



Economic Impact

United States 2015

The web is working for American businesses. 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.

The world today changes fast, faster than most businesses or consumers can keep up with on their own. 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, aid publishers in earning money from

their online content, and support non-profits aiming to increase 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.

Google is dedicated to helping people through technology. We're proud to have a positive impact on so many businesses and we're inspired by the incredible work they do 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 fluid and cursive, written in a professional but personal style.

Margo Georgiadis
President, Americas Sales, Google

Nationwide report

United States 2015



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

Across the U.S., Google's search and advertising tools helped provide **\$165 billion in economic activity** in 2015.¹

Find out more at www.google.com/economicimpact

\$165 billion

of economic activity Google helped provide nationwide for businesses, website publishers and non-profits in 2015.¹

1.4 million

nationwide businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

97%

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

2 times

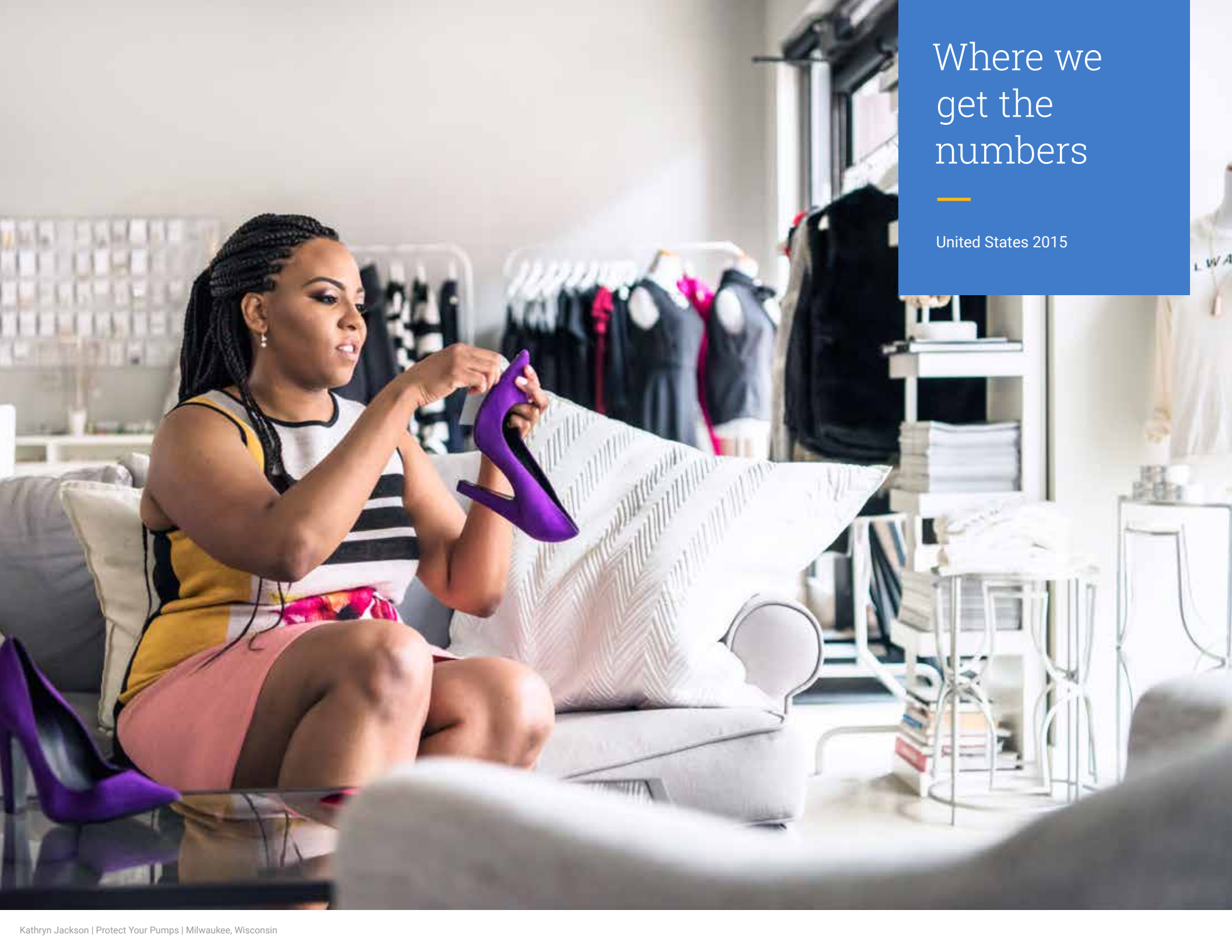
as many jobs and twice as much revenue through exports were created by web-savvy SMBs.³

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

A woman with braided hair, wearing a yellow and black striped top and a pink skirt, is sitting on a light-colored sofa in a clothing store. She is holding a purple high-heeled shoe and examining it. The store is filled with clothing racks and shelves in the background.

Where we get the numbers

United States 2015

Tools for business

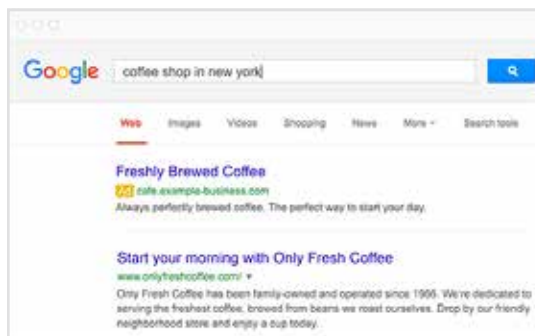
Aside from being a well-known search engine, Google is also a successful advertising company. We make most of our revenue from the ads shown next to our search results, on our other websites, and on the websites of our partners. Through these tools we help many others make a living, too. This report 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 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 below 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 coffee shop might bid on the phrase "coffee shop in new york." When someone types those words into Google they will see the coffee shop's ad above or below the search results.

Learn more at www.google.com/adwords



Google 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.

Learn more at www.google.com/adsense



Google Ad 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.

Learn more at www.google.com/grants

Programs for business

Google is committed to helping people make the most of the web. As part of that commitment, Google runs a number of programs to help businesses, entrepreneurs, and non-profits succeed online. Read the descriptions below to learn about three of those programs: Google for Entrepreneurs, Let's Put Our Cities on the Map, and Accelerate with Google.

Google for Entrepreneurs

Google for Entrepreneurs provides financial support and the best of Google's resources to dozens of coworking spaces and community programs across 125 countries. We also create Campuses: physical hubs where entrepreneurs can learn, connect, and build companies that will change the world. Check out the Campus Impact Report at campus.google.com/impact.

Learn more at www.googleforentrepreneurs.com



Let's Put Our Cities on the Map

Let's Put Our Cities on the Map is a program that empowers communities to support their local businesses by helping them get on Google Search and Maps for free. Stronger businesses build stronger communities, so we've teamed up with thousands of partners across the country to help their local businesses get their information online. Explore gybo.com to learn how you can join in, support businesses in your community, or get your business on the map.

Learn more at www.gybo.com



Accelerate with Google

More than 50% of America's businesses from underrepresented communities aren't online, limiting their potential growth in today's online economy. So we launched the Accelerate with Google Academy, a 12-week intensive program that teaches business owners how to be found online and generate business on the web. Participants receive the tools and training they need to advertise on the web, including live help and private consultations with dedicated experts. You can learn more and apply for the program at accelerate.withgoogle.com.

Learn more at accelerate.withgoogle.com



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 2015.

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 2015—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 2015 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 2015 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 2015.

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

United States 2015





ALABAMA NUMBERS

\$357 million

of economic activity Google helped provide for Alabama businesses, website publishers and non-profits in 2015.¹

11,000

Alabama businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.5 million

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

Back Forty Beer Company

GADSDEN, ALABAMA

In 2008, Alabama had only two breweries, and it was illegal to produce or sell beer with over 6% alcohol. After touring 150 breweries in other states, Jason Wilson founded the Back Forty Beer Company to begin changing Alabamians' tastes. "In the South, we definitely know food and we know flavors," says his brother Brad Wilson, Director of Marketing. "But because our choices were limited, Alabama had lost some of its identity." In 2009, Back Forty introduced their first beer, Naked Pig Pale Ale, followed by Truck Stop Honey Brown Ale. "The idea was to rekindle the idea of craftsmanship, hard work, and love for what you do, using good local ingredients and having an impact on the community," Brad says.

The first thing they did, he adds, "was start thinking about how our company would look on the Internet. How would people find us?"

"The Internet is the ultimate leveler, the revolutionary force behind companies like ours."

BRAD WILSON, DIRECTOR OF MARKETING

They quickly turned to AdWords, Google's advertising program. "All the cumbersome bureaucracy of the old marketing world was just immediately stripped away," says Brad. "Google allowed us to craft our own message." The company also started using Google Analytics to track the effectiveness of their online ads. Together these two Google tools constituted the company's entire marketing program. In addition, Google Apps for Work helped the brewery's scattered staff to collaborate and keep in touch through products like Gmail and Google Docs. And Google Groups helped them join other Alabamians in pressing for progressive new state brewing laws.

When Truck Stop Honey won a silver medal at the Great American Beer Festival, distribution offers poured in from as far away as New York and California. The brewery added workers and moved into a 27,000-square-foot warehouse built in the 1940s. They

continue to introduce new beers, such as Freckle Belly IPA, Paw Paw's Peach Wheat, and Trade Day Cuban Coffee Stout. Back Forty Beer Company has created a new brand and helped to transform a portion of downtown Gadsden. The company energetically supports its hometown—"we literally have not said no to any charity or community organization in seven years," Brad says. "That's what changes cities, when industries like this come to town. The ripple effect is enormous."

Back Forty Beer Company has 23 employees.

Visit www.backfortybeer.com



ALASKA NUMBERS

\$35.7 million

of economic activity Google helped provide for Alaska businesses, website publishers and non-profits in 2015.¹

2,500

Alaska businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.55 million

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

Kayak Adventures Worldwide

SEWARD, ALASKA

Founded in 1983, Kayak Adventures Worldwide provides educational and environmentally friendly sea kayaking tours of Resurrection Bay and the Kenai Fjords National Park in southern Alaska. Trent Gould took over from the previous owners in 2015, after working for them for two years as a guide and manager. With many competing kayaking companies in the Seward area, he wanted to do more than simply escort customers out onto the water. He also wanted to connect them to the environment. "We hold the key to something really special. I can make a difference in this world by getting people outside."

Nearly all of Kayak Adventures' customers find them through the Internet, so Trent turns to Google products to optimize their online presence. Google Search Console helps him monitor the website in search results and Google Analytics gives him insight into how visitors are interacting with the site. When Google Analytics

"We get an amazing amount of guests from just online in general."

TRENT GOULD, OWNER

showed that he was losing one-third of potential visitors to his site because it wasn't mobile-optimized, he created a mobile-friendly site and saw his bounce rate drop significantly. "With these tools I can really get a sense of how the business is doing and what's going on," Trent says. "I can make sure that our website is giving our clients the information that they need." He also depends on his Google My Business listing to allow guests to easily read reviews, get directions, and view photos. He uses YouTube videos to illustrate the beauty of their tours. And Gmail makes it easy for him to respond to an email from anywhere.

"As a small business owner, time is really important to me," he says. "There are so many things to do, it's easy to lose track. Google makes it really easy." Making it easier for Trent to run his business means he can spend more time making a positive impact and doing the things he loves. "We hope our guests go back home, wherever they're from, and continue to play outside and build this

relationship with our environment. We want to reclaim an active stewardship, and take really good care of the environment."

Kayak Adventures Worldwide has 4 employees, plus 10 seasonal guides.

Visit www.kayak.com



ARIZONA NUMBERS

\$2.88 billion

of economic activity Google helped provide for Arizona businesses, website publishers and non-profits in 2015.¹

29,000

Arizona businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$4.2 million

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

Wings for Warriors

PHOENIX, ARIZONA

U.S. Navy Hospital Corpsman Anthony "Doc" Ameen was serving in Helmand Province, Afghanistan, in 2008 when he stepped on an IED while running to help an injured Marine. The explosion cost him his lower left leg and badly injured his right. A church raised \$25,000 for what they called "Wings for Anthony" to help his parents fly to his bedside for a total of 32 surgeries. In 2010, Anthony founded Wings for Warriors, a non-profit organization to offer similar help for other injured service members and their families. "Being a wounded warrior myself, and after initially being denied my healthcare and financial benefits, I knew what kind of care I was supposed to get," Anthony says. "I took a blend of everyone's challenges and turned it into one organization."

The non-profit provides tools, insights, and resources for wounded veterans as they go through recovery and transition, plus travel

"If it wasn't for Google's help, we couldn't have helped people all over the country."

ANTHONY AMEEN, FOUNDER & CEO

expenses for families to be by their sides and healthcare and financial counseling. Anthony has used a variety of Google products to build his organization. Google Voice allows him to be reachable, but also to hide his personal phone number and manage the influx of calls he receives. Gmail helps to keep him organized and able to access email from anywhere. And in 2015 Wings for Warriors received a Google Ad Grant, coincidentally, on Veterans Day. The resulting campaigns in AdWords, Google's advertising program, "literally put us all over the map," he says. "It has allowed us to now help veterans and their families all across the United States." He adds, "If it wasn't for the AdWords campaigns, I'd just be staying afloat. It's made this so much easier for me."

AdWords also helps to connect Wings for Warriors with potential donors and volunteers. The organization now has 600 active volunteers, and interest continues to grow nationwide. "More

cities, hospitals, sponsors, and VA clinics are getting involved with Wings for Warriors," he says. "And because our AdWords campaign is successful, we're able to further our relationships with our volunteers." For example, a Florida high school senior raised \$3,700 for the organization, and her school is now continuing her work. "A Google search is how she found us, which is pretty cool."

Wings for Warriors has helped 1,500 wounded warriors & military families.

Visit www.wingsforwarriors.org



ARKANSAS NUMBERS

\$1.03 billion

of economic activity Google helped provide for Arkansas businesses, website publishers and non-profits in 2015.¹

5,800

Arkansas businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$686,000

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

Rock City Outfitters

MAUMELLE, ARKANSAS

Arkansas Tech graduates Ryan Ritchie and Matt Jones have been making humorous t-shirts to display their state and team pride for years. "We were just a couple guys printing shirts at home for fun," Ryan says. "Then we realized people would actually pay money for them." Rock City Outfitters originally just marketed their products at festivals and local events, but the business really took off once they launched a website. "People from all over the state wanted our shirts," he says. "Once Rock City Outfitters went online, we really broadened our reach."

Google Analytics helps the entrepreneurs keep a beat on where website visitors are coming from and which shirts are most popular. "Before Google Analytics, we were just throwing whatever up there and seeing what sticks," explains Ryan. "Now we can see where we're getting business and where we should be designing

"Our website makes our company look professional—not like just some dudes goofing off in a warehouse."

RYAN RITCHIE, CO-OWNER

more t-shirts." For example, they learned that, surprisingly, 25% of their e-commerce traffic was coming from Texas, "a whole other market we need to explore." Google Analytics also helps them fine-tune their social media marketing strategy, so they know which campaigns are most effective. "Social media lets us interact with our customers and fans. Some of our best t-shirt ideas come from them." Google Apps for Work, including Gmail and Google Calendar, makes it easy to communicate with employees and helps the business run smoothly.

Rock City Outfitters' online presence grew the business far beyond its small-town base. "If it wasn't for Google, we'd still be poking around at little festivals. It's helped us nearly double our sales every year." The company now employs two full-time and six part-time staffers. They operate a custom-orders department and provide officially licensed collegiate apparel from Arkansas universities

and other schools. And Ryan expects business to continue booming. "We're still getting our heads around Arkansas, but we hope to go national," he says. "Thanks to Google, our website, and our social media—the sky's the limit."

Rock City Outfitters has 4,500 online customers.

Visit www.rockcityoutfitters.com



PUBLIC Bikes

SAN FRANCISCO, CALIFORNIA

PUBLIC Bikes launched in 2010 to design, manufacture, and sell a collection of elegant city bikes for everyday transportation.

“Over the years, we’ve expanded our main product line to include kids’ bikes, city road bikes, and even electric bikes to address different customer riding needs,” says Dan Nguyen-Tan, Founding Executive and Chief Operating Officer. “Our mission is not just to encourage more people to bike, but to support efforts that make our cities and neighborhoods more livable and friendly to pedestrians and bicyclists. We’re big proponents of good urban and public space design that prioritizes people, not just cars.” The company’s unofficial motto is “Ride a bike. Smile more.” As Dan says, “When people ask us why they should bike again or more often, the answer is really simple. ‘You’ll smile more. You’ll be happier. You’ll feel like a kid again.’ Who doesn’t want to feel that way?”

“Most customers, even if they’re not buying online, are doing their research online.”

DAN NGUYEN-TAN, FOUNDING EXECUTIVE & COO

The company primarily sells online, but also operates retail stores in Santa Monica, Seattle, and San Francisco, and sells through a network of national bike shop dealers. A strong web presence is vitally important to

support all of PUBLIC’s sales channels. They began using AdWords, Google’s advertising program, soon after the company began. “It’s important for us to constantly get in front of new customers,” Dan says. “One of the best ways to reach new customers is through AdWords.” Google products now represent the majority of PUBLIC’s digital marketing. Google represents almost 48% of PUBLIC’s online traffic, and 53% of the company’s online revenue comes from using Google products. The company also relies on Google Shopping, and constantly uses Google Analytics to track and monitor traffic, conversions, and performance. “We’re a scrappy, entrepreneurial team with a limited marketing budget. We can’t afford to waste dollars, so everything we consistently spend money on, like AdWords, we do so because we are seeing results,” Dan says.

PUBLIC continues to grow sales each year. “The best part of our business is that the rewards are visible to us every day through the customers we see riding our bikes, whether in person or through social media,” Dan says. “On a beautiful weekend day riding through Golden Gate Park, or on my weekday commute, I’ll see dozens of our customers all riding their PUBLIC bikes. It makes our team feel good that our products enrich people’s lives and how they experience their world.”

PUBLIC Bikes has 36 employees.

Visit www.publicbikes.com

CALIFORNIA NUMBERS

\$36.8 billion

of economic activity Google helped provide for California businesses, website publishers and non-profits in 2015.¹

262,000

California businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$74.7 million

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

30,000+

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.



Sword & Plough

DENVER, COLORADO

Sisters Betsy Núñez and Emily Núñez Cavness grew up in a military family, and Emily is now an active-duty officer in the U.S. Army. In 2013, they founded Sword & Plough, which uses

surplus military materials to make tote bags, handbags, backpacks, and other accessories. The company supports various veteran-owned businesses and donates 10% of the profits to veteran-focused organizations. They have relied on the Internet, and Google products, from the very beginning to bring their business to life.

With Emily deployed in Afghanistan, and the rest of the team working remotely from Boston, New York, and Denver, they used Google Apps for Work to stay connected and build their company. Emily recalls, "One of our most memorable magic moments happened on April 15, 2013, when Sword & Plough launched on Kickstarter. We had four of our team members and our parents

"Google products have really helped us communicate and grow in ways that otherwise would not have been achievable for a startup."

HAIK KAVOOKJIAN, CREATIVE DIRECTOR

crowded around the laptop to press Launch. And we did a Google Hangout with our creative director, Haik Kavookjian, so that we could all be together for the momentous occasion. Within two hours of pressing the Launch button, we hit our goal of \$20,000! And by the end of the campaign, we raised over \$312,000!" Products like Gmail, Google Sheets, and Google Hangouts continue to help this distributed team run the business. One time, a meeting held on a Google Hangout was interrupted when Emily's base came under mortar attack. "She's thousands of miles away in a remote, war-stricken region, and still able to communicate with her sister and co-founder to provide leadership for this business on the side," Haik says. "It's pretty incredible." And as the orders continue to pour in via their website, they monitor their sales and site traffic using Google Analytics.

Sword & Plough now has five employees and they subcontract their manufacturing and design to support veterans working in other

COLORADO NUMBERS

\$2.37 billion

of economic activity Google helped provide for Colorado businesses, website publishers and non-profits in 2015.¹

34,000

Colorado businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$17 million

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

450+

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

companies. The sisters have also begun partnering with other brands, and may expand into physical stores around the country. "Google products have really helped us communicate and grow in ways that otherwise would not have been achievable for a startup, especially one started and being run so remotely," Haik says.

90% of Sword & Plough's sales are made online.

Visit www.swordandplough.com



CONNECTICUT NUMBERS

\$1.93 billion

of economic activity Google helped provide for Connecticut businesses, website publishers and non-profits in 2015.¹

16,000

Connecticut businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$4 million

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

The Treehouse Internet Group

SEYMOUR, CONNECTICUT

The Treehouse Internet Group began as the online marketing department for Basement Systems, Inc., generating sales leads for specialty home contractors across the country. The group renamed itself in 2010, and in 2013 began serving other, non-competing contractors outside their established dealer network. Employees enjoyed operating from what the website calls "the coolest work environment in Connecticut," office space designed and built to look like a treehouse. "The workspace is not only unique, it's a place that helps us attract the very best people to work here," says Richard Fencil, Internet Marketing Director. It was also part of their rebranding as The Treehouse, distinct from their parent company.

The group uses a performance-based business model, meaning they only charge home-improvement contractors when they deliver qualified sales leads. Treehouse relies heavily on AdWords,

"AdWords is a business-generation tool. It's there to get you new customers."

RICHARD FENCIL, INTERNET MARKETING DIRECTOR

sure that they are represented if somebody is searching locally," Todd adds. Google Analytics helps them track the performance of contractors' websites, particularly for mobile users. Treehouse employees use Google Drive and Google Sheets to collaborate and communicate internally.

The Treehouse now provides lead-generation services for seven dealer networks in the U.S. and Canada. Fifty to sixty percent of all the leads flowing through the contractor networks arrive via The Treehouse or their web program. They host two large dealer events every year, are the fastest-growing digital agency in Connecticut, and have been named one of the best places to work in the state.

Google's advertising program, which produces about 40% of those leads. "AdWords gives us incredible control over that," says Todd Hugo, Performance Director. They also see that their contractors use Google My Business, "a place for us to make

The group sees a healthy annual growth rate of about 20%. "But our main goal is always to drive our clients' growth," Richard says. "If they don't succeed, we don't succeed."

The Treehouse Internet Group has 85 employees.

Visit www.treehouseinternetgroup.com



DELAWARE NUMBERS

\$716 million

of economic activity Google helped provide for Delaware businesses, website publishers and non-profits in 2015.¹

5,800

Delaware businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$286,000

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

Harvest Ridge Winery

MARYDEL, DELAWARE

After making wine in his basement for many years, Chuck Nunan planted his first vines in 2011. His Harvest Ridge Winery was only the fourth winery in Delaware when he and his wife, Chris, opened for business with their sons in 2013. Located on the Delmarva Peninsula, their farm spans the Delaware-Maryland border as well as the historic Mason-Dixon Line. "We are not in a region that people typically associate with winemaking," says Sofia Horvath, Social Media Manager. But they are certainly making their mark.

The winery relies on the Internet to communicate, build the brand, and sell wines online. "I live and die by Google Calendar, to see what's going on," says Sofia, who works remotely from Minnesota. Gmail keeps everyone in touch. Google Analytics gives them insights into how people are finding and interacting with their site, which helps them keep the website relevant and user-friendly. Google+ is an important part of their aggressive social media

"People like wine, and they like talking about wine online."

SOFIA HORVATH, SOCIAL MEDIA MANAGER

When they hold their special events each year to benefit local charities, they turn to AdWords to geographically target potential guests.

Harvest Ridge Winery has a noticeable impact in their rural community. "We have reached a lot of the locals, who are really excited that we're there," says Chuck. "It is something new and different for them." The business now has ten full-time employees plus 20 to 30 part-time workers. They have launched a sister brand to make hard cider, which they expect to market and distribute nationally. Overall, about 75% of the marketing budget goes to online activities. "We have found that you get more bang for the buck online," Chuck says. "We really think that we can get out

strategy, which reaches some 15,000 people, and the winery has their own YouTube channel as well. Harvest Ridge also uses AdWords, Google's advertising program, to connect with customers searching for wines.

beyond just Delaware and the East Coast. That's where we're going."

Harvest Ridge Winery has 20 varieties of wine sold online.

Visit www.harvestridgewinery.com



FLORIDA NUMBERS

\$8.98 billion

of economic activity Google helped provide for Florida businesses, website publishers and non-profits in 2015.¹

111,000

Florida businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$20.6 million

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

AutoCustoms

OCALA, FLORIDA

When Stuart Compton, the founder and president of AutoCustoms, decided to turn his lifelong passion for automobiles into a career, he knew two things: He wanted to start his own business, and he wanted to keep it in his hometown. "My wife grew up in Ocala, and I've been here almost half my life. It's a great, great place to raise a family," he says. The third thing he knew was that he would need to use the Internet to be innovative as an automotive aftermarket retailer. Since opening AutoCustoms in 2005, delivering everything from running boards to truck bed covers, Stuart has leveraged the power of the digital economy to grow his business into a career for not just himself, but for his employees.

"The Internet has been an integral tool this whole way, and I see that becoming even more important going forward."

STUART COMPTON, FOUNDER & PRESIDENT

Stuart years ago researched how AdWords, Google's advertising program, could turn a small start-up's advertising budget into big results. Nothing has changed since. "We really look for a big return for any Google program that we're using," he says. He attributes 70% of their 2015 sales to AdWords. AutoCustoms expects to hit triple-digit growth in coming years thanks in part to Google tools. In addition to AdWords, AutoCustoms also creates YouTube videos to inform customers and build brand awareness. Google Apps for Work's suite of workflow tools like Gmail, Google Docs, and Google Sheets helps to keep the company running and everyone connected, which is particularly important because they plan to add an additional 40-50 employees by the end of 2016.

Stuart measures his true success not by sales, but by the prosperity he helps bring to his Florida town. "We are able to create jobs, good jobs—fun and fulfilling jobs. It is gratifying and rewarding," he says. "Exciting is an understatement for what the community's response has been to keeping the talent pool in Ocala." Google is helping AutoCustoms continue to be a shining example of what's possible, from anywhere. "The world is a big place, but with Google and these tools, you can reach them."

AutoCustoms has 142 employees.

Visit www.autocustoms.com



MailChimp

ATLANTA, GEORGIA

When MailChimp launched in 2001, email itself was fairly new to the public and email marketing was in its infancy. So MailChimp has grown up alongside the Internet, starting as an email service provider for small businesses and evolving into what VP of Marketing Tom Klein calls a “broad marketing platform.”

With their own creative approach to marketing, which ranges from sponsoring podcasts like *Serial* to sending customers chimp-themed socks and placing artful billboards in cities around the globe, MailChimp has created a beloved brand. In their hometown of Atlanta, Tom says, they’re known as a company where “technology and marketing come together.”

MailChimp uses Google tools to promote their business and to support the services they offer to customers. The marketing department uses AdWords, Google’s advertising program, to target specific audiences and to help people find MailChimp on the web.

“We use many of Google’s products to empower our customers.”

TOM KLEIN, VP OF MARKETING

They use Google Analytics to study user behavior and help their customers “learn more about what happens after the email is sent,” says Tom. Google Analytics also helps his team measure the efficacy of creative partnerships and sponsorships by analyzing subsequent search volume for MailChimp.

The company saw “a really big uptick” in sales in 2015, and 60% of their business today comes from outside the U.S. Tom calls AdWords “a powerful tool that helps us reach an international audience.” Balancing the immediate value they get from AdWords with “compelling brand experiences that tell a story,” one of MailChimp’s new focuses is building a strong brand presence on YouTube. “We’re in the process of investing in YouTube. I think the big opportunity there is that customers want and actually enjoy getting help by watching videos,” Tom says. “I’ve got a 13-year-old daughter. And if you ask a 13-year-old how to do anything, they just go to YouTube and look it up.”

MailChimp has approximately 500 employees in Atlanta.

Visit www.mailchimp.com

GEORGIA NUMBERS

\$3.55 billion

of economic activity Google helped provide for Georgia businesses, website publishers and non-profits in 2015.¹

51,000

Georgia businesses and non-profits benefited from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$7.66 million

of free advertising was provided to 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.



HAWAII NUMBERS

\$102 million

of economic activity Google helped provide for Hawaii businesses, website publishers and non-profits in 2015.¹

5,400

Hawaii businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.22 million

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

City Mill Company, Ltd.

HONOLULU, HAWAII

Chinese immigrant Chung Kun Ai founded City Mill as a lumber-importing and rice-milling business in Honolulu in 1899. Despite troubles and setbacks over the decades, the enterprise grew and expanded into other areas, including pineapple, laundry, fishing, tobacco, and oil drilling. City Mill eventually became Hawaii's leading supplier of wholesale materials to the building industry, and opened their first retail outlet in the 1950s. Among the oldest family-owned businesses in Hawaii, they are now a thriving home-center business with eight stores across Oahu. "We have a lot of big box competition," says Carol Ai May, Vice President and granddaughter of the founder. "We watch our competition very closely."

Hawaii's unique business environment, far from the mainland, means that shipping is prohibitively expensive. So City Mill doesn't

"Google helps us better understand our customers, identify what they are looking for, and determine the best way that we can help them."

CAROL AI MAY, VICE PRESIDENT

do on their website, so the business can deliver information that matches what people are looking for, especially to those searching with smartphones or other mobile devices. "As the retail industry and customer expectations evolve, we need to stay relevant and updated, and be attractive to the younger customer," Carol says. They also have a YouTube channel that features various DIY videos to educate and engage with customers.

City Mill has been a mainstay of the local economy for over a century. They've been named one of the best places to work

currently offer e-commerce and depends on in-person store visits for sales. Google My Business is vital for providing store information such as store hours, photos, and directions to their Oahu customers. Google Analytics helps City Mill understand what customers

nine times by *Hawaii Business* magazine. Carol expects they will continue to grow and become more digitally focused. Over the decades, many employees stayed with the company until retirement, while others have moved on to influence or start other Oahu businesses. "This company has been a training ground for many businesses in Hawaii," Carol marvels. She and other family members see themselves as stewards for their generation and company. "Our business is a problem-solving business," she adds. "And I think we've set the right tools in place to go forward."

City Mill Company, Ltd. has 500 employees.

Visit www.citymill.com



IDAHO NUMBERS

\$240 million

of economic activity Google helped provide for Idaho businesses, website publishers and non-profits in 2015.¹

7,700

Idaho businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$994,000

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

Telaya Wine Co.

GARDEN CITY, IDAHO

Veterinarian Carrie Sullivan and her husband, Earl, a biochemist, wanted to put family first and simplify their busy, high-pressure lives. They decided to open a winery while vacationing in Mexico. "We applied what we already knew to something different," Carrie says. "It's all biochemistry, just applied in different ways." Telaya Wine Co. produced 50 cases for their first vintage in 2008. They aged the wine for two years before selling to the public. "We're very focused on offering a quality product, great customer service, and hospitality," Carrie says. "We love giving tours and teaching about wine. We really want people to feel like this is their second home."

In 2010, Telaya began crafting a strong online presence and using a variety of Google tools. Since launching their website, they've been using Google Analytics to see where visitors are coming from

"The Internet and Google Search allow you to build your business much quicker than you could without it."

DR. CARRIE SULLIVAN, PROPRIETOR & WINEMAKER

easy to find store hours, photos, reviews, and directions. According to Carrie, "Google Maps has helped us quite a bit. Garden City is in a more industrial part of Boise, so the ability to find us through Maps has been significant." A YouTube video embedded on the homepage gives everyone a close-up look at the business, which includes a wine club and online store. "The Internet and Google Search allow you to build your business much quicker than you could without it," Carrie says.

After sharing a facility with other small wineries for several years,

and to refine their site content. "Being a small business, we wear many different hats. And we have a small staff, so we don't have someone to just focus on our website. Google Analytics does that for us," Carrie says. Google My Business helps customers plan a trip to Telaya by making it

Telaya opened a new building of their own in February 2016. They now have six employees, and expect eventually to increase production to 5,000 cases annually. "That's where we want to stop," Carrie says, "because we want to maintain a very high-quality, handcrafted product." Their goal is to build a strong Idaho brand for their business, now situated along the Boise River in Garden City. "We're all trying very hard to build something that our family can be proud of," Carrie adds. "It's exactly what we hoped for."

Telaya Wine Co. produced 3,500 cases of wine in 2015.

Visit www.telayawine.com



Heritage Bicycles

CHICAGO, ILLINOIS

Few industries have more passionate devotees than artisanal coffee and hand-built bicycles. Individually, they conjure images of a vibrant and modern urban community. Together, they're the magic of Chicago's Heritage Bicycles. Founded by Michael Salvatore in 2011, Heritage combines Chicago's rich and proud manufacturing industry with a hip and contemporary gathering space for lovers of brewed beans. "Both bikes and coffee have very loyal customer bases, and we've been able to capitalize on both in Chicago," Michael says. Long before becoming an international brand, Heritage knew the Internet would be the tool to help them gear up. "The Internet has always been the foundation of the business."

Michael leverages a variety of Google tools to make the most of the web. He creates geo-targeted campaigns in AdWords, Google's advertising program, to drive local traffic to their two

"The Internet has helped level the playing field so we can compete with the big guys."

MICHAEL SALVATORE, OWNER

brick-and-mortar stores. He expands his reach with global AdWords campaigns to promote e-commerce sales of bikes and accessories. Google Apps for Work facilitates instantaneous collaboration amongst employees and is easy to scale as the business grows. Google Street View takes customers on virtual 360-degree tours of their stores. Google Analytics helps Michael to better understand his customers and make timely, data-driven decisions. "Google Analytics is literally on my screen all day long. Those graphs and trends and real-time data help me determine where to put our energy." And their results have been a small-business tour de force.

Sales have grown a steady 35% year-over-year and Heritage plans to open three more stores in Chicago in 2016. Michael believes Google has played a significant role in their success. "There are so many little things that these products help us with every day," he says. "I don't know that we'd be in the same place without Google."

Their hand-built bicycles may have earned them an international reputation as a mecca for discerning cyclists, but Michael is equally proud of the impact that he's making closer to home. "We currently have 23 employees, and we'll soon have close to 40," he says. "It means a lot to me that we're creating jobs in Chicago."

Heritage Bicycles has 23 employees.

Visit www.heritagebicycles.com

ILLINOIS NUMBERS

\$12.6 billion

of economic activity Google helped provide for Illinois businesses, website publishers and non-profits in 2015.¹

51,000

Illinois businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$14.9 million

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

650+

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



DeBrand Fine Chocolates

FORT WAYNE, INDIANA

Growing up in a family that owned a confectionary business, Cathy Brand-Beere began making chocolates at age eight and selling them to her classmates. Her dream of opening “a real chocolate shop” became a reality in 1987, when she founded DeBrand Fine Chocolates and opened the first DeBrand store in her childhood home. The company specializes in gourmet chocolates delicately crafted to create a heavenly, mouth-watering experience that has made DeBrand Chocolates a coveted gift. “We constantly strive to maintain an extremely high level of excellence, from the ingredients to the packaging to the way we present our brand,” says Cathy. DeBrand has since expanded to include four retail shops in Fort Wayne, a wholesale business, and a mail-order department that ships to chocolate lovers worldwide. The company launched its first website in 1998 and has since relied on online marketing to help grow the business.

“New online customers make up our fastest-growing segment.”

CATHY BRAND-BEERE, PRESIDENT

chocolate gifts to the company’s website. “We need to cast a wide net to create brand awareness with people who are looking for high-end chocolates,” Cathy says. “At peak times, AdWords ads drive about a third of our total e-commerce traffic.” Google My Business helps people find DeBrand’s brick-and-mortar stores and see their holiday hours. The company also uses YouTube, Google+, and other social media platforms to entice online visitors. “People eat first with their eyes,” Cathy says. “When they see beautiful chocolates on our social media, they’re already thinking about buying before they even get to our website.”

In 2015, DeBrand launched a mobile-friendly website to make it easier for customers to buy from their mobile phones or tablets.

They began using AdWords, Google’s advertising program, in 2013 to market DeBrand’s seasonal and holiday offerings. AdWords helps direct people searching for high-end

“We now have loyal customers in all 50 states,” Cathy says. “Some of our biggest orders are shipping to Florida and California. I don’t think those people would be able to find us if it weren’t for our online presence.”

DeBrand Fine Chocolates has 100 employees.

Visit www.debrand.com

INDIANA NUMBERS

\$957 million

of economic activity Google helped provide for Indiana businesses, website publishers and non-profits in 2015.¹

16,000

Indiana businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$4.58 million

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



IOWA NUMBERS

\$231 million

of economic activity Google helped provide for Iowa businesses, website publishers and non-profits in 2015.¹

8,300

Iowa businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.19 million

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

the Write Place

PELLA, IOWA

The Write Place began 20 years ago and provides writing and editing services plus graphic design for corporations, small businesses, non-profits, and individuals. The company formed a book division in 2007 to help authors publish fiction, memoirs, cookbooks, history, poetry, and more. "We invest in our relationships with our clients and authors," says Lexie Thomas, Manager and Graphic Designer. "Building an understanding of each client's industry or project results in messages and products that speak to the desired audience." The Write Place's website is the focal point for serving their clients, both regionally and across the country.

The Write Place uses AdWords, Google's advertising program, to help reach potential customers. "It was easy to look at how our campaign was doing, use common sense to tweak it, and see the results quickly," Lexie says. "It was just really fun to see

"Being online is essential to the book-publishing piece of our business."

LEXIE THOMAS, MANAGER & GRAPHIC DESIGNER

that happening. And it's super affordable, which is really important for a small business." They turn to Google Analytics when creating new client websites or revising outdated sites. "We've always been able to dig into Analytics and present pretty much any data the clients are looking for," Lexie says. "Those stats help guide the information-design phase of a website project." Staff rely on Google Apps for Work, especially Gmail and Google Calendar, for communicating with clients and one another.

Staying connected from anywhere is particularly important for this ever-evolving company, as the Write Place team includes four people across two locations. They have published over 50 books, and about three-fourths of inquiries from authors come through the company website. Print-on-demand technology has helped to expand the book business, and the website includes an online

bookstore. Writing and graphic services have expanded to include account management, marketing, and planning. The company also sponsors a book-publishing contest every other year. Based on their experience with AdWords, the Write Place plans to use the program to do more promotion of its services in the future.

The Write Place has 300+ clients nationwide.

Visit www.thewriteplace.biz



KANSAS NUMBERS

\$1.13 billion

of economic activity Google helped provide for Kansas businesses, website publishers and non-profits in 2015.¹

10,000

Kansas businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.17 million

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

Prairiebrooke Arts

OVERLAND PARK, KANSAS

In 1990, when the art sales company where she worked went out of business, Brooke Morehead seized the chance to create her own operation. For the first nine months, she ran the business from her basement with help from her husband, Mike, and a part-time framer. After working from a rented office space for seven years, Brooke wanted a retail presence, and moved the company into a 6,000-square-foot auto dealership that dates back to 1928 in historic downtown Overland Park, outside Kansas City. For the last ten years, their daughter Megan Hoban has also been working for Prairiebrooke Arts to help them grow the business. Today they are a regional leader in original art and conservation-framing services for both residential and corporate clients.

Although framing is a very traditional industry, Prairiebrooke Arts has embraced the web and Google products. They now distribute

“Our use of the Internet has undoubtedly helped us to adapt and evolve.”

BROOKE MOREHEAD, OWNER

email marketing campaigns and newsletters, and rely on social media to communicate with current and prospective customers. The business has a strong, new website that they developed in-house, which includes a blog they use to educate and showcase their expertise. Google Analytics helps them keep the site's content fresh and relevant.

YouTube videos introduce visitors to the business as well as to featured artists. Gmail and Google Calendar help the staff to collaborate and keep in touch. Google Maps gives customers a 360-degree panoramic display of the gallery, “from the opening of the front door to the back of the frame shop,” Brooke says.

Brooke's approach is working. In 2005 the company was awarded the 25 Under 25[®] Award by Kansas City publication *Thinking Bigger Business* and in 2015 was named the Kansas Woman-Owned Business of the Year in Retail. They now have eight employees with plans to add others, and in 2010 they launched an e-commerce

sister company, Artsy (artsyarts.com), to scale the business, because, “there's only so far you can go with brick-and-mortar,” says Brooke. With sales up by 20% in 2015 and the future looking bright, she plans to keep learning and using digital solutions. “With the Internet, you can be bigger than you are.”

Prairiebrooke Arts has been in business for 26 years.

Visit www.pbarts.com



KENTUCKY NUMBERS

\$405 million

of economic activity Google helped provide for Kentucky businesses, website publishers and non-profits in 2015.¹

9,600

Kentucky businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.65 million

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

Onovative

LOUISVILLE, KENTUCKY

Kentucky natives Michael Browning and Clay Turner know a thing or two about business. When they decided to leave their careers in marketing and finance in 2015 to start Onovative, a banking-communications software company, they saw a chance to shape the future by learning from the past. "We want to solve some of the industry's most frustrating problems with technology," Clay says. By cleverly combining marketing automation and a customer relationship management (CRM) system with a communications platform, Onovative gives financial institutions a smarter, easier way to communicate.

Onovative harnesses Google tools so that their small business can make a big impact. AdWords, Google's advertising program, allows them to target specific products and offerings, while also controlling when their ads are shown. "We learned that people tend

"There isn't a marketing or advertising channel that comes close to what we get from Google Search and AdWords."

MICHAEL BROWNING, CO-FOUNDER

know that all of your information is protected like it's supposed to be," says Clay. Onovative especially relies on Google Analytics to gain valuable insight into where their customers are coming from and what they are interacting with on the site. "Other businesses ask us what our secret is. It's really Google Analytics," Michael says.

Onovative now has nine employees with plans to hire more, and their client base has been doubling every quarter. They are committed to helping financial institutions of all sizes to better serve their customers and hope to double the business by the end

to search for products like ours at certain times during the week, so we schedule our ads to only show during those peak times," explains Michael. They use Google Apps for Work, including Gmail and Google Drive, to communicate and share information securely. "It's very easy for a small business to use and comforting to

of 2016. To do so, they know who they'll turn to. "The number one reason for our marketing growth is Google," says Michael. "Google is the only marketing channel that connects people with solutions when they have a question in their heads. There isn't a marketing or advertising channel that comes close to what we get from Google Search and AdWords."

80% of Onovative's sales come from Internet leads.

Visit www.onovativebanking.com



LOUISIANA NUMBERS

\$268 million

of economic activity Google helped provide for Louisiana businesses, website publishers and non-profits in 2015.¹

9,200

Louisiana businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.14 million

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

MaxHome

NEW ORLEANS, LOUISIANA

Larry Closs had a solid career doing advertising for car dealerships and home-improvement companies, but he wanted to build his own business.

After consulting with a handyman buddy, he founded a company in 2003 to specialize in one-day bathroom makeovers. "I knew with my advertising background that the Internet was going to become more and more important," Larry says. Adopting a mission statement perfectly suited to his New Orleans headquarters, "Everybody Happy," Larry launched MaxHome in 2006 and added windows and outdoor living to his service offerings. As business grew, so did MaxHome's Internet presence. "Early on, websites were like brochures and digital advertising was in its infancy," Larry says. "It was scary, like the Wild Wild West. Now, thanks to Google, the Internet has completely changed."

He started using AdWords, Google's advertising program, in 2008 to attract customers looking for his products and services. "I come

"AdWords allows us to understand our customers better."

LARRY CLOSS, CEO

from a direct-response marketing background, and you can't beat the targeting and tracking of AdWords," Larry says. Google Analytics provides important insights into what's working in his campaigns and where untapped opportunities await. For example, he can analyze whether more customers search for "Pergola" rooms versus "sunrooms" (surprisingly, they do). "You find out what works and what doesn't work, and that's a way to understand your customers better. It helps you talk to them."

The company's YouTube channel features customer testimonials and examples of their charitable work, such as donating walk-in tubs to a senior-living center. They also offer a scholarship for young business students. Larry now employs 100 people, for whom he strives to "provide opportunities to grow personally, professionally, and financially." They've been ranked among the country's fastest-growing private companies by *Inc. Magazine*.

Larry credits Google, along with his marketing agency, Socius Marketing, for bringing in \$1.1 million in business, and he hopes to achieve between 300% and 400% growth in the next few years. "Google will be the key economic driver in that," he says.

MaxHome has 10,000 happy customers.

Visit www.maxhomenow.com



MAINE NUMBERS

\$354 million

of economic activity Google helped provide for Maine businesses, website publishers and non-profits in 2015.¹

4,600

Maine businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.57 million

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

Raye's Mustard

EASTPORT, MAINE

The Raye family has been milling mustard for four generations. In 1900, J. Wesley Raye, a 20-year-old sea captain's son, founded the business in the family smokehouse to make mustard sauce for Maine's burgeoning sardine industry. But then came canned tuna, and the public's taste for the salty little fish ebbed like the outgoing tide. "The sardine industry died off," says Karen Raye, who bought the business with her husband, Kevin, from his cousin in 2006. "We had to figure out, 'How do we keep this company going?' We knew the mustard the sardines were packed in was really good, so we decided to make gourmet and specialty mustards."

The Internet opened up fertile new fishing grounds to market Raye's gourmet mustards. About 25% of sales are online. Karen and Kevin relaunched their e-commerce website twice, using Google

"Nobody still makes mustard the old-fashioned way like we do. Our website and social media help tell our story."

KAREN RAYE, CO-OWNER

us through Google are now customers for life."

The couple has doubled sales and production, employing six full-time people and another three or four over the holidays. Raye's Historic Old Stone Mill still stands as a working museum. "When we started out, we had about three flavors," Karen says. "Today we have upwards of 25." They offer gourmet blends such as Brown Ginger and Garlic Honey Wine, but their original Down East Schooner remains a bestseller and gold-medal winner in worldwide mustard competitions. The company founders would be proud. "It's

Analytics to figure out what netted the best results. "It's important to have a crisp-looking website with appetite appeal and a shopping cart that makes it easy for people to make their selections," Karen says. "Google Analytics lets us know how customers are finding us," she says. "Customers who find

fun to watch the company grow and progress," Karen says. "But it's really about preserving jobs in our part of Maine."

Raye's Mustard has been in business for 116 years.

Visit www.rayesmustard.com



MARYLAND NUMBERS

\$1.76 billion

of economic activity Google helped provide for Maryland businesses, website publishers and non-profits in 2015.¹

23,000

Maryland businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$8.11 million

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

PointClickSwitch

BALTIMORE, MARYLAND

When they founded PointClickSwitch in 2010, Phil Croskey and his partners Jason Schwartzberg and Paul Clary had one goal: give the people of Maryland an easy way to shop for third-party energy providers. "We provide a marketplace for customers who are looking for a way to reduce their utility bills," Phil says. From their Baltimore headquarters, they sought to educate and empower citizens who never even knew they had a choice. Phil understood that to get the word out about PointClickSwitch, they needed the power of the Internet.

PointClickSwitch uses AdWords, Google's advertising program, to raise awareness of their service. "AdWords has really helped us get that message out," Phil says. Location targeting in AdWords allows them to target the specific geographic areas where their service is available and makes it easy to target new areas as they expand. They supplement AdWords with YouTube videos to instruct and

"Without the Internet, our business wouldn't have been plausible."

PHIL CROSKEY, CO-FOUNDER

to get the most from their advertising budget. "The data that's provided to us in Google Analytics is huge," Phil says. "It's key to us."

Today, PointClickSwitch is providing information and options to more customers than ever. "Eighty-five percent of customers we come across do not understand their utility bill. We're changing that," Phil says. They have five full-time employees with plans to hire more, and will soon be operating in nearly a dozen states. "Watching this business that we've built grow is one of the great joys of my life," Phil says. With over 80% of their traffic coming from the Internet, PointClickSwitch will be able to continue helping

inform their audience, and they use Google Apps for Work to collaborate and innovate from anywhere. PointClickSwitch also relies on Google Analytics to pinpoint where their website traffic is coming from and how

citizens from all over the country save money. "It helps us reach our customers, bottom line," he says. In an industry where knowledge is power, that means everything.

PointClickSwitch has been experiencing 125% annual growth.

Visit www.pointclickswitch.com



NOBULL

BOSTON, MASSACHUSETTS

NOBULL sells training shoes, apparel, and accessories targeting the Crossfit market. Founders Marcus Wilson and Michael Schaeffer had their brand story down before they even knew what products they would sell. “We wanted to create products that didn’t promise you’re going to run faster or jump higher or do more burpees, because in the end that’s bull,” Michael says. “We have a saying, ‘The only thing that will make you fitter is you.’ That’s really clicked with our customers.” And clicked they have. Since launching their e-commerce website in May 2015, Marcus and Michael have seen business grow at a jaw-dropping pace.

They credit AdWords, Google’s advertising program, with helping to fuel their exponential growth. “The great thing about AdWords is you can start small enough to get quantifiable data, then invest into that success,” Marcus says. “If something doesn’t work, you learn from that, too. Our success with AdWords has blown us

“Our business has taken off exponentially with Google.”

MARCUS WILSON, FOUNDER

away.” Their web marketing also promotes NOBULL at brick-and-mortar events as well as in pop-up shops. Google Analytics provides a depth of information so they can build on their successes, learn more about their customers, and make course adjustments where needed. Data from Google Analytics even helps predict future production runs by providing insight into growth rates, what’s driving sales, and from where.

With ten employees and counting, NOBULL is expanding into the broader functional fitness market and launching products in more global markets. About 70% of their web traffic comes from people using mobile devices, so they plan to create an even more mobile-friendly website. They also plan to develop a YouTube channel to further showcase the NOBULL brand experience. “We wouldn’t be growing this fast without the insights and help provided by Google,” Marcus says. “We’ve gone from a startup business to a hyper-growth business in less than one year. It’s mind-boggling. We have

confidence in our customer-acquisition process and will continue investing into success.”

NOBULL has 10 employees.

Visit www.nobullproject.com

MASSACHUSETTS NUMBERS

\$9.24 billion

of economic activity Google helped provide for Massachusetts businesses, website publishers and non-profits in 2015.¹

37,000

Massachusetts businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$11 million

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

1,000+

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



Mercury Promotions & Fulfillment

STERLING HEIGHTS, MICHIGAN

Mercury Promotions & Fulfillment has provided a range of marketing services to enhance and extend their customers' brands since 1996. They offer everything from branded merchandise and fulfillment services, to sweepstakes and promotions, to digital storefronts. Mercury has a satellite office in downtown Detroit and participates in efforts to revitalize the city. "It means a tremendous amount to see our city come back alive," says Tina Harmon, Managing Partner. "We're committed to Detroit. We moved in here because we wanted to be part of the action of what was happening."

To do their part in this revitalization, they are focused on growing their business and creating jobs. Maintaining a strong online presence and taking advantage of digital tools are critical in today's marketplace. "You can't just hand out brochures today. You have to

"Developing a strong online presence for Mercury Promotions & Fulfillment has been critical to our growth and to our success."

JON SLOAN, MANAGING PARTNER & CEO

have an online presence and it has to be robust. That's the way people find you," Tina says. They rely on numerous Google tools to stay productive and efficient, including Gmail, Google Calendar, and Google Groups. "We use all of the Google tools in our business," Tina says. "Wherever we are in the world, it's easy for us to access our information and it's so reliable." As a minority business enterprise (MBE), they are also involved in the Google Small Business Supplier Diversity program. According to Tina, working with Google has increased business by 15% and "has helped us put Mercury on the map in a big way."

Mercury's approach is clearly working. They've seen strong growth in recent years, have increased office space, and have increased employment by over 10%. The Michigan Minority Supplier Development Council named the company Supplier of the Year in 2013. Two publications named them as one of the best places

to work in 2015. Mercury's prosperity is often reflected by their suppliers' growth as well. Some suppliers report that they've added second shifts just to accommodate the increase in business from Mercury. "You can just imagine what that means for the economic impact," Tina says. "Our growth has contributed not only to morale, but also to the community and the revitalization of Detroit. We're proud to be a small part of a larger impact."

Mercury Promotions & Fulfillment has 75 employees.

Visit www.mercuryfs.com

MICHIGAN NUMBERS

\$2.63 billion

of economic activity Google helped provide for Michigan businesses, website publishers and non-profits in 2015.¹

32,000

Michigan businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$5.61 million

of free advertising was provided to 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.



MINNESOTA NUMBERS

\$3.22 billion

of economic activity Google helped provide for Minnesota businesses, website publishers and non-profits in 2015.¹

22,000

Minnesota businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$5.96 million

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

HalloweenCostumes.com

MANKATO, MINNESOTA

The Fallenstein kids were the envy of their neighborhood, thanks to mother Jenice's creative, homemade Halloween costumes. In 1992, sisters Lisa, Heather, and Julie started renting out their old costumes from their garage. Brother Tom joined in part-time while studying computer science in college. After graduation, he decided to scare up new business by selling specialty costumes online. "I started building websites for us in 2004," Tom says. "By October 2005, everything exploded." They took over their mom's house, stocking inventory and shipping packages. "We had to unplug the phone because we couldn't take any more orders," Tom says. The family has since turned their garage operation into a full-fledged business in their hometown.

HalloweenCostumes.com sells costumes for adults, children, babies, and pets, as well as accessories and decorations. They've

"The Internet has turned us from a small local rental company into a worldwide business."

TOM FALLENSTEIN, PRESIDENT & CEO

their vast inventory, demonstrating everything from mask-making to makeup-application techniques, and conjures up interest in costumes people never dreamed of (even in their best nightmares). Google Analytics lets them track what people are searching for and how they use the website.

Since their humble beginnings in their family garage, the business has outgrown two buildings. They now occupy a 200,000-square-foot facility, employ 150 full-time staff, and hire 1,500 seasonal workers during Halloween. They've launched two specialty

used AdWords, Google's advertising program, since 2007 to attract customers looking for particular types of costumes. "Our biggest traffic driver is AdWords, bringing in millions in sales," Tom says. They've redone their mobile-friendly website to appeal to shoppers using smartphones and mobile devices. Their social media, including Google+ and YouTube, showcases

websites (fun.com and shirts.com) to keep business hopping off-season. And they're expanding their brand internationally. "My sisters and I stand in the aisles here and say, 'Wow. This has come a long way from our parents' house,'" Tom says. "Google created the opportunity for me to bring a small costume shop online—and then bring it to the world."

HalloweenCostumes.com has \$70 million in annual sales.

Visit www.halloweencostumes.com



MISSISSIPPI NUMBERS

\$79.4 million

of economic activity Google helped provide for Mississippi businesses, website publishers and non-profits in 2015.¹

3,900

Mississippi businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$723,000

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

Strange Brew Coffeehouse

STARKVILLE, MISSISSIPPI

Mississippi State alumnus Shane Reed opened the Strange Brew Coffeehouse in 2005 as a community gathering place. To differentiate his business from the big-brand coffee shops, he'd stay open 24 hours during finals week and serve "awesome local coffee" (the Albino Squirrel, a white chocolate and hazelnut latte, is a bestseller), house-baked pastries, and traditional "King Cakes," a Mardi Gras favorite. When the financial crisis of 2008 hit, Shane learned what it truly meant to be part of a community. "We made it through, and it taught us a few things about weathering hard times," he says. "Being a small coffee house in a small town in Mississippi, you have to fight to survive."

Shane's blend of hometown hospitality, locally roasted coffee, and freshly baked pastries is a winning combination. He and his

"Jump in and start using online tools and social media to promote your business. You have to be part of the conversation."

SHANE REED, FOUNDER

wife, Katelyn Reed, Head Baker and Shop Manager, rely on Google tools to keep their brand in front of customers. Their Google My Business listing makes it easy for potential customers to find Strange Brew's store hours, address, reviews, menus, and website. They use social media, including Google+, to engage customers and connect with them even when they're not at the coffeehouse. Google Analytics keeps them informed of how users are interacting with their site. Gmail and Google Docs help to keep the business operation flowing.

When a national coffee shop opened branches nearby, Shane and Katelyn didn't have to worry. "Our sales went up by 22% that year," Shane says. They now sell merchandise online, employ 16 people, and plan to open a shop in Tupelo, Mississippi. They're also opening an ice cream shop called Churn & Spoon right next door to Strange Brew. They believe in "brewing it forward," and support

local children's sports teams and other charities. "Sometimes I get a cup of coffee in the middle of the night, when all the college students are hanging out in the shop," he says. "It puts a smile on my face."

Strange Brew Coffeehouse sells 130,000 cups of coffee per year.

Visit www.strangebrewcoffeehouse.com



Missouri Star Quilt Company

HAMILTON, MISSOURI

Al Doan and his sister, Sarah Galbraith, bought their mother, Jenny, a long-arm quilting machine as a way for her to make a bit of extra money during the economic downturn of 2008. This led them to eventually forming a company to sell quilting supplies and offer machine-quilting services. “We’ve always been a little bit entrepreneurial, but we’d never started a business before,” Al says. They soon opened a store in their rural town. “You open a store in a town of 1,500 people and get all 1,500 to come, but that’s where it ends,” he says. “You think, all right, what else can we do?”

The family launched a website and considered what came next. “Quilting is challenging, because you can’t just go advertise on a quilting channel,” Al says. So they turned to Google products to reach people outside of their city limits. They created their own

“The Internet let us build a business that’s changed our town and changed our family.”

AL DOAN, FOUNDER & CEO

YouTube channel, where Jenny (a.k.a. Momma Doan) began hosting video quilting tutorials that transformed her into an online star. “She’s sweet, right?” Al asks. “She’s pretty awesome, a ham.” And clearly YouTube viewers agreed, as the success of Missouri Star Quilt Company has surpassed their wildest dreams. They now have more than 300 videos on their YouTube channel and they consistently see more than 100% growth in their business year-over-year. Ninety-five percent of their sales are through their website and they use Google Analytics to track sales and measure the effectiveness of their marketing. The growing business relies on Google Apps for Work to keep employees connected through products like Gmail, Google Docs, and Google Sheets.

Missouri Star Quilt Company now is the largest employer in their rural county. They ship thousands of packages every day to customers around the world. Tour buses filled with quilters

sometimes pull up outside the shop, which has become an international quilting destination. Perhaps best of all, in 2015 the U.S. Small Business Administration named Al and his sister the National Small Business Persons of the Year. Neither could quite believe it when they visited the White House for the ceremony. “How are we here? How is this our life?” Al occasionally wonders. “But every now and then, you think, wait a minute, we actually built something pretty impressive.”

Missouri Star Quilt Company has 250 employees.

Visit www.missouriqltco.com

MISSOURI NUMBERS

\$1.5 billion

of economic activity Google helped provide for Missouri businesses, website publishers and non-profits in 2015.¹

18,000

Missouri businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$4.92 million

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



MONTANA NUMBERS

\$69.4 million

of economic activity Google helped provide for Montana businesses, website publishers and non-profits in 2015.¹

3,700

Montana businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.51 million

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

Gecko Designs

MISSOULA, MONTANA

Gabe Silverman always had an entrepreneur's spirit, especially when it came to the new digital frontier.

At just 16, he started a business designing websites out of his parents' bedroom. "The Internet was just starting to become a thing people had, so I started making web pages for different companies around town," he says. But as word got around that Gabe and his newly founded business, Gecko Designs, were doing top-quality work, the Missoula native saw his small business dream take off. "Now we have clients from around the country. We're doing really well, and it's exciting." More than two decades later, Gecko Designs is showing the world why Missoula is one of the best addresses on the web.

Gabe uses a variety of Google tools to connect with clients and run the business. AdWords, Google's advertising program, drives potential leads to their website. Google Apps for Work allows for easy collaboration within the company. YouTube hosts their

"Google has been a huge part of our success."

GABE SILVERMAN, OWNER

dynamic and engaging informational videos. Gabe especially makes the most of the insights he gains from Google Analytics. "Without Analytics, you're flying blind. We see where our traffic is coming from, what people are searching for, and how much time they spend on the site. That data is absolutely critical." And their Google My Business listing helps them to make a great first impression by showcasing reviews from clients.

Today, Gecko Designs averages about 20% annual growth, with no signs of slowing down. What matters most to Gabe, though, is helping to create his own budding Silicon Valley in Montana. "We are bringing out-of-state money into our local economy, which is really important," he says. "This business started a mile down the road when I was in high school and now we have a staff of ten in a downtown building we own. That's pretty cool."

Gecko Designs has 10 employees.

Visit www.geckodesigns.com



NEBRASKA NUMBERS

\$1.86 billion

of economic activity Google helped provide for Nebraska businesses, website publishers and non-profits in 2015.¹

5,600

Nebraska businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$840,000

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

Cutting Edge Business Cards

OMAHA, NEBRASKA

Cutting Edge Business Cards is a veteran-owned business that produces high-quality print and design products. "A business card is like a handshake," says co-founder Jamie Kadavy. "It should be strong and sturdy." Since their founding in 2013, the Omaha-based company has relied on their Internet presence not only to spread the word around the region, but to draw clientele from other states and even other countries. "Truly, as a small business, we have found a national presence," Jamie says.

Google my Business has helped power the company's rapid, triple-digit growth. Most customers find them via their Google business listing, which appears on Google Search and on Google Maps. "Three-quarters of all our search engine traffic originates from Google," Jamie says. AdWords, Google's advertising program, lets Jamie target specific markets. "One of the greatest things about AdWords is I can pick what type of audience I'm looking for, where

"The Internet allowed us to grow in ways not possible even five years ago."

JAMIE KADAVY, PARTNER & CO-FOUNDER

I want them to be located, and specific keywords I want to pursue," he says. Google Analytics provides detailed information on customer traffic (sales come from as far away as Alaska, Hawaii, and Germany), while Google Search Console helps Jamie keep the website tuned up and responsive to customers' needs.

They now serve 1,200 customers and the business shows no signs of slowing down. "It doesn't matter if they're a multimillion-dollar customer or a startup company, we provide the same service for each individual," Jamie says. His a-ha! moment came when a client landed \$8 million in business by handing out just eight business cards. "My business partner, Troy, and I joke that each of those cards is worth \$1 million." Jamie plans to expand company promotions using Google+ and YouTube as they strive to become a nationally recognized brand. "We've integrated Google into our daily operations," he says. "We can directly attribute our success to our

online presence." His advice to other small businesses? "You've got to get on Google My Business."

Cutting Edge Business Cards had a 700% increase in revenue from 2014 to 2015.

Visit www.cuttingedgebusinesscards.com



NEVADA NUMBERS

\$1.45 billion

of economic activity Google helped provide for Nevada businesses, website publishers and non-profits in 2015.¹

15,000

Nevada businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.05 million

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

Radioactive Productions

LAS VEGAS, NEVADA

Enrique Villar-Mendez and Lora Hendrickson founded Radioactive Productions in 2012 with a business plan and a hope that a viral video would send them zooming toward success. Instead, they realized the greater business potential in creating consistent, high-quality online content. In addition to projects for clients in the hospitality industry, they also create a variety of government and educational videos. "This is definitely a small production company," Lora says. "What's incredible, though, is that we have the opportunity to play on a level playing field. Because we are more creative, more innovative, or resonate more strongly with our clients, we're able to compete."

The partners quickly found that YouTube was their most valuable online tool. The platform allows them to easily, quickly, and securely share videos publicly and privately with clients. "YouTube

"The clients we attract online are prestigious, and give us great opportunities to work with their brands."

LORA HENDRICKSON, VICE PRESIDENT

"We have a very finite budget, and we need to maximize every dollar," Lora says. "By using Google products, we don't have to pay for expensive software."

Radioactive Productions is now growing more than 50% year-over-year. Their staff and client list have expanded as well. The partners proudly point out that their small production company recently beat out bigger competitors to land a large university contract. In time, Enrique and Lora hope to produce original digital content. "Being a small business is a fun challenge, an adventure, and definitely a

is the second largest search engine in the world," Enrique says. "It's free, and gives you all these analytics about how your videos are performing. We'll even set up a client's YouTube channel if they don't know how to." The company also relies on the Google Apps for Work suite of tools—including Gmail, Google Docs, and Google Calendar—to communicate both internally and externally.

roller coaster," Lora says. "Sometimes dollars and size don't matter, but passion and creativity can go very far."

Radioactive Productions has 10 full- and part-time employees.

Visit www.radioactiveproductions.net



NEW HAMPSHIRE NUMBERS

\$427 million

of economic activity Google helped provide for New Hampshire businesses, website publishers and non-profits in 2015.¹

6,800

New Hampshire businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$720,000

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

Amherst Label

MILFORD, NEW HAMPSHIRE

Since 1978, the Calvetti family has owned and operated Amherst Label, a custom label printing company serving businesses in the Northeast and beyond. If it needs a label, they've got it covered—from custom food and beverage labels, to industrial labeling and window decals. The advent of the Internet presented an opportunity for this traditional print company. "I used to go out and bang on doors and drop off literature," says Vice President Nye Hornor. But in 1998 they launched their first website. "We've grown with the Internet in our marketing mix. Our website keeps us in front of customers and makes us look relevant and professional."

The Amherst Label team now depends on their website to make it easy for customers to explore the wide variety of products they offer. Google Analytics provides them with insights into how users are interacting with their site and subsequently they've made

"We're moving so quickly with Google and technology."

NYE HORNOR, VICE PRESIDENT OF SALES AND MARKETING

changes to the site that have resulted in more qualified leads. They've also started creating content that tells their brand story by sharing YouTube videos with customers via email and on social media. "The feedback has been extraordinary," Nye says. "If a picture is worth 1,000 words, a video is worth 10,000. Our videos brought us to life and featured our company in a genuine, positive way."

They are achieving nearly \$1 million annual sales growth, thanks in part to the Internet. They have also expanded their customer base to nearly 500 businesses, with 24% of new customers coming from the Internet. "Our steady business growth shows the importance of web-based marketing," Nye says. "It's a trend we're just starting to capitalize on. We're learning about how Google tools can take us to the next level." Still, they remain a "made in New Hampshire" company at heart and invest in their local community through supporting charities and creating seasonal jobs. They are also

committed to being an environmentally-friendly company by reducing their carbon footprint, removing harmful chemicals from their workplace, and installing solar panels on their building. Amherst Label is one of only 19 companies in North America to receive the LIFE® certification from TLMI, the professional association for tag and label manufacturers and suppliers. The certification recognizes their efforts to reduce the environmental impact of manufacturing—a label that they're very proud of.

Amherst Label has 50 employees.

Visit www.amherstlabel.com



NEW JERSEY NUMBERS

\$3.11 billion

of economic activity Google helped provide for New Jersey businesses, website publishers and non-profits in 2015.¹

42,000

New Jersey businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$7.88 million

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

Arrow Limousine Worldwide

RED BANK, NEW JERSEY

In 1960, Michelle McConville's father, Roger Somers, bought a taxicab and started his own business while still in high school. Then in 1976 he bought his first limousine and renamed the company Arrow Limousine. The business took off.

Today Roger's son, Eddie Somers, is the president of this family-owned ground transportation service. They operate a fleet of 100 vehicles used to make 65,000 trips a year, transporting everyone from business and leisure travelers to wedding and prom goers. By the late 1990s they had developed their first website. Michelle, now their Director of Marketing, attributes their continued growth to their online presence and Google tools.

They use AdWords, Google's advertising program, to be found by people searching for transportation in their geographic area. "We're getting more calls from our website than ever before. Seventy percent of our new customers come from the Internet. And 97%

"Google has definitely impacted our revenue growth."

MICHELLE MCCONVILLE, DIRECTOR OF MARKETING

of those are coming through Google," Michelle says. Their website is mobile-friendly, which is critical because 63% of their site traffic now comes from mobile devices. Their Google My Business listing shows contact information, photos, and customer reviews. "Google reviews are huge for us," she adds. Google Analytics drives their online marketing strategy. "We couldn't make data-driven decisions without Analytics," says Michelle. They've also started using YouTube to tell their story and continue building their brand.

The company has come a long way from its humble beginnings. They employ about 120 drivers and 20 office staff and have created an environment where everyone is treated like family. "Emily Damiano-Peck, our Director of Operations, has been here for 30 years. That's important to us; we're all part of the Arrow family." It's also important to them to be a good neighbor in their Red Bank

community. For example, during annual community food and toy drives, Arrow Limousine can always be counted on for donations and to help with deliveries. With a strong community behind them and the right tools in place, it's clear that Arrow Limousine is on the road to success for generations to come.

Arrow Limousine Worldwide has 140 employees.

Visit www.arrowlimo.com



Paws and Stripes

ALBUQUERQUE, NEW MEXICO

Lindsey Stanek's husband, Jim, came home with injuries from his third tour in Iraq. Like so many combat veterans, he suffered from a traumatic brain injury (TBI) and posttraumatic stress disorder (PTSD). While in treatment, Jim was comforted by therapy dogs. But a trained service dog costs \$10,000 to \$60,000. The former soldier felt alone until he found Sarge—a shelter dog he trained as his service dog. His life was transformed and he saw an opportunity. He and Lindsey wanted to help other veterans while giving shelter dogs a purpose. The couple founded Paws and Stripes in 2010. Their mission: rescue and train shelter dogs as service dogs for wounded military veterans in New Mexico.

From the start, Google has helped them build their brand and operate the organization. Most of the traffic to their site comes from Google Search. Their Google My Business listing displays

“A strong web presence is imperative for veterans to find us.”

LINDSEY STANEK, CO-FOUNDER AND CEO

their hours, directions, and reviews. They use social media, including YouTube, to engage veterans in discussion and share resources. Google Apps for Work, including Gmail, Google Calendar, and Google Docs, help volunteers coordinate efforts. Veterans don't pay a dime to enroll in the service, which is supported by grants and donations, so the website is mobile-optimized to make it as easy as possible for site visitors to make donations from any device.

Paws and Stripes now has 14 employees. They've been featured in *Time* magazine and were the subject of an A&E reality TV series, *Dogs of War*. Google tools have helped increase their visibility in the U.S. and internationally, which is helping Paws and Stripes raise awareness about PTSD and the value of enlisting shelter dogs to be trained to assist veterans. They've accomplished their original mission, but their success in New Mexico now has them considering expanding to other states. “We want to increase our

impact in more veterans' lives,” Lindsey says. “That's what we are about.”

Paws and Stripes has 14 employees.

Visit www.pawsandstripes.org

NEW MEXICO NUMBERS

\$78.3 million

of economic activity Google helped provide for New Mexico businesses, website publishers and non-profits in 2015.¹

4,800

New Mexico businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.32 million

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



Adafruit Industries

NEW YORK, NEW YORK

Limor “Ladyada” Fried, an MIT-trained electrical engineer, launched Adafruit Industries in 2005 to share and educate people about the fun and creativity of engineering. She started by writing a blog and selling DIY kits online so that people could build an MP3 player, cell-phone charger, or other useful devices. She also began offering online tutorials. Her New York City-based, 100% woman-owned business became immensely popular, growing organically without loans or venture capital. “Of everything that we have in our blog, our store, and tutorials, nothing is sponsored,” Limor says. “Whatever we post about, whatever we do, it’s because we like it.”

Adafruit started using AdWords, Google’s advertising program, in 2012. It now accounts for a third of the sales in their online shop, which is a Google Trusted Store. Adafruit uses Google Hangouts

“The more you document, publish, and share what you’re doing online, the more people will get excited about your business.”

LIMOR FRIED, FOUNDER & LEAD ENGINEER

and their own YouTube channel to share tutorials and videos. “We post every day on YouTube, to show what’s happening behind the scenes at Adafruit,” Limor says. “It’s not just about how to use what we’re offering, but how we make it.” They use YouTube as well to stream a live weekly program called “Ask an Engineer.” Google Groups helps them build a strong online community, and their Google+ page has over two million followers.

The company gets a thousand orders a day for items made in their 50,000+ square-foot facility in SoHo. Total orders now top one million. Limor was on the cover of *WIRED* magazine and was named Entrepreneur of 2012 by *Entrepreneur* magazine. Adafruit has been so successful at attracting girls to engineering that a young fan once asked whether there were any boy engineers. “Engineering can be a force for good,” Limor says. “We’ve done

such a good job of showing what engineering is like, and who engineers are, that we can actually change generational thinking. You can really change somebody’s life, if you get to them early and inspire them.”

Adafruit Industries has 80+ employees.

Visit www.adafruit.com

NEW YORK NUMBERS

\$26.4 billion

of economic activity Google helped provide for New York businesses, website publishers and non-profits in 2015.¹

129,000

New York businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$45.3 million

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

5,000+

New Yorkers are employed full-time by Google. We’re proud to have offices in Clifton Park and New York City.



NORTH CAROLINA NUMBERS

\$1.82 billion

of economic activity Google helped provide for North Carolina businesses, website publishers and non-profits in 2015.¹

45,000

North Carolina businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$7.53 million

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

High Cotton

RALEIGH, NORTH CAROLINA

When Judy Hill's son, Cameron, was in medical school, she learned that doctors couldn't wear traditional silk neckties in many hospitals because they can harbor harmful bacteria.

So she whipped up a machine-washable, all-cotton bow tie for him to wear instead. That simple, brilliant solution inspired her to start High Cotton, her own family-owned, hand-crafted bow tie company, in 2010. "With less than \$10,000 we started our business and hit the ground running," says son James, Co-owner and Vice President of Sales.

While Judy was making ties at their kitchen table, Cameron immediately created a website to sell her colorful ties online. "Our website is so important to our success that I tell people all the time that we are really an e-commerce company that just happens to sell bow ties," James says. They use AdWords, Google's advertising program, to gain exposure and new customers. James also relies on Google Analytics to gain insights that help them

"They search, we pop up, and they buy. It's amazing."

JAMES HILL, CO-OWNER & VP OF SALES

keep their site fresh and relevant. "We eat breakfast and review Google Analytics each morning to make sure that we are on track," he says. "It's like the website is our heartbeat and I'm checking its vital stats." The Google Apps for Work suite of tools, including products like Gmail and Google Drive, makes it easy for everyone to communicate and collaborate. Street View on Google Maps allows customers to get a feel for their Raleigh store before they visit. "The 360-degree photos in Street View have definitely gotten us some of our wholesale business, because it's so much easier to actually show potential buyers who we are, instead of just telling them."

Judy no longer sews bow ties at her kitchen table—a manufacturing partner handles that task now. But, she still designs two product lines a year, each with between 150 and 200 new items. The locally hand-cut and hand-sewn products support the revival of the North Carolina textile industry. Today, 50% of their

revenue comes through the Internet; Google is the primary driver of site traffic. "Google is really our business partner. We went from a yard of fabric to making more than a million dollars a year. It's really the American dream."

250 retailers sell High Cotton's ties.

Visit www.highcottonties.com



NORTH DAKOTA NUMBERS

\$100 million

of economic activity Google helped provide for North Dakota businesses, website publishers and non-profits in 2015.¹

1,600

North Dakota businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

Mighty Missouri Coffee Co.

BISMARCK, NORTH DAKOTA

Brian Jackson believes a cup of coffee should delight the senses, get the blood pumping, and inspire possibilities. "I grew up on Lake Sakakawea with a strong sense of the spirit of adventure," says Brian, an avid swimmer, cyclist, and runner. After graduating from college, Brian wanted to start a company inspired

by his love for the rugged outdoors. He founded the Mighty Missouri Coffee Co. in 2013, paying homage to the river that runs through Bismarck. He imports what he calls "Third Wave, origin-centric" coffee from all over the world. The company mantra—"Another day, another adventure"—is stamped on every bag.

This speciality craft roaster relies on the Internet to keep business percolating. "In lieu of a brick-and-mortar store, our online presence becomes our storefront," Brian says. "Our focus is on Google advertising and social media marketing campaigns." He

"You can't tell your story unless you get in front of people. The best way we've found to do that is attracting those people online."

BRIAN JACKSON, PRESIDENT & CEO

used AdWords, Google's advertising program, to help launch the brand. Now they enjoy robust online sales and distribute to coffee shops and grocery stores throughout the Dakotas, with AdWords bringing in more than half of the website's visitors. Google Maps shows coffee lovers where they can buy "Mighty Mo" blends, while Google Analytics shows Brian where website traffic is coming from. Gmail and Google Docs keep him and his partners connected.

In the spirit of giving back, Brian partnered with Nashville-based charity Blood:Water, donating a portion of online sales toward clean-water efforts in Sub-Saharan Africa. "Doing good" resonates with customers, and within two months of rolling out the partnership with AdWords and social media campaigns, online sales jumped 50%. Brian also sells music that complements his

coffee and is building a YouTube channel to showcase musicians. His brand is an experience he plans to share with a larger national audience, with the help of Google My Business tools. "When I go back to Lake Sakakawea and I have Mighty Missouri Coffee right there with me, it's sort of surreal," he says. "This is my dream."

Mighty Missouri Coffee Co. has 2 employees.

Visit www.mightymocoffee.com



OHIO NUMBERS

\$2.92 billion

of economic activity Google helped provide for Ohio businesses, website publishers and non-profits in 2015.¹

34,000

Ohio businesses and non-profits benefited from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$5.31 million

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

Nehemiah Manufacturing Company

CINCINNATI, OHIO

When they founded Nehemiah Manufacturing in 2009, Dan Meyer and Richard Palmer planned a different kind of enterprise. "We wanted to bring manufacturing into our inner city and create jobs that help people get back on their feet," Richard says. Nehemiah specializes in manufacturing consumer packaged goods, including their own products as well as brands licensed from other companies. When hiring they particularly focus on hard-to-hire candidates that most companies wouldn't consider. They may have no work history, or a blemished record due to a criminal record, but part of the Nehemiah mission is to give a second chance to people who just need the opportunity to prove themselves.

To compete successfully with their much larger competitors, Nehemiah does most of their marketing online. AdWords, Google's advertising program, allows them to share their message with consumers nationwide. TrueView video ads have been

"Online advertising is the great equalizer."

RICHARD PALMER, PRESIDENT

instrumental in reaching and educating their target audience. Running TrueView ads to support their "Boogie Wipes" product resulted in 10% sales growth, while many competitors saw a 10-20% decrease in sales during that same period due to a mild cold and flu season. Google Analytics helps them fine-tune their strategy. "Analytics has helped us be a lot smarter with our broader marketing plans, because it's helped us better understand our target demographic," Richard says. The Google Apps for Work suite of tools, including Gmail, Google Drive, and Google Docs, keeps Nehemiah's staff in touch and productive. "We can collaborate even if we aren't sitting in the same office or the same city."

From five employees at the start, Nehemiah has grown to a staff of 110. "We have an incredibly loyal, unbelievably productive workforce," he says. "When folks come here, they're ready to work. They give it their all. They love being part of a team." Employee turnover in some manufacturing plants averages 80%,

but Nehemiah's is less than a fifth of that. "Everybody struggles with finding talent," Richard says. "This is a workforce that in our country typically has been shunned or ignored. But it's one that people should seriously consider." Dan and Richard hope to double the company's growth in the next few years. And they will continue to use Google as a partner to achieve that goal. "We can compete with much larger, multi-billion dollar companies by using these tools. Google enables a company our size to seem, and actually be, a lot bigger than we are."

Nehemiah Manufacturing Company has 110 employees.

Visit www.nehemiahmfg.com



OKLAHOMA NUMBERS

\$281 million

of economic activity Google helped provide for Oklahoma businesses, website publishers and non-profits in 2015.¹

9,000

Oklahoma businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.53 million

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

Sooner Marketing Solutions

TULSA, OKLAHOMA

Braedon Kruse founded Sooner Marketing Solutions in 2012 to assist owners of small and medium sized businesses with finding success and customers online. "We help frustrated business owners to expand and grow their companies, find better branding, and gain more awareness," Braedon says. Their customers range from a window tinting business and automotive repair companies, to consultants. They may need anything from a website upgrade to full digital services. "We want them to see our company as an all-around marketing department to devise creative solutions," adds Justin Hernandez, Chief Operating Officer.

"We recently had someone find us online, and it was our biggest project ever."

BRAEDON KRUSE, CEO

"We see a lot of great, awesome businesses start up and then fall through the cracks because nobody knows about them," Braedon says. Sooner Marketing Solutions uses a wide variety of digital tools to help prevent that, particularly AdWords, Google's

advertising program, and Google Search Console. "By creating a well-performing AdWords campaign, we help our customers reach their sales goals in a very efficient timeframe," Justin explains. Google Analytics helps Sooner track and improve the effectiveness of their clients' websites, as well as their own. Google Trends keeps them abreast of what people are searching for online and Search Console helps them optimize their clients' sites for maximum visibility. According to Braedon, "We're always engaged with what Google is doing, so that we can not only adjust our own marketing, but also our clients'."

Sooner Marketing Solutions now has 10 employees who annually serve 70 to 90 regional customers across Oklahoma, Texas, Arkansas, Missouri, and Kansas. The company routinely sees quarterly growth more than double, year-over-year. Their clients often report very strong growth themselves, thanks in part to

their work with Sooner Marketing Solutions. "I was told I was crazy for saying that I wanted to triple our gross sales this year," Braedon says. "But I believe it's going to happen. And every time we increase our sales, I think about all of our clients' businesses, and how we're helping them increase their sales, too. When our clients grow, we grow with them."

Sooner Marketing Solutions has 10 employees.

Visit www.soonermarketing.com



OREGON NUMBERS

\$1.21 billion

of economic activity Google helped provide for Oregon businesses, website publishers and non-profits in 2015.¹

31,000

Oregon businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$5.78 million

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

Rogue Creamery

CENTRAL POINT, OREGON

David Gremmels and Cary Bryant originally planned to open a wine-and-cheese bar, but in 2002 they visited the Rogue Creamery to sniff out its renowned blue cheese. When they learned the nearly 70-year-old creamery was for sale, they changed their plans and bought the business.

Since then, they've taken pride in handcrafting artisan cheeses the old-fashioned way and promoting sustainable business practices—such as farming organically, using solar energy, buying and selling locally, recycling, and community philanthropy. They sell their products at a brick-and-mortar store and through distribution to other supermarkets and specialty cheese shops. Now the Internet is helping these cheesemakers spread the word about their products to an even broader audience.

AdWords, Google's advertising program, helps them reach customers. A targeted AdWords campaign over the 2015 holiday

“Google connects our products to people who care about where their food comes from.”

TOM VAN VOORHEES, CHEESEMONGER

Manager Tom Van Voorhees. “For example, we saw we were shipping a lot of orders to Arizona, so now we can target more ads there.” Their Google My Business listing helps some 40,000 visitors a year visit the cheese store, with directions, reviews, and photos. “We ask people how they found us, and so many say, ‘I found you on Google.’”

The business wants to increase its reach among a growing audience of socially and environmentally conscious consumers. To do so, they plan to increasingly leverage social media to share the Rogue Creamery story, including on Google+ and YouTube. And

season helped them see a 20% increase in online sales. Google Analytics gives them insights into how users are interacting with their site and where their products are gaining popularity. “I’ve got Google Analytics up every morning to spot trends and variations,” says Retail

they’ve recently opened up their dairy farm so visitors can meet the cows behind the cheese. “We’re planning to do a Google My Business listing for the farm,” Tom says. “Our website has the most potential for growth. With Google tools, you don’t have to spend a lot to get results—it’s money well spent.”

Rogue Creamery has 45 employees.

Visit www.roguecreamery.com



Werkheiser Jewelers

BETHLEHEM, PENNSYLVANIA

Werkheiser Jewelers began serving the Lehigh Valley with custom design, restoration, and repair in 1992. The four employees take pride in fine jewelry sales, creating custom jewelry—including wedding bands and engagement rings—and in restoring cherished family heirlooms. They have a laid-back, customer-oriented shop where you'll be greeted with a smile—and maybe even by one of their dogs. "A lot of people are intimidated walking into a fine jewelry store, because they feel the salespeople won't be friendly or accommodating," says Alyssa Rizzo-Berg, Media Marketing Manager. "We like to give faces to our names and let people know who we are."

They launched their website in 2005. Their Google My Business listing shows customers their location and hours, which is especially important during the holiday season, when the shop extends its hours. Google Analytics helps them fine-tune website

"Having an online sales channel has been extremely helpful to us."

ALYSSA RIZZO-BERG, MEDIA MARKETING MANAGER

during the busy holidays to reach new customers looking for gifts. The Google Apps for Work suite of tools, especially Google Docs and Google Drive, helps to keep the staff productive by providing ample storage for images and documents. "Being able to back up anything important to me in Google Drive gives me a lot of peace of mind. And if I work from home, I love that I can access anything that I'm working on," Alyssa says.

Today Werkheiser Jewelers successfully reaches not only past and current customers online, but new, younger customers, as well. "Maybe they're looking to buy that first big piece of jewelry, or an engagement ring," she says. "Because of Google, they're able to

content. "I track changes I make to the site and how people are responding to them," Alyssa says. "I'm able to see tangible results. It's really exciting." AdWords, Google's advertising program, has been a particularly valuable digital tool

find us." Thanks to optimizing their online presence and their use of Google tools, Werkheiser Jewelers saw the number of visitors to their website increase by nearly 500% over a six-month period. The number of views on their contact page rose almost as much. "It shows that people want to reach out to us," Alyssa says. "To actually see it in a quantitative form is so validating."

Werkheiser Jewelers has been in business for 24 years.

Visit www.werkheiserjewelers.com

PENNSYLVANIA NUMBERS

\$4.51 billion

of economic activity Google helped provide for Pennsylvania businesses, website publishers and non-profits in 2015.¹

51,000

Pennsylvania businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$11.3 million

of free advertising was provided to 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.



Sureflow Rooter

PROVIDENCE, RHODE ISLAND

Brian Wood grew up around a family-owned business. When he decided to strike out on his own in 2012 and start Sureflow Rooter, he wanted to make his business easy to find and easy to trust. He started out doing all the work himself and built Sureflow from the ground up. In addition to affordable, 24/7 emergency response, they provide drain cleaning and roofer services throughout Rhode Island and southeastern Massachusetts. "I take great satisfaction in our reputation and interactions with our customers," Brian says.

Brian attributes his success to a decision to use Google tools early on. "I created our website because I realized that everybody searches," he says. "I don't think there's any growth for us without Google." He uses Google Search Console to help him optimize his site in search results and Google Analytics to help him track and improve his website's effectiveness. His Google My Business listing makes it easy for potential customers to see his phone

"Google's impact on my business has been fantastic."

BRIAN WOOD, OWNER

number and where he's located. "When people see that we're local, they're more likely to go with us," notes Brian. His customer reviews on Google have been nothing short of "amazing," he adds. "It's almost like they're multiplying. When someone calls us in the middle of the night and we go out there, the first thing they say is, 'Oh, we were on Google and your reviews were fantastic.' We simply thank them and the reviews just keep coming in."

Brian credits Google with increasing Sureflow Rooter's sales 15 to 20% per year. "There are so many ways that Google has impacted my business. This is such a competitive market. Without these tools, I really don't know how I would've done it." His success gives Brian great confidence in the future. "I'm extremely happy and proud of my company," he says. "We're really creating something that we can continue to build on." Brian knows where he will turn to help him reach his next long-term goals, which are to add more

employees and more vehicles. "Google is the key to growth," he says. "The sky's the limit."

70% of Sureflow Rooter's customers find them online.

Visit www.sureflowrooter.com

RHODE ISLAND NUMBERS

\$234 million

of economic activity Google helped provide for Rhode Island businesses, website publishers and non-profits in 2015.¹

5,000

Rhode Island businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$1.06 million

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



SOUTH CAROLINA NUMBERS

\$1.14 billion

of economic activity Google helped provide for South Carolina businesses, website publishers and non-profits in 2015.¹

13,000

South Carolina businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.15 million

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

Fast Growing Trees

FORT MILL, SOUTH CAROLINA

A tree-loving North Carolina family started selling Royal Empress trees (the world's fastest growing tree) in 2005. At the time it was more of a hobby than a business, one they operated from their back yard. But sales and their product offerings soon multiplied. Marketing shifted from flyers and direct mail to the Internet. By the time they moved to a large rural property in South Carolina in 2013, the aptly named Fast Growing Trees was a thriving enterprise. "It's a family-run business, small, but very high-quality," says Justin French, Director of E-commerce. Today they sell over 500 types of trees and plants to customers across the United States.

The thriving business relies on AdWords, Google's advertising program. "It's definitely the number one driver of customers to our website and it has been since the day we launched," Justin says. "We get a really great return on investment with AdWords." They

"So many Internet searches happen every day. You have to be there for people to see you."

JUSTIN FRENCH, DIRECTOR OF E-COMMERCE

insights help us to give them an even better experience when they come back." A YouTube channel and integrating videos directly into their website lets them share short educational videos about trees with their customers. "In the beginning days of the Internet it was just pictures, but now with video we can tell a richer story," he explains.

From three original family members, Fast Growing Trees has grown to over 150 employees. All of their trees are grown in America, with nursery partners across the country offering varieties that don't thrive in the Southeast. But the biggest rewards of all come

also depend on Google Analytics to gain online customer insights that help them keep the website effective, especially for visitors using mobile devices. "If we don't know what's going on with our customers on our website, we can't improve," Justin adds. "Those

at home in rural South Carolina. "There used to be lots of textile mills here, but those largely have moved overseas," Justin says. "So being able to offer employment to some of the people around this area is something we take pride in."

70% of Fast Growing Trees' customers come via Google.

Visit www.fast-growing-trees.com



SOUTH DAKOTA NUMBERS

\$79.1 million

of economic activity Google helped provide for South Dakota businesses, website publishers and non-profits in 2015.¹

2,300

South Dakota businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$726,000

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

The Children's Museum of South Dakota

BROOKINGS, SOUTH DAKOTA

Manufacturer and philanthropist Dale Larson and his family founded The Children's Museum of South Dakota in 2010. Based in a former elementary school, the museum caters mostly to kids 12 and younger. Visitors can roam 44,000 square feet of indoor space and four acres of prairie. Over 5,000 objects, which workers call "loose parts," give children something to touch and explore. Outside, an animatronic dinosaur called "Mama T. Rex"—25 feet high and 60 feet long—is a guest favorite. "We're very interactive, very hands-on," says Randy Grimsley, Director of Marketing. "We provide a different journey, a different experience for our guests every time. It is what they make of it."

The Children's Museum draws many vacationers headed for Mount Rushmore and other nearby tourist destinations. They use AdWords, Google's advertising program, to inspire these families

"We attract visitors to a small community. The way most people find out about us is through searching online."

RANDY GRIMSLEY, DIRECTOR OF MARKETING

to the museum. Google Analytics helps track the performance and efficiency of their website. "Analytics allows me to see what is working, and what isn't, and to adjust accordingly," Randy adds. Google Apps for Work helps the staff communicate and share documents.

Located in a community of 25,000 people in rural east-central South Dakota, the museum has already attracted more than 600,000 visitors, drawing visitors from all 50 states and about 30 countries. "They may not even be thinking about a children's

museum, but we can appear in front of them online," Randy says. "Through AdWords, we're able to open the doors to people who are looking for children's activities," Randy says. "Many people are looking for what we provide, not our name. So the link that connects us is AdWords." YouTube videos bring to life what visitors can do at

museum, but we can appear in front of them online," Randy says. At least two-thirds of their website visitors are finding them through Google. "In the old days, marketing was a shot in the dark, just trying to grab people's attention when they were on the road. Now they're planning trips online and we can be part of their plan." Those marketing efforts are paying off. "We're known in the museum industry, for sure," Randy says. "And we're becoming more and more known in the tourism and travel industries. If we continue on this trajectory, we'll all be happy."

The Children's Museum of South Dakota has more than 100,000 visitors annually.

Visit www.prairieplay.org



TENNESSEE NUMBERS

\$1.15 billion

of economic activity Google helped provide for Tennessee businesses, website publishers and non-profits in 2015.¹

18,000

Tennessee businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.81 million

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

Waterdogs Scuba & Safety

CLARKSVILLE, TENNESSEE

Rich Holladay retired from the United States Army, but his love for outdoor adventure didn't. With Fort Campbell, Kentucky, minutes away, and the campus of Austin Peay State University right there in Clarksville, Rich knew he wasn't alone. "You're looking at some high-adventure types, and they all fall in love with scuba when they try it," he says. So in 2013, he and his friend Cecil Stout, a Marine who also retired from military service, opened Waterdogs Scuba & Safety to bring the excitement of diving to the Clarksville community.

"Without the Internet, I don't know that a business like ours could survive."

RICH HOLLADAY, CO-OWNER

Google has been there to help Waterdogs from the very beginning. They use AdWords, Google's advertising program, to drive customers to their brick-and-mortar shop and find information about lessons. "AdWords makes it easy to let people know that we are right here in their local community," Rich says. "AdWords is great because people search for 'scuba' and 'Clarksville' and

we pop up." Waterdogs also uses Google Apps for Work to enable instantaneous collaboration from anywhere. "We live and breathe by Google Calendar," he says, which lets customers view and sign up for Waterdogs' scheduled trainings and events. Google Analytics gives Rich and

Cecil insights into how visitors are interacting with their site, which helps them get the most from their website and advertising efforts. "We're constantly amazed at the wealth of Google tools we can use," Rich says.

Waterdogs is now an institution in central Tennessee and a destination for inland scuba lovers from all over the Southeast. Combined with their safety and certification instruction for first-responders and medical professionals (Cecil is an instructor trainer for several medical agencies), they have carved out a niche with a bright future. "We've seen explosive growth through the Internet," Rich says, and the entire Clarksville community is reaping the

rewards. Waterdogs employs nearly 20 Tennesseans and they hold camps and programs at schools all across the region. "You have a bunch of smiling people having a great time, all brought together by one common love," Rich says. "It's wonderful."

60% of Waterdogs Scuba & Safety's revenue comes from the Internet.

Visit www.waterdogs-scuba.com



Saatva Mattress

AUSTIN, TEXAS

Saatva Mattress began in 2011 as an online retailer planning to break into the traditional mattress market.

“We really saw an opportunity to be an innovator in a marketplace that we felt was stagnant and difficult for consumers to navigate,” says Ricky Joshi, Co-founder and Chief Marketing Officer. The dynamic company has continually experimented and rolled out new products and now has an extensive network of 17 factories and 117 fulfillment centers across the country. “It was a daunting task,” Ricky says. “Luckily, we have a great team with a lot of operational logistics expertise, combined with a pretty sophisticated marketing team.”

AdWords, Google’s advertising program, has been key to their marketing strategy since the very beginning. “We’re a very data-driven company. We really like to monitor everything,” Ricky says.

“Google provides the tools to make strategic decisions, as well as to track the success of those decisions very efficiently.”

RICKY JOSHI, CO-FOUNDER & CHIEF MARKETING OFFICER

says Krista Deshayes, Director of Marketing. For example, when they saw the ever-increasing amount of traffic coming from mobile, they created a mobile-optimized site and today they see that site visitors are both researching and converting on mobile. Ensuring that Saatva’s online presence is as accessible as possible is critical to their growth.

From just a handful of employees at the start, Saatva Mattress now has over 100 employees between their two offices in the tri-state

“Google provides the tools to make strategic decisions, as well as to track the success of those decisions very efficiently.” Insights gained from Google Analytics have been especially useful. “With Google Analytics we learn a lot about our customers and how they interact with our site,”

area and Austin, as well as hundreds of contractors across the country. They’ve relied on Google Apps for Work to keep everyone connected and to make collaboration easy, which is particularly important for a company that is growing fast—sales have increased as much as 300% annually. “We see us carrying that forward with new product lines, and continuing to grow at a nice clip,” Ricky says. “Google will definitely be part of our destiny wherever we go.” Meanwhile, he’s proud that Saatva continues to create “real manufacturing jobs in the United States. It’s great to be able to build and produce a product here at home.”

Saatva Mattress has 100+ employees.

Visit www.saatvamattress.com

TEXAS NUMBERS

\$8.93 billion

of economic activity Google helped provide for Texas businesses, website publishers and non-profits in 2015.¹

141,000

Texas businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$16.3 million

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

350+

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



Finch

SALT LAKE CITY, UTAH

Partners Bjorn Espenes and Eric Maas founded Finch in 2009 to improve online performance for digital advertisers and grow their profit. They built a software platform specifically to handle large product catalogs and manage retailers' Google advertising programs. Their inspiration for the company's name was the small, adaptive bird species that played an important role in Charles Darwin's theory of evolution by natural selection. The toughest business challenge for a company like Finch is building brand awareness among prospective clients and separating themselves from "thousands, if not tens of thousands," of competitors, Bjorn says. "It's very competitive in the marketplace."

Finch primarily provides expertise in AdWords, Google's advertising program. They do this by focusing on increasing the campaign quality score while expanding market size for their

"We wouldn't have a business without Google. The only thing we do for customers is work on their Google accounts."

BJORN ESPENES, CO-FOUNDER & CEO

themselves, too, since the beginning. "We need to see a hard return on our advertising budget, which is exactly the same challenge all our customers have," Bjorn says. In addition, Google Analytics helps them judge online ad performance both for their clients and for Finch. They also use nearly every tool in the Google Apps for Work suite, including Gmail, Google Calendar, Google Docs, and Google Hangouts. They also have a YouTube channel.

The business has 32 employees, with a presence in a dozen countries in Europe, Asia, Australia, and South America. "We're a very small company relative to our footprint," Bjorn says. *Inc.*

clients. Their goal is to achieve a "Finch moment," when a client sees significant growth in online sales or customers. The company has used AdWords for

Magazine listed Finch in 2013 as one of the fastest-growing private companies in America. They aim to continue their rapid growth, which today totals 52% annually. Bjorn realizes that their customers "take a leap into our world" and trust Finch to come through for them. "It takes the whole company to produce the moment when the customer realizes what they've purchased is actually working," he says. "That's a magical moment for us."

Finch has 300 clients worldwide.

Visit www.finch.com

UTAH NUMBERS

\$2.33 billion

of economic activity Google helped provide for Utah businesses, website publishers and non-profits in 2015.¹

20,000

Utah businesses and non-profits benefited from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.15 million

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



VERMONT NUMBERS

\$1.09 billion

of economic activity Google helped provide for Vermont businesses, website publishers and non-profits in 2015.¹

10,000

Vermont businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$886,000

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

Rozalia Project for a Clean Ocean

GRANVILLE, VERMONT

Rachael Miller, her husband, James, and their two Newfoundland dogs visited remote Matinicus Island, off the coast of Maine, for a short vacation in October 2009. They were shocked by the amount of trash that had washed up onto the beach. Rachael spent the first day pulling it all up above the high-tide line. "You hate ocean trash," James said. "Let's do something about it." So they did, by founding Rozalia Project, named for Rachael's great-grandmother. The non-profit group protects and cleans the ocean using technology, innovation, solutions-based research, and engaging STEM programs. They focus on urban and coastal waters, specializing in the remote islands and shorelines of the Gulf of Maine, and solving the problem of synthetic microfiber pollution.

"We had the Internet in mind from the beginning," Rachael says. "Knowing that people could go online and get our story

"I don't know how we could possibly expect to solve this problem without the reach that the Internet gives us."

RACHAEL MILLER, FOUNDER & EXECUTIVE DIRECTOR

says. YouTube's analytics help them understand their video audience, while Google Analytics provides useful insight into their website visitors. The group also began using AdWords, Google's advertising program, thanks to a grant from Google Ad Grants, which helps them connect with potential volunteers and donors. In addition, volunteers and staff use the Google Apps for Work suite of tools, including Gmail, Google Drive, and Google Docs.

Rozalia Project has grown steadily since its inception, thanks in large part to the Internet and technology. They now conduct summer expeditions on a 60-foot sailing research vessel, *American Promise*, with remotely operated vehicles (ROVs) to work on the

straightaway was important." Rozalia Project soon began sharing their mission via short videos. "YouTube is a pretty spectacular tool for us because it's so popular, so central, and so easy to integrate across other platforms," Rachael

sea floor. Numerous volunteers assist two year-round employees and a summer captain or two. The group cooperates with such partners as the University of Georgia and the National Oceanic and Atmospheric Administration (NOAA) to track and retrieve ocean debris, and as many as 30,000 people enroll in their online education program. Rachael could scarcely have imagined it all while cleaning that lonely beach at Matinicus Island. "That's what we want," she says. "We want impact."

Rozalia Project for a Clean Ocean retrieved 130,000 pieces of trash in the summer of 2015.

Visit www.rozaliaproject.org



ThinkFun

ALEXANDRIA, VIRGINIA

Bill Ritchie and his wife, Andrea Barthello, founded ThinkFun in 1985 to translate the ideas of mathematicians, engineers, and inventors into enjoyable games for kids around the world. Bill's inspiration was his own childhood.

"From the time I was a little kid, the whole idea of recreational mathematics and playing with logic games and toys was something I thought everybody did," Bill says. Today, ThinkFun produces challenging games, toys, puzzles, and brain teasers. "We do less online gaming than physical, in-your-hands games for deeper experiences through play."

After a quarter century in business, scrambling for market share with the toy giants, ThinkFun saw the incredible digital possibilities of "reaching niche audiences, telling a deeper story, and having people communicate with each other about this cool company," Bill says. "We realized that we needed to make some fundamental

"The Internet allows us to tell our unique story and reach niche audiences."

BILL RITCHIE, PRESIDENT & CO-FOUNDER

experience with AdWords as "gasoline on the fire," and it is now integral to their marketing strategy. Google Analytics gives them insights into what visitors to their website find most relevant, allowing them to make data-driven decisions about what is resonating with customers.

ThinkFun has garnered hundreds of awards and accolades for their games and puzzles, including Code Master, Rush Hour, and Gravity Maze. The Internet and Google tools have given them the opportunity to create their own strong brand online, so they are no longer solely dependent on just selling to big retailers. In fact, they

changes in the way we created our products and went to market," says Mike Ritchie, Director of Marketing. ThinkFun launched a completely new website in 2015 and waded deeply into digital marketing and social media. They turned to AdWords, Google's advertising program, to help them target those niche markets. Bill describes their

now have passionate fans among parents and children in over 50 countries. Bill expects exciting times ahead. "There's still a lot of value placed on physical games for kids. But we need to make sure that we're adapting to the digital side, so we can be wherever we need to be going forward," he says. "Google will help us to realize that future."

ThinkFun has 35 employees.

Visit www.thinkfun.com

VIRGINIA NUMBERS

\$2.84 billion

of economic activity Google helped provide for Virginia businesses, website publishers and non-profits in 2015.¹

44,000

Virginia businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$11.1 million

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



PicMonkey

SEATTLE, WASHINGTON

The world increasingly relies on image-based media, both for professional and personal communication. PicMonkey, a design and photo editing platform, makes it possible for people with all levels of expertise to create amazing images. “We give users the ability to unlock their creative superpowers, and really take their images to the next level,” Chief Revenue Officer Maria Kaufman proudly states. So how does a small group of people in the tippy top corner of the US make a successful product with global impact? “We run on Google gas. Their productivity and communication apps help us work with partners and colleagues across time zones, while search, ad, and video products help us connect with and grow our user base.”

PicMonkey uses AdWords, Google’s advertising program, to help drive customers to their website. For a company with a digital product, this reach is huge. “AdWords is a vital part of

“We wouldn’t have as many users today if we hadn’t been using Google.”

MARIA KAUFMAN, CHIEF REVENUE OFFICER

our business, especially as we grow internationally,” Maria says. “Between Google Search and AdWords, 46% of our total site traffic in 2015 came from Google.” They use Google Apps for Work to collaborate, share ideas, and execute workflows instantly from anywhere. And they especially love YouTube. “There are thousands of user-created PicMonkey tutorial videos on YouTube,” Maria says. They also turn to AdSense, which helps them sell valuable ad space on their site, as an important revenue source. “AdSense is great for us because we have a tremendous global footprint,” Maria says. “In 2015 alone we saw over three billion ad impressions.”

If a picture’s worth a thousand words, you could fill volumes about PicMonkey’s bright future. They are expanding internationally in addition to hiring locally. “We’re seeing double-digit growth in subscribers and triple-digit growth in average advertising revenue

per session. It’s exciting,” Maria reports. Just as photos take you around the world at the speed of a shutter snap, Google products help innovators like PicMonkey reach a global market instantly and easily.

PicMonkey has 35 employees.

Visit www.picmonkey.com

WASHINGTON NUMBERS

\$7.06 billion

of economic activity Google helped provide for Washington businesses, website publishers and non-profits in 2015.¹

39,000

Washington businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$10.7 million

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

2,000+

Washingtonians are employed full-time by Google. We’re proud to have offices in Kirkland and Seattle.



Hellbender Brewing Company

WASHINGTON, D.C.

For Ben Evans and Patrick Mullane, the founders of Hellbender Brewing Company, beer isn't just a good time—it's a good cause. "We just think there's a better way to brew,"

Patrick says. That's why, after a decade of dabbling in homebrewed concoctions, they opened Hellbender in 2015 with more than just delicious drinks in mind for their city. Ben and Patrick's focus on environmental sustainability is revitalizing their craft, their market, and the way urban businesses view their role in their neighborhoods. By using a Belgian-made hammer mill and mash filter system in their brewing system (the first of its kind on the Atlantic Coast), they reduce ingredient use by 15%, water use by 30%, and energy use by 20%.

Hellbender uses a whole suite of Google tools to make their small-business dream a daily reality. "In our first full year of operations

"When you can't afford a large staff, you need every tool you have to do your job, and Google products have been there for us. They're a big part of our success."

PATRICK MULLANE, CO-FOUNDER & MARKETING MANAGER

and engage customers and tell them precisely what they wanted to know—where to go to find our products," says Patrick. Once those potential customers make it to their website, Patrick and Ben use Google Analytics to learn more about how visitors are interacting with the site and then leverage those insights to make data-driven decisions. According to Patrick, "Through Google Analytics, we were able to increase our sales by approximately 15%." To streamline operations, they use Gmail and Google Docs for instantaneous collaboration and Google Maps to make their delivery and sales routes more efficient.

(2015), our sales grew in the second half by 250% over the first half. Much of that growth was led by using Google and the Internet to introduce ourselves to customers. Google gave us the tools to reach out to

Their approach is working. This young company now has 14 employees, distributes to approximately 450 bars and restaurants per year, and serves around 500 customers in their tasting room on a weekly basis. They have big plans for continuing to pave the way for sustainable brewing. Patrick says their goal is "not just to make more sales, but to expand our community." Google is helping to make that dream a reality.

Hellbender Brewing Company increased sales by approximately 15% by using Google Analytics.

Visit www.hellbenderbeer.com

WASHINGTON, D.C. NUMBERS

\$1.45 billion

of economic activity Google helped provide for Washington, D.C. businesses, website publishers and non-profits in 2015.¹

4,500

Washington, D.C. businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$18.1 million

of free advertising was provided to 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.



WEST VIRGINIA NUMBERS

\$158 million

of economic activity Google helped provide for West Virginia businesses, website publishers and non-profits in 2015.¹

2,700

West Virginia businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$545,000

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

Capon Springs and Farms

CAPON SPRINGS, WEST VIRGINIA

Four generations of one family have owned and operated Capon Springs and Farms since the depths of the Great Depression in 1932. The company originally bottled the spring water, before resurrecting the historic resort destroyed by fire two decades earlier. Many current guests are descendants of people who first visited 80 years ago. Activities include golf (regular, disc, and fling), hiking, swimming, fishing, spa services and more. "It's an all-inclusive getaway and a step back in time," says Jonathan Bellingham, Marketing Manager. "It's humbling what the place means to so many people. Some of them came here as kids and have now gone through generations of their family, just like ours."

Located 100 miles west of Washington, D.C., and open seven months a year, the resort for decades relied solely on word-of-mouth to attract new guests. And it was the regular visitors

"Digital communication has become an important way to share information and carry on a conversation with our guests."

JONATHAN BELLINGHAM, MARKETING MANAGER

their website relevant. A YouTube channel lets them share videos. Google Docs and Sheets let the extended family communicate easily with one another about the business. Jonathan's niece helps keep their social media fresh and interesting.

"We're not trying to go from zero to sixty, but we're certainly going from zero to thirty and learning along the way," Jonathan says. After decades of mostly steady business, Capon Springs and Farms saw more than 6% additional guests and an 8% jump in revenue in 2015. As a successful business in a remote area, they

themselves who encouraged the business into expanding their presence on the web and social media. Since 2013, the resort has revamped their website, including making it mobile-friendly, and has learned to use many digital tools. Google Analytics helps them make good business decisions and keep

employ 125 seasonal workers, 20 full-time staff, and help support the local fire and rescue squads. The resort's digital surge "has been very reaffirming and very reassuring that the future is bright," Jonathan adds. "Is there a real need in the marketplace and in the world for a place like this? What I'm hearing is a resounding yes."

Capon Springs and Farms has 7,500 seasonal guests.

Visit www.caponsprings.net



WISCONSIN NUMBERS

\$1.29 billion

of economic activity Google helped provide for Wisconsin businesses, website publishers and non-profits in 2015.¹

17,000

Wisconsin businesses and non-profits benefitted from using Google's advertising tools, AdWords and AdSense, in 2015.¹

\$2.95 million

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

Protect Your Pumps

MILWAUKEE, WISCONSIN

Every well-heeled woman knows a quick walk down the block can scuff up a new pair of pumps. "My customers were buying shoes that cost upwards of a couple hundred dollars a pair, and the soles were getting run down very quickly," says

Kathryn Jackson, a former sales associate for a luxury department store. "We could resole the shoe, but that could cost up to \$75 per pair. I thought, 'There's got to be a solution to prevent this.'" After researching the market, Kathryn teamed with a manufacturer to create transparent, non-slip, adhesive sole protectors. She launched Protect Your Pumps in 2011. "I knew I needed an online presence in this untapped market," she says. Within two years, this bootstrapped operation became Kathryn's full-time e-commerce business.

Forty percent of her online sales comes from Google Search, and Kathryn leverages AdWords, Google's advertising program, to

"I would not be able to do this without Google and my online presence."

KATHRYN JACKSON, FOUNDER

drive additional seasonal traffic. Since online customers constitute most of her business, Kathryn knew she needed to build a fanbase. She sends product samples to fashion bloggers to "create brand champions" and invites customers to post photos of their newly protected shoes on social media. Google Analytics helps Kathryn track where online traffic is coming from and gives her a leg up on making improvements to her website, social media properties, and advertising campaigns. It also shows her where traffic is coming from geographically, so she can pinpoint the best cities to host in-person events.

Kathryn has now expanded her product lines for flats and men's shoes and was named Wisconsin's 2015 Young Entrepreneur of the Year by the Small Business Administration (SBA). Kathryn plans to kick up her social media marketing a notch by creating YouTube videos to show customers how to use her products. "Without

Google, people would not be able to find my business," she says. "The reach of the web has been tremendous."

Protect Your Pumps has shipped product to 80 countries.

Visit www.protectyourpumps.com



Snake River Angler

JACKSON, WYOMING

As a descendant from a pioneering Wyoming family, Will Dornan founded Snake River Angler in 1997 in the tiny town of Moose, near the entrance to Grand Teton National Park. The business grew to become a full-service outfitter, offering guided fishing and scenic float trips along 13 area rivers. “To introduce somebody to the river and to fishing and being outside is something that is super important to us,” says Manager Jake Ragsdale. They opened a second location in 2006, on the square in nearby Jackson, complete with a retail store. “It’s really a one-stop shop if you want to fish here.”

Snake River Angler gradually evolved from a two-person business with an old-fashioned, paper-based booking system into a modern digital operation with online booking. They maintain an efficient website and a strong social-media presence. They also use a

“The Internet allows us to promote ourselves the way that we want to be seen, and the way that we want to run our trips.”

JAKE RAGSDALE, MANAGER

and figuring things out, which makes it really fun and also a challenge.” They depend on Google Maps to direct visitors to the store, while Gmail and Google Calendar make it easy for the staff to communicate and stay on schedule. They also use AdWords, Google’s advertising program, to connect with potential customers looking to plan a trip to Wyoming.

They now have customers from all over the United States and around the world. This seasonal business grows from seven or eight employees in the winter to about 35 during the busy summer

variety of Google tools to help run the business. Jake particularly relies on Google Analytics to help him understand what people do on the site, so they can keep their website humming and productive. “We’re looking at all this data to figure out different marketing strategies,” he says. “We’re constantly growing

tourist season. Jackson residents have twice voted them the Best Fishing Outfitter. “We support the community, and it’s really nice because the community supports us as well,” Jake says. “It’s a great life. Our guides fish for a living, float down the river, and share their knowledge and passion with the tourists,” he says. “And we get to be in Jackson, which is a pretty good perk, too.”

Snake River Angler gives 20 guided trips every day.

Visit www.snakeriverangler.com

WYOMING NUMBERS

\$139 million

of economic activity Google helped provide for Wyoming businesses, website publishers and non-profits in 2015.¹

1,800

Wyoming businesses and non-profits benefitted from using Google’s advertising tools, AdWords and AdSense, in 2015.¹

\$466,000

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

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*Note: The total value that U.S. Google advertisers and website publishers received in 2015 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 2015 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.

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