

1. Product leadership: Google is offering a unique service. The search engine developed PageRank, which is Google's algorithm for ranking search results. Google does not collect money for links that are placed in organic search results. Instead, PageRank outcomes resemble a popularity contest. Web pages with more links to them are given a higher ranking. When a user searches on Google while connected to their Google accounts, social connections are also taken into account in the mix of ranks that Google uses by default. (Gallaughier,2018) In this case, PageRank provides higher-quality results for each user. Over the years, as Google updates its search algorithms constantly and focuses on its users' intent and satisfaction, the search engine steadily built trust. Within Google's servers and peripherals, "Google designs its own hardware security chips, enabling it to identify and authenticate its infrastructure" which protects digital information from hackers. (Gallaughier,2018) More importantly, Google owns some important products outside its primary markets that help to make Google become the go-to choice of users.
2. Since Google gains major scale advantages in research and advertising networks, Google wants to create more products to improve Google's competitive position outside of its primary markets. In addition, Google needs to expand fresh and potentially gargantuan markets that not only push stock prices but also fuel online ad revenue, for example, Google Earth. Google Earth, a computer program that superimposes aerial photographs and combines with GIS data and 3D representation technology, allows users to see locations from various angles. Although products like Google Earth do not offer free created opportunities to show ads, they also create value for Google in other ways.

In order to be dominant in its core market, Google must continue to further develop and win the market on its own merits. "PageRank is by no means the last word in search, and offerings from Google and its rivals continue to evolve."(Gallaughier,2018) In this case, Google's non-search products gain users more trust and connection with Google, Google may continue to be the first place users go to use rather than searching from other competitors while Google can collect more data from users to improve its mobile service and click-through rates of future ads.
3. The most threatening search business, according to the textbook, are Yahoo under Verizon, Bing under Microsoft, and Siri under Apple. Yahoo, which is famous for Yahoo finance, is always dedicated to improve its search algorithms. Bing's "decision engine" empowers itself to sport nifty tweaks for specific queries. (Gallaughier,2018) In comparison to Google, the result of restaurant searches and airline searches on Bing are more specific. The restaurant searches always accompanied with rating and prices; airline searches always have lists of flight schedules and fares with price prediction as well. Apple has also taken customers from Yelp and weather channel, integrating App firms into its own offerings. (Gallaughier,2018) Consequently, Google will lose some potential customers of these new emerging channels for search.

Works Cited

Information Systems, by John Gallaugh, v. 9.1 1 from Flatworld World Knowledge, 2016