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Let's work together.

At Google, we understand that our worldwide success results from our globally diverse workforce. In every Google office, you will find challenging projects and smart people with potential to change the world. Googlers relish the freedom to create the next generation of web technologies in an environment designed to foster collaboration, creativity, health, and happiness.

[What's it like to work at Google?](#)



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Google is an equal opportunity employer. Employment here is based solely upon one's individual merit and qualifications directly related to professional competence. We don't discriminate on the basis of race, color, religion, national origin, ancestry, pregnancy status, sex, age, marital status, disability, medical condition, sexual orientation, gender identity, or any other characteristics protected by law. We will also make all reasonable accommodations to meet our obligations under the Americans with Disabilities Act (ADA) and state disability laws.

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[Who we are](#)

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The people behind Google

Building great products depends on great people. There are more than 40,000 Googlers behind the tools that you use every day—from search to Chrome. Find out more about what it's like to work at Google, where we work and who drives our company strategy below.



Our culture

The characteristics and values that Googlers share.
[More...](#)

Locations

A rundown of our offices around the world, and what makes an office feel "Googley."
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PRESS RELEASE

**Apple Rosenthaler Straße
opens Thursday,
December 2, in Berlin**

December 1, 2021

This is where individual imaginations gather together, committing to the values that lead to great work. Here, you'll do more than join something — you'll add something.

Work at Apple

Join a team and inspire the work.

Discover how you can make an impact: See our areas of work, worldwide locations, and opportunities for students.



"We aren't merely creating products. We're creating something magical for the person who uses it."

Ehsan, Engineering Manager

[Learn about working in Hardware >](#)

Life at Apple

**Join our community
and help define it.**

Explore a collaborative culture of inclusion, growth, and originality, supported by resources that make a difference in your life.

[Learn more >](#)

Our values are **part of everything** built here — including careers.

Accessibility

Technology is most powerful when everyone can make their mark.

[Learn more about accessibility at Apple >](#)

Education

Education is the great equalizer and a powerful source of opportunity for all.

[Learn more about Apple and education >](#)

Environment

Our goal is to leave the planet better than we found it.

[Learn more about Apple's environmental efforts >](#)

Inclusion and Diversity

We're committed to making Apple more inclusive and the world more just.

[Learn more about inclusion and diversity at Apple >](#)

Privacy

We design Apple products to protect your privacy and give you control over your information.

[Learn more about privacy at Apple >](#)

Racial Equity and Justice Initiative

This is a long-term effort to help ensure more positive outcomes for communities of color.

[Learn more about Apple's Racial Equity and Justice Initiative >](#)

Apple is where you'll work with others who share your passion. Where business serves expertise. Where a healthy respect for courage and original thinking inspires you to bring your best to what we do together.

How We Work

Apple's most enduring design may be Apple itself.

Apple is organized by functional specialties rather than business units — rare for a company our size. We're experts leading experts: hardware experts lead hardware, software experts lead software, and design experts lead design. This differs from most other large companies, where general managers oversee managers. Apple is Apple because those with the most expertise in an area of work have decision rights for that area.

Leaders at Apple combine their expertise with two other important characteristics: immersion in the details and a willingness to collaboratively debate during collective decision-making. For people at every level here, it can be liberating — even exhilarating — to work with experts who offer relevant guidance and mentoring. This approach to leadership is a commitment to collaboration that leads to innovation.



To learn more about how Apple is organized for innovation, read the Harvard Business Review article.

[View the article \(PDF\) >](#)

"If you want to really understand how something is made, get into the details, and be super creative, then Apple is the place."

Shravan, Manufacturing Design Engineering Manager

[Learn about working in Operations and Supply Chain >](#)

Collaboration

Great ideas rise to the challenge.



**"To see all the cross-functional work
and the relationships we've forged
come together in one product
makes me incredibly proud."**

Jason, Wireless Software Engineering Manager

At Apple, collaboration is more than simply working together — it means passionate, collaborative debate. People on retail, hardware, or marketing teams may focus on different issues, but the principles of respectful, honest discussion remain the same: We advocate ideas, contest points of view, and ultimately build on each other's thinking to come up with the best solution.

Cross-functional collaboration is crucial, because no one team is responsible for a product or a service on its own. Dozens of specialist teams may be needed for even a single key component of a new product. Yet each team works with a shared purpose — create an extraordinary user experience.

Innovation

When experts make the decisions, they decide to innovate.

Innovation is led by those who know their stuff, whether it's the first job of their life or the latest project in a career decades in the making. At Apple, innovation depends not only on brilliant individuals, but also on a community of specialists, each focused on what we can do instead of what's been done. We foster this culture by giving experts the room to take bold yet informed risks that lead to breakthroughs.

Everyone here is an innovator, or an innovator-to-be — even in areas customers don't typically notice: Consider the Siri curators and engineers who help reduce bias with continual updates and respectful neutrality in search responses. Or the teams who designed, produced, and shipped millions of COVID-19 face shields for front-line medical workers. Or the chef in one of our cafés who patented our environmentally friendly pizza box.

"We have the resources to go as far as we want with ideas. And no idea is too crazy."

Jen, Advanced Manufacturing Engineer

[Learn about working in Operations and Supply Chain >](#)

Areas of Work

There's a place here for every kind of brilliant.

Your specialty or ideal role may exist across many areas at Apple. Explore a few to see which match your interests.



Students

Gain more than experience. Gain an Apple experience.

We're always looking for new thinking, whether you're still in school or you're ready to start a career. Apple has hands-on opportunities for interns as well as full-time and part-time roles for undergrads and grad students.

[Learn about student opportunities >](#)

We recognize the whole you.

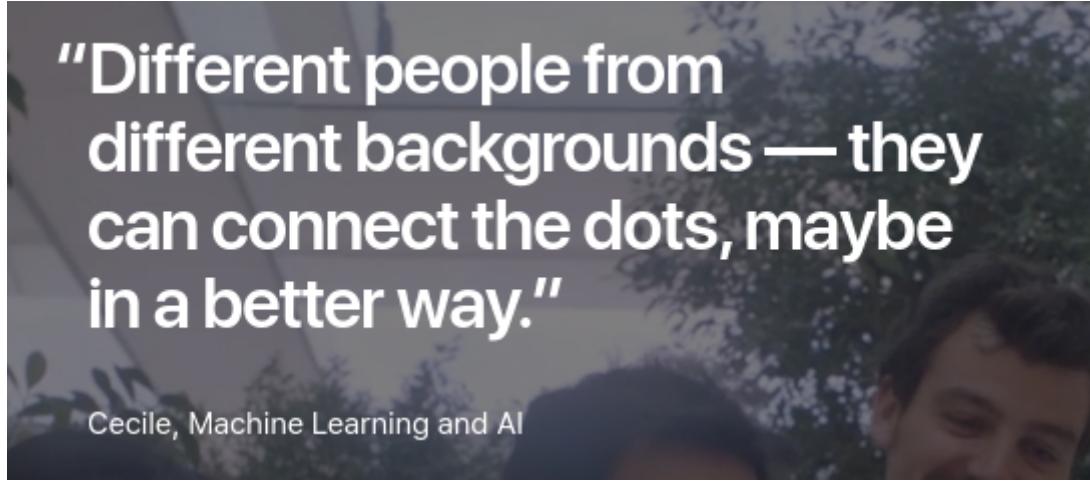
There's more to you than anyone knows. Bring your lived experience to Apple and see how much more there is to do, to share, and to discover. Because here, we welcome you for who you are and who you want to become.

Inclusion

Everybody in.

Diversity includes. Inclusion empowers. And when we bring everybody in, we can do the best work of our lives together.

That's why we continue to strengthen our long-standing commitment to efforts such as inclusive hiring and development and equitable pay for all.



"Different people from different backgrounds — they can connect the dots, maybe in a better way."

Cecile, Machine Learning and AI

Shared Values

What you work for should reflect what you stand for.

For everything we create, we consider its impact — on our customers, our colleagues, and our planet. The same innovation that goes into making our products goes into taking on issues we care about deeply, such as accessibility, equity, privacy, and the environment.

Everyone joins Apple for a reason. Often it's because they found a company that aligns with their own values.

[Hear stories from people at Apple >](#)

Professional and Personal Growth

Starting here is just the beginning.

People are at the heart of Apple and we want you to thrive. From day one, you'll have the opportunity to make meaningful contributions to the big picture. You can set yourself up for success with our career development framework, as well as guidance and resources that include course offerings from Apple University.

Change is a constant throughout your career at Apple, and you may choose different ways to grow. You can seek even greater depth within your expertise, change scope in your current position, or even explore a new opportunity here. Whatever you decide, you'll play the lead role in your growth, and we'll be behind you all the way.



**"Apple saw me personally,
saw what I could provide for
other people."**

Jeronimo, Apple Store



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Life at Google

Google is not a conventional company, and we don't intend to become one. True, we share attributes with the world's most successful organizations – a focus on innovation and smart business practices comes to mind – but even as we continue to grow, we're committed to retaining a small-company feel. At Google, we know that every employee has something important to say, and that every employee is integral to our success. We provide individually-tailored compensation packages that can be comprised of competitive salary, bonus, and equity components, along with the opportunity to earn further financial bonuses and rewards.

Google has offices around the globe, from Bangalore to Zurich, but regardless of where we are, we nurture an invigorating, positive environment by hiring talented, local people who share our commitment to creating search perfection and want to have a great time doing it. Googlers thrive in small, focused teams and high-energy environments, believe in the ability of technology to change the world, and are as passionate about their lives as they are about their work.

We're always on the look-out for new Googlers. [Take a look inside](#).

Why work at Google?

We are one of FORTUNE's [Best Companies to Work For!](#)

[Top 10 reasons](#) to work at Google

[Watch our videos](#) for an inside look at Google

[Meet some Googlers](#)

[Benefits](#) of working at Google

Google celebrates [diversity](#)

The [engineer's life](#) at Google

Photos



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Twitter



We serve the public conversation.

That's why it matters to us that people have a free and safe space to talk.

[Healthy conversations →](#)

[Security and privacy →](#)

[Civic integrity →](#)

Life's not about a job, it's about purpose.

We believe real change starts with conversation. Here, your voice matters. Come as you are and together we'll do what's right (not what's easy) to serve the public conversation.

[Work with us](#)

Our company

Twitter is an open service that's home to a world of diverse people, perspectives, ideas, and information.

OUR PURPOSE

We serve the public conversation.

It matters to us that people have a free and safe space to talk. That's why we're constantly improving our rules and processes, technology and tools.

We're not perfect — that's why we listen to you, the people on Twitter. It's also why we work to be as transparent as possible.

Having a global impact

In 2021, we published our first Global Impact Report. We're committed to sharing the work we know is important to the people we serve.

[Download ↓](#)

OUR PRINCIPLES

We live by the following principles:

Promoting health

Freedom of speech is a fundamental human right — but freedom to have that speech amplified by Twitter is not. Our rules exist to promote [healthy conversations](#).

Making it straightforward

Simple is good, but straightforward is better. Our product, our behavior, and our work habits should all be transparent and to the point.

Being fast, free, and fun

We should move fast, feel free to be ourselves, and have fun. That's Twitter.

Earning people's trust

Twitter is what's happening. To stay reliable and credible, we must always be earning your trust.

Uniting profit and purpose

Twitter is a purpose-driven company that does good. Visit [Twitter for Good](#) to find out more about how we tie philanthropy to our business objectives.

Our company is built on community. Together, we can be a force for good.

OUR MISSION

We use the positive power of Twitter to strengthen our communities through our platform, people, and profits.

AREAS OF FOCUS

Internet safety and education

We help people understand healthy digital habits and online safety. We support organizations that tackle issues like bullying, abuse, and hate speech. We support initiatives that defend and respect all voices by promoting free expression and defending civil liberties.

Freedom of speech and civil liberties

We support initiatives that defend and respect all voices by promoting free expression and defending civil liberties.

KEY INITIATIVES

Platform

People

Profits

Platform

Ads for Good

We offer pro bono advertising credits to nonprofits as a way to use the power of Twitter's advertising platform to amplify their message.

Capacity building for nonprofits

We provide skills training for nonprofits to share Twitter's best practices for content and engagement.

Emoji

We donate this ad product to activate custom emojis to encourage participation in important conversations around the world.

Data for Good

In partnership with the UN Global Pulse Lab, we leverage Twitter data to work toward achieving the UN Sustainable Development goals.

Campaigns for Change

As an extension of our Ads for Good program, we provide pro bono advertising resources and extensive skills training to amplify specific online campaigns.

Twitter owned and operated handles

We use our corporate handles — including [@TwitterForGood](#), [@NeighborNest](#), and [@Nonprofits](#) — to amplify and highlight work from our nonprofit partners and our corporate philanthropy program.

KEY INITIATIVES

Platform

People

Profits

Ongoing volunteerism

Twitter employees support the work of community partners by volunteering for ongoing and one-time projects throughout the year.

Hack for Good

During our annual Hack Week, we encourage and empower employees to pitch and develop ideas that further Twitter as a force for good in the world.

Profits

Financial grants

We provide financial contributions to select organizations around the world.

IT donations

We provide laptops, monitors, and other IT equipment to nonprofits.

Twitter NeighborNest

In our San Francisco community space, we empower the community by sharing our love of technology.

Event space

We offer space for nonprofits to host events and gatherings to advance their work.

Twitter Impact Nest

In our office in Dublin, Ireland, we provide quarterly skills training to social innovation startups.

Carbon offsets

We offset all carbon emissions for employee travel and large-scale events by funding green energy projects through [Cool Effect](#).

Connect with the people at the center of what's happening

Advertise on Twitter and achieve strong business results.

[Create an ad](#)

[Extract Text](#)

HOW WE ENFORCE THE RULES

We want you to join the conversation and feel safe.

Our rules are intended to create a culture of trust and respect, so the way we approach enforcement is pretty simple.

- We work hard to make interactions with us understandable, efficient, and fair.
- We'll try to give you as much information as possible. If we make a mistake, we'll say so.
- We give you the necessary tools to control your conversations, and we're here when you need us.
- Play by the rules and you're free to express yourself however you like.

Our WHY:

To inspire people to do the things that inspire them so that, together, each of us can change our world for the better.

Our culture

It's really the people that make Google the kind of company it is. We hire people who are smart and determined, and we favor ability over experience. Although Googlers share common goals and visions for the company, [we hail from all walks of life](#) and speak dozens of languages, reflecting the global audience that we serve. And when not at work, Googlers pursue interests ranging from cycling to beekeeping, from frisbee to foxtrot.

We strive to maintain the open culture often associated with startups, in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. In our weekly all-hands ("TGIF") meetings—not to mention over email or in the cafe—Googlers ask questions directly to Larry, Sergey and other execs about any number of company issues. Our offices and cafes are designed to encourage interactions between Googlers within and across teams, and to spark conversation about work as well as play.

Our Technology

Google searches more sites more quickly, to bring you the most relevant results.

Introduction

Google runs on a unique combination of advanced hardware and software. The speed you experience can be attributed in part to the efficiency of our search algorithm and partly to the thousands of low cost PC's we've networked together to create a superfast search engine.

The heart of our software is PageRank(TM), a system for ranking web pages developed by our founders [Larry Page](#) and [Sergey Brin](#) at Stanford University. And while we have dozens of engineers working to improve every aspect of Google on a daily basis, PageRank continues to provide the basis for all of our web search tools.

PageRank Explained

PageRank relies on the uniquely democratic nature of the web by using its vast link structure as an indicator of an individual page's value. In essence, Google interprets a link from page A to page B as a vote, by page A, for page B. But, Google looks at more than the sheer volume of votes, or links a page receives; it also analyzes the page that casts the vote. Votes cast by pages that are themselves "important" weigh more heavily and help to make other pages "important."

Important, high-quality sites receive a higher PageRank, which Google remembers each time it conducts a search. Of course, important pages mean nothing to you if they don't match your query. So, Google combines PageRank with sophisticated text-matching techniques to find pages that are both important and relevant to your search. Google goes far beyond the number of times a term appears on a page and examines all aspects of the page's content (and the content of the pages linking to it) to determine if it's a good match for your query.

Integrity

Google's complex, automated methods make human tampering with our results extremely difficult. And though we do run relevant ads above and next to our results, Google does not sell placement within the results themselves (i.e., no one can buy a higher PageRank). A Google search is an easy, honest and objective way to find high-quality websites with information relevant to your search.

Why Google?

Benefits of a Google Search

1. Your search covers more than 1 billion URLs.

Google's index, comprised of more than 1 billion URLs, is the first of its kind and represents the most comprehensive collection of the most useful web pages on the Internet. While index size alone is not the key determinant of quality results, it has an obvious effect on the likelihood of a relevant result being returned.

2. You'll see only pages that include the terms you type.

Unlike many other search engines, Google only produces results that match all of your search terms, either in the text of the page or in the text of the links pointing to the page. This spares you the frustration of viewing a multitude of results that have nothing to do with your search terms.

3. The position of your search terms is treated with respect.

Not only do Google's results contain all of your search terms, but Google also analyzes the proximity of those terms within the page. Google prioritizes results according to how closely your individual search terms appear and favors results that have your search terms near each other. Because of this, the result is much more likely to be relevant to your query.

4. You see what you're getting before you click.

Instead of web page summaries that never change, Google shows an excerpt (or "snippet") of the text that matches your query -- with your search terms in boldface -- right in the search results. This sneak preview gives you a good idea if a page is going to be relevant before you visit it.

5. You can feel lucky and save time doing it.

Google excels at producing extremely relevant results, and flat out nails many queries such as company names. We're so confident, in fact, that we've installed an "I'm Feeling Lucky" button, which takes you directly to the site of the highest ranked result in your search. Try it and let us know if our confidence is justified.

6. You can get it, even when it's gone.

As Google crawls the web, it takes a snapshot of each page and analyzes it to determine the page's relevance. You can access these cached pages if the original page is temporarily unavailable due to Internet congestion or server problems. Though the information on cached pages is frequently not the most recent version of a site, it usually contains useful information. Plus, your search terms will be highlighted in color on the cached page, making it easy to find the section of the page relevant to your query.

Corporate Info

History

Google was founded in 1998 by Larry Page and Sergey Brin, two Stanford Ph.D. candidates, who developed a technologically advanced method for finding information on the Internet.

Our Mission

Google's mission is to organize the world's information, making it universally accessible and useful.

Company Profile

Google focuses exclusively on delivering the best search experience on the World Wide Web. Through innovative advances in search technology, Google helps users find the information they're looking for quickly and effectively. The company delivers services through its own web site at www.google.com, and by licensing its search technology to commercial sites.

About Google Inc.

Google is a privately held company, whose backers include Kleiner Perkins Caufield & Byers and Sequoia Capital. These funders led an equity round of \$25 million in June, 1999. Michael Moritz, general partner of Sequoia Capital and John Doerr, general partner of Kleiner Perkins Caufield & Byers, joined Google's Board of Directors at that time. Moritz is currently director of numerous companies, including Yahoo!, Flextronics, Nightfire, PayPal, RedEnvelope, Saba Software, Shockwave, and WebVan. Doerr was a co-founder of @Home, and is a director of several high-growth Internet companies, including Intuit, Amazon.com, WebMD.com, Drugstore.com, Homestore.com, Martha Stewart Living Omnimedia, Handspring, Freemarkets and Sun Microsystems.

Other investors include Stanford University; Andy Bechtolsheim, co-founder of Sun Microsystems and current vice president at Cisco Systems; and Ram Shriram, who has held the positions of president of Junglee and vice president of Business Development at Amazon.com.

Business Model

Google's advanced WebSearch technology allows site publishers to offer web search to their own users on their own sites. Google WebSearch is used in more than 30 countries by clients including Yahoo!, Virgin.net and Netscape's Netcenter portal.

Google also offers site search products that help users find the information they are seeking within a specific website. Google site search customers include Cisco Systems, Red Hat and Caldera Systems. All of Google's commercial products are hosted by Google, alleviating the need for organizations to manage their own costly search software and resources. A list of additional customers can be found on [Google's partners page](#).

Google's own web site at www.google.com attracts advertisers who wish to reach users with specific interests. Unlike other search engines, Google's advertising is precisely targeted and graphically designed to enhance a user's overall search experience. [Google's AdWords program](#) extends the concept of highly targeted advertising to companies and individuals with smaller ad budgets.

Reasons to work at Google!

1. Hot [award-winning](#) technology.
2. Intelligent, fun, high energy teammates.
3. [Great culture and amazing perks](#) - massage therapy, roller hockey, game room, gym, and all the snacks you can eat.
4. Backed by the [two premier VCs](#).
5. [Free gourmet lunches](#) served daily.
6. Start up environment with [excellent benefits](#).
7. Pre-IPO stock options.
8. Spacious, colorful, fun work environment.
9. Located in the [heart of Silicon Valley](#).
10. Millions use Google - your ideas will make a difference.

Google seeks to hire only the best, and conducts business following the spirit and the intent of the equal opportunity laws.

This means we base employment decisions exclusively on our current business needs and the given merit of a candidate. We encourage excellence at all levels in our organization, and are not influenced by race, color, gender, sexual orientation, age, disability, religion, or any other factor irrelevant to doing a great job.

Company Fact Sheet

Management Team

- [Larry Page](#), Co-Founder and Chief Executive Officer
- [Sergey Brin](#), Co-Founder and President
- [Omid Kordestani](#), Vice President, Business Development & Sales
- [Wayne Rosing](#), Vice President of Engineering
- [Cindy McCaffrey](#), Vice President, Corporate Communications
- [Joan Braddi](#), Vice President, Search Services
- [Tim Armstrong](#), Vice President, Advertising Sales
- [Urs Hözle](#), Google Fellow
- [Craig Silverstein](#), Director of Technology

Funding

Google, Inc. is a privately held company and has received funding from venture capital firms (Kleiner Perkins Caufield & Byers and Sequoia Capital), institutions (Stanford University), and individuals (Andy Bechtolsheim and Ram Shriram).

Search Technology

Google uses a software robot called Googlebot to identify and evaluate more than a billion pages of content on the web, making it the world's most comprehensive search engine. Google's proprietary technology relies on PageRank(TM), developed by Google founders Sergey Brin and Larry Page, to determine the relative importance of each page Google crawls on the web. Among the characteristics PageRank evaluates are the text included in the links to a site, the text on each page and the PageRank of the sites linking to the site being evaluated. This automated process allows Google to objectively determine which pages other websites deem important.

Hosting Environment

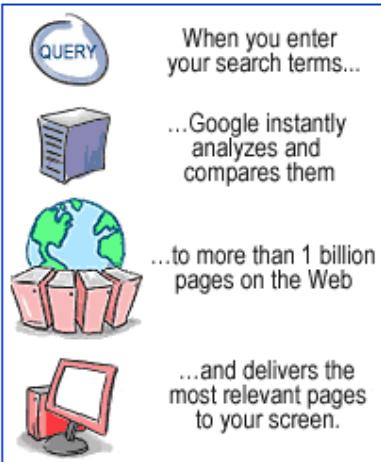
Google's lightning fast response times owe a lot to the site's unique hosting environment. Instead of running Google on a handful of large computers, Google uses thousands of PC's linked together to quickly find the answers that users are seeking. The result is an average response time of less than half a second per query.

The Meaning of Google

Google is a play on the word googol, which was coined by Milton Sirotta, nephew of American mathematician Edward Kasner, to refer to the number represented by 1 followed by 100 zeros. Google's use of the term reflects the company's mission to organize the immense amount of information available on the web.

Contact Information

Google, Inc.
2400 Bayshore Parkway
Mountain View, Calif. 94043
650-330-0100
Fax: 650-618-1499
Email: info@google.com

**Getting the Most Out of Google**

The Internet contains more than a billion pages of information on every topic imaginable. To find exactly what you want, you need two things: a clear idea of what you're looking for and a search engine that works.

Google's unique PageRank technology finds web pages matching your request faster and with greater accuracy than any other search engine on the Web. We'd like to show you a few tips that make it work even better.

[Close](#)[Next](#)**Getting Started**

If you know what you want to find, type the exact words you're looking for in Google's search box and hit 'enter' or click on "Google Search". It helps to:

- Select words likely to appear on a page containing the information you want
- Omit common words like "and" and "the"
- Use quotation marks to treat words as a phrase ("White House" vs. white house)
- Use specific words rather than generic ones ("antique" vs. "old")
- Realize Google will only return pages that match ALL the words you enter

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10 things

Our Philosophy

Never settle for the best

"The perfect search engine," says Google co-founder Larry Page, "would understand exactly what you mean and give back exactly what you want." Given the state of search technology today, that's a far-reaching vision requiring research, development and innovation to realize. Google is committed to blazing that trail. Though acknowledged as the world's leading search technology company, Google's goal is to provide a much higher

level of service to all those who seek information, whether they're at a desk in Boston, driving through Bonn, or strolling in Bangkok.

To that end, Google has persistently pursued innovation and pushed the limits of existing technology to provide a fast, accurate and easy-to-use search service that can be accessed from anywhere. To fully understand Google, it's helpful to understand all the ways in which the company has helped to redefine how individuals, businesses and technologists view the Internet.

Ten things Google has found to be true

1. Focus on the user and all else will follow.

From its inception, Google has focused on providing the best user experience possible. While many companies claim to put their customers first, few are able to resist the temptation to make small sacrifices to increase shareholder value. Google has steadfastly refused to make any change that does not offer a benefit to the users who come to the site:

The interface is clear and simple. Pages load instantly. Placement in search results is never sold to anyone. Advertising on the site must offer relevant content and not be a distraction.

By always placing the interests of the user first, Google has built the most loyal audience on the web. And that growth has come not through TV ad campaigns, but through word of mouth from one satisfied user to another.

2. It's best to do one thing really, really well.

Google does search. Google does not do horoscopes, financial advice or chat. With the largest research group in the world focused exclusively on solving search problems, Google knows what it does well and how it could be done better. Through continued iteration on difficult problems, Google has been able to solve complex issues that stymie others and provide continuous improvements to a service already considered the best on the web. Innovations like Google's spell checker and the Google Toolbar, which enables users to search using Google from any website, make finding information a fast and seamless experience for millions of users. Google's entire staff is dedicated to creating the perfect search engine and work tirelessly toward that goal.

3. Fast is better than slow.

Google believes in instant gratification. You want answers and you want them right now. Who are we to argue? Google may be the only company in the world whose stated goal is to have users leave its website as quickly as possible. By fanatically obsessing on shaving every excess bit and byte from our pages and increasing the efficiency of our serving environment, Google has broken its own speed records time and again. Others assumed large servers were the fastest way to handle massive amounts of data. Google found networked PCs to be faster. Where others accepted apparent speed limits imposed by search algorithms, Google wrote new algorithms that proved there were no limits. And Google continues to work on making it all go even faster.

4. Democracy on the web works.

Google works because it relies on the millions of individuals posting websites to determine which other sites offer content of value. Instead of relying on a group of editors or solely on the frequency with which certain terms appear, Google ranks every web page using a breakthrough technique called PageRank™. PageRank evaluates all of the sites linking to a web page and assigns them a value, based in part on the sites linking to them. By analyzing the full structure of the web, Google is able to determine which sites have been "voted" the best sources of information by those most interested in the information they offer. This technique actually improves as the web gets bigger, as each new site is another point of information and another vote to be counted.

5. You don't need to be at your desk to need an answer.

The world is increasingly mobile and unwilling to be constrained to a fixed location. Whether it's through their PDAs, their wireless phones or even their automobiles, people want information to come to them. Google's innovations in this area include Google Number Search, which reduces the number of keypad strokes required to find data from a web-enabled cellular phone and an on-the-fly translation system that converts pages written in HTML to a format that can be read by phone browsers. This system opens up billions of pages for viewing from devices that would otherwise not be able to display them, including Palm PDAs and Japanese i-mode, J-Sky, and EZWeb devices. Wherever search is likely to help users obtain the information they seek, Google is pioneering new technologies and offering new solutions.

6. You can make money without doing evil.

Google is a business. The revenue the company generates is derived from offering its [search technology](#) to companies and from the sale of [advertising](#) displayed on Google and on other sites across the web. However, you may have never seen an ad on Google. That's because Google does not allow ads to be displayed on our results pages unless they're relevant to the results page on which they're shown. So, only certain searches produce sponsored links above or to the right of the results. Google firmly believes that ads can provide useful information if, and only if, they are relevant to what you wish to find.

Google has also proven that advertising can be effective without being flashy. Google does not accept pop-up advertising, which interferes with your ability to see the content you've requested. We've found that text ads ([AdWords](#)) that are relevant to the person reading them draw much higher clickthrough rates than ads appearing randomly. Google's maximization group works with advertisers to improve clickthrough rates over the life of a campaign, because high clickthrough rates are an indication that ads are relevant to a user's interests. Any advertiser, no matter how small or how large, can take advantage of this highly targeted medium, whether through our self-service advertising program that puts ads online within minutes, or with the assistance of a Google advertising representative.

Advertising on Google is always clearly identified as a "Sponsored Link." It is a core value for Google that there be no compromising of the integrity of our results. We never manipulate rankings to put our partners higher in our search results. No one can buy better PageRank. Our users trust Google's objectivity and no short-term gain could ever justify breaching that trust.

Thousands of advertisers use our Google AdWords program to promote their products we believe AdWords is the largest program of its kind. In addition, thousands of web site managers take advantage of our [Google AdSense](#) program to deliver ads relevant to the content on their sites, improving their ability to generate revenue and enhancing the experience for their users.

7. There's always more information out there.

Once Google had indexed more of the HTML pages on the Internet than any other search service, our engineers turned their attention to information that was not as readily accessible. Sometimes it was just a matter of integrating new databases, such as adding a phone number and address lookup and a business directory. Other efforts required a bit more creativity, like adding the ability to search more than 880 million images and a way to view pages that were originally created as PDF files. The popularity of PDF results led us to expand the list of file types searched to include documents produced in a dozen formats such as Microsoft Word, Excel and PowerPoint. For wireless users, Google developed a unique way to translate HTML formatted files into a format that could be read by mobile devices. The list is not likely to end there as Google's researchers continue looking into ways to bring all the world's information to users seeking answers.

8. The need for information crosses all borders.

Though Google is headquartered in California, we have offices around the globe and our mission is to facilitate access to information for the entire world. To that end we maintain dozens of Internet domains and serve more than half of our results to users living outside the United States. Google search results can be restricted to pages written in more than 35 languages according to a user's preference. We also offer a translation feature to make content available to users regardless of their native tongue and for those who prefer not to search in English, Google's interface can be customized into about 100 languages. To accelerate the addition of new languages, Google offers volunteers the opportunity to help in the translation through an [automated tool](#) available on the Google.com website. This process has greatly improved both the variety and quality of service we're able to offer users in even the most far flung corners of the globe.

9. You can be serious without a suit.

Google's founders have often stated that the company is not serious about anything but search. They built a company around the idea that work should be challenging and the challenge should be fun. To that end, Google's culture is unlike any in corporate America, and it's not because of the ubiquitous lava lamps and large rubber balls, or the fact that the company's chef used to cook for the Grateful Dead. In the same way Google puts users first when it comes to our online service, Google Inc. puts employees first when it comes to daily life in our Googleplex headquarters. There is an emphasis on team achievements and pride in individual accomplishments that contribute to the company's overall success. Ideas are traded, tested and put into practice with an alacrity that can be dizzying. Meetings that would take hours elsewhere are frequently little more than a conversation in line for lunch and few walls separate those who write the code from those who write the checks. This highly communicative environment fosters a productivity and camaraderie fueled by the realization that millions of people rely on Google results. Give the proper tools to a group of people who like to make a difference, and they will.

10. Great just isn't good enough.

Always deliver more than expected. Google does not accept being the best as an endpoint, but a starting point. Through innovation and iteration, Google takes something that works well and improves upon it in unexpected ways. Search works well for properly spelled words, but what about typos? One engineer saw a need and created a spell checker that seems to read a user's mind. It takes too long to search from a WAP phone? Our wireless group developed Google Number Search to reduce entries from three keystrokes per letter to one. With a user base in the millions, Google is able to identify points of friction quickly and smooth them out. Google's point of distinction however, is anticipating needs not yet articulated by our global audience, then meeting them with products and services that set new standards. This constant dissatisfaction with the way things are is ultimately the driving force behind the world's best search engine.

history

Google History

Google is a play on the word **googol**, which was coined by Milton Sirotta, nephew of American mathematician Edward Kasner, and was popularized in the book, "Mathematics and the Imagination" by Kasner and James Newman. It refers to the number represented by the numeral 1 followed by 100 zeros. Google's use of the term reflects the company's mission to organize the immense, seemingly infinite amount of information available on the web.

Back before Google? Aye, there's the Rub.

According to Google lore, company founders [Larry Page](#) and [Sergey Brin](#) were not terribly fond of each other when they first met as Stanford University graduate students in computer science in 1995. Larry was a 24-year-old University of Michigan alumnus on a weekend visit; Sergey, 23, was among a group of students assigned to show him around. They argued about every topic they discussed. Their strong opinions and divergent viewpoints would eventually find common ground in a unique approach to solving one of computing's biggest challenges: retrieving relevant information from a massive set of data.

By January of 1996, Larry and Sergey had begun collaboration on a search engine called BackRub, named for its unique ability to analyze the "back links" pointing to a given website. Larry, who had always enjoyed tinkering with machinery and had gained some notoriety for building a working printer out of Lego™, took on the task of creating a new kind of server environment that used low-end PCs instead of big expensive machines. Afflicted by the perennial shortage of cash common to graduate students everywhere, the pair took to haunting the department's loading docks in hopes of tracking down newly arrived computers that they could borrow for their network.

A year later, their unique approach to link analysis was earning BackRub a growing reputation among those who had seen it. Buzz about the new search technology began to build as word spread around campus.

The search for a buyer

Larry and Sergey continued working to perfect their technology through the first half of 1998. Following a path that would become a key tenet of the Google way, they bought a terabyte of disks at bargain prices and built their own computer housings in Larry's dorm room, which became Google's first data center. Meanwhile Sergey set up a business office, and the two began calling on potential partners who might want to license a search technology better than any then available. Despite the dotcom fever of the day, they had little interest in building a company of their own around the technology they had developed.

Among those they called on was friend and Yahoo! founder David Filo. Filo agreed that their technology was solid, but encouraged Larry and Sergey to grow the service themselves by starting a search engine company. "When it's fully developed and scalable," he told them, "let's talk again." Others were less interested in Google, as it was now known. One portal CEO told them, "As long as we're 80 percent as good as our competitors, that's good enough. Our users don't really care about search."

Touched by an angel

Unable to interest the major portal players of the day, Larry and Sergey decided to make a go of it on their own. All they needed was a little cash to move out of the dorm – and to pay off the credit cards they had maxed out buying a terabyte of memory. So they wrote up a business plan, put their Ph.D. plans on hold, and went looking for an angel investor. Their first visit was with a friend of a faculty member.

Andy Bechtolsheim, one of the founders of Sun Microsystems, was used to taking the long view. One look at their demo and he knew Google had potential – a lot of potential. But though his interest had been piqued, he was pressed for time. As Sergey tells it, "We met him very early one morning on the porch of a Stanford faculty member's home in Palo Alto. We gave him a quick demo. He had to run off somewhere, so he said, 'Instead of us discussing all the details, why don't I just write you a check?' It was made out to Google Inc. and was for \$100,000."

The investment created a small dilemma. Since there was no legal entity known as "Google Inc." there was no way to deposit the check. It sat in Larry's desk drawer for a couple of weeks while he and Sergey scrambled to set up a corporation and locate other funders among family, friends, and acquaintances. Ultimately they brought in a total initial investment of almost \$1 million.

Everyone's favorite garage band

On September 7, 1998, Google Inc. opened its door in Menlo Park, California. The door came with a remote control, as it was attached to the garage of a friend who sublet space to the new corporation's staff of three. The office offered several big advantages, including a washer and dryer and a hot tub. It also provided a parking space for the first employee hired by the new company: Craig Silverstein, now Google's director of technology.

Already Google.com, still in beta, was answering 10,000 search queries each day. The press began to take notice of the upstart website with the relevant search results, and articles extolling Google appeared in USA TODAY and Le Monde. That December, PC Magazine named Google one of its Top 100 Web Sites and Search Engines for 1998. Google was moving up in the world.

On the road again

Google quickly outgrew the confines of its Menlo Park home, and by February 1999 had moved to an office on University Avenue in Palo Alto. At eight employees, Google's staff had nearly tripled, and the service was answering more than 500,000 queries per day. Interest in the company had grown as well. Red Hat signed on as its first commercial search customer, drawn in part by Google's commitment to running its servers on the open source operating system Linux.

On June 7, the company announced that it had secured a round of funding that included \$25 million from the two leading venture capital firms in Silicon Valley, Sequoia Capital and Kleiner Perkins Caufield & Byers. In a replay of the convergence of opposites that gave birth to Google, the two firms – normally fiercely competitive, but seeing eye-to-eye on the value of this new investment – both took seats on the board of directors. Mike Moritz of Sequoia and John Doerr of Kleiner Perkins – who between them had helped grow Sun Microsystems, Intuit, Amazon, and Yahoo! – joined Ram Shriram, CEO of Junglee, at the ping pong table that served as formal boardroom furniture.

In short order, key hires began to fill the company's modest offices. Omid Kordestani left Netscape to accept a position as vice president of business development and sales, and Urs Hözle was hired away from UC Santa Barbara as vice president of engineering. It quickly became obvious that more space was needed. At one point the office became so cramped that employees couldn't stand up from their desks without others tucking their chairs in first.

No beta search engine

The gridlock was alleviated with the move to the Googleplex, Google's current headquarters in Mountain View, California. And tucked away in one corner of the two-story structure, the Google kernel continued to grow – attracting staff and clients and drawing attention from users and the press. AOL/Netscape selected Google as its web search service and helped push traffic levels past 3 million searches per day. Clearly, Google had evolved. What had been a college research project was now a real company offering a service that was in great demand.

On September 21, 1999, the beta label came off the website.

Still Google continued to expand. The Italian portal Virgilio signed on as a client, as did Virgin Net, the UK's leading online entertainment guide. The spate of recognition that followed included a Technical Excellence Award for Innovation in Web Application Development from PC Magazine and inclusion in several "best of" lists, culminating with Google's appearance on Time magazine's Top Ten Best Cybertech list for 1999.

Built-in innovation

At the Googleplex, a unique company culture was evolving. To maximize the flexibility of the work space, large rubber exercise balls were repurposed as highly mobile office chairs in an open environment free of cubicle walls. While computers on the desktops were fully powered, the desks themselves were wooden doors held up by pairs of sawhorses. Lava lamps began sprouting like multi-hued mushrooms. Large dogs roamed the halls – among them Yoshka, a massive but gentle Leonberger. After a rigorous review process, Charlie Ayers was hired as company chef, bringing with him an [eclectic repertoire of health-conscious recipes](#) he developed while cooking for the [Grateful Dead](#). Sections of the parking lot were roped off for twice-weekly roller hockey games. Larry and Sergey led weekly TGIF meetings in the open space among the desks, which easily accommodated the company's 60-odd employees.

The informal atmosphere bred both collegiality and an accelerated exchange of ideas. Google staffers made many incremental improvements to the search engine itself and added such enhancements as the Google Directory (based on Netscape's Open Directory Project) and the ability to search via wireless devices. Google also began thinking globally, with the introduction of ten language versions for users who preferred to search in their native tongues.



Google's features and performance attracted new users at an astounding rate. The

broad appeal of Google search became apparent when the site was awarded both a Webby Award and a People's Voice Award for technical achievement in May 2000. Sergey's and Larry's five-word acceptance speech: "We love you, Google users!" The following month, Google officially became the world's largest search engine with its introduction of a billion-page index – the first time so much of the web's content had been made available in a searchable format.

Through careful marshalling of its resources, Google had avoided the need for additional rounds of funding beyond its original venture round. Already clients were signing up to use Google's search technology on their own sites. With the launch of a keyword-targeted advertising program, Google added another revenue stream that began moving the company into the black. By mid-2000, these efforts were beginning to show real results.

On June 26, Google and Yahoo! announced a partnership that solidified the company's reputation — not just as a provider of great technology, but as a substantial business answering 18 million user queries every day. In the months that followed, partnership deals were announced on all fronts, with China's leading portal [NetEase](#) and NEC's [BIGLOBE](#) portal in Japan both adding Google search to their sites.



To extend the power of its keyword-targeted advertising to smaller businesses,

Google introduced [AdWords](#), a self-service ad program that could be activated online with a credit card in a matter of minutes. And in late 2000, to enhance users' power to search from anywhere on the web, Google introduced the [Google Toolbar](#). This innovative browser plug-in made it possible to use Google search without visiting the Google homepage, either using the toolbar's search box or right-clicking on text within a web page, as well as enabling the highlighting of keywords in search results. The Google Toolbar would prove enormously popular and has since been downloaded by millions of users.

As 2000 ended, Google was already handling more than 100 million search queries a day — and continued to look for new ways to connect people with the information they needed, whenever and wherever they needed it. They reached out first to a population with a never-ending need for knowledge — students, educators, and researchers — paying homage to Google's academic roots by offering free search services to schools, universities, and other educational institutions worldwide.

Realizing that people aren't always at their desks when questions pop into their heads, Google set out to put wireless search into as many hands as possible. The first half of 2001 saw a series of partnerships and innovations that would bring Google search to a worldwide audience of mobile users. Wireless Internet users in Asia, Japanese users of i-mode mobile phones, Sprint PCS, Cingular, and AT&T; Wireless customers, and other wireless device users throughout the world gained untethered access to the 1.6 billion web documents in Google's growing index.

Google finds a few things it needs

Meanwhile, Google had acquired a cornerstone of Internet culture. In February, Google took on the assets of Deja.com and began the arduous task of integrating the huge volume of data in the Internet's largest [Usenet archive](#) into a searchable format. In short order, Google introduced improved posting, post removal, and threading of the 500 million-plus messages exchanged over the years on Usenet discussion boards.

As Google's global audience grew, the patterns buried in the swarm of search queries provided a snapshot of what was on humanity's mind. Sifting through a flood of keywords, Google captured the top trending searches and institutionalized them as the [Google Zeitgeist](#), a real-time window into the collective consciousness. The Google Zeitgeist showcases the rising and falling stars in the search firmament as names and places flicker from obscurity to center stage and fade back again. Like an S&P; Index for popular culture, the Google Zeitgeist charts our shifting obsessions and the impermanence of fame.

As Google's search capabilities multiplied, the company's financial footing became even more solid. By the beginning of the fourth quarter of 2001, Google announced that it had found something that had eluded many other online companies: profitability.

Information without barriers

Google's circle of friends continued to widen. An agreement with Lycos Korea brought Google search to a new group of Asian Internet users. In October, a partnership with Universo Online (UOL) made Google Latin America's premier search engine. New sales offices opened in Hamburg and Tokyo to satisfy growing international interest in Google's advertising programs. Google's borderless appeal was also evident in its

evolving user interface: Users could now limit searches to sites written in Arabic, Turkish, or any of 26 other languages.

Meanwhile the Google search engine evolved again and learned to crawl several new kinds of information. File type search added a dozen formats to Google's roster of searchable documents. In December, [Google Image Search](#), first launched during the summer with 250 million images, came out of beta with advanced search added and an expanded image index. Online shopping took a leap forward with the beta launch of [Google Catalog Search](#), which made it possible for Google users to search and browse more than 1,100 mail order catalogs that previously had been available only in print.

December also brought another milestone: The Google search index reached 3 billion searchable web documents, another leap forward in Google's mission to make the world's information accessible. Google's year came to a close, appropriately, with the [Year-End Google Zeitgeist](#), a retrospective on the search patterns, trends, and top search terms of 2001.

Good things come in yellow boxes

Google's success in charting the public Internet had helped make it the Internet search engine of choice. But Googlebot, the robot software that continually crawls the web to refresh and expand Google's index of online documents, had to turn back at the corporate firewall – which left employees, IT managers, and productivity-conscious executives wishing for a way to bring the power of Google search into their workplaces.

Their wish came true in February of 2002, with the introduction of the Google Search Appliance, a plug-and-play search solution in a bright yellow box. Soon it was crawling company intranets, e-commerce sites, and university networks, with organizations from Boeing to the University of Florida powering their searches with "[Google in a box](#)."

In love with innovation

The love affair between Google and the technology community – engineers, programmers, webmasters, and early adopters of all shapes and sizes – went back to the days when word-of-mouth from tech-savvy users spread the budding search engine's reputation far beyond the Stanford campus. That ongoing romance was evident at the [2001 Search Engine Watch Awards](#), announced in February of 2002, where the webmaster community awarded Google top honors for Outstanding Search Service, Best Image Search Engine, Best Design, Most Webmaster Friendly Search Engine, and Best Search Feature.

Google showed the affection was mutual with a trio of initiatives to delight the most avid technophile. The [Google Programming Contest](#) coupled a daunting challenge with a tempting prize: \$10,000, a visit to the Googleplex, and a chance for the winner to spend some quality time with the Google code base. (The eventual [winner](#), Daniel Egnor of New York, created a program enabling users to search for webpages within a specified geographic area.)

[Google's web application programming interfaces](#) (APIs) enabled software programs to query Google directly, drawing on the data in billions of web documents. Their release sparked a flurry of innovation, from Google-based games to new search interfaces.

[Google Compute](#), newly added to the Google Toolbar, took advantage of idle cycles on users' computers to help solve computation-intensive scientific problems. The first beneficiary: Folding@home, a non-profit Stanford University research project to analyze the structure of proteins with an eye to improving treatments for a number of illnesses.

Advertising that people *want* to see

In February of 2002, [AdWords](#), Google's self-service advertising system, received a major overhaul, including a cost-per-click (CPC) pricing model that makes search advertising as cost-effective for small businesses as for large ones. Google's approach to advertising has always followed the same principle that works so well for search: Focus on the user and all else will follow. For ads, this means using keywords to target ad delivery and ranking ads for relevance to the user's query. As a result, ads only reach the people who actually want to see them - an approach that benefits users as well as advertisers.

In May, that approach got a [vote of confidence](#) when America Online – calling Google "the reigning champ of online search" – chose the company to provide both search and advertising to its 34 million members and tens of millions of other visitors to AOL properties. [Further confirmation](#) came when BtoB Magazine named Google the #1 business-to-business website and the #5 B2B ad property in any medium, online or off.

The launch of [Google Labs](#) enabled Google engineers to present their pet ideas proudly to an adventurous audience. Users could get acquainted with prototypes that were still a bit wet behind the ears, while developers received feedback that helped them groom their projects for success. Works-in-progress ranged from Google Voice Search, enabling users to search on Google with a simple telephone call, to Google Sets, which generates complete sets (a list of gemstones, say) from a few examples (topaz, ruby, opal), giving each member of the new set its own search link.

All the news that's fit to click

[Google News](#) launched in beta in September of 2002, offering access to 4,500 leading news sources from around the world. Headlines and photos are automatically selected and arranged by a computer program which updates the page continuously. The free service lets users scan, search, and browse, with links from each headline to the original story.

[Froogle](#), a product search service launched in test mode in December of 2002, continued Google's emphasis on innovation and objective results. Searching through millions of relevant websites, Froogle helps users find multiple sources for specific products, delivering images and prices for the items sought.

And the worlds turn

Google's innovations continued to reshape not only the world of search, but also the advertising marketplace and the realm of publishing. In 2003, Google acquired Pyra Labs and became the home for [Blogger](#), a leading provider of services for those inclined to share their thoughts with the world through online journals (weblogs). Not long thereafter, the [Google AdSense](#) program was born, offering web sites of all sizes a way to easily generate revenue through placement of highly targeted ads adjacent to their content. Google AdSense technology analyzes the text on any given page and delivers ads that are appropriate and relevant, increasing the usefulness of the page and the likelihood that those viewing it will actually click on the advertising presented there.

Version 2.0 of the [Google Toolbar](#) was released in the Spring and the [Google Deskbar](#) joined it in the Fall. The Toolbar's enhancements included a pop-up blocker and form filler, while the Deskbar's location in the Windows Taskbar made it possible to search using Google without even launching a web browser. And there was so much more to find, thanks to the addition of a calculator feature, parcel tracking, flight information, VIN numbers and more, all accessible through the same Google search box.

This message just in

The year 2004 brought new services, including [Local Search](#) for those times when all a person needs is a neighborhood place close enough to deliver cannolis that are still cool or a tire shop that's within walking distance. Within weeks, Google followed up with a way for advertisers to target their ads to locations a set distance from their stores. It was an improvement for merchants that also made it easier for searchers to find goods and services for sale in their own neighborhoods.

On April 1st Google announced it was offering free mail accounts with 1,000 megabytes of memory and had plans to open an [engineering office on the moon](#). It soon became apparent that [Gmail](#) was no joke. The first serious re-examination of web-based email in years, Gmail offers a powerful built in search function, messages grouped by subject line into conversations and enough free storage to hold emails for years to come. Gmail account owners don't need to file messages or worry about deleting items to stay within impractical storage constraints. Everything gets archived and is just a search away. Using AdSense technology, Gmail delivers relevant ads adjacent to mail messages, giving recipients a way to act on the information they receive.

And on and on

What's next from Google? Hard to say. We don't talk much about what lies ahead, because we believe one of our chief competitive advantages is surprise. Surprise and innovation. Our two chief competitive advantages are surprise, innovation and an almost fanatical devotion to our users. Well, you get the idea. You can take a peek at some of the ideas our engineers are currently kicking around by visiting them at play in [Google Labs](#). Have fun, but be sure to wear your safety goggles.

Culture

The Google Culture

Though growing rapidly, Google still maintains a small company feel. At the Googleplex headquarters almost everyone eats in the Google café (known as "Charlie's Place"), sitting at whatever table has an opening and enjoying conversations with Googlers from all different departments. Topics range from the trivial to the technical, and whether the discussion is about computer games or encryption or ad serving software, it's not surprising to hear someone say, "That's a product I helped develop before I came to Google."

Google's emphasis on innovation and commitment to cost containment means each employee is a hands-on contributor. There's little in the way of corporate hierarchy and everyone wears several hats. The international webmaster who creates Google's holiday logos spent a week translating the entire site into Korean. The chief operations engineer is also a licensed neurosurgeon. Because everyone realizes they are an equally important part of Google's success, no one hesitates to skate over a corporate officer during roller hockey.

Google's hiring policy is aggressively non-discriminatory, and favors ability over experience. The result is a staff that reflects the global audience the search engine serves. Google has [offices](#) around the globe and Google engineering centers are recruiting local talent in locations from [Zurich](#) to [Bangalore](#). Dozens of languages are spoken by Google staffers, from Turkish to Telugu. When not at work, Googlers pursue interests from cross-country cycling to wine tasting, from flying to frisbee. As Google expands its development team, [it continues to look](#) for those who share an obsessive commitment to creating search perfection and having a great time doing it.

About the Googleplex

Google's world headquarters building is located in Mountain View, California, a stone's throw from the Shoreline Regional Park wetlands. While not all Google offices around the globe are equally well-stocked, these are some of the essential elements that define a Google workspace:

Lobby Décor - Piano, lava lamps, and live projection of current search queries from around the world.**Hallway Décor** - Bicycles and large rubber exercise balls on the floors, press clippings from around the world posted on bulletin boards everywhere. Many Googlers standing around discussing arcane IP addressing issues and how to build a better spam filter.**Googler Offices** - Googlers work in high density clusters remarkably reflective of our server setup, with three or four staffers sharing spaces with couches and dogs. This improves information flow and saves on heating bills.**Equipment** - Most Googlers have high powered Linux OS workstations on their desktops. In Google's earliest days, desks were wooden doors mounted on two sawhorses. Some of these are still in use within the engineering group.**Recreation Facilities** - Workout room with weights and rowing machine, locker rooms, washers and dryers, massage room, assorted video games, Foosball, baby grand piano, pool table, ping pong, roller hockey twice a week in the parking lot.**Google Café** - Healthy lunches and dinners for all staff. Stations include "Charlie's Grill," "Back to Albuquerque," "East Meets West" and "Vegheads." Outdoor seating for sunshine daydreaming.**Snack Rooms** - Bins packed with various cereals, gummi bears, M&Ms, toffee, licorice, cashew nuts, yogurt, carrots, fresh fruit and other snacks. Dozens of different drinks including fresh juice, soda and make-your-own cappuccino.**Coolest stop on the tour** - A three-dimensional rotating image of the world on permanent display on a large flat panel monitor in the office of the engineer who created it. What makes it special is the toggle switch that allows you to view points of light representing real time searches rising from the surface of the globe toward space, color coded by language. Toggle and you can see traffic patterns for the entire Internet. Worth a trip to the second floor.**Nearest 24 hour doughnut shop** - Krispy Kreme, Mountain View, CA.

Business

Business Overview

As with its technology, Google has chosen to ignore conventional wisdom in designing its business. The company started with seed money from [angel investors](#) and brought together two competing venture capital firms to [fund its first equity round](#). While the dotcom boom exploded around it and competitors spent millions on marketing campaigns to "build brand," Google focused instead on quietly building a better search engine.

The word quickly spread from one satisfied user to another. With superior search technology and a high volume of traffic at its Google.com site, Google's managers identified two initial opportunities for generating revenue: search services and advertising.

Google grows and business blooms

Over time, these two business lines evolved into complementary networks. [Google AdWords](#) advertisers create ads to drive qualified traffic to their sites and generate leads. Google publishing partners deliver those ads targeted to relevant search results powered by [Google AdSense](#). With AdSense, the publisher shares in the revenue generated when readers click on the ads.

For sites wishing to have more control over their intranet or site searches, Google developed the [Google Search Appliance](#), a scalable and secure appliance that delivers accurate search results across any number of documents.

Google continues to think about ways in which technology can improve upon existing ways of doing business. New areas are explored, ideas prototyped and budding services nurtured to make them more useful to advertisers and publishers. However, no matter how distant Google's business model grows from its origins, the root remains providing useful and relevant information to those who are the most important part of the ecosystem – the millions of individuals around the world who rely on Google search to provide the answers they are seeking.

Technology Overview

Technology Overview

Google stands alone in its focus on developing the "perfect search engine," defined by co-founder Larry Page as something that, "understands exactly what you mean and gives you back exactly what you want." To that end, Google has persistently pursued innovation and refused to accept the limitations of existing models. As a result, Google developed its own serving infrastructure and breakthrough PageRank™ technology that changed the way searches are conducted.

From the beginning, Google's developers recognized that providing the fastest, most accurate results required a new kind of server setup. Whereas most search engines ran off a handful of large servers that often slowed under peak loads, Google employed linked PCs to quickly find each query's answer. The innovation paid off in faster response times, greater scalability and lower costs. It's an idea that others have since copied, while Google has continued to refine its back-end technology to make it even more efficient.

The software behind Google's search technology conducts a series of simultaneous calculations requiring only a fraction of a second. Traditional search engines rely heavily on how often a word appears on a web page. Google uses PageRank™ to examine the entire link structure of the web and determine which pages are most important. It then conducts hypertext-matching analysis to determine which pages are relevant to the specific search being conducted. By combining overall importance and query-specific relevance, Google is able to put the most relevant and reliable results first.

- **PageRank Technology:** PageRank performs an objective measurement of the importance of web pages by solving an equation of more than 500 million variables and 2 billion terms. Instead of counting direct links, PageRank interprets a link from Page A to Page B as a vote for Page B by Page A. PageRank then assesses a page's importance by the number of votes it receives.

PageRank also considers the importance of each page that casts a vote, as votes from some pages are considered to have greater value, thus giving the linked page greater value. Important pages receive a higher PageRank and appear at the top of the search results. Google's technology uses the collective intelligence of the web to determine a page's importance. There is no human involvement or manipulation of results, which is why users have come to trust Google as a source of objective information untainted by paid placement.

- **Hypertext-Matching Analysis:** Google's search engine also analyzes page content. However, instead of simply scanning for page-based text (which can be manipulated by site publishers through meta-tags), Google's technology analyzes the full content of a page and factors in fonts, subdivisions and the precise location of each word. Google also analyzes the content of neighboring web pages to ensure

the results returned are the most relevant to a user's query.

Google's innovations don't stop at the desktop. To bring its accurate and speedy search results to users accessing the web through portable devices, Google also pioneered the first wireless search technology for on-the-fly translation of HTML to formats optimized for WAP, i-mode, J-SKY, and EZWeb. Currently, Google provides its wireless technology to numerous market leaders, including AT&T Wireless, Sprint PCS, Nextel, Palm, Handspring, and Vodafone, among others.

Life of a Google Query

The life span of a Google query normally lasts less than half a second, yet involves a number of different steps that must be completed before results can be delivered to a person seeking information.

Top 10 Reasons to Work at Google

1. **Lend a helping hand.** With millions of visitors every month, Google has become an essential part of everyday life—like a good friend—connecting people with the information they need to live great lives.
2. **Life is beautiful.** Being a part of something that matters and working on products in which you can believe is remarkably fulfilling.
3. **Appreciation is the best motivation,** so we've created a fun and inspiring workspace you'll be glad to be a part of, including on-site doctor and dentist; massage and yoga; professional development opportunities; on-site day care; shoreline running trails; and plenty of snacks to get you through the day.
4. **Work and play are not mutually exclusive.** It is possible to code and pass the puck at the same time.
5. **We love our employees, and we want them to know it.** Google offers a variety of benefits, including a choice of medical programs, company-matched 401(k), stock options, maternity and paternity leave, and much more.
6. **Innovation is our bloodline.** Even the best technology can be improved. We see endless opportunity to create even more relevant, more useful, and faster products for our users. Google is the technology leader in organizing the world's information.
7. **Good company everywhere you look.** Googlers range from former neurosurgeons, CEOs, and U.S. puzzle champions to alligator wrestlers and former-Marines. No matter what their backgrounds Googlers make for interesting cube mates.
8. **Uniting the world, one user at a time.** People in every country and every language use our products. As such we think, act, and work globally—just our little contribution to making the world a better place.
9. **Boldly go where no one has gone before.** There are hundreds of challenges yet to solve. Your creative ideas matter here and are worth exploring. You'll have the opportunity to develop innovative new products that millions of people will find useful.
10. **There is such a thing as a free lunch after all.** In fact we have them every day: healthy, yummy, and made with love.



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