalls his humble start in life. His family emigrated from Cuba to New York City, where he grew up in a one-bedroom apartment in a tough neighborhood. Leo eventually joined the U.S. Army and was stationed on Oahu. Captivated by the island's beauty and culture, he never wanted to leave. "When I got out of the military, I started my business in Waikiki with a brochure offering to take people on tours," Leo says. With the help of his ex-Marine wife, D'Manti, his parents, and a handful of employees, Leo founded Discover Hawaii Tours in 1995. Thanks to Google products, he's grown his startup to a \$25-million-a-year company that employs 150 people.

"Google has changed the way we do business," Leo says. The company offers tours across the islands of Oahu, Maui, the Big Island, and Kauai, including volcano tours, hiking tours, and tours of Pearl Harbor. They use AdWords, Google's advertising program, to help customers find their activities. "Luau' is one of our biggest search terms," Leo says. "Google helps people find our Big Kahuna Luau experience." Google My Business helps Discover Hawaii get found on Google Search, Google Maps, YouTube, and Google+. "Ninety percent of referrals to our website come through Google," Leo says.

Leo sees more postcard-perfect sunrises on the horizon, with a two-year plan to grow revenue to \$100 million a year. "By learning more about what Google has to offer, we believe we can get to that point. For instance, we developed new products such as all-inclusive vacations, because

90%
of web referrals
from Google

"I am living the American dream, thanks to the Internet and Google technologies."

Leo Malagon, President & CEO, Discover Hawaii Tours

of what the data from Google told us," he says. And according to Leo, keeping it local makes his operation special. "We are ambassadors of Hawaii. We are locally owned and operated. We generate a lot of jobs, and our money stays here in the state." They also donate 10 percent of earnings back to local communities. "We take pride in showing people the hidden parts of Hawaii," he says. "Thanks to our website, the Internet, and Google, we've become known as the local company that shows Hawaii to the world. It's incredible."

The web is working for Idaho businesses. Google is helping.

Google helped provide **\$200 million** of economic activity for Idaho businesses, website publishers and non-profits in 2014.¹

9,100 Idaho businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$398,000 of free advertising was provided to 21 Idaho non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



TSheets

Boise, Idaho
www.tsheets.com

Matt Rissell needed an easy, accurate way for employees at his cartridge-remanufacturing company to track and report their hours. But office-supply stores only offered manual punch cards. So he and co-founder Brandon Zehm created a cloud-based, employee-time-tracking solution that worked with QuickBooks. "After using it for the first payroll, my bookkeeper said, 'This is great! Can you sell it?'" Matt realized ... he could! He co-founded TSheets in 2006, using AdWords, Google's advertising program, to market the service to small businesses. The company has since hired 60 employees, expanded into 63 countries, and been named Idaho's Innovative Company of the Year by the Idaho Technology Council.

Matt uses search engine optimization in tandem with AdWords to target specific markets. Google Analytics gives him the insights to invest in what works and learn from what doesn't. "One of the main turning points was when we became a Google Analytics decision-based company," Matt says. They now enjoy a 4.25 percent conversion rate (website visitors signing up for a free trial) and a 4:1 return on investment with AdWords. About 65 percent of leads come from the Internet. The company uses Google Drive for document storage, Gmail for company email, and Google Hangouts to stay connected. They also use Google+ and YouTube to engage customers, offer tutorials, and promote the brand slogan: We ♥ Employees. They've even embedded

140%
year-over-year
growth

"With AdWords, we've been able to acquire customers all over the world."

Matt Rissell, Co-founder & CEO, TSheets

Google Maps into TSheets "so a manager anywhere can see where their employees are working, what they're working on, and how long they're working."

TSheets is opening an office in Australia, with plans for additional global expansion. "Because of the Internet and the tools available to us, we've been able to grow an international company based in Boise, Idaho," Matt says. "With a great idea and the right tools, you can create jobs and grow a business in a smaller community. If you're not ranking in Google for what your customers are searching for, you could be losing millions of dollars in business."

The web is working
for Illinois businesses.
Google is helping.

Google helped provide
\$9.72 billion
of economic activity for Illinois businesses,
website publishers and non-profits in 2014.¹

63,000
Illinois businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$8,000,000
of free advertising was provided to 286
Illinois non-profits through the Google
Ad Grants program.¹

550+
Illinoisans are employed full-time by Google.
We're proud to have an office in Chicago.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Kids Science Labs

Chicago, Illinois
www.kslchicago.com

For every kid who's wondered, "Where does the water go out of the bathtub?" or "How do my lungs work?," Kids Science Labs (KSL) is a world of possibility. Friends Keith Norsym and Shegan Campbell, fathers themselves, founded hands-on science learning centers to feed children's natural curiosity and make them better critical thinkers and problem solvers as they investigate how the world works. For Keith and Shegan, it's about allowing kids to investigate topics they are naturally curious about, building confidence, and encouraging the children to learn more when they leave one of the labs. "They feel empowered. They feel proud," Keith says. "They believe they can create and invent. And it's a lot bigger than science in that moment." And the Internet, he adds, "plays an absolutely integral role in everything we do."

A huge amount of research goes into the creation of each class, powered by Google Search, Chrome, and Google Apps for Work, including Google Docs, Sheets, and more. "We've also investigated all the neighborhoods where we plan to locate a KSL center, to understand where there are the like-minded businesses, schools, etc.," Keith says. "If you looked at our Google Maps, you'd see about 10,000 stars of saved businesses. We'd be lost without it." Whether looking online for class materials or sharing those materials with kids across the country via YouTube, Keith sees the Internet as something "we take for granted because it's just so ingrained in our lives." Since the first center opened in 2011, Google Analytics and AdWords, Google's advertising program, have helped Keith and Shegan understand how parents seek a resource like KSL and to raise awareness.

50%

growth in 2014

"People find us from all over the world. Google Search is empowering our brand on a worldwide stage."

Keith Norsym, Co-founder & COO, Kids Science Labs

With strong growth in 2013 and 2014, they're getting ready to "impact millions of lives," Keith says. "We are doubling the number of KSL innovation centers in 2015 from two to four, and opening more than 50 centers over the next three years so kids between 2 and 12 years old have their own discovery lab to solve problems and design the future." In the meantime, they look forward to the day they come across a news article about a student who has done something amazing. "When asked by the editor 'What inspired you and helped you along your path?'" Keith says, "part of the answer will be 'Kids Science Labs.'"

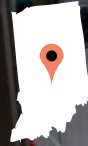
The web is working for Indiana businesses. Google is helping.

Google helped provide
\$801 million
of economic activity for Indiana businesses,
website publishers and non-profits in 2014.¹

19,000
Indiana businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$1,970,000
of free advertising was provided to 103
Indiana non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising. Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Easley Winery

Indianapolis, Indiana
www.easleywinery.com

Mark and Meredith Easley carry on the legacy of Mark's parents, who founded Easley Winery in 1974. Both Jack and Joan Easley had their own careers, but chose to pursue their passion. They started making wine in their basement and were instrumental in changing Indiana law to allow wineries to operate in the state. Today, the Easleys grow grapes on 40 acres in southern Indiana and produce their award-winning wines in the heart of their state, at their original location in downtown Indianapolis. They invite guests to visit the winery for local events, tours, and live music.

When they first took over the business, Meredith recalls, "There was something called the Internet. It was still pretty new. We didn't have a presence with a website, so we just jumped in." Since 2001, the website has helped them grow their brand and distribution, which has gone from 3,000 to 60,000 cases a year in seven states and two countries. Using tools like Google Alerts, Gmail, and Google Calendar, they manage their growing operation more efficiently. "Google Chrome is what we run on as a company, and we use Google Analytics to look at what's happening with our website," Meredith says. When it comes to creating Easley Winery's "Internet face," she says, "Google tools have always been my favorite, because they're so clean and easy to use. I've had other people say, 'Oh, try this, try that.' And I keep coming back to Google."

From a basement in Indianapolis, Easley is now on the shelves of major retailers, "competing with global companies." Online promotions allow them to "give the same

"I've shifted almost 100 percent from traditional to online marketing."

Meredith Easley, Co-owner, Easley Winery

impression" as huge companies and be a contender in the wine industry. With all this potential, Meredith wants to keep learning and improving their online presence. She sends her staff to training and plans another website redesign. To continue their tremendous growth, her top goal is to present "the best version of themselves" online, and to be "nimble and faster" than the big guys. Google helps her to do just that.

30%
annual growth

The web is working for Iowa businesses. Google is helping.

Google helped provide
\$192 million
of economic activity for Iowa businesses,
website publishers and non-profits in 2014.¹

9,700
Iowa businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$1,100,000
of free advertising was provided to 54 Iowa
non-profits through the Google Ad Grants
program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Happy Medium

Des Moines, Iowa
www.itsahappymedium.com

Soon after striking out on her own as a marketing consultant, Katie Patterson had already accrued a lineup of local clients. "I realized very fast that if I didn't help them digitally, their businesses were going to suffer over the next few years." From this passion and focus emerged Happy Medium, the full-service advertising agency she started on her own in 2011. With strength in digital advertising, Katie and her team love building trust in clients who "may be a bit nervous" at first—not being very familiar with online marketing methods—and end up pleased and excited about the results.

Happy Medium practices what it preaches when it comes to online marketing. Not only do they advise clients to use AdWords, Google's advertising program, they also use it for their own promotions, seeing it as "more cost-effective than a lot of other media." They also use Google Apps for Work within the agency. Lead Developer Josh Larson says that tools like Google Drive, Gmail, and Hangouts make Happy Medium "more organized and more efficient, providing the structure for communication that makes us really strong." Likewise, they share that knowledge with their clients, bolstering businesses in Des Moines and beyond, by "using Google tools to build efficiencies from email to security. It's been helpful both internally and externally," Katie says.

Having started a business of her own, Katie values the "incredibly targeted" approach that AdWords offers. "It's great to present clients with an option that can get them in front of a really great audience at a very low cost," she says.

16

happy employees

"We encourage clients to use AdWords as a quicker way to get in front of customers."

Katie Patterson, Owner & Founder, Happy Medium

Maintaining their focus on value for their clients, Happy Medium will continue to help businesses grow through Internet-based tools, while advancing their own innovation as a company. "We've given ourselves an incubator-type atmosphere," she says, with great possibilities ahead after the first few years of growth and success. Whatever direction they choose, they'll stick to their values of trust and transparency. "I always say we don't want to be the biggest, we just want to be the best."

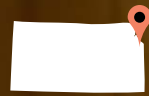
The web is working for
Kansas businesses.
Google is helping.

Google helped provide
\$803 million
of economic activity for Kansas businesses,
website publishers and non-profits in 2014.¹

12,000
Kansas businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$625,000
of free advertising was provided to 44
Kansas non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising. Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



The Kansas City Steak Company

Kansas City, Kansas
www.kansascitysteaks.com



The Kansas City Steak Company began as a family-owned butcher business in 1932, supplying meat to area restaurants. Now a part of National Beef, a much larger company, they still retain a small-company atmosphere with just 20 employees. They've always kept up with the times, however, and today sell not only to fine restaurants, QVC, and professional sports teams, but also directly to consumers around America. "We are a purveyor of high-quality, high-end, custom meats that are shipped flash-frozen at the peak of their aging and taste," says John McKinven, President, Direct to Consumer. "Once the 1990s rolled around and the Internet came into being, we got online."

The company is a long-time user of AdWords, Google's advertising program. "We've ramped up the use of AdWords progressively over time," John says. "AdWords is really critical for driving website traffic and creating customers. We're working very hard to show up at the right place, at the right time, with the right message." The company uses Google Analytics "day in and day out," he adds, to track the effectiveness of their digital advertising. "A lot of cherished notions get dashed along the way," he says. "But if you hold to a standard, and continuously test and challenge, your business will benefit." The company also created a YouTube channel to strengthen their ties to customers beyond the website and catalog. "People want to know how to cook the perfect steak and YouTube is the perfect medium to distribute our expertise as the steak authority."

**"The Internet is a go-to
place to find anything."**

John McKinven, President, Direct to Consumer,
The Kansas City Steak Company

The Kansas City Steak Company today has ambitions stretching far beyond Kansas. "We have plans to go overseas to Europe and elsewhere," John says. "And we're probably heading into different channels that complement what we're doing right now—perhaps into the retail world. We'll become a true multi-channel marketer as time goes on." They already spend about one-third of their advertising budget online. "The linkage between traditional direct marketing and online marketing," John says, "is so profound that it's a natural marriage."

83
years in business

The web is working for
Kentucky businesses.
Google is helping.

Google helped provide
\$293 million
of economic activity for Kentucky businesses,
website publishers and non-profits in 2014.¹

11,000
Kentucky businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$964,000
of free advertising was provided to 48
Kentucky non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Mint Julep Tours

Louisville, Kentucky
www.mintjuleptours.com



At Mint Julep Tours, they believe that "the purpose of fun is to have some." Led by this motto, Sean and Lisa Higgins started offering tours of the Kentucky Bourbon Trail®, Kentucky horse farms, and the city of Louisville in 2008. "The inspiration was to create a family-oriented business focused on entertainment and showing people what makes Kentucky so great," Sean says. Mint Julep Tours is dedicated to Kentucky's two big industries: bourbon and horses. With custom tour experiences, they guide visitors through the state's rich legacies, from the Maker's Mark distillery to the Kentucky Derby, and help turn Louisville into "Napa Valley for bourbon."

Due to the economic recession, 2008 wasn't an ideal time to start a business, but Sean credits their online presence as "the catalyst to really help us grow." Today, that growth adds up to 70 percent annually, which Sean attributes "almost exclusively to our people, unique services, and who we are on the web." He traces much of that growth to Google and AdWords, Google's advertising program. "AdWords allowed us to directly target those interested in our marketplace," he says, and tools like Google Analytics and Search helped them plan around big events like the Kentucky Derby and annual Bourbon Festival. YouTube gave them a place to create unique video content that "ultimately drove visitors toward us."

Sean sees partnerships as paramount in Mint Julep Tours' growth. Like the distilleries and horse farms that are integral to

"You can directly equate at least 30 percent of our growth to the tools and advantages that the Internet has established."

Sean Higgins, Co-founder & Owner, Mint Julep Tours

their business, "we couldn't have done it without them or Google," he says. Now, Sean is looking to online tools to enable their next round of growth. "I hope to provide more of a self-service model as we progress. I'd like to move more to the web to let people get what they want, when they want it." These efficiencies will let Sean and his team focus on creating amazing experiences that people want to share with the world, and it all feeds into their online presence. "Word of mouth is of more value than anything else, and that conversation is now happening on the web."

84%

of customers find Mint
Julep Tours on the web

The web is working for Louisiana businesses. Google is helping.

Google helped provide \$200 million of economic activity for Louisiana businesses, website publishers and non-profits in 2014.¹

10,000 Louisiana businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$535,000 of free advertising was provided to 40 Louisiana non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



The New Orleans School of Cooking

New Orleans, Louisiana
www.neworleansschoolofcooking.com

"Sharing the Fun, Food, and Folklore of New Orleans with the world" is the mission of The New Orleans School of Cooking. Founded in 1980, the business offers cooking demonstrations, group events, and hands-on classes in the basics of local cuisine, as well as a retail store featuring culinary products and their own house brands. After acquiring the business in 1997, Greg Leighton developed a website to offer online booking and gradually moved into e-commerce. "That's made a huge difference," he explains.

The Internet also helped the school bounce back after Hurricane Katrina in 2005, shaving years off their recovery by letting them do business online, Greg says. Google tools are playing an increasingly larger role as Greg looks to grow the business. "Exposure to all the products that Google has to assist us is tremendous." Today, he's redesigning the website based on data he has collected through Google Analytics, with a particular focus on optimizing for mobile and for AdWords, Google's advertising program. "It's going to deliver," he says. "With AdWords, our website, and Google Analytics, we really have an opportunity to increase the business significantly." Greg also plans to maximize their exposure by sharing their "many video-friendly moments" through YouTube, and social media will continue to be vital in spreading word of mouth far beyond the New Orleans city limits.

"We're celebrating our 35th year in business in 2015," Greg says. "We had a setback with Katrina, but we are beyond back on track." This includes seeing steady 10 percent annual

40
employees

"Without the Internet, our recovery from Hurricane Katrina would have taken far longer."

Greg Leighton, Owner, The New Orleans School of Cooking

growth and hiring additional marketing staff to help with online initiatives. Today, over 90 percent of their bookings are online, and Greg estimates that one-third to one-half of reservations are directly related to their Internet marketing. The school has limited room for physical growth, so he plans to focus their efforts online and on building their retail brand. Their Internet use is "really picking up steam now," Greg adds. "If you take advantage of what the Internet offers, I can't see how you can help but grow."

The web is working for Maine businesses. Google is helping.

Google helped provide
\$328 million
of economic activity for Maine businesses,
website publishers and non-profits in 2014.¹

5,600
Maine businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$569,000
of free advertising was provided to 34
Maine non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Gelato Fiasco

Brunswick, Maine
www.gelatofiasco.com

Maine may be best known for its lobsters, but entrepreneurs Josh Davis and Bruno Tropeano are adding artisan-crafted Italian gelato to the mix. They met as business students at Bentley College in Massachusetts. Bruno, whose parents came from Italy, longed for homemade gelato. Josh, a native Mainer, saw an unscooped market niche. In 2007, they opened their Gelato Fiasco flagship store in Brunswick. Customers flocked in for the mouth-watering desserts—literally wearing out the floorboards. The pair opened a second shop in Portland in 2012 and a "Flavor Foundry" in 2014 to support product distribution to grocery stores.

Google products have helped Josh and Bruno make Gelato Fiasco a success. They use AdWords, Google's advertising program, to help customers find where the product is sold. "If somebody pulls out their cell phone in Portland looking for gelato, they can find us," says Marketing Director Bobby Guerette. "Our ad was shown 74,000 times in one month." Their Google My Business listing helps potential customers find their shops and drives foot traffic even in the off-season. The company uses email and social media to keep customers engaged, sending out daily Flavor Alerts and posting a menu of each store's ever-changing flavors every single day on their website. YouTube videos offer a taste-bud-tantalizing peek at how the gelato is made, using milk from Maine dairy farms, and other fresh, natural ingredients. Google Apps for Work, including Gmail, Google Calendar, and Google Docs, keeps the back office humming.

45
employees

"You don't need a fancy
campaign to connect with
customers on the Internet."

Bobby Guerette, Marketing Director, Gelato Fiasco

Their approach has been working. Revenue grew from \$1.9 million in 2013 to \$3.1 million in 2014 and their gelato is now sold in over 2,000 grocery stores across the U.S. Bobby says they're looking at Google Analytics to learn more about customers' online behaviors. The company believes in giving back—their Scooping for Community program donated more than \$16,000 to Maine nonprofits in 2013. "Our brand is about building genuine relationships with people," Bobby says. "We use the web to extend those relationships. The Internet helps us run and grow our business every day."

The web is working for Maryland businesses. Google is helping.

Google helped provide **\$1.42 billion** of economic activity for Maryland businesses, website publishers and non-profits in 2014.¹

29,000 Maryland businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$4,350,000 of free advertising was provided to 184 Maryland non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



G3 Group

Baltimore, Maryland
www.g3group.com

From the first time she connected to the Internet in 1990, Anita Schott was fascinated by the commercial possibilities of the web. She introduced digital technology to G3 Group, the printing agency she founded in 1984, which helped the business grow even as the printing industry slowed down. In the following years, Anita's pioneering vision helped transform G3 Group into a digital-marketing company. She takes in stride her biggest challenge of leading by example. "The marketing on our site becomes the model for what we recommend to clients," explains Anita, who therefore needs to stay on the cutting edge.

With 90 percent of their marketing budget going online, G3 Group has plenty of opportunities to practice what they preach. "We use so many products from Google, it's crazy," Anita reports. These include Google Apps for Work and AdWords, Google's advertising program, which helps them generate 75 percent of their web-design leads. And what's good for business is often good for clients. "We recommend Google Analytics for 100 percent of the sites we work on," she says. "And we have one client who liked what we were doing with AdWords, so we modeled the same thing for him."

These days, Anita says, "All of our clients know the importance of the Internet and they come to us with that in mind. They want more traffic, more exposure, and more clients. And it's become so much easier to describe all the tools we can use to get them there." Looking ahead, Anita hopes to turn even more of her focus toward online. "We want to be leaders in online marketing. We do a lot of

30
years in
business

"Google is the driving force behind our clients wanting to get online."

Anita Schott, CEO, G3 Group

web development, but we see that as a necessary step to marketing the site and bringing in customers," she says. In the three decades since founding her company, Anita still hasn't lost her passion for the web and its possibilities. "I feel like the Internet has been an economic revolution."

The web is working for Massachusetts businesses. Google is helping.

Google helped provide **\$7.18 billion** of economic activity for Massachusetts businesses, website publishers and non-profits in 2014.¹

47,000 Massachusetts businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$5,670,000 of free advertising was provided to 270 Massachusetts non-profits through the Google Ad Grants program.¹

900+ Bay Staters are employed full-time by Google. We're proud to have an office in Cambridge.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



1A Auto

Pepperell, Massachusetts
www.1aauto.com

In 1998, the Internet was just starting to rev its e-commerce engines. That gave brothers Rick and Mike Green an idea. Their dad, a retired U.S. Air Force pilot, ran a business selling classic Pontiac auto-parts. "Rick thought, let's take some of his vendors and put them on this new thing called the web," Mike says. They expanded their father's catalog-based business to market a much wider range of auto parts online for a variety of makes and models. That year, the 1A Auto website rolled out and connected with car enthusiasts from coast to coast. "We built this from nothing using Google and other Internet resources," Mike says.

They've relied on AdWords, Google's advertising program, since 2000 to help customers searching for automotive products. Google Analytics helps them fine-tune their marketing strategy. "One of the great things with the Internet is the ability to measure and leverage what works best," Rick says. 1A Auto is a Google Trusted Store, which boosts shopper confidence through customer ratings and reviews. Aiming to have more than an online auto parts store, the brothers produced 3,500 car repair videos on YouTube. "YouTube helps us convey solutions to people's problems and deliver our customer service message," says Marketing Director Pasha Gavrichev. Their social media, including Google+, provide other vehicles for engaging customers. Google Apps for Work helps the office run smoothly.

1A Auto has enjoyed double-digit, year-over-year growth, with no plans to slow down. Rick says they'll continue to try new Google products to

"We're transforming an old mill town into a new economy with the help of the Internet."

Rick Green, Co-founder, 1A Auto

help them grow. "We're still in the infancy of how the Internet can change things," he says. The brothers recently got the green light to renovate an old paper mill site in town for their new corporate headquarters—breathing new life into the small-town economy. They employ 225 people, with plans to add 150 more jobs over three years. Says Rick, "The great part of our story is we're creating an Internet-savvy employment base here, on an old industrial site."

225
employees

The web is working for Michigan businesses. Google is helping.

Google helped provide \$2.03 billion of economic activity for Michigan businesses, website publishers and non-profits in 2014.¹

39,000 Michigan businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$3,160,000 of free advertising was provided to 165 Michigan non-profits through the Google Ad Grants program.¹

500+ Michiganders are employed full-time by Google. We're proud to have offices in Ann Arbor and Birmingham.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Walker-Miller Energy Services

Detroit, Michigan
www.wmenergy.com

Carla Walker-Miller left a corporate job in 2000 to found Walker-Miller Energy Services (WMES) in Detroit. The financially troubled city wasn't the easiest place to start the new business, which supplied medium- and high-voltage electrical equipment to local utilities in Michigan and Ohio. The company persevered through the economic downturn, and is now flourishing as an energy efficiency services leader, providing cost-effective, energy-saving strategies for both commercial and residential building owners. They provide everything from low-energy LED lighting to project management for energy waste reduction projects. The Internet is a key tool for attracting new business and spreading the word about this innovative, award-winning enterprise.

"About 40 percent of our website visits have been coming through Google, and people searching for 'energy efficiency,' which is pretty cool," says Matthew Miller, Carla's son and the company's marketing director. WMES uses AdWords, Google's advertising program, as well as Google Analytics. "I've learned what it takes to make it onto the first page of Google search results, and the importance of using accurate keywords not only on your website, but also in your AdWords campaigns," Matthew says. "You want to educate potential customers with everything you put on the Internet." WMES employees also rely on Google Apps for Work to collaborate internally—especially Google Docs, Calendar, and Drive—and have "a deep appreciation for the basic user-friendliness of the entire system."

The Internet and technology have helped fuel WMES, which grew by 100 percent from 2013

"The web accounts for about 20% of the opportunities we receive. It has a huge impact."

Matthew Miller, Marketing Director, Walker-Miller Energy Services

to 2014. The company has been named one of Crain's "Cool Places to Work" in Detroit, and is listed among the Inc. 5000 fastest-growing private companies in America. WMES was also recently named the SBA Woman-Owned Business of the Year for the state of Michigan. They're now expanding into Chicago, so it's little wonder then that WMES devotes almost two-thirds of their marketing budget to boosting their online presence. The web, Matthew says, "has really changed our effectiveness and our ability to get people's attention."

43
employees

The web is working for
Minnesota businesses.
Google is helping.

Google helped provide
\$2.47 billion
of economic activity for Minnesota businesses,
website publishers and non-profits in 2014.¹

26,000
Minnesota businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$2,590,000
of free advertising was provided to 164
Minnesota non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Sportsman's Lodges

Baudette, Minnesota
www.sportsmanslodges.com

With three locations in and near tiny Baudette, Minnesota, along the Canadian border, Sportsman's Lodges offers year-round relaxation and entertainment. The fishing is absolutely terrific in what locals call the "Walleye Capital of the World." Guests also enjoy fine dining, an indoor pool, and live entertainment in three locations. Families, corporate groups, and friends have vacationed for decades at this popular resort, founded in 1971. Marketing Director Jacki LaValla has worked for the family-owned business for over 20 years, and knows that the remote location in northern Minnesota can be a marketing challenge. She overcomes it by aggressively using the Internet to reach potential new customers.

Sportsman's Lodges built their first website in the early 1990s and have been updating it regularly ever since. "We use Google Analytics quite heavily," Jacki says. "I'm not sure what we would do without it to figure out who is checking out our website. It's been great to help us make better decisions, and spend less on things that aren't working and more on things that are." The resort also relies on AdWords, Google's advertising program. They're using it now for remarketing—reaching a prospective guest more than once. "One of the statistics in the industry is that someone will hear your name seven times before they really consider booking with you," Jacki says. "We really think AdWords is a great, great tool for us." They also use a Google+ page to stay in touch with guests, and Google Docs and Google Drive for collaboration among employees.

15,000
guests annually

"We've really concentrated heavily on online marketing in the recent years and we've seen huge returns from it."

Jacki LaValla, Marketing Director, Sportsman's Lodges

The resort credits the Internet and Google tools for helping them thrive even in tough times. Since the economic recession struck in 2008, their sales have grown by nearly one-third. "We feel that our 32 percent growth over that time is phenomenal," Jacki says. "When most businesses were turning down, we started to go up." Today, they're building more new cabins. "We definitely see a lot of growth potential going forward."

The web is working for
Mississippi businesses.
Google is helping.

Google helped provide
\$63.8 million

of economic activity for Mississippi
businesses, website publishers and
non-profits in 2014.¹

4,500

Mississippi businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$232,000

of free advertising was provided to 13
Mississippi non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Lazy Magnolia Brewing Company

Kiln, Mississippi
www.lazymagnolia.com

Mark and Leslie Henderson began brewing beer at home after Leslie bought Mark a home brewing kit for Christmas. Brewing quickly became more than a hobby for the native Mississippians. In January 2005 they launched the Lazy Magnolia Brewing Company and sold their first beer. In doing so, they became the first brewery in the state since Mississippi had enacted prohibition in 1907. By August 2005 they were out of business due to the devastation in their area (including the loss of their house) from Hurricane Katrina. Through "grit and determination" they rebuilt the company and turned to the Internet to help them find and attract customers. "We had a digital presence before we had a physical presence," Mark says. "How else would Leslie and I be able to connect with our patrons and make them feel like they really are patronizing us?"

Today the brewery routinely uses Google Apps for Work, both within the company and to communicate with distributors and customers. Sharing documents with employees and customers through Google Docs "makes my life ten times easier," Mark says. "And Google Sheets has always been a big part of what we do. Being able to share a spreadsheet with everybody becomes critical." When he's on the road, the electrical-engineer-turned-brewer also relies on Google Maps. "It's an awesome tool, and in our business, it's absolutely critical," Mark says. "We're always trying to find a little bar or restaurant out in the middle of nowhere." And in the past, customers often had a hard time finding their brewery. But now, "We tell our customers, if you look us up on Google Maps, you'll get here."

35
employees

"Do something that
somebody wants, then
make it easy for them to
give you money for it. The
Internet allows us to do
that."

Mark Henderson, Co-owner, Lazy Magnolia Brewing Company

Lazy Magnolia Brewing has come a long way from its beginning in the couple's kitchen—they sold just over six million bottles of beer in 2014. Their strong digital presence, combined with such successes as winning a bronze medal at the World Beer Cup in 2006, has helped them build a reputation well beyond Mississippi. They're also having "a very real and significant impact" on the old logging town that the locals call "Da Kill." Mark adds, "We're doing good things in our community. We're making changes and this place is getting better."

The web is working for
Missouri businesses.
Google is helping.

Google helped provide
\$1.37 billion
of economic activity for Missouri businesses,
website publishers and non-profits in 2014.¹

22,000
Missouri businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$2,130,000
of free advertising was provided to 118
Missouri non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Caroline Leemis Design

Columbia, Missouri
www.carolineleemisdesign.com

Caroline Leemis graduated from the University of Arkansas in 2009 with a clear passion for design and a tough job market waiting for her. Armed with a degree in interior design and a background in commercial construction (she grew up around her dad's contracting business), she struggled to find work in her field. So she started a blog to explore her unique interest in healthcare design. Little did she know it would get noticed by healthcare design professionals. Three years down the road she had the opportunity to go out on her own, so she decided to run with it. Her prowess in building a web presence proved critical to Caroline's success.

The blog that jumpstarted Caroline Leemis Design LLC was powered by Blogger, Google's custom blogging platform. To complement networking with people in the community, "having a website to direct them back to me was really beneficial," Caroline says. The Internet helped her build momentum in that first year. "It gave me a spot to display my work and talk about projects as I was working on them, and still does." She handles most of her marketing on her own. Through her website, Google+ page, and Google Maps listing, she uses the Internet to create buzz and "get exposure from potential clients." This all would have been harder and much more expensive 15 years ago, she says, "especially since I'm a fairly new business and don't have a large advertising budget."

Caroline's business enjoyed a stellar year in 2014—a far cry from 2009. "Having a website out there, I've gotten several calls from press and publications," she says.

300%
growth in 2014

"If your dream job doesn't exist, go out there and create it."

Caroline Leemis, Owner & Interior Designer, Caroline Leemis Design

She now uses Google Alerts to keep up with her press coverage, which included being named one of Columbia Business Times' "20 Under 40." As she continues to grow, Caroline aims to make a bigger impact on the local community through stronger ties between design, company branding, and sustainability.

The web is working for
Montana businesses.
Google is helping.

Google helped provide
\$69.2 million
of economic activity for Montana businesses,
website publishers and non-profits in 2014.¹

4,000
Montana businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$907,000
of free advertising was provided to 29
Montana non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Big Sky Brewing Co.

Missoula, Montana
www.bigskybrew.com

When Bjorn Nabozney and two college friends started Big Sky Brewing Co. in 1995, the Internet hardly even counted as a marketing tool. The trio created craft beers with names like Moose Drool and Trout Slayer, and slapped on colorful labels designed by Bjorn's mother. Getting the word out about their beers meant lots of travel around the Big Sky Country. Then, as the Internet evolved, the company launched a website and discovered it was a game-changer. After three or four years experimenting on the web, Bjorn says, "we opted out of doing any traditional form of media advertising in favor of focusing our efforts on the Internet."

The company is now part of "a very low-tech industry, but we use technology every day," Bjorn adds. He no longer has to drive the range to scout potential customers—Google Maps and Street View let him do that from his desk. "The searches we can do now eliminate a lot of our travel. It saves us literally thousands of dollars a year." They share their story on their YouTube channel with videos about their beers and the brewery. Google Analytics helps them decide what's working on YouTube and the website. And Google Apps for Work makes collaboration faster and simpler, with tools such as Google Docs and Gmail. The whole marketing budget goes to the Internet.

Today, Big Sky Brewing Co. sells beer in 24 states plus western Canada and Australia—international connections made via the Internet, naturally. They have 40 employees, sponsor a summer concert series, and have moved from

48,000

barrels of beer
brewed in 2014

"The Internet is an essential everyday aspect of our business. We wouldn't have nearly the potential for growth without it."

Bjorn Nabozney, Co-founder, Big Sky Brewing Co.

their old 5,000-square-foot facility to one seven times bigger. A native Montanan, Bjorn urges the state's many small businesses to make the most of the Internet. "When we go in with our tablets and use the Internet to show them what we're able to accomplish with our products, and the things that we can do to help support their bars," he says, "it blows their hair back."

The web is working for
Nebraska businesses.
Google is helping.

Google helped provide
\$1.61 billion
of economic activity for Nebraska businesses,
website publishers and non-profits in 2014.¹

6,600
Nebraska businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$407,000
of free advertising was provided to 23
Nebraska non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Le Cupcake

Lincoln, Nebraska
www.lecupcakes.com

Le Cupcake serves up happiness—one delicious little confection at a time. "Le Cupcake is more than just cupcakes," says owner Maria Applegarth, who bought the business in December 2014. "It's making people happy with customer service and a great product." The cupcake craze took the nation by storm a few years ago. Maria knows her customers have choices, so she's developing a sweet Internet marketing strategy to make sure her cupcakes rise above the competition.

Maria depends on Google Search and Google Maps to help customers find Le Cupcake. Her Google My Business listing offers exterior and interior shots of the store, along with directions, a website link, and Google reviews. Le Cupcake caters to weddings, so keeping the website fresh with content updates and photos is important. "Brides like to see pictures," Maria says. "They want to see what our products look like and get ideas for what we could do for them. Being online is very, very important." The website's Flavor Calendar lists each month's delights—so if you're hankering for a blackberry-pomegranate or peanut butter Oreo cupcake, you'll know when to swing by. Maria also uses Gmail and Google Docs to keep her business operations cooking.

Le Cupcake's online marketing efforts are paying off. They've been voted one of the Best of Lincoln by local media and were featured on the Food Network's "Cupcake Wars."

Maria encourages new business owners to "get a website as the first thing you do," adding that "it's not only how people find us, but how they stay connected with us."

10 employees

"People contact us because they saw us online, and they're not even in our state. They just searched on Google for cupcakes."

Maria Applegarth, Owner, Baker, & Decorator, Le Cupcake

She plans to use more Google tools to keep her business growing and the happiness flowing. "Every one of my employees loves the business as much as I do," Maria says. "When I walk in in the morning, there are cupcakes everywhere. There's a lot going on and everybody's happy. We're giving people cupcakes, and it makes their day."

The web is working for Nevada businesses. Google is helping.

Google helped provide \$1.52 billion of economic activity for Nevada businesses, website publishers and non-profits in 2014.¹

19,000 Nevada businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$889,000 of free advertising was provided to 53 Nevada non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Jimmy Beans Wool

Reno, Nevada
www.jimmybeanswool.com

For software engineers Laura and Doug Zander, the dotcom bust in 2000 sparked more than just a new life in Lake Tahoe. It was the start of Jimmy Beans Wool (JBW), a yarn shop built on Laura's newfound passion for knitting and the couple's shared web savviness. Starting with a humble shop in downtown Truckee, they focused on e-commerce for the 80 percent of their customers who were only in town on the weekends. Today, they have 50 employees, and Laura reckons that, without the Internet, they "would still have a 500-square-foot shop in Truckee and maybe one employee. And I would be burned out."

Laura calls Google an "intensive-care critical component" to JBW's early success. Back in 2002, they built their website for Google Search, and now 99 percent of business comes from the Internet. It's a testament to what she calls their "two-pronged approach"—make customers happy, and make sure they can find you on Google, using tools like AdWords, Google's advertising program. She took on the first part, with instant customer service seven days a week, and AdWords kept new customers coming. To expand the business, Laura goes "straight to Google Analytics," using it to decide everything from where to advertise along I-80 (the interstate highway between Lake Tahoe and San Francisco) to what kind of press to seek. These tools and more are at the heart of the business, she says. "We use Google Docs, Gmail, YouTube, everything."

With \$8 million in annual sales, they're ready to take on the globe. Google

10%

of business comes from AdWords

"Google helped us in our fundamental goal to be a local yarn shop online."

Laura Zander, Owner, Jimmy Beans Wool

Analytics helps them quickly figure out their next move—Chile or Peru? The data is ready and waiting for them, so they can spend time creating videos, meeting customers at trade shows, and generally growing the business. "I'd like to see sales double, triple, or quadruple," Laura says. "We're just going to keep pushing and pushing."

The web is working for New Hampshire businesses. Google is helping.

Google helped provide \$258 million of economic activity for New Hampshire businesses, website publishers and non-profits in 2014.¹

7,800 New Hampshire businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$342,000 of free advertising was provided to 35 New Hampshire non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Red Brick Clothing Co.

Hudson, New Hampshire
www.redbrickclothing.com



In 1997, Marie Mayotte started her business at the Mayotte family's kitchen table. Red Brick Clothing Co. offers custom screen-printed and embroidered apparel to schools and businesses. With her husband, Jerry, and son, Keith, pitching in to help, they launched their first website in 2001, and by 2003, they'd grown enough to move into a commercial space. Since then, Jerry and Keith have made this their full-time jobs. Over the years they've continually fine-tuned their digital marketing strategy, powering a steady 10 percent year-over-year growth. "We've worked hard to make our website come up as one of the top Google searches," Keith says. "That's been very effective for us."

Even though the business caters to a mostly local clientele, a strong web presence is critical to bringing in customers. "You don't purchase anything without searching on Google first," Jerry says. "People learn about us online before doing business with us." Their Google My Business listing directs customers to their website and showroom. Google Maps points the way. "With 250 families a year buying school uniforms and needing directions, that's a huge number of phone calls we don't have to take," Jerry says. Social media, including YouTube videos, further engages and educates consumers about their services. And Google Apps for Work makes it easy to share information in one central location. "Gmail and Google Docs opened up a whole new ballgame for us," Keith says. "We can access them from any device and work anywhere."

80%

of business comes from their website

"Our website is our most valuable marketing asset."

Keith Mayotte, Vice President, Red Brick Clothing Co.

The company has nine employees with plans to hire more, so the Mayotte family can focus on growing the business. They now build and host custom online stores for schools and businesses who want to sell custom-printed apparel within their organizations. They're planning to launch a mobile-friendly website and use AdWords, Google's advertising program, to expand into other states. "I can't imagine how expensive and time-consuming running our business would be without the Internet," Jerry says. "If you're going to be taken seriously, you need a good website that shows up on Google."

The web is working for New Jersey businesses. Google is helping.

Google helped provide \$2.54 billion of economic activity for New Jersey businesses, website publishers and non-profits in 2014.¹

52,000 New Jersey businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$3,840,000 of free advertising was provided to 184 New Jersey non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Allen Chimneys

Cedar Grove, New Jersey
www.allenchimneys.com



Jillian and Theron Allen founded Allen Chimneys in 2009, the year they got married. Theron had worked at a chimney company since high school, and Jillian had marketing and financial expertise. "Anything to do with chimneys—we do it," says Jillian, including installation, inspections, maintenance, cleaning, and repairs. With great word-of-mouth and a surge in demand following the destruction from Hurricane Sandy in 2012, business was humming steadily. After they revamped their website in 2013, they started focusing their marketing efforts online.

They began using AdWords, Google's advertising program, along with Google Analytics. "Analytics is great for us," Jillian remarks. "We're seeing where business is coming from, what markets are untapped, and where we need to target." They also started a YouTube channel, which helps attract customers through product demonstrations, and a Google+ page that spreads their great word-of-mouth online. "Google+ really saved our lives, especially since we have five-star review status now. It really makes us stand apart from our competitors," Jillian notes. Overall, she enjoys how Google products "organize everything into these little pockets for us," from customer relations to analytics, as well as the gratification of seeing her efforts pay off. "After putting in the work, seeing the increase in our presence online is very rewarding."

Today, Jillian estimates that "a good 90 to 95 percent of people find us on the Internet," and she's using this to her advantage. In the next few years, she and her husband plan to add more services, including gas

"The most gratifying part of my job is seeing us online."

Jillian Allen, Co-owner, Allen Chimneys

fireplace repairs, roofing, and masonry. Jillian also plans to get more savvy online. "I know more than a lot of people, but have much more to learn," she says. Her sales strategy is based entirely on the web. "Using the Internet and AdWords is the only way it's going to happen," she explains. "Once we have the new services, the Internet is 100 percent of how we're going to obtain customers—absolutely."

90%+
of customers
find them on
the Internet

The web is working for New Mexico businesses. Google is helping.

Google helped provide \$67.6 million of economic activity for New Mexico businesses, website publishers and non-profits in 2014.¹

6,100 New Mexico businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$1,460,000 of free advertising was provided to 55 New Mexico non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Los Alamos Co+op Market

Los Alamos, New Mexico
www.losalamos.coop



The Los Alamos Co+op Market is a market with a mission, and that is to improve the community. This is no easy task with a population spread across the sprawling landscape of northern New Mexico, explains General Manager Steve Watts, but it's made easier with the web. "To connect to our community, we rely on the Internet. It makes us feel a little bit more close-knit, even though we have many, many miles between us," says Steve. Since opening in March of 2011, the member-owned natural and organic market has grown to nearly 2,000 members and 32 employees.

To keep budgets low, Steve takes advantage of the many free and low-cost online tools offered through Google. The market uses Google Maps to direct customers to the market, Google Analytics to monitor and optimize their site, and Google+ to get valuable feedback from the community. "We think customer happiness is a good way of measuring success. Social media helps us see that picture in clearer terms," he explains. The market also relies on Google Apps for Work to manage daily operations, communicate, and schedule events and classes.

Thanks in part to these tools, the Los Alamos Co+op Market is a \$4 million operation that had tremendous growth for its first 3.5 years. Steve explains that it's only the beginning. With the naming of Valles Caldera in Los Alamos as a national park, he expects their community will soon see many new visitors. And with the opening of a competing market nearby in 2014, he's focused more

"I don't know how we'd compete if we didn't have a strong web presence to develop our community and build our business."

Steve Watts, General Manager, Los Alamos Co+op Market

than ever on offering the community an experience they won't find anywhere else—one that begins online. "Retail is very competitive," Steve says. "You have to use everything you can to stay relevant and make sure technology is helping people find you, and helping people enrich their lives."

14

quarters of double-digit growth

The web is working for New York businesses. Google is helping.

Google helped provide
\$21.5 billion
of economic activity for New York businesses,
website publishers and non-profits in 2014.¹

171,000
New York businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$22,600,000
of free advertising was provided to 772
New York non-profits through the Google
Ad Grants program.¹

4,000+
New Yorkers are employed full-time
by Google. We're proud to have offices
in Clifton Park and New York City.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Poppin

New York, New York
www.poppin.com

In less than five years, Poppin grew from a 10-person office-supply startup to a forerunner of design innovation that's been featured in Vogue and InStyle. "Poppin is becoming the single source for companies who want to create modern, inspiring workspaces that are open, collaborative, and allow for self-expression," says Chairman and CEO Randy Nicolau. In 2014, their revenue doubled and their products sold in over 2,000 retail locations, furnishing the new wave of startups and even college dorm rooms. Poppin focuses on companies that are "constantly growing, moving, adding people, and changing offices."

Randy sees web search as integral to Poppin's success. The Internet is the only place big enough to display their vast product line of almost 500 items, each available in 10-15 colors. AdWords, Google's advertising platform, has been particularly impactful in helping them to reach both consumer and business markets. "From day one, we launched with extensive Google campaigns," he says. "To be able to expand into Product Listing Ads was a huge win, one that continues to pay dividends for us today." Randy adds that their ties with Google run deep. "In a company that is driven almost entirely by a millennial workforce, we could not exist without Google Drive and Google Apps. We're the quintessential Google-powered company."

After a year of milestones and accolades, including a spot on Crain's Top 100 Places to Work in NYC, Randy anticipates that Google will keep emerging as the canvas for Poppin's future innovations. Whether learning from Google Analytics to improve their campaigns



"Our business would not be possible without the advent of the web. That is, not in the way we've imagined it."

Randy Nicolau, Chairman & CEO, Poppin

or unveiling disruptive products on YouTube, they'll rely on the full Google suite. "It's a solution that keeps up with us as we experience hyper-growth."

100
employees

The web is working for North Carolina businesses. Google is helping.

Google helped provide \$1.5 billion of economic activity for North Carolina businesses, website publishers and non-profits in 2014.¹

59,000 North Carolina businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$3,780,000 of free advertising was provided to 185 North Carolina non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Acme Tow Dolly Company

Kernersville, North Carolina
www.cartowdolly.com

The situation looked grim for Richard Brown. The business he founded in 2006, Acme Tow Dolly Company, was failing. "I wanted to go beyond selling products locally to establishing a national presence, but it was very difficult," Richard says. "There were a lot of issues we didn't anticipate. We were struggling." By 2009, the phone had stopped ringing. He'd laid off his employees. His bank account was nearly depleted. "I would come in every day, just visiting the corpse of our business," he says. "I couldn't let it go." That's when Richard decided to try AdWords, Google's advertising program. "I committed our last \$1,500 to AdWords." One year later, AdWords had lifted up the business from the verge of bankruptcy to \$1.6 million in sales.

"Now we have 22 employees and 42 vendors," Richard says. "It's been a dramatic turnaround for us." The company sells lightweight car-tow dollies for securely towing a car behind a truck, SUV, or RV. Retirees in the US and Canada are their number one market. Since 2009, they've invested heavily in the AdWords program, which continues to drive sales: in 2014 they grossed \$3.5 million, with \$5 million projected for 2015. Richard credits Google tutorials with helping fine-tune his AdWords strategy. "I realized I had to make my ads relevant to search inquiries, and my website relevant to the ads," he says. His company's YouTube videos connect customers with helpful how-to guidelines, while Gmail and Google Drive power the back office.

Looking down the road, Richard has high hopes for his now-thriving business. He donates a portion of proceeds to his favorite

"We went from being out of business to grossing \$1.6 million our first year using AdWords."

Richard Brown, Founder, Acme Tow Dolly Company

charities—Paws for Veterans and St. Jude Children's Research Hospital. "Google is integral in this business," he says. "The future of commerce is in Google AdWords and on the Internet. If you're not showing up in organic search results and paid search results, you're not in business. Google AdWords allowed me to compete shoulder-to-shoulder with the industry giants."

\$3.5
million in sales

The web is working for North Dakota businesses. Google is helping.

Google helped provide \$75.2 million of economic activity for North Dakota businesses, website publishers and non-profits in 2014.¹

1,800

North Dakota businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Rolling Plains Adventures

Sterling, North Dakota
www.rollingplainsadventures.com



Jeremy Doan grew up in the fifth generation living and working on Black Leg Ranch, the family's sprawling property east of Bismarck. He started Rolling Plains Adventures, a hunting and fishing guide company, in 2000 as he was finishing college. The operation caught on and grew steadily from the simple sporting destination he had envisioned. "We've had guests from every state in the U.S.," Jeremy says. "We also have a guest ranch where we host weddings, ranch vacations, and corporate events, retreats, reunions, and more, with guests from all over the world." His first website grew, too, and now the Internet is key to the business' incredible success.

"Sport shows used to be a huge deal for us, but not anymore," Jeremy says. "I would say 80 percent of our business today comes from the web." For occasional days when they're not completely booked, Rolling Plains Adventures uses AdWords, Google's advertising program, to get the word out. Jeremy routinely uses Google Analytics to see how many people are visiting the website and what they're viewing—"almost everybody reads the History page," he says. The business also has a very popular YouTube channel, and keeps people up-to-date with what's happening at the ranch through Google's blogging service, Blogger. "Those are all key factors in people feeling comfortable about booking with us," Jeremy says.

Rolling Plains Adventures continues to grow, bringing jobs and dollars into the area. They're renovating an old barn into a new wedding venue, and a winery is in the

"We wouldn't be where we are today without the web. It's easy to advertise what we offer with videos, photos, and everything."

Jeremy Doan, Owner, Rolling Plains Adventures

works, too. In 2012, the business received the North Dakota Governor's Travel and Tourism Award. In 2014, the ranch graced the cover of four national magazines, which Jeremy finds "kind of crazy, when we are just some small-town North Dakota family." Visitors range from regular folks to billionaires, and he knows that the Internet helped make it all happen. "If you don't have a website, you're letting your competition get ahead of you," Jeremy says. "A little bit goes a long way on the web."

80%

of business comes from the web

The web is working
for Ohio businesses.
Google is helping.

Google helped provide
\$2.18 billion
of economic activity for Ohio businesses,
website publishers and non-profits in 2014.¹

42,000
Ohio businesses and non-profits benefitted
from Google's advertising tools, AdWords
and AdSense, in 2014.¹

\$2,630,000
of free advertising was provided to
164 Ohio non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Print Syndicate

Columbus, Ohio
www.printsyndicate.com

Tanisha Robinson and Mike Limes launched Print Syndicate, a print-on-demand e-commerce company in November 2012 after working together at a t-shirt printing company. "We realized there is this untapped territory in the market for well-designed content that allows people to express themselves," Tanisha says. Hiring graduates and interns from nearby Columbus College of Art and Design, they make and sell apparel, phone cases, housewares, and more. Their in-house artists leverage social media trends to craft socially-relevant, quirky designs that resonate with the customers who love the Internet's many gifts, a good laugh, and speaking their minds. These unconventional products have grabbed the attention of everyone from shy consumers ("Introverts Unite - We're Here We're Uncomfortable And We Want to Go Home") to Supreme Court Justice Ruth Bader Ginsburg (their "Notorious R.B.G." shirt is a huge seller) to venture capitalists eager to invest in the company.

Running separate websites for their various brands, like LookHuman.com, ActivateApparel.com, and MericaMade.com, Print Syndicate relies on AdWords, Google's advertising program. They often create products in immediate response to trending social media, and make everything on demand. A shirt inspired by the 2015 Super Bowl halftime show, for example, was designed just hours after the game ended. "Because of AdWords and Google Shopping," says Tanisha, "it was also findable within a few hours. People search memes and really specific things, and often we have the only product in that category." Employees use Google Analytics and

\$4.25M

in VC funding, 2014

"It isn't possible these days to build any type of business without considering the impact of the Internet and the way people engage with brands and products."

Tanisha Robinson, Co-founder & CEO, Print Syndicate

Google Trends for timely marketing insights, and Google Drive, Sheets, and Gmail to collaborate.

Print Syndicate now has a staff of 125 and a steep growth curve. Sales tripled in 2014 from just a year earlier. "A lot of business leaders in the community have stepped up to help us as mentors and advisors," Tanisha says. "I think it matters to Columbus for a high-growth startup to build our business here. We have a lot of entrepreneurial energy here right now. I hope our story encourages people to swing for the fences when they try to build a business."

The web is working for Oklahoma businesses. Google is helping.

Google helped provide \$227 million of economic activity for Oklahoma businesses, website publishers and non-profits in 2014.¹

10,000 Oklahoma businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$668,000 of free advertising was provided to 37 Oklahoma non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Noah's Park and Playgrounds

Edmond, Oklahoma
www.noahsplay.com

Husband-and-wife team Shannon (Shan) and DeAnn Shepherd started Noah's Park and Playgrounds in 2001, designing and installing custom park and playground equipment. They built their first website in 2005, but it wasn't until they hired Brenda Flesher as their website/marketing director in 2007 that their focus turned online. Shan recalls, "It was clear that the Internet was going to be important, and that's where we were headed." In 2011, they started doing online sales, and that's when they first looked to Google.

The company started using AdWords, Google's advertising program, at the end of 2011. Brenda recalls, "We stuck our big toe in, and realized it was going to have a really good impact. In the year we started AdWords, we had over 30 percent growth in our profit." In the next three years they saw profits rise as they began offering their products and services online. DeAnn explains, "While we still have sales representatives in several states, thanks to our Internet presence, we have seen continual growth patterns in states where we do not have boots-on-the-ground sales reps. That's pretty remarkable." The company also uses Google Apps for Work. "Due to file size and our image-driven products, it helps to have Google Docs, to be able to share product designs with customers and suppliers," shared Brenda. And they rely on Google Earth to capture images of the outdoor spaces they are going to design.

Today, the company's custom playgrounds are being enjoyed on a national scale. "We're getting customers from all four corners of the country," says Shan, including the contiguous 48 states

10
employees

"This is a family business—and look where we're going. We would not be where we are today without Google."

Shannon Shepherd, Co-owner, Noah's Park and Playgrounds

and even Hawaii. To achieve this reach, they spend 75 percent of their advertising budget online and continue to see a huge return through AdWords. "In 2014, every dollar we spent on AdWords resulted in over \$20 in profits," shared Brenda. "Google took us from a small family business to a full-fledged company with nationwide exposure. And it has broadened our borders further than we could have on our own," says DeAnn.

The web is working for
Oregon businesses.
Google is helping.

Google helped provide
\$939 million
of economic activity for Oregon businesses,
website publishers and non-profits in 2014.¹

39,000
Oregon businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$2,640,000
of free advertising was provided to 136
Oregon non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising. Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Portland Meat Collective

Portland, Oregon
www.pdxmeat.com



When her job as a magazine food editor vanished in 2009, Camas Davis decided to start over and learn to be a butcher. She went to southwestern France for an internship in butchery and charcuterie (prepared pork products). Returning home, she then founded her own meat education program, with local chefs and butchers as instructors. Today, Portland Meat Collective is not only a school, but also a network of local people looking for a cost-effective way to buy meat directly from the area's small ranchers and farmers. "Portland was the perfect place to start because it's a real food-conscious town," Camas says. She credits much of her success to like-minded people finding her business through the Internet.

"I was very fortunate to have a brother who builds websites for a living," Camas says. "My website has always been, and still is, our storefront. That's how people find us. We're a word-of-mouth business, and a lot of that word of mouth happens online." Google My Business and other digital tools "opened everything up for me," she adds. Camas now uses Google Analytics to monitor visits to her website and to keep the content relevant. The company also relies on Google Apps for Work, especially Google Docs, to collaborate with employees and interns from anywhere.

The business now offers six to eight classes a month, and has drawn national attention from the likes of Martha Stewart and The New York Times. Camas has also launched a nonprofit organization to help other areas start meat collectives.

4,000+
students since
classes began

"I absolutely think this
business couldn't exist
without the Internet."

Camas Davis, Owner, Portland Meat Collective

Portland Meat Collective itself has a strong economic impact in the Northwest, thanks in part to their strong digital presence. "Our students become a new consumer base for all of the small farmers, who really don't have time to market or go out and meet new people," Camas says. "I would love to see a meat collective in every state in America."

The web is working for Pennsylvania businesses. Google is helping.

Google helped provide **\$3.33 billion** of economic activity for Pennsylvania businesses, website publishers and non-profits in 2014.¹

53,000 Pennsylvania businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$6,550,000 of free advertising was provided to 312 Pennsylvania non-profits through the Google Ad Grants program.¹

400+ Pennsylvanians are employed full-time by Google. We're proud to have offices in Philadelphia and Pittsburgh.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Empire Covers

Jenkintown, Pennsylvania
www.empirecovers.com



Empire Covers is an e-commerce business selling protective covers and related products for cars, boats, motorcycles, RVs, and other vehicles. Their customers care enough about their rides to shield them from the elements. Since their founding in 2004, the company has used AdWords, Google's advertising program, to engage customers all along the sales funnel. "AdWords gives us an entrance into a whole world of people who are looking for the products we sell," says Robert Brous, Vice President of Marketing. When it comes to understanding customers' needs, interests, and behaviors, Google has them covered.

The business extends its reach with remarketing ads on the Google Display Network—showing past customers relevant ads as they browse the web. They also create content for YouTube and social media, including Google+, to engage customers around their passion for their vehicles, offer helpful tips, and show their softer side (e.g., by holding a local Halloween car cover decorating contest or donating bicycle covers to a group of Connecticut nuns). Google Analytics helps them refine their marketing strategy in real time. "One of the most exciting things is every day, we can manipulate and tweak all these levers," Robert says. "AdWords gives us really strong metrics into our customer engagement strategy, starting from the ads they see, matching keywords to queries, and understanding clickthrough rates. We don't have to wait weeks and months to get answers."

Empire Covers now employs 90 people, with business motoring along steadily at 20 percent year-over-year growth. They plan to move headquarters into a new office space, develop

20%
annual
growth

"Google helps us drive an amazing experience for our customers."

Robert Brous, Vice President of Marketing, Empire Covers

new product ideas, and expand sales beyond the U.S. and Canada. "Google has had a tremendous impact on our business," Robert says. To businesses thinking about online marketing, Robert wraps it up with this advice: "Check your ego at the door. Don't get married to your ideas if the metrics tell a different story. Let the numbers show you where you need to go."

The web is working for Rhode Island businesses. Google is helping.

Google helped provide \$196 million

of economic activity for Rhode Island businesses, website publishers and non-profits in 2014.¹

6,100

Rhode Island businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$274,000

of free advertising was provided to 18 Rhode Island non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Displays2Go

Bristol, Rhode Island
www.displays2go.com



Displays2Go founder George Patton used a handwritten brochure when he first marketed his custom acrylic display products in 1974. Later, direct mail catalogs became his primary marketing vehicle. This was a traditional company, but not one afraid of change. When George sold the business to his sons in 1992, "They realized the Internet was the wave of the future," says Vice President of Marketing Greg Banks. "We always tried to stay on the cutting edge of things instead of being reactive. That's who we are today." Today the company offers more than 7,000 display products—from trade show-sized marketing displays to small donation boxes for retail store counters.

Displays2Go launched an e-commerce website early in the '90s, making improvements along the way. AdWords, Google's advertising program, helps them target known customers and discover new markets. "The bulk of our advertising consists of text ads and Product Listing Ads through Google Shopping," says Martha Dias, director of multi-channel marketing. "We knew we had decent retail and finance markets, but we didn't realize how many churches we were reaching until we saw the Internet orders." Displays2Go's social media presence includes a Google+ page. "People can leave us comments, whether it's something they appreciated or a problem," Martha says. "We can correspond with them on social media. It's like having a 24/7 presence." YouTube videos show customers how to use their products. The company has also invested in a robust mobile website to make shopping more convenient for customers on the go.

250
employees

"You're probably missing the bigger opportunities by not having a web presence."

Greg Banks, Vice President of Marketing, Displays2Go

Displays2Go continues to enjoy steady growth, spending about 80 percent of their marketing budget online. "If you've got a website, you have an immediate connection with customers," Martha says. To businesses yet to launch websites, she says, "You don't have to do everything at once, but just get yourself on stable ground and see what works. I can't imagine us being anywhere near where we are now if we didn't have a website."

The web is working for South Carolina businesses. Google is helping.

Google helped provide **\$777 million** of economic activity for South Carolina businesses, website publishers and non-profits in 2014.¹

16,000 South Carolina businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$849,000 of free advertising was provided to 60 South Carolina non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Beija-Flor

Greenville, South Carolina
www.beijaflo jeans.com

Like many American women, Emilie Whitaker and her mother, Kathy Moça, were frustrated when they couldn't seem to find jeans that fit them properly. Emilie's father is from Brazil, and both mother and daughter loved visiting the country. "We discovered that Brazil not only has high-quality denim, but the way they cut their jeans really flatters a woman's curves," Emilie says. In 2005, she and Kathy founded Beija-Flor (hummingbird in Portuguese) in Greenville, to offer a line of Brazilian-made jeans to women just like them. The Internet was key to building their brand and national reputation.

"I was still living in Washington, D.C., my mom was living in South Carolina, and we just started communicating over the Internet, sharing concepts and ideas," Emilie says. The pair started Beija-Flor from Kathy's dining room, and Emilie's husband later launched them on AdWords, Google's advertising program. "We could run ads like 'jeans for curvy girls,' or for very specific things like 'Brazilian jeans' or 'no-gap jeans,'" Emilie says. "We were able to reach people who were actually looking for us." The Google ads gave Beija-Flor an advantage, she believes, "because fashion was kind of slow to adopt digital." The company also uses Google Apps for Work to collaborate internally and with retailers. "Google is basically our help desk and internal IT department," Emilie says.

Beija-Flor is growing every year. They sell jeans in an online store and via Google Shopping. They also have a flagship store in Greenville and a presence in hundreds of stores nationwide. It can all get a little

400

specialty stores carry their jeans

"We would not be in business without the Internet. I don't know that it was possible before the Internet to do so much with so little."

Emilie Whitaker, Co-founder & CEO, Beija-Flor

heady—a People StyleWatch editor once wrote that the jeans had changed her life. "People in airports must think we're looking at their bottoms," Emilie says with a laugh. "But we're just checking for Beija-Flors walking by!"

The web is working for South Dakota businesses. Google is helping.

Google helped provide \$62.4 million of economic activity for South Dakota businesses, website publishers and non-profits in 2014.¹

2,500 South Dakota businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$384,000 of free advertising was provided to 16 South Dakota non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Chelsea's Boutique

Sioux Falls, South Dakota
www.chelseasboutiqueonline.com

When she opened her women's clothing boutique, Chelsea Tracy brought her passion for fashion, but not for the web. Then her future husband and business partner, Colin Tracy, said she couldn't have a business without it. "He actually taught himself how to code and created a website," Chelsea recalls. "And it just snowballed from there." She embraced Colin's advice and now "we use everything that you possibly can use through Google."

Their team today uses the full suite of Google Apps for Work, including Gmail and Hangouts to stay connected. Google My Business helps local customers to find their store hours and directions to the store. They even put their commercials on YouTube. Colin, now the CTO, uses Google Analytics combined with Google AdWords, Google's advertising program, to reach their customers on the web. Chelsea and Colin estimate that Google Apps has saved them perhaps \$20,000 in software. It also lets them compete with larger boutiques "on a level that otherwise wouldn't have been there for us," Colin says.

For Chelsea, a small-town South Dakotan and entrepreneur at heart, helping women "find that perfect outfit that makes them feel incredibly confident from within" is her favorite part of the job. Today she's shipping items to women all across the country, including Hawaii, and offering personal styling in greater Sioux Falls. Sales have been rising steadily, an increase that Colin credits in huge part to their use of the web.

5
employees

"We've been able to reach a much larger audience than we would have ever been able to reach in South Dakota, and in Sioux Falls in particular."

Chelsea Tracy, Owner & CEO, Chelsea's Boutique

In late 2014, they launched an e-commerce site and their long-term goal is to make the site their core business. "And we know that Google can help us make the leap from a small-town boutique to a national one," Colin says.

The web is working for
Tennessee businesses.
Google is helping.

Google helped provide
\$948 million
of economic activity for Tennessee
businesses, website publishers and
non-profits in 2014.¹

22,000
Tennessee businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$1,380,000
of free advertising was provided to 107
Tennessee non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Hatch Show Print

Nashville, Tennessee
www.hatchshowprint.com

In Nashville since 1879, Hatch Show Print has made its mark on the local culture. What began as a simple letterpress business evolved into an iconic design style. This historic shift began almost a century ago, when Hatch started working with entertainers and the Grand Ole Opry. Today, they carry on a legacy of using handset type for "designing and printing posters in-house, just the way the Hatch brothers did when they founded the shop," says Celene Aubry, Print Shop Manager. Now affiliated with the Country Music Hall of Fame® and Museum and Historic RCA Studio B ("the cradle of Nashville Sound"), Hatch also hosts tours and workshops, helping visitors step back in time when exploring Nashville history.

Hatch stays true to craftsmanship while using digital tools to grow their business in the 21st century. "Google image search is spectacular at helping us establish a client dialogue. We can be looking at the same images without needing vast databases," Celene says. "Google Maps was incredible for when we moved into the Country Music Hall of Fame so that customers could still find us, and we continue to use it regularly." They've also successfully used AdWords, Google's advertising program, which gave their tours five times their normal exposure. The web lets their designs shine beyond the city's limits. "Everyone wants to get their picture taken with something from Hatch, which usually winds up on the Internet. Wherever it winds up, it goes viral," Celene says.

For a business that's stood the test of time, some changes are inevitable. With a new location and new offerings, Hatch leans on the web to get

25
employees

"Connecting with our visitors is important, and the web gives us an opportunity to connect with people we may not have otherwise. It allows us to expose them to the breadth of what we do, and that goes beyond the shop itself."

Sharon Brawner, SVP, Marketing and Sales,
Country Music Hall of Fame® and Museum

the word out and make sure their visitors, old and new alike, can stay in touch. As their popularity grows, the web keeps them connected to lovers of their craft and to Nashville. These online connections help Hatch foster a sense of community with fellow printmakers, students, and clients—what Celene calls their "extended family" all around the globe.

The web is working for Texas businesses. Google is helping.

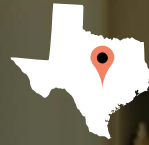
Google helped provide
\$6.64 billion
of economic activity for Texas businesses,
website publishers and non-profits in 2014.¹

154,000
Texas businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$8,460,000
of free advertising was provided to 405
Texas non-profits through the Google
Ad Grants program.¹

200+
Texans are employed full-time
by Google. We're proud to have an office
in Austin.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising. Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



milk + honey

Austin, Texas
www.milkandhoneyspa.com



Alissa Bayer fell in love with Austin while attending grad school at The University of Texas. But she missed the urban day spas she frequented while living in New York City, Washington, DC, and San Francisco. Alissa wanted to help other people relax, rejuvenate, and feel great. So she put her passion to work and founded the milk + honey spa in 2006. She and her husband, Shon, have since opened four luxury spas and salons in Austin, a fifth in Boston, and a sixth is planned for Houston. "We knew early on that discovering us on the web was really, really important," Shon says. That meant attracting locals who lived and worked in Austin, as well as visitors in town for business and conventions.

They've used AdWords, Google's advertising program, since before they opened, with an estimated 10X return on investment. "AdWords is a big part of how we market the business," Shon says. "It works. It's trackable. We use it in conjunction with Google Analytics, so we can track a client's journey on our website from an organic search or a pay-per-click search. We know how to optimize our campaigns and our web content." About 35 percent of bookings take place online. Google Apps for Work, including Gmail and Google Docs, helps them manage multiple salons from one central location. "We're able to share information, work remotely, collaborate remotely," Shon says. "That's been essential for us."

The milk + honey website features their new line of plant-based, organic skin and body care products, which are also sold in retail stores in seven states—and counting. To help manage

210
employees

"Internet marketing enables us to move faster than our competitors."

Shon Bayer, President of Operations, milk + honey

this growth, they're transitioning to Google Chromebooks, which run web-based Google Apps. "As a retailer, having an incredibly affordable and durable product has really helped drive our IT costs down," Shon says. "It's about having something that's simple, always works, and doesn't require a lot of overhead. It accelerates where we are today."

The web is working
for Utah businesses.
Google is helping.

Google helped provide
\$1.91 billion
of economic activity for Utah businesses,
website publishers and non-profits in 2014.¹

26,000
Utah businesses and non-profits benefitted
from Google's advertising tools, AdWords
and AdSense, in 2014.¹

\$918,000
of free advertising was provided to 55
Utah non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



In The Event

Salt Lake City, Utah
www.intheevent.com

Las Vegas native Robert LaSpina was born into the entertainment business. He traveled the world with his family, producing live events for theaters, casinos, TV, and even U.S. presidents. He brought his expertise in lighting, sound, video, and special effects to the commercial world, staging opening shows for Las Vegas casinos and convention centers. When the economy took a toll on business, he and his wife, GayLyn, moved to Salt Lake City—where trade events were less bedazzling. "Nobody offered anything outside the box," Robert says. They founded In The Event in 2007 to bring wireless LED lighting and displays to events in Utah and beyond. "We were trying to figure out what the Internet meant to us," Robert says. "We knew people were searching for things."

They count on AdWords, Google's advertising program, to help customers find their eye-popping event design products and services. "We keep our website content fresh so Google Search notices us organically," Robert says. With a staff of 10, they cater to private parties as well as major corporate events. Need a portable LED dance floor or DJ booth? They've got it. "We did a party in Miami for 10,000 people," Robert says. "We would never have this exposure sitting at our desks making phone calls to convention lists." Google Analytics offers insight to customer behaviors. "We're getting a really good feel for what people like when they interact with our website," Robert says.

There's reason to celebrate: In The Event doubled its business in the first three years and now enjoys 50 percent annual growth.

50%
annual
growth

"We wouldn't be here if we didn't use the web to market our business."

Robert LaSpina, Co-founder & Vice President, In The Event

"It's wonderful that we're hiring more people and looking to build our own property," Robert says. They also believe in giving back to the community. "We are huge animal advocates, so we focus our donations on the Humane Society and aquarium here." They plan to increase their exposure on social media and YouTube to show the world how they party. Robert says, "We take people to another world."

The web is working for Vermont businesses. Google is helping.

Google helped provide \$752 million of economic activity for Vermont businesses, website publishers and non-profits in 2014.¹

11,000 Vermont businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$440,000 of free advertising was provided to 33 Vermont non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Pinnacle Ski & Sports

Stowe, Vermont
www.pinnacleskisports.com



Pinnacle Ski & Sports in Stowe has catered to outdoor sports enthusiasts for more than 30 years. "Stowe is a unique town," says store manager Steven Sulin. People come from all over the world to ski, snowboard, hike, and kick back amid the Green Mountain State's breathtaking beauty. The shop rents and sells skis, boots, and gear during the peak winter season, and bicycles in the off-season. They first launched a website in 2000 for ski rental reservations, and their online marketing strategy took off from there.

Google Search helps get customers into the sales funnel and onto the slopes. "Everybody searches on Google, and that's how lots of customers find out about us," Steven says. The shop's Google My Business listing offers maps, directions, hours, reviews, and a link to the shop's homepage. Their website entices visitors with photos, coupons, contests, and a Stowe Snow Report, updated daily. Online ski rentals bring foot traffic into the shop, which leads to more sales. "People find us on Google and come into our online reservation system," Steven says. "And that leads to buying clothing, custom-fitted boots, and skis from our shop." Half of all sales come from online reservations and purchases. The shop's website has been so successful, they've launched two specialty sister sites: Inner Bootworks for skiers seeking better-fitting boots, and Ski Essentials, which offers their entire inventory online.

The shop employs 70 people during the busy season, and 2014-2015 was among the busiest—with 2,200 online reservations. Steven uses social media to engage customers in the

50%
sales online

"A big part of our business is people finding us through Google."

Steven Sulin, Manager, Pinnacle Ski & Sports

total Stowe experience and encourage repeat business. "Whether it's their first time skiing or their millionth time, we get people excited about the sport," Steven says. "Even when it's 10 below and the snow is blowing sideways, people come back to us with smiles on their faces. We want people talking about skiing here all year long. It's about getting that next person hooked."

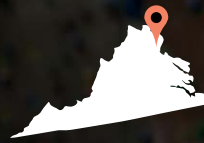
The web is working for
Virginia businesses.
Google is helping.

Google helped provide
\$2.42 billion
of economic activity for Virginia businesses,
website publishers and non-profits in 2014.¹

48,000
Virginia businesses and non-profits
benefitted from Google's advertising tools,
AdWords and AdSense, in 2014.¹

\$5,680,000
of free advertising was provided to 237
Virginia non-profits through the Google
Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Vertical Rock Climbing & Fitness Center

Manassas, Virginia
www.climb-va.com



For Ian and Lindsey Colton, rock climbing is about more than just fitness and the outdoors. "There's a lot of believing in yourself. And being able to push yourself to a limit safely, and trusting the people you're with," Ian says. Climbing had always been a cherished family activity for the Coltons, and their dream was to bring that empowerment and positivity to a broader community. After almost six years of looking for a space with very high ceilings, things fell into place. "It was one of these lucky calls we got about a space coming up for lease, and the rest is history," Ian says.

Since that day in 2011, the company itself has reached great heights, bypassing administrative roadblocks through online tools like Google Drive. "With rock climbing, we have a lot of paperwork. It's a logistical nightmare. When we opened, the cloud was becoming more available. Being able to store our information that way has been very helpful," Ian says. Running their operations themselves instead of jumping into large contracts, they use "just about every Google product that's out there." From the beginning, they've used AdWords, Google's advertising program, to connect them with customers. They also use Google Analytics to improve their website and promotions. Another big part of their community is YouTube, where they share instructional videos and content from their members. "If you don't have a web presence, you're obsolete," Ian says.

The Coltons have created a space for people of all ages, skill sets, and fitness levels. "We have members of the

"The Internet allows us to do a lot more, and faster, than we'd normally be able to do."

Ian Colton, Founder & CEO, Vertical Rock Climbing & Fitness Center

community in their mid-70s still actively climbing," Ian says. The most rewarding part is the positive impact on people's lives. "I've had parents come up to me, with tears in their eyes, saying how happy they are to see a transition with their kids through rock climbing." The Coltons want to make that impact even bigger. "We want to see multiple Vertical Rocks in the state," Ian says. To get there, they'll continue to rely on the web. "Word of mouth is one of the best ways to advertise. And we thoroughly believe that having a web presence is a way to extend our word of mouth."

3,500+
visitors a week

The web is working for Washington businesses. Google is helping.

Google helped provide \$5.2 billion of economic activity for Washington businesses, website publishers and non-profits in 2014.¹

53,000 Washington businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$5,590,000 of free advertising was provided to 250 Washington non-profits through the Google Ad Grants program.¹

1,500+ Washingtonians are employed full-time by Google. We're proud to have offices in Kirkland and Seattle.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Sip and Ship

Seattle, Washington
www.sipandship.com

When Diana and Steve Naramore opened Sip and Ship—a full-service shipping center, café, and gift shop—in 2002, their vision was a community watering hole and customer-service mecca. When the recession hit in 2008, they had two struggling locations and almost no hope of staying in business, but their commitment to customers kept them afloat. “We were in dire straits, and we just kept doing what we knew, which was providing great customer service,” Diana recalls. Today, the successful shops have a loyal customer base and see new customers daily, thanks in part to the Internet.

“I ask new people how they find us, and nine times out of ten it’s somebody doing a Google search online. It’s a great driver,” Diana notes. “It’s no longer a neon ‘Open’ sign that brings people to you. It’s having the advantage of listing your services online and being linked to them so that people can find you on a moment’s notice.” They use Google Analytics to analyze their site traffic. It recently helped them discover that a pricey juice vendor they were ready to drop was actually sending them a lot of online business, which more than made up for their low margins. Sip and Ship also uses Google Apps for Work, including Gmail, Google Drive, and Google Calendar.

In 2014, Sip and Ship became a \$1.4 million business, but Diana notes that “we have just scratched the surface.” To hit their higher goal, their plans include moving manual processes online, using technology to improve the customer

2 locations in Seattle

“The Internet brings people to our doors every single day.”

Diana Naramore, Co-owner, Sip and Ship

experience, and growing their online shop. “The Internet is so powerful,” Diana says. “I would invest in all of the technology I could to make my business more robust. It enhances what we do every day.”

The web is working for Washington, D.C. businesses. Google is helping.

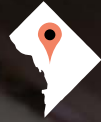
Google helped provide **\$1.16 billion** of economic activity for Washington, D.C. businesses, website publishers and non-profits in 2014.¹

5,900 Washington, D.C. businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$10,100,000 of free advertising was provided to 254 Washington, D.C. non-profits through the Google Ad Grants program.¹

100+ Washingtonians are employed full-time by Google. We're proud to have an office in Washington, D.C.

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Dog Tag Bakery

Washington, D.C.
www.dogtagbakery.com

Founded by Jesuit Father Rick Curry and real estate mogul Connie Milstein, nonprofit Dog Tag Inc. offers a five-month training program for American military veterans. The acclaimed project combines business classes at partner Georgetown University with equally valuable, hands-on experience running a small business. "It's called Dog Tag Bakery because dog tags are the one aspect of the military that goes across all the different branches, and they're something everyone recognizes and understands," says CEO Meghan Ogilvie. "The goal is to give the fellows a holistic understanding of running a small business." The bakery reinforces its storefront in Georgetown with a strong online presence.

Dog Tag Bakery appreciates the free digital tools delivered by Google Apps for Nonprofits—Gmail, Google Calendar, Sheets, Drive, and more. "As a nonprofit, you're always counting your pennies because they're someone else's pennies," Meghan says. Google My Business ensures that customers can easily find and see the bakery online. Google Alerts lets the staff know when the bakery gets a new mention in the media—and it gets plenty. Google Analytics helps them keep the website up-to-date and communicate effectively. "We work really hard on using the Internet and our website to promote what we do and communicate with others," Meghan adds. "The goal is to have a replicable model and set up in other areas all across the country."

The nonprofit graduated their first group of veterans in 2014. The bakery opened that December and quickly made 17,000 sales

50%

repeat customers

"We do a lot of outreach and engagement online all with the goal to make life a bit easier while continuing to make a big impact."

Simone Borisov, Director of Development, Dog Tag Bakery

in January. "Good Morning America," the "CBS Evening News," The Washington Post, The Huffington Post, and more have all reported on the bakery. But the real products aren't the many fabulous breads, cookies, and treats, Meghan says—they're the veterans the bakery has helped prepare for the civilian world. And spreading the word about the program is vital to the mission. "It's great to have a storefront in Georgetown," she says, "but the online presence is your storefront for the world."

The web is working for West Virginia businesses. Google is helping.

Google helped provide \$159 million

of economic activity for West Virginia businesses, website publishers and non-profits in 2014.¹

3,200

West Virginia businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$221,000

of free advertising was provided to 16 West Virginia non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Spring Hill Pastry, LLC

Charleston, West Virginia
www.springhillpastry.com



Spring Hill Pastry Shop hasn't changed its recipes for homemade cakes, pastries, pies, breads, and cookies since the bakery's founding in 1948. Robin and Chris Williams are third-generation owners. "We've done wedding cakes for three and four generations of the same family," Chris says. "A lot of products featured on our website have the exact same ingredients as when we first opened. That part of the business hasn't changed." What has changed is how the bakery markets itself.

The couple launched a website in 2005 to reserve the Spring Hill Pastry domain name, with no big plans to do much else. Soon, however, they realized their website's potential as a powerful marketing tool. "Our website shows people that we don't make the typical bakery items you're going to find in a grocery store," Chris says. Google Search and Google Maps proved vital from the start. They help customers find this off-the-beaten-path gem, while saving busy counter staff from giving directions over the phone. "This allows us to have more orders come in the door, and keeps customers from getting lost," Chris says. They now have 21 employees, sell around 350 cakes a week, and serve 300-350 customers on Saturdays alone. People line up for their famous "hot dogs"—long, cream-filled donuts topped with powdered sugar and drizzled chocolate.

In the 60 years of operation, they've outgrown their building three times, including adding 1,000 square feet to the production area in 2014. In that same year they donated \$40,000 to local organizations and the local soup

350

cakes sold each week

"Without Google Maps, I don't know how customers would find us."

Chris Williams, Co-owner, Spring Hill Pastry, LLC

kitchen. Chris and Robin's children are next in line to take over the family business, which is so brisk that they're considering opening a second shop in downtown Charleston. Quite simply, "We believe in small business," says Chris. Chris offers this advice to other entrepreneurs who are thinking about using Google tools to bring traffic to their websites and their businesses: "Make sure you can totally handle the influx of that advertising. Because it reaches so much more than you can imagine."

The web is working for Wisconsin businesses. Google is helping.



Google helped provide \$993 million of economic activity for Wisconsin businesses, website publishers and non-profits in 2014.¹

20,000

Wisconsin businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$1,050,000

of free advertising was provided to 97 Wisconsin non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



Fromagination

Madison, Wisconsin
www.fromagination.com

After 23 years as a shoe buyer, Ken Monteleone wanted to do something different and more satisfying. He opened Fromagination in 2007 on Madison's Capitol Square, where he now sells Wisconsin's famous cheeses to visitors from all over the world. His European-style shop collaborates with dozens of local cheesemakers, microbreweries, chocolatiers, and other partners around the country. "Customers come in and start dancing around to the music as they sip a glass of wine and taste our cheese," Ken says. "We knew that we had created something that's special and memorable, an experience we hope lives beyond just that piece of cheese they're tasting." He launched a new e-commerce website in 2014 to maintain this cozy relationship once a customer returns home.

Google My Business gives out-of-town visitors a good introduction to the shop before they ever reach Madison. "It's very important to take advantage of the tool and make sure that the site's up-to-date. You need to post your best text and pictures to put your best foot forward before customers walk into the shop," Ken says. He relies heavily on Google Analytics for insights on keeping his website current and compelling. "It helps drive a lot of decisions," he explains. "It's really the tool that we look at weekly to evaluate how different promotions are working." Ken also uses Gmail to help him stay connected to the business, even when he's not in the shop.

35

cheesemaker partners

"The Internet connects our customers and gives us knowledge that we would never have otherwise."

Ken Monteleone, Founder & Owner, Fromagination

Fromagination was named one of America's best cheese shops by Travel + Leisure and has earned praise from the Food Network, The New York Times, and other national media outlets. The shop sees strong, double-digit growth every year. It has expanded into providing favors and cakes of cheese for weddings, and holds wine and cheese receptions as well. Ken plans to create new YouTube videos to show the shop to its best advantage. "I always look at how we can stand out as a world-class retailer, even though we're a little homespun, locally owned business," he says. "The Internet will continue to play a significant part in that."

The web is working for Wyoming businesses. Google is helping.

Google helped provide
\$86.5 million
of economic activity for Wyoming businesses, website publishers and non-profits in 2014.¹

1,900
Wyoming businesses and non-profits benefitted from Google's advertising tools, AdWords and AdSense, in 2014.¹

\$205,000
of free advertising was provided to 14 Wyoming non-profits through the Google Ad Grants program.¹

Sources: 1. Google, "Economic Impact," 2014 *Note: The total value that U.S. Google advertisers and website publishers received in 2014 is the sum of the economic impact of Google Search, AdWords and AdSense. The value of Google Search and AdWords for businesses is the profit they receive from clicks on search results and ads minus their cost of advertising, estimated as \$8 profit for every \$1 spent. This formulation is derived from two studies about the dynamics of online search and advertising, Hal Varian's "Online Ad Auctions," (American Economic Review, May 2009) and Bernard Jansen and Amanda Spink, "Investigating customer click through behavior with integrated sponsored and nonsponsored results," (International Journal of Internet Marketing and Advertising, 2009). The economic impact of AdSense is the estimated amount Google paid to website publishers in 2014 for placing our ads next to their content. Please note that these estimates do not allow for perfect reconciliation with Google's GAAP-reported revenue. For more information about methodology, visit: www.google.com/economicimpact/methodology.html © Copyright 2015. Google and the Google logo are trademarks of Google Inc.



SignBoss LLC

Gillette, Wyoming
www.signbossonline.com

Dana Eiland and her husband, Rick, moved from Boston to Wyoming seeking the Cowboy State's wide open spaces—and a new business venture. After identifying an unmet need in the custom sign business, they founded SignBoss LLC in 2010. The company designs, builds, installs, and services interior and exterior business signage. They are a one-stop shop for logo design, building signage, trade show marketing, and fleet graphics. "Before we even opened our doors, we had a website up and running," Dana says. "We knew that was going to be key to getting business right away."

SignBoss LLC uses Google business products to bring in customers. Google My Business works with Google Maps to direct clients to their showroom, while Google+ and YouTube show customers what SignBoss LLC can do for them. "Everything we do is unique and creative," Dana says. "By using social media, we're able to share new products and services with our customers. We're not only promoting ourselves, but also our customers." She started using AdWords, Google's advertising program, to get in front of people searching for advertising signage. Google Analytics tells Dana how clients find SignBoss LLC online and which webpages are most engaging. "For it to be free is just amazing!" she says.

Dana says Wyoming businesses believe in supporting each other, something she and her husband believe in, too. They've hired more people, opened a new location in Gillette, and enjoy 25 percent

"Our advice to clients: get online and use Google to promote your business."

Dana Eiland, The Boss, SignBoss LLC

year-over-year growth. "As a known local business, we're able to work with youth groups and other nonprofits," she says. "Giving back to the community is what I enjoy most about being a small business owner." Dana's online marketing strategy has worked so well, she's now helping her clients build websites and use Google AdWords to promote their businesses. "If our clients are successful, then we're successful," she says. "They're going to come back for more and refer us to other people." All signs point to continued success.

70%

of new business comes from Google

