COMP1679: Strategic IT

Trevor Kiggundu: 001001720
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A report submitted in fulfilment of the requirements for the module, Strategic IT, Computing and Information Systems Department, University of Greenwich.

Word Count: 3,867 (+10%)

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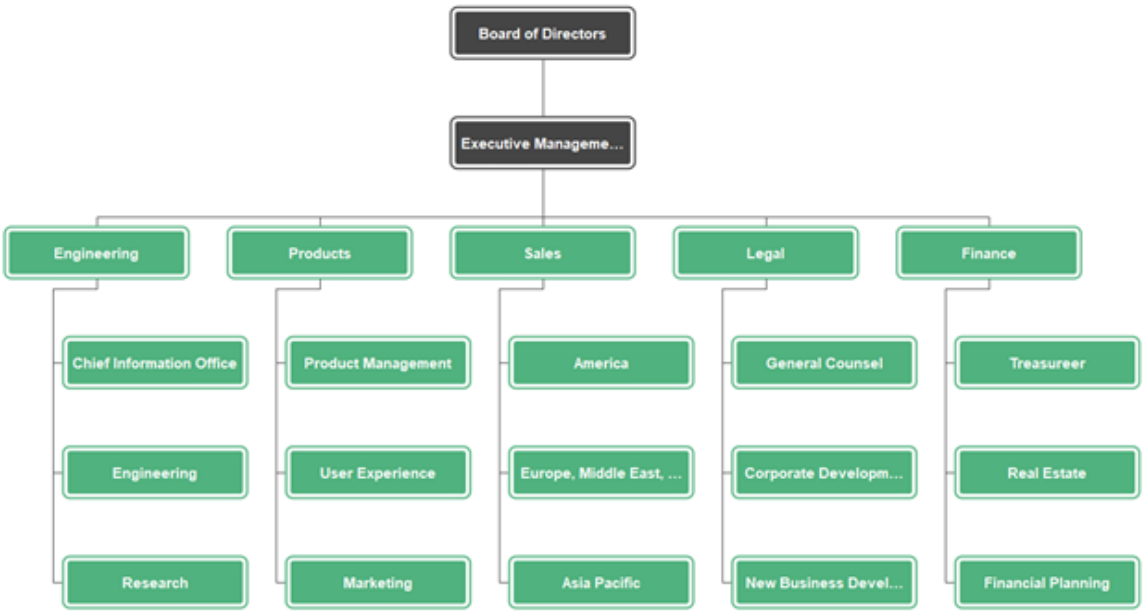
1 Organizational and Business Background

1.1 Organizational Hierarchy and Structure

Google is one of the most recognizable, widely used and successful companies in the world. Co-founded by Sergey Brin and Larry Page in 1998 after they met at Stanford University, the company has evolved dramatically from being a core search engine, to one of the most, if not the most, recognizable brands on the planet. The sheer size, reach and cultural impact of the company has forced them as an organization to adopt a very unconventional organizational structure and hierarchy, creating one in which "change and direct social links within the firm" (Smithson, 2019) are emphasized. This is especially evident when considering the shift that the company has made regarding their outsourced employees, with 2018 being the first of a few consecutive years since that "Google's contract workers outnumbered their direct employees" (Kudievsky, 2018). All of these actions are justified, not only in terms of their business impact on the world, but also their ethical impact; this can especially be highlighted when examining Google's mission statement, which is to 'organize the world's information and make it universally accessible and useful'. In order to influence the world as a whole, an organizational and cultural structure had to be implemented that would best fit Google's rapidly evolving and far-reaching scope.

1.2 Technological System Background

Google's corporate structure is one that supports strategic objectives that aim to "maximize innovation" (Smithson, 2019) within the entire company; this has allowed the organization to remain modern and competitive, especially as there are other multifaceted companies, such as Apple for example, that can rival them on almost every single front. Google boasts a self-defined 'cross-functional organizational structure', in which they combine a "matrix corporate structure" (Smithson, 2019) with one with a bit more freedom and flatness. Nonetheless, 'subordinate' employees are still grouped by the functions they are carrying out at the company, or even more specifically, the product that they are working on. Employees are often separated into groups and departments, such as the 'Sales Team' or 'Engineering Group' within the workplace. Roles are very well-defined within the organization, and it shows, as Google has a knack for hiring the right people for every project. Shown below is a more recent example of Google's organizational structure:



1.3 Organizational Background and Culture

As mentioned in the previous paragraphs, Google aims to provide a culture with ‘a bit more freedom and flatness’ compared to more traditional companies, given their reach and various operational environments. This culture would then be aligned with their corporate structure to develop “competencies for business growth” (Smithson, 2019), especially within a company that operates within various different cultures. Ultimately, the company had to adopt an organizational culture that not only defined job roles and responsibilities to boost productivity, but also encouraged open communication between all layers of the organization. This speaks to the ‘flat and open’ approach that was mentioned previously, as it allows employees to not only freely communicate with each other and other departments, but also bypass middle management and speak directly to the heads if needed. Cultural openness is very important to them, and employees are encouraged to “give their ideas and opinions” (Smithson, 2019) in meetings with managers. There is a general feel-good factor that presents itself within the employees, and it creates a warm ‘task-based’ culture (based on the Charles Handy Model; appendix) that is more likely to be accepted compared to other cultures (power, person and role-based ones). Developing this culture has made it easier for Google to establish themselves in many foreign countries but it is not a one size fits all solution, as there are populations around that will struggle to adapt to/always follow a specific culture. For Google however, a culture

with high formalization and low to medium centralization has worked very well thus far, and it would not be surprising to see them continue that way.

1.4 Turning Point and Problem Area

The turning point for Google regarding some of their processes is one that affected a lot of other companies as well; the COVID-19 pandemic. The pandemic brought along a great deal of changes for most of the world, and as a result, technology companies were retrospectively impacted by the change to people's lifestyles. Even companies as large, complex and successful as Google had to make rapid changes and revisions to their already existing systems, in order to effectively adapt to the changing times and requirements. In the case of the proposed scenario, a close friend was involved with the change management process regarding a few of the information management systems for specific applications. They were based in Sofia, Bulgaria as outsourced Google Employees. The main problem areas highlighted by the following issues were stakeholder management, pressure from competitors, changes in scope, and time constraints:

- **Stakeholder Management:**

Rebranding of Google mainstays, such as 'GSuite': Stakeholders had mixed reviews to the changes Google had to make; a lot of apps were repackaged because of the COVID-19 impact. For example, many functions such as 'GSuite', had to be rebranded as 'Google WorkSpace' due to people needing to access different packages due to COVID. This caused a lot of confusion and needed a lot of man management, as stakeholders had mixed reviews to the changes. Some stakeholders were also very unhappy with Google's inception of a 'Google Workplace', a subscription-based package that clearly set out to rival Microsoft's 'Office 365', which has been extremely popular for various reasons over the years.

- **New Competition:**

Competitors were taking advantage of the lack of 'Mainstream' services for people to stay connected with large groups of people virtually via video. Apps like 'Zoom' and 'HouseParty' started boasting a wider array of video chat features to connect people in isolation. Apps like Microsoft's 'Teams' and Zoom were also able to take advantage and sign contracts with learning institutions to provide online learning. Google did the same, but there were issues.

- **Extended ‘Google Classroom’ features:**

This brought an array of IS issues, such as constant updates, updates to legal permissions. More sinister issues included students taking advantage, 3rd parties entering lectures and easily changing administrative permissions in the Google Admin console.

- **Time Constraints:**

Google had to adapt quickly to the changing times as mentioned earlier. Human beings are, unfortunately, very impatient creatures, and are always at risk of jumping ship or finding a newer, better, more innovative solution to their problems. This was a risk that Google faced due to their multifaceted nature, as other companies were focused on a miniscule number of risks/issues compared to them, and thus had more time to focus on those issues.

2 The Implementation Process

There were significant changes that had to be made to applications that would have otherwise only seen minor fixes and improvements within the given period of time. As mentioned before, apps like ‘Zoom’ and ‘HouseParty’ were created solely to start boasting video chat features that were helping to connect people in isolation. The world had not seen a global pandemic that affected the world this severely since the 1920’s, let alone one that involved technology as advanced as smartphones and video calling. There were also other companies that took advantage of the pandemic to make changes to their existing systems, with one of Google’s main rivals, Microsoft, implementing a wider array of video chat functions for their relatively new ‘Teams’ application. To rival this, significant changes were made to the previously existing ‘Google Hangouts’ application, extending its features to include video calling and rebranding it as ‘Google Meet’.

More important, however, were the changes brought to ‘Google Classroom’, as these had to be quickly implemented due to the switch to online learning adopted by various institutions via online video calls. Changes were mase to the information systems, and newer features, such as the option to have exams online were added. However, as the service became more popular, the need for constant upgrades and updates to permissions was immediately evident, as trivial annoyances such as 3rd parties entering the wrong groups and causing disruptions were happening. More sinister actions such as student’s taking advantage of the new learning landscape were also present, and constant changes to the administrative permissions in the Google Admin console were soon carried out. One of these changes to the console for example, directly impacted the information management systems at Google, as a more refined audit log was implemented to better handle stakeholder data. This was never used before for Google Classroom purposes, but as more clients started to use the rebranded Google Workplace for online education, audit logs were needed to organize, monitor and distribute information.

2.1 CATWOE Stakeholder Analysis Tool

Customers	● Existing customers ● New customers ● Existing and new staff ● External stakeholders: investors, advertisers, general members of the public and community, government agencies etc.

Actors	● Internal staff members ● Outsourced staff ● Consultants ● Google Ownership ● Customers ● Governments ● Communities
Transformation Process	Main Process: ● Rebranding existing Google applications in order to keep up with the changes that the pandemic brought along. ● Changing the Google Admin console within Google Classroom in order to handle the increasing demand and faults with the software application.
World View	Big Picture: ● Overall belief that offering a timely solution to the problems brought along by the pandemic will continue to uplift Google's reputation as an innovative and culturally aware company.
Owners	● Most recent Google ownership group, Alphabet Inc.
Environmental Constraints	● Conflicts between the stakeholders ● Skill level of the employees ● Time constraints ● Legal constraints ● Competition from other companies ● Company policies ● Security

3 The Strategic Impact

3.1 SWOT Analysis

A SWOT Analysis was used to outline the strengths, weaknesses opportunities and threats that Google faced at the time. It is also one of the easier analysis tools to follow:

	POSITIVES	**NEGATIVES**
INTERNAL	**Strengths** ● Technological innovation ● Good overall public image ● Large presence all over the world ● Large array of services: applications, hardware and software etc.	**Weaknesses** ● Over reliant on online technology; many of their services cannot be accessed without internet connection. ● Lack of standardization regarding services they offer to other brands: Applications such as the 'Google Play' store have often been criticized for their mercurial nature depending on the mobile device they are installed on.
EXTERNAL	**Opportunities** ● Innovation: Google has the funds, infrastructure and personnel available to continue developing new products. ● Growth and improvement: Google also has the opportunity to amend its already existing services to be better suited for the future.	**Threats** ● Competing companies: Apple. Facebook, Tesla, Microsoft, Samsung, Amazon etc. ● Regulations in specific regions that impact Google's reach, such as countries with social media restrictions. ● Competing companies making counterfeit Google products: This can damage the brand's reputation if there is a belief the lower quality product is real.

3.2 ISO Risk Analysis

A decision was made to use some of the international I.T. governance standard models as an analysis tool to create risk assessment matrices that put into perspective the issues that Google was experiencing at the time. ISO 27001 and 27005 have been used for the risk identification/analysis and management tasks respectively. Examples of these ISO models are shown in the appendix (chapter 6):

Risk Identification (ISO 27005):

ID:	Risk/Threat	Description	Risk Type	Affects	Origin
1	Issues with stakeholder management	Mixed reviews about the changes Google made to mainstays, especially those that had a change in price/were previously free.	Technology	Consumer, Developer	Deliberate, Environmental
2	New Competition	Newer applications were taking advantage of the lack of modern mainstream way for large groups to stay connected via video calling	Organizational	Developer	Environmental
3	Time Constraints	Google had to work quickly to provide solutions to the issues the pandemic brought along, as well as control the damage done by competitors.	Estimation	Developer, Product	Environmental

Risk Analysis (ISO 27005):

ID	Risk	Probability	Business Impact
1	Stakeholder Management	High	High
2	New Competition	High	High
3	Time Constraints	High	Medium

Risk Management Strategy (ISO 27001):

ID	Risk	Strategy
1	Stakeholder Management	**Mitigation:** Unfortunately, not everyone can be pleased. The best strategy in this regard is to implement a system that will benefit most of the stakeholders involved, with the consumer being the most important one. Emphasize why the change was necessary, and champion the new product.
2	New Competition	**Acceptance/Mitigation:** Google always has, and will always have competitors, especially new ones; they have accepted that. They have also mitigated the risk of other competitors, by hiring some of the most able-bodied professionals around the world.
3	Time Constraints	**Transfer:** The best strategy is one that Google implemented, which was to outsource these tasks to workers mainly based in Eastern Europe. This allowed them to garner cheaper labour, while also focussing on other key processes.

3.3 PESTLE Analysis

A PESTLE Analysis was carried out to best analyze the Legal, Social, Professional and Ethical implications (LSPEi) of Google's strategic actions. This part of I.T. is often overlooked, especially when dealing with companies as flashy and successful as Google. Shown below is the PESTLE Analysis:

Impact	Description
Political	Google's worldwide presence means that they have to adhere to often differing government regulations depending on the region they are operating from. ● This can lead to threats in countries that do not permit freedom of press/speech for example, as Google's presence might be limited there. ● However, regions with more stable political climates provide a better opportunity for Google to 'spread their wings' and garner better trade deals for their services. Google can also continue to establish a better worldwide presence, and even potentially outsource cheaper labor to these countries.
Economic	Google's worldwide presence also allows them to tailor their business case to best fit the economic situation in each specific region. ● More economically stable countries provide Google with a better chance to increase revenue and profits, as "economic trends dictate customers' willingness to pay for information technology services" (Rowland, 2020). The more they make, the more willing they will be to pay. ● More financial opportunities can be negotiated and opened up for Google in developing countries that are experiencing rapid economic growth. ● Finally, in less economically developed countries, the decreasing

	cost and increasing usage of reusable energy via solar panels for example, can help Google expand their lesser-known technology projects, such as their renewable energy programs.
Social	Google's modern day social impact is arguably one of its most important assets of late, especially as the world becomes even more digitized. Google's ability to transform the company name into an Oxford Dictionary minted, transitive verb essentially meaning 'to search', definitely shows the scale of their social footprint, but there can also be issues in this regard. ● The continuous rise of social media can be a positive and negative for Google, as they are actively involved in social media trends and platforms, especially via their YouTube platform. Google can also improve its algorithms to have better exposure and tailor make content to attract more diverse consumers. This can also create a threat for Google, as competitors such as Facebook, who own multiple social media apps such as Instagram, can also do the same and capitalize on the market growth. ● Another potential downside to the social impact is issues regarding privacy, and companies' usage of personal data. Companies like Google have often been criticized for the way they process user data, and regulations such as the General Data Protection Regulation (GDPR) was established in the EU in 2018. Google employees should ensure that they comply with the data handling regulations in the specific region that they are operating in/for.
Technological	Google's most important asset is its technological impact, as it is, after all, a technology company. There are many opportunities for Google in this regard, especially given their positive reputation in the I.T. field. ● The global shift towards cloud computing has created a huge opportunity for Google. For a lot of people, gone are the days of

	storing information on physical flash drives, as creations such as 'Google Drive' have taken over to provide a safer, more reliable way for consumers to manage their files/information. This can be done by competitors as well, however. ● Internet access is also more widely available than ever, especially with the use of mobile devices in more developing countries. Google's partnership with Android is paramount in this situation, as they are able to provide cheaper hardware in terms of devices, and more available software compared to some of their competitors, like Apple and their iPhone.
Environmental	Google aligns itself well with a number of environmental factors, and these tie in well with a few of the economic and technological factors mentioned previously. ● Sustainability: Google's firm imprint in the cloud computing market has actually created less need for physical storage devices. In turn, manufacturers are using less plastic and metal to make these physical storage devices, as the need for them diminishes every year with the introduction of better online services. ● Renewable energy: Google's involvement in developing renewable energy programs highlights their support for environmentalism; in a world heavily influenced by organizations spotlighting the negative effects of climate change, Google helps to promote a more positive brand image by aligning their principles with those of these organizations. Other competing companies are also heavily involved with this type of championing (for example: Tesla).
Legal	As mentioned earlier when discussing the political impact, Google has to operate within the confines of the rules and regulations, based on the specific region of the world they are servicing. This can create opportunities and threats for Google, regulations are becoming much more defined, and as they have already been criticized regarding issues such as user privacy respectively.

	• Increasing regulations such as GDPR in 2018, create opportunities for Google to tighten their grip on public opinions, as consumers will be more willing to use companies that they trust, such as Google, for most of their digital needs. This is evident, as Google has rebranded a large number of their applications to look similar, and all be accessed using the same account, also providing ease of access for the consumer.

4 Post Implementation Review

In order to carry out a relevant and accurate post implementation review, it was only right that the key stakeholders that were most involved with the implementation process were interviewed. In this case, these were the outsourced employees that worked in Sofia, Bulgaria. As my friend was no longer working in Bulgaria, I was able to get in contact with a few more employees still at Google in Bulgaria a year later, to see how the changes have been kept up.

Retrospective Project:

The retrospective project that was born out of necessity due to the COVID-19 pandemic was relatively successful. The company was able to satisfy all 3 of the triple constraints of project management, scope, time, and costs.

- **Time Constraints:** The employees were able to implement the changes above before the September 2020 deadline. Funnily enough, this deadline was set in stone not only as an estimated benchmark, but also because the free extension that they gave consumers to use the old GSuite and Hangouts features expired on September 30th. Personally, it was quite a humorous yet simple and effective decision.

- **Costs:** The employees that I spoke to in Bulgaria were unable to give an exact cost of the project, as Google outsources to multiple different regions. However, an assumption can be made that Google was able to comfortably cover the costs of the project due to their status as one of the world's most successful companies. Whether or not they were under/over budget, however, cannot be gauged at this moment.

- **Scope:** Google was able to achieve their desired scope, which was to rebrand their applications, extend their video and learning features, and revamp some of their information management systems, especially those regarding the Google Admin Console, in order to comfortably and innovatively cope with the effects of the COVID-19 pandemic. They were also able to rebrand their 'GSuite' package and turn it into one that could readily rival Microsoft's 'Office 365'.

Current Situation:

A year later, a few changes have been implemented to the working processes of the employees working specifically in Sofia, Bulgaria.

- **Training for (newer) employees:** The implementation of any new system should bring along a training programme that helps employees better understand the new way of working. New policies for the Google Admin Console, especially within the Google Classroom application were developed, and employed had to learn those to better help consumers as well. More humorous and less serious concerns involve some of the older employees struggling to refer to the newly branded application package as 'Google Workshop' with many still calling it 'GSuite' out of habit.

- **Change Management Process:** This was the most impressive aspect of the project, as some of the various applications that GSuite used to offer were rebranded and given different names, color schemes and logos, making them similar enough so that consumers knew for a fact that they were using Google products. The changes were also streamlined enough that the average Google user would have spotted any significant changes, as they integrated the new features and applications with already existing ones, and even made all the icons look the same, as part of this new 'Google Workspace'. Examples of all these changes are shown in the appendix (chapter 6).

4.1 Future Considerations

It is a relatively hard task to propose future strategic works for a company as large, innovative and successful as Google. However, a few flaws were found while carrying out the investigation, and though some were not directly connected to the retrospective situation, they still had to be addressed. It was also very difficult to put aside the (positive/negative) biases already held towards Google; it was helpful to look at the company from other angles, especially those differing from one of a master's student living in a first world country, with constant access to fast internet and up to date hardware/software.

General:

- **Develop applications that can be used offline:** companies like Microsoft's 'Office 365' line are much more accessible to people with bad/no internet connection compared to Google's Workshop, which can only be used with a stable internet connection. Microsoft remedies this by allowing Google to save their documents offline and on the cloud via 'OneDrive'. Ironically, 'Google Drive' documents can be saved locally, but only most practically as documents using Microsoft applications (Word, Excel, Powerpoint etc.)

Retrospective Situation:

- **Keep up with the competitive landscape:** New apps that took over the competitive landscape, such as ‘HouseParty’ did take customers away from Google, at least for their video chat needs. Companies like Zoom and Microsoft were also able to sign bigger contracts with some institutions ahead of Google as a result. Although Google cannot realistically get rid of competition of this magnitude, they should strive to be the most innovative company when new issues arise.

- **Better risk assessment:** Google Admin Console permissions should have already been updated and added to Classroom, especially since the Classroom application has been around for a number of years. It is possible that they could have avoided some of the issues they had if they were more prepared, but the world will never definitely know.

5 References

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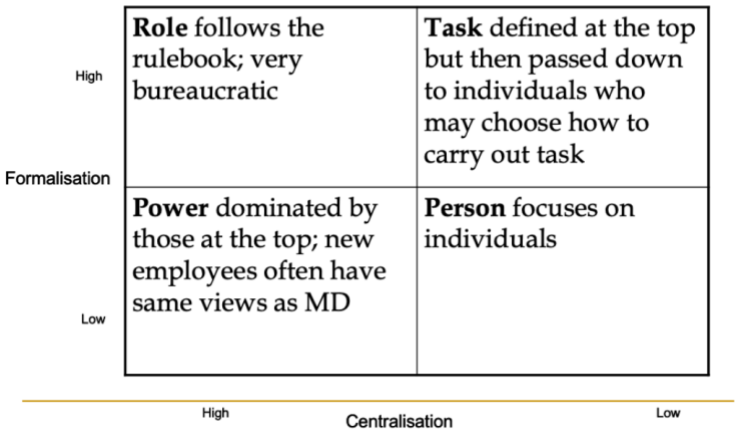
6 Appendix

6.1 Charles Handy Model

7.1 Charles Handy Model



6.2 ISO 27001 and 27005

... and ISO 27005

• (A) Accidental, (D) Deliberate, (E) Environmental

Type	Threats	Origin
Physical damage	Fire	A, D, E
	Water damage	A, D, E
	Pollution	A, D, E
	Major accident	A, D, E
	Destruction of equipment or media	A, D, E
	Dust, corrosion, freezing	A, D, E

Type	Threats	Origin
Technical failures	Equipment failure	A
	Equipment malfunction	A
	Saturation of the information system	A, D
	Software malfunction	A
	Breach of information system maintainability	A, D
Unauthorised actions	Unauthorised use of equipment	D
	Fraudulent copying of software	D
	Use of counterfeit or copied software	A, D
	Corruption of data	D
	Illegal processing of data	D
Compromise of functions	Error in use	A
	Abuse of rights	A, D
	Forging of rights	D
	Denial of actions	D
	Breach of personnel availability	A, D, E

Type	Threats	Origin
Physical damage	Fire	A, D, E
	Water damage	A, D, E
	Pollution	A, D, E
	Major accident	A, D, E
	Destruction of equipment or media	A, D, E
	Dust, corrosion, freezing	A, D, E
Natural events	Climatic phenomenon	E
	Seismic phenomenon	E
	Volcanic phenomenon	E
	Meteorological phenomenon	E
	Flood	E
Loss of essential services	Failure of air-conditioning or water supply system	A, D
	Loss of power supply	A, D, E
	Failure of telecommunication equipment	A, D
Disturbance due to radiation	Electromagnetic radiation	A, D, E
	Thermal radiation	A, D, E
	Electromagnetic pulses	A, D, E
Compromise of information	Interception of compromising interference signals	D
	Remote spying	D
	Eavesdropping	D
	Theft of media or documents	D
	Theft of equipment	D
	Retrieval of recycled or discarded media	D
	Disclosure	A, D
	Data from untrustworthy sources	A, D
	Tampering with hardware	D
	Tampering with software	A, D
	Position detection	D

6.3 Old GSuite Applications

6.4 Google Workspace Rebrand

6.5 Google Workspace vs Microsoft 365 Comparison

6.6 Participant Consent Form

PARTICIPANT INFORMATION SHEET

Project title: Strategic Analysis of Google: Sofia, Bulgaria

The principal investigator for this report is: Trevor Kiggundu

Email: tk9894h@gre.ac.uk

Project/Participant outline Using the space below, please provide a short outline of the project, EXPLAINING THE ROLE OF PARTICIPANTS IN THE PROJECT, as well as the purpose and objectives of the research and a summary of the project methodology. The outline should be c. 350 words and written in plain English that is free from jargon.

The purpose of the study is to investigate the implementation of an information system in a real-world organization. This specific study is looking at Google, where the customer/stakeholder relationship management was challenged due to the changes Google had to make because of the COVID-19 Pandemic. The study also aims to highlight the key issues and processes that Google faced in this regard, especially those requiring them to rewire large information systems, such as the Google Admin Console. The initial participant's role is to give a retrospective review and analysis of the change management process that occurred at Google's offices in Sofia, Bulgaria, as a number of processes, information management systems and applications were changed during the turn of the COVID-19 Pandemic.
The further 2 participants will help to provide a post implementation view of the process, as they are internal employees and can offer a one-to-one experience and comparison between now and 1 year ago. There are the perfect stakeholders to assess, as consumers are too variable and widespread, and the department heads might be too biased. The information collected from the study will help the researcher choose the correct analytical frameworks that best fit the given organization to draw relevant conclusions about the implementation of the system. Overall, this study will help the researcher evaluate the role of information systems in enterprises, discuss the potential impact of new I.T. on company processes, and discuss the knowledge and change management roles for the specific situation. Listed below are additional expected outcomes:

- Expect to see a great deal of growth and comfort from Google regarding handling these systems now, compared to one year ago when the various countries were thrust into lockdown. (this will be done by interviewing employees that are still in Bulgaria).
- Expect to have a better understanding of real-life change management examples; the pandemic brought along a large enough shake up that literally everyone had to make changes; also easier to analyze bigger companies, especially ones with features that I use/have used.
- Expect to gain a better understanding of the more theoretical aspect of IT through the investigation, as a large focus of the field 'concentrates' around practical elements, like programming.

This work is supervised by: Dr Georgios Samakovitis

More information about the project can be obtained by contacting: Trevor Kiggundu

Email at: tk9894h@gre.ac.uk	
You may withdraw from this project at any time until the project is complete in:	

MODULE LEADER'S APPROVAL

Declaration I have discussed this work with the applicant, and approve of the planned course of research, subject to tutorial monitoring and supervision.			
Name: DR GEORGIOS SAMAKOVITIS	**Email: g.samakovitis@gre.ac.uk**		
Does this project involve vulnerable participants?		YES	NO
Does this project present any potential risks to researchers or participants which are greater than those encountered in day-to-day life?		YES	NO
Does this project involve research or travel outside England?		YES	NO
The contact details provided for me on the attached Participant Information Sheet are complete and correct at time of submission		YES	NO
Signature:	**Date:**		

6.6.1 Participant 1

Appendix: PARTICIPANT CONSENT FORM

To be completed by the participant. If the participant is under 18, to be completed by the parent/guardian/person acting *in loco parentis*.

<table>
<tr><td colspan="2">Project title: Strategic Analysis of Google: Sofia, Bulgaria</td></tr>
<tr><td colspan="2">The principal investigator for this project is: Trevor Kiggundu</td></tr>
<tr><td colspan="2">This project is supervised by: DR GEORGIOS SAMAKOVITIS</td></tr>
<tr><td colspan="2">Supervisor’s contact details (including telephone number and e-mail address): g.samakovitis@gre.ac.uk</td></tr>
<tr><td colspan="2">• I have read the Participant Information Sheet about this study
• I have had an opportunity to ask questions and discuss this study
• I have received satisfactory answers to all my questions
• I have received enough information about this study
• I understand that I am/the participant is free to withdraw from this study:
o At any time (until such date as this will no longer be possible, which I have been told)
o Without giving a reason for withdrawing
o (If I am/the participant is, or intends to become, a student at the University of Greenwich) without affecting my/the participant’s future with the University
• I agree to take part in this study</td></tr>
<tr><td>Signature (participant):  </td><td>Date: 08/04/2021</td></tr>
<tr><td colspan="2">Name in block letters: PLAMENA KADIYSKA</td></tr>
<tr><td>Signature (parent/guardian/other, if under 16):</td><td>Date</td></tr>
<tr><td colspan="2">Name in block letters:</td></tr>
</table>

6.6.2 Participant 2

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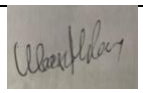
o (If I am/the participant is, or intends to become, a student at the University of Greenwich) without affecting my/the participant’s future with the University
• I agree to take part in this study</td></tr>
<tr><td>Signature (participant):  </td><td>Date: 08/04/2021</td></tr>
<tr><td colspan="2">Name in block letters: IVAN MLADENOV</td></tr>
<tr><td>Signature (parent/guardian/other, if under 16):</td><td>Date</td></tr>
<tr><td colspan="2">Name in block letters:</td></tr>
</table>

6.6.3 Participant 3

Appendix: PARTICIPANT CONSENT FORM

To be completed by the participant. If the participant is under 18, to be completed by the parent/guardian/person acting *in loco parentis*.

<table>
<tr><td colspan="2">Project title: Strategic Analysis of Google: Sofia, Bulgaria</td></tr>
<tr><td colspan="2">The principal investigator for this project is: Trevor Kiggundu</td></tr>
<tr><td colspan="2">This project is supervised by: DR GEORGIOS SAMAKOVITIS</td></tr>
<tr><td colspan="2">Supervisor’s contact details (including telephone number and e-mail address): g.samakovitis@gre.ac.uk</td></tr>
<tr><td colspan="2">• I have read the Participant Information Sheet about this study
• I have had an opportunity to ask questions and discuss this study
• I have received satisfactory answers to all my questions
• I have received enough information about this study
• I understand that I am/the participant is free to withdraw from this study:
o At any time (until such date as this will no longer be possible, which I have been told)
o Without giving a reason for withdrawing
o (If I am/the participant is, or intends to become, a student at the University of Greenwich) without affecting my/the participant’s future with the University
• I agree to take part in this study</td></tr>
<tr><td>Signature (participant):  </td><td>Date: 08/04/2021</td></tr>
<tr><td colspan="2">Name in block letters: DEA KIRILOVA</td></tr>
<tr><td>Signature (parent/guardian/other, if under 16):</td><td>Date</td></tr>
<tr><td colspan="2">Name in block letters:</td></tr>
</table>